

Citadel Mall to become Epic Center, home of new MUSC Health West Campus

By HELEN ADAMS
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It's an overhaul designed to turn an aging mall into a thriving hub of activity in the West Ashley area of Charleston, South Carolina, and MUSC Health is helping lead the way. Citadel Mall, which opened in the 1970s, is getting an ambitious 21st century makeover — including a new name. It will be called the Epic Center, and it will house a new MUSC Health campus.

"We've all got to say Epic Center ten times to get the old name out," said MUSC Health CEO Patrick Cawley, M.D., at the ceremony inside the mall. Cawley, who is also vice president of health affairs at the Medical University of South Carolina, was there to showcase progress on what will become an MUSC Health site.

"Our cause for celebration today is threefold. First is the revitalization of the West Ashley community," Cawley said, to applause.

"Second is the redevelopment of a mall into a health and wellness district. A vision for an aging mall that will become a community-based model for others to follow. And finally, to formally commence with our opening of the MUSC Health West Campus, which is going to open a little more than a year from now."

The MUSC Health West Campus will go where a J.C. Penney once stood. Today, construction workers instead of doctors performed their own kind of surgery, removing the remains of the store to make way for the mall-based medical complex.

"Envision that you need to see an orthopedic surgeon, get an X-ray, and even minor surgery. That will all be done on this campus," Cawley said. "If you need to see a primary care doctor; a dermatologist; a spine surgeon; a rheumatologist; an ear, nose and throat provider; you don't have to travel that far to get there. Why? Because we're transitioning the location of our highly specialized, technologically proficient care to be closer to home. We are part of your community."

The West Campus is part of a larger shift for MUSC Health. The goal is to offer care in more locations, so not everyone has to come to the downtown Charleston campus.

It's also part of a larger plan for Trademark Properties, which bought Citadel Mall about a year and a half ago. The real estate services company's chief executive officer said his team knew they wanted MUSC Health to be a part of their plans for the property.

"We went knocking on the door to

See **MALL** on page 11

HALLOWEEN FUN ON THE GREENWAY



Photos by Sarah Pack

It was all ghoulish fun Oct. 31 at the Charleston Medical District Greenway. Many people participated in the Halloween costume contest, pumpkin decorating, games and food trucks. Highlighting the event was a Thriller flash mob led by Monica Ball, top photo left, and D.J. Fullante and performed by dancers with the Dance Conservatory of Charleston, Dance FX and College of Charleston as well as MUSC's own zombie dancers.



2018 Halloween contest winners are: Individual — Brett Wood (The Dude); Couple/Duo — Kelli Garrison and Jay Nielson (Insurance Reps); and Group — Jennifer Fox, Angela Beers, Caroline Matthews, Corey Roy, Amanda Lech, Polly McCann and Ellen Ruja (Case Management Roller Coaster).

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innovative ideas.

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unique medical expertise.

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PEOPLE

Hazel L. Breland



Hazel L. Breland, Ph.D., ORT/L, assistant professor and academic fieldwork coordinator for OT in the College of Health Professions – Division of Occupational Therapy, has assumed the role of president

of the Association of Rheumatology Health Professionals. She is the 50th person to serve in this role and the organization's first African-American leader. Breland came to MUSC in 2006. She serves several roles including director of the Raymond S. Greenberg Presidential Scholars Program.

Michelle Nichols



Michelle Nichols, Ph.D., RN, has been appointed to serve as an associate editor for Family & Community Health, a peer-reviewed journal focused on health disparities and health equity. Nichols also

was appointed to the Mixed Methods International Research Association's Board of Directors as chair for marketing and communications.

AROUND CAMPUS



photo provided

ART 8E Medical Acute Care nurses and staff demonstrate their "drop, cover and hold on" activity as part of the Oct. 18 Great SouthEast Shake Out drill at MUSC. Employees were trained to respond at their work locations in the event of an earthquake.

Jim Oates



Jim Oates, M.D., professor of medicine, has been named director of the Division of Rheumatology and Immunology in the Department of Medicine. Oates has served as associate

director in the Division of Rheumatology and Immunology since 2012. He is also vice chair for research in the Department of Medicine. He succeeds Rick Silver, M.D., who led the division for more than 23 years.

Bärbel Rohrer



Bärbel H. Rohrer, Ph.D., professor and endowed chair in the Department of Ophthalmology, Storm Eye Institute at MUSC, received the Ernst H. Bärány Prize at the September meeting of the International Society

for Eye Research in Belfast, Northern Ireland, U.K. She is an innovative leader in diseases of the retina. She holds multiple U.S. and international patents and serves on scientific advisory boards.

EVENTS

YALLFest Book Festival

The 8th annual YALLFest: Charleston Young Adult Book Festival will host two days of activities from Friday, Nov. 9 to Nov. 10. YALLFest is a national festival celebrating children's and young adult literature and features lectures by top young adult writers (including New York Times bestsellers), seminars, lectures and book signings in various venues in downtown Charleston. For tickets and information, visit <http://yallfest.org>.

Holiday Festival of Lights

The 29th annual Holiday Festival of Lights at James Island will be open to the public beginning Nov. 9. The classic holiday lights drive-through tour at James Island County Park is open every evening until Jan 1. Enjoy thousands of lights, a Victorian carousel, visits with Santa Claus, a holiday train, holiday sweet treats and so much more. For information about tickets, visit <https://www.holidayfestivaloflights.com/>.

Humanitas 2019

Calling all MUSC creatives. There's less than one month left to get in your submissions for Humanitas 2019. The deadline is Dec. 1. Humanitas is MUSC's literary journal and is comprised of works (poetry, prose, mixed media) presented by the MUSC community, which includes students, staff and faculty.

MUSC CATALYST news

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VETERANS DAY CELEBRATION

MUSC VETS invites all MUSC employees, students, faculty and staff to the Veterans Day Celebration!

12:00 PM - 1:00 PM
November 9, 2018
Drug Discovery Auditorium

Guest Speaker:
Colonel Larry W. Matthews

For more information, please contact: MUSCVETS@musc.edu

Letter from
MUSC

LEADERSHIP

Dear MUSC Community,

For more than 40 years, Trident United Way has served as a lifeline to people in the most vulnerable of circumstances: poverty, unemployment, disability or unexpected financial problems, health or family situations. It is an organization dedicated to making authentic long-lasting change in the Lowcountry by addressing the issues that matter the most in people's lives. Without Trident United Way, many of these folks would have no way to rebuild their lives or plan a stable future.

Thank you for your support of Trident United Way in the past, and please know that your generosity is paying off. We touched the lives of more than 175,000 residents in the Tri-county last year through a variety of initiatives, including:

- Trident United Way serves as the backbone of Healthy Tri-County (HTC), a multi-sector regional initiative to improve health outcomes in Berkeley, Charleston and Dorchester counties launched in partnership with MUSC Health and Roper St. Francis in 2017. These organizations have worked together to develop a five-year roadmap for health improvement in the Tri-county community.

- The Tri-County Reading by Third Project is an innovative pilot working to increase the number of our children reading at grade level by third grade. This pilot has launched in all four local school districts and is so far proving to be one of the most effective programs Trident United Way has ever funded to increase reading levels in children.

- Family Connects, a home-visiting nurse and resource referral program, is being explored as an option for the Tri-county area. MUSC, the three other hospital leaders and staff from Trident United Way and Tri-County Cradle to Career are working to assess the feasibility of this program for our area.

These are just some of the ways we are partnering in collective-impact efforts. Please join the MUSC family in supporting one of the Lowcountry's most important and treasured organizations, Trident United Way. If we all just give a little, we will make a difference in more lives and in more ways than any of us could possibly imagine.

Before making your decision, please consider three important points:

- Every penny of your gift will remain here in the Lowcountry, providing relief and support directly to people here in our community.
- This year, your gift could qualify for matching funds from MUSC, effectively doubling the impact of your contribution. Contact Cory Robinson (robinc@musc.edu) or Mathew Miller (millemat@musc.edu) for more information.
- Giving is easy. Just click <https://epledge.tuw.org/MUSC> to learn about the many options to make your gift, including credit card, check, or easiest of all, payroll deduction. The payroll deduction deadline is Dec. 14.

Thanks for all you do on behalf of our community.

Yours in service,

David J. Cole, M.D., FACS
MUSC President

Patrick J. Cawley, M.D., MBA
MUSC Health CEO & VP Health Affairs,
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MUSC leaders focus on change

Leadership outline MUSC's transformational path to state biotech group

By **LESLIE CANTU**
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Health care is in the midst of a massive transformation across the nation. Health care systems and hospitals are choosing different routes to navigate this transformation, ranging from combining forces to gain economies of scale to keeping their heads down and waiting to see what happens.

MUSC isn't waiting. "We think we need control of our own destiny, and we're betting big on partnerships and innovation," said Patrick Cawley, M.D., CEO of MUSC Health and vice president of Health Affairs, University.

Cawley spoke during the SCBIO 2018 conference in Charleston. The conference, a gathering of companies, universities and entrepreneurs in the life sciences, pharmaceutical and biotechnology spheres, featured several panels with leaders from MUSC, including the panel with Cawley and Patrick Springhart, M.D., of Greenville Health System and John Singerling of Palmetto Health.

MUSC president David Cole, M.D., FACS, joined Dave Pacitti, president and head of the Americas for Siemens Healthineers, and spoke about their organizations' recently announced partnership.

Some of the proposed MUSC-Siemens

Healthineers initiatives sound like sci-fi come to life: artificial intelligence, machine learning, predictive analytics and digital twins. But Cole emphasized that at the center of all that high-tech dazzle is the patient.

Cole highlighted the partnership's joint focus on stroke care, in which the partners are seeking to reduce the time it takes to begin endovascular therapy, a way of physically removing clots, for stroke patients. Though MUSC is already well below the national average of 90 minutes, the partners want to streamline procedures to decrease the time to treatment even more.

"We want to cut it from 90 to 25 minutes. Think of the implications of that," Cole said. "The families that are not torn apart by somebody dying or being disabled for the rest of their life. The jobs that are not lost because of their disability and the rehab that's required. How does that happen? Artificial intelligence. Predictive analytics. Integrated platforms that are emerging."

Further, he added, MUSC doesn't want to hoard the expertise it gains through this partnership with Siemens Healthineers.

"We don't want to own that. We want to share it. We want to define the best practice internationally and share it.

See **INNOVATION** on page 9



Photo by Sarah Pack

Dr. Patrick Cawley, CEO of MUSC Health and vice president of Health Affairs, University, second from right, joined hospital leaders from other areas of South Carolina to discuss challenges in health care.



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MEET KELLY



Kelly "KJ" Joseph

Department; How long at MUSC
MUSC Health East Infusion Center; 1.5 years

How are you changing what's possible at MUSC

Through knowledge, compassion, integrity and positivity

Pets

My furbabies (3 dogs), Gullah, Pnutt, Gizzie; and two cats, Puss and Boots

Branch of military you serve

U.S. Army Reserve — 12 years

Places you've lived

Born and raised in Upstate New York, Virginia, North Carolina and South Carolina

What Veterans Day means to me

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Little girl reminds innovators why they do what they do

BY HELEN ADAMS

adamshel@musc.edu

A little girl whose family feared the worst when she was diagnosed with spina bifida runs across the stage to her mother. They're wearing matching dresses, but while Harper Brown is beaming, her mother has tears in her eyes. Jenna Brown scoops up her daughter and holds her in front of a microphone.

"Thank you for having us," the 3-year-old girl with a big bow in her hair says to the audience.

People laugh gently. Some of the tension that had gripped the room is eased. It's a relief to see how well Harper is doing.

The video that played before her entrance at the SCBIO conference, a gathering of South Carolina organizations and entrepreneurs involved in health care, medical devices, biotechnology, pharmaceuticals, life

sciences, research and education, took the audience back to 2015. That's when Brown and her husband learned the baby she was carrying had a serious health problem and agreed to let a photographer from MUSC Health in Charleston, South Carolina, document their journey.

"Our unborn daughter was diagnosed with the most severe form of spina bifida. Spina bifida is a birth defect that occurs within the first month of pregnancy," Brown says. "During this embryonic stage, the spinal cord fails to develop or close properly, leading to paralysis, bowel and bladder incontinence and multiple brain conditions."

As the video makes clear, it was an emotionally wrenching time. Brown and her husband were trying to adjust to the idea that their daughter might have a very different life than the one they'd envisioned. But they found hope in the form of MUSC Children's Health neurosurgeon Ramin Eskandari, M.D.

"We sat across the room from a man



not much older than ourselves and discussed his plan and his outlook," Brown says, describing their first meeting with Eskandari. "In a short span of time,

our demeanor shifted. We went from feeling completely powerless to gaining an immense amount of trust in a total stranger."

Eskandari operated on Harper the day after she was born, repairing her spinal cord. While she has a severe form of spina bifida, myelomeningocele, it's a relatively mild case. Under the care of MUSC Children's Health doctors, Harper has gone on to hit all of the developmental milestones.

Her parents are so amazed by what medical expertise and technology have done for Harper that her mom left her job as a teacher to become an advocate for other families dealing with similar situations. That role brought them to the SCBIO conference. SCBIO is part of the international Biotechnology Innovation Organization trade association.

Harper and her mother aren't industry experts. They're a real-life example of why medical innovation is so important.

See **GIRL** on page 11

"My Reviews Speak for Themselves"

David Kent

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MUWC, VOLUNTEER SERVICES HOST TEDDY BEAR DAY



Photo Provided

The Medical University Women's Club held its annual Teddy Bear Day with MUSC Volunteer Services on Oct. 24. Over 300 bears were delivered to adult patients at University Hospital and Ashley River Tower. MUSC's Kelly Hedges, Terri DeVane, Pam Carroll, Misty Daniels, Leigh Darby, M.E. Canaday, Catherine Cummins and Kathy Harrison Rockey. Not pictured: Lindsay Loewer, Tricia Blackmon, Katie Hinson, Kelsey Brown and Laura Patrick. Special thanks to Jane Locke for storing the bears each year.



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INNOVATION *Continued from Page Four*

That's what's revolutionary about this partnership," he said.

Health care today is still delivered the way it was in the 1940s, Cawley said. It is very physician- and nurse-centric. And while physicians and nurses are crucial, they now face more data than ever. Scientists have discovered some 70,000 diseases — and treatments for those diseases — since the 1940s and developed some 4,000 new procedures, Cawley explained. In addition, providers are burned out, in large part because of the demands of electronic health records, he said.

"We've buried our clinicians. We're not using them in the right way. So there's a whole area right there that is ripe for innovation," he said.

Thornton Kirby, CEO of the South Carolina Hospital Association, said the health care system is often described as broken but noted that it's not so much broken as disjointed. The modern American health care system started in

the 1940s, he said, when companies faced a worker shortage but were banned from offering higher wages because of wartime wage controls. Instead, they began to offer employer-sponsored health insurance as a benefit.

Medicare and Medicaid were introduced in the 1960s to cover people who couldn't work, and in the 1980s, President Ronald Reagan signed into law a bill guaranteeing emergency access to health care. Under President George W. Bush, the drug benefit under Medicare was expanded, and then under President Barack Obama, the Affordable Care Act was passed. All in all, Kirby said, the system is doing what it was created to do: address acute illness regardless of cost.

"It's not broken at all. This health care system was built to recruit workers in the era of wage controls, cover retirees until the end of their lives, to cover uninsured people, and to treat people in the emergency room. That's what it was built to do, and it's doing that quite well," he said. "It was not built to do the things we wish it would do, like encourage healthy

"We have to put our patients in the middle of what we do and build systems around it."

David Cole, M.D.

behaviors, manage chronic disease and control cost."

That disjointedness means many patients have what Cole calls a "Yeah but" experience: "Yeah, I liked my physician, but it took forever waiting in the ED. Or they messed up this, or they couldn't do that." We have to put our patients in the middle of what we do and build systems around it."

That's what's happening with the MUSC Shawn Jenkins Children's Hospital under construction. Pacitti said Siemens Healthineers is creating a digital twin of the building, which allows the partners to run thousands of models showing variations of how people might enter the building, leave the building, move around the building and have procedures in the building — all with the

idea of creating a better layout to ensure people's visits are smooth.

Getting patients to the right place at the right time sounds simple, but in reality, hospitals operate in isolated silos of organized chaos, Cole said. He cited real-world examples of patients waiting five hours to be discharged or having an elective surgery canceled — even though it was on the books for three months — because there weren't any operating rooms available. The digital twinning of the children's hospital is an opportunity to use technology to build in processes that get patients where they need to be more efficiently, he said.

The speakers all agreed that change is hard. Singerling, vice president of innovation and economic development at Greenville Health System, said that with some 30,000 team members, change management is one of the greatest challenges he faces. Cawley noted that change in the health care sector usually takes about 17 years, but no one has 17 years to wait. Cole agreed.

"Our greatest risk is to do nothing. We have to change how we do things," Cole said.

Pharmacologist wins FRD's 2018 Innovation Award

Nathan Dolloff, Ph.D., an assistant professor in the MUSC Department of Cell and Molecular Pharmacology, is the recipient of the 2018 Admiral Albert J. Baccioco Innovator of the Year Award, the highest honor given by the MUSC Foundation for Research Development (FRD). The award recognizes MUSC researchers and clinicians who are working to promote commercialization of university intellectual property through new inventions, patents, licensing agreements and the formation of startup companies.

Since joining the faculty in 2014, Dolloff has been highly active in the university's innovation pipeline with the submission of multiple records of invention, patent filings, small business grants and out-licensing of MUSC intellectual property. He is the founder of Leukogene Therapeutics Inc., a startup company focused on commercializing new drugs for the treatment of cancer. Leukogene is

currently moving a new class of small molecules toward clinical trials in treatment resistant multiple myeloma and other malignancies. In addition to a focus on therapy resistant cancer, the company's differentiating strengths include its novel drug target and strategy to amplify the effects of already existing cancer drugs. To date, the company has raised over \$3M in funding in grants and investments to complete preclinical development of its lead candidate. Leukogene is a National Cancer Institute (NCI) portfolio company and client company of the South Carolina Research Authority (SCRA) SC Launch program.

Dolloff was born and raised in southeast Pennsylvania, where he received his bachelor's degree in biology from Gettysburg College, his Ph.D. in pharmacology and physiology from Drexel College of Medicine and his postdoctoral training at the University of Pennsylvania in experimental cancer therapeutics.



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New geriatric medicine fellowship offered at MUSC

Staff Report

A new geriatric medicine fellowship program at MUSC has received initial accreditation and is seeking applicants to begin their training in July 2019.

Led by program director Mark A. Newbrough, M.D., associate professor in the Division of General Internal Medicine, this fellowship program will address a critical need in South Carolina by training physicians to become specialists in the care of older adults. This is especially important now because South Carolina is one of the most rapidly aging states in the U.S. By 2023, 25 percent of the Lowcountry's population will reach age 65 or older, making it the Lowcountry's fastest growing segment. MUSC and its Division of General Internal Medicine is actively growing clinical, education and research programs to meet the specialized health-related needs of older adults and their families. The geriatric medicine fellowship will serve as an anchor for a variety of efforts aimed at ensuring the Lowcountry has a qualified and stable workforce to meet those needs for decades to come.

Newbrough joined MUSC in October

2016 from the University of Virginia, where he served as section head for geriatrics and medical director for Blue Ridge PACE – Program for All-inclusive Care of the Elderly – for four years. Other key clinical faculty include William Moran, M.D., Amanda Overstreet, D.O., and Julianna Marwell, M.D.

The Accreditation Council for Graduate Medicine Education recently approved two annual fellowship slots for the one-year geriatrics training program.

The geriatric medicine fellowship provides a comprehensive educational experience in aging that includes patient care, research, community service and leadership. At the completion of their training, fellows will be eligible to take boards to become certified geriatricians, providing primary care for older patients and consultative services in geriatrics for other health care providers and health system leaders in the care of older adults.

"Having the ability to train physician leaders in geriatric medicine adds to our capacity to provide for the complex care needs of older adults and their families throughout the Lowcountry and across the state," said Newbrough.

GIRL *Continued from Page Seven*

Brown knows that just a few generations ago, a baby born with spina bifida would have had about a 10 percent chance of surviving. Today, thanks to advances in medical techniques and technology, most children with spina bifida lead active lives.

Eskandari credits the open minds of industry leaders and academic leaders for driving those advances. "It's because of people like you and the commitment to improve technology that I'm able to offer treatments to children who my mentors would have likely turned away," he tells the SCBIO conference crowd.

He makes a pitch for continued innovation in another area: brain injury.

"Medical breakthroughs in pediatric brain injury are the next big challenge. It's by joining surgical and nonsurgical teams in research that we will ultimately find a way to become victorious against these devastating diseases. Thank you for not backing down when the temporary obstacles of life sciences start to pile up."

The Brown family knows all about not backing down in the face of obstacles. "We have a lifelong battle to endure," Brown says. "But with the hope we have for Harper, we will conquer it as it presents itself. We are fortunate to live day to day comfortably and confidently knowing we have MUSC and Dr. Eskandari in our corner."

MAILL *Continued from Page One*

MUSC and said, 'Stop. We think we've got a game changer.' The five-star recruit in this area is MUSC," said Richard Davis, making a football comparison. "It's always been the largest employer and the most important employer in the city of Charleston."

The Epic Center is planning for other non-traditional mall tenants as well, including a sports event space. "We think it's going to be epic," Davis said.



Dr. Patrick Cawley and Charleston Mayor John Tecklenburg describe their plans for the Citadel Mall.

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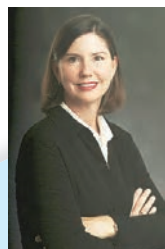


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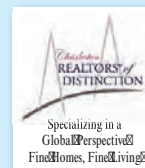
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