

# **MINUTES**

Meeting of the Board of Trustees  
of the Medical University Hospital Authority

February 10, 2006

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119 & 121 Education Center/Library Building  
Medical University of South Carolina  
Charleston, South Carolina

**MINUTES**  
**MEDICAL UNIVERSITY HOSPITAL AUTHORITY**  
**BOARD OF TRUSTEES MEETING**  
**February 10, 2006**

The Board of Trustees of the Medical University convened Friday, February 10, 2006, with the following members present: Dr. Donald R. Johnson II, Chairman; Dr. Cotesworth P. Fishburne, Jr., Vice Chairman; Mr. Charles L. Appleby, Jr.; Dr. Stanley C. Baker, Jr.; Mr. Melvyn Berlinsky; Mr. William H. Bingham, Sr.; Mr. William B. Hewitt; Dr. E. Conyers O'Bryan, Jr.; Dr. Paula E. Orr; Dr. Thomas C. Rowland, Jr.; Mr. Charles W. Schulze; Thomas L. Stephenson, Esquire; Dr. Charles B. Thomas, Jr.; and Dr. James E. Wiseman, Jr.

The following administrative officials were present: Dr. Raymond S. Greenberg, President; Dr. John Raymond, Vice President for Academic Affairs and Provost; Dr. Jerry Reves, Vice President for Medical Affairs, and Dean, College of Medicine; Ms. Lisa Montgomery, Vice President for Finance and Administration; Mr. Stuart Smith, Vice President for Clinical Operations and Executive Director, MUHA; Dr. Frank Clark, Vice President for Information Technology and CIO.

The following deans were present: Dr. John Sanders, College of Dental Medicine; Dr. Perry Halushka, College of Graduate Studies; Dr. Danielle Ripich, College of Health Professions; Dr. Jerry Reves, College of Medicine; Dr. Gail Stuart, College of Nursing; and Dr. Joseph DiPiro, and Dr. Arnold Karig, College of Pharmacy.

**Item 1. Call to Order-Roll Call.**

There being a quorum present, Chairman Johnson called the meeting to order at 8:00 a.m. Ms. Celeste Jordan called the roll. The invocation was given by Dr. Cotesworth Fishburne.

**Item 2. Secretary to Report Date of Next Meeting.**

The date of the next regularly scheduled meeting is Friday, April 7, 2006. Committee meetings will be held Thursday, April 6, 2006.

**Item 3. Approval of Minutes of the Regular Meeting of the Medical University Hospital Authority Board of Trustees of December 9, 2005.**

Board Action: It was moved that the Minutes be approved. The motion was seconded, voted on and unanimously carried.

**RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT.**

**OLD BUSINESS:** None.

**NEW BUSINESS:**

**Item 4. General Informational Report of the President.**

Dr. Greenberg asked Dean Reves to introduce Dr. John Schaefer. Dean Reves was pleased to introduce Dr. Schaefer, who will hold the Endowed Chair in the South Carolina Research Centers of Economic Excellence for Clinical Effectiveness and Patient Safety. He comes to MUSC from the University of Pittsburgh. After attending medical school in West Virginia, he did his internship in surgery at MUSC and his residency in anesthesiology at USC-Columbia. Dr. Schaefer discussed his experiences at the University of Pittsburgh and how they relate to his work for MUSC and for the State of South Carolina. He stated that he was drawn to the unique opportunity that exists in South Carolina because of the cooperation of institutions in the state.

Dr. Greenberg stated that he felt that the University has had a wonderful relationship with the *Post and Courier* over the past five or six years because the quality of reporting on health care. On behalf of the institution, Dr. Greenberg expressed his appreciation to Mr. Jonathan Maze for the extraordinary public education the *Post and Courier* has provided on complicated health issues during Mr. Maze' tenure. Dr. Greenberg noted that Mr. Maze will be leaving Charleston.

Dr. Johnson also thanked Mr. Maze for his excellent work.

Mr. Appleby thanked Dr. Johnson and others who came to Florence to help with the very successfully fund raiser held on February 4. Over \$100,000 was raised to help support the Children's Hospital.

Recommendation of Administration: That these reports be received as information.

Board Action: Received as information.

**Item 5. Other Business.** None.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY OPERATIONS AND FINANCE COMMITTEE. CHAIRMAN: DR. STANLEY C. BAKER, JR. (Detailed committee minutes are attached to these minutes).**

**OLD BUSINESS:** None.

**NEW BUSINESS:**

**Item 6. MUSC Medical Center Status Report.**

Statement: Mr. Smith reported that the Medical Center admissions increased 3%. Outpatient visits have increased 5.6%. Both admissions and outpatient visits exceed the projections in the feasibility study.

Interventional heart cath procedures were flat the first six months of this year and may be related to the increased use of drug eluting stents which are lowering the rate of restenosis. Growth in other procedures has significantly increased.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 7. MUSC Medical Center Financial and Statistical Report.**

Statement: Dr. Baker reported that the Medical Center has a current margin of 4.3% as compared to 3.5% in the feasibility study and 3.7% in the budget. The Medical Center remains strong.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 8. Quality and Safety Report.**

Statement: Dr. Baker reported that Ms. Rosemary Ellis, Director of Quality and Safety updated the Committee on that activity.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 9. Report of the Vice President for Medical Affairs and Dean, College of Medicine.**

Statement: Dean Reves provided his "State of the College" report to the Education Committee.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 10. Report on University Medical Associates.**

Statement: Dr. Baker stated Dr. Feussner provided the committee a detailed report on outreach efforts.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 11. Legislative Update.**

Statement: Dr. Baker stated that Mr. Faulkner had provided a report to the Committee. The Governor's budget proposes a 3% cut in appropriations.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 12. Other Committee Business.**

Statement: Dr. Baker reported the committee had discussed a legal issue in Executive Session.

Committee Action: None.

Board Action: Received as information.

**Item 13. Medical University Hospital Authority Appointments, Reappointments and Delineation of Privileges (consent item).**

Statement: Appointments, reappointments and delineation of privileges to the medical staff were presented for approval.

Recommendation of Administration: That the appointments, reappointments and delineation of privileges to the medical staff be approved.

Recommendation of Committee: That the appointments, reappointments and delineation of privileges to the medical staff be approved.

Board Action: Dr. Baker moved that the appointments, reappointments and delineation of privileges to the medical staff be approved. The motion was seconded, voted on and unanimously carried.

**Item 14. Medical Executive Committee Minutes (consent item).**

Statement: Minutes of the Medical Executive Committee of the December 2005, meeting were presented to the Board.

Recommendation of Administration: That this be received as information.

Recommendation of Committee: That this be received as information.

Board Action: The minutes of the Medical Executive Committee December 2005 were received as information.

**Item 15. Medical Center Contracts and Agreements (consent item).**

Statement: Contracts and Agreements which have been signed since the last board meeting were presented for information.

Recommendation of Administration: That this be received as information.

Recommendation of Committee: That this be received as information.

Board Action: Received as information.

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY PHYSICAL FACILITIES COMMITTEE.  
CHAIRMAN: MR. WILLIAM H. BINGHAM, SR. (Detailed committee minutes are attached to these minutes).**

**OLD BUSINESS:** None

**NEW BUSINESS:**

**Item 16. Facilities Procurements/Contracts Proposed.**

Statement: Mr. Bingham asked for approval of the procurements/contracts as presented in the agenda.

Recommendation of Administration: That the procurements/contracts be approved.

Recommendation of Committee: That the procurements/contracts be approved.

Board Action: It was moved, seconded and unanimously voted that the procurements/contracts be approved.

**Item 17. Update on Projects.**

Statement: Mr. Bingham reported that Mr. Frazier presented an update on Authority projects to the committee.

Recommendation of Administration: That this report be received as information.

Recommendation of Committee: That this report be received as information.

Board Action: Received as information.

**Item 18. Other Committee Business.**

Statement: Mr. Bingham stated that the subcommittee had met and selected the following professional firms and presented them to the Board for approval:

- Architectural/Engineering Services for planning and design of Adult and Pediatric Emergency Medicine renovations: Rosenblum Coe Architects, Inc. of Charleston, SC with Cannon Design of Jacksonville, FL
- Architectural/Engineering Services for planning and design of Radiology 3MH renovations: LS3P Associates, Ltd. (Charleston, SC)
- Three firms were selected to provide indefinite delivery architectural services: Glick/Boehm & Associates (Charleston, SC); Liollo Architects (Charleston, SC); Josie Abrams Architect (Charleston, SC)
- Three firms were selected to provide indefinite delivery mechanical engineering services: O'Neal (Charleston, SC); MECA (Columbia, SC); RMF Engineering, Inc. (Charleston, SC)
- Three firms were selected to provide indefinite delivery planning services: Perkins & Will (Atlanta, GA); Peterson Associates (Charlotte, NC) and Kurt Salomon Associates (Atlanta, GA); Karlsberger Healthcare (Columbus, OH)

Board Action: It was moved, seconded and unanimously voted that the firms selected be approved.

**Item 19. Facilities Contracts Awarded (consent item).**

Statement: Facilities contracts awarded since the last board meeting were presented for information.

Recommendation of Administration: That this be received as information.

Recommendation of Committee: That this be received as information.

Board Action: Received as information.

**OTHER BUSINESS FOR THE BOARD OF TRUSTEES:**

**Item 20. Approval of Consent Agenda.**

Statement: Approval of the Medical University Hospital Authority consent agenda was requested.

Recommendation of Administration: That the consent agenda be approved.

Board Action: It was moved, seconded and unanimously voted that the consent agenda be approved.

**Item 21. New Business for the Board of Trustees.**

Statement: Dr. Johnson stated that the presentation of the changes to the Bylaws of the MUHA Board of Trustees would be tabled and brought back to the Board probably at the April meeting.

Board Action: Presentation of changes to the Bylaws was tabled.

**Item 22. Report from the Chairman.** No Report.

There being no further business, the Hospital Authority meeting was adjourned and the University Board of Trustees meeting was convened.

Respectfully submitted,

Hugh B. Faulkner III  
Secretary

/wcj  
Attachments

**Board of Trustees**  
**Hospital Authority Operations and Finance Committee**  
**February 9, 2006**  
**Minutes**

Dr. Stanley Baker, Chair  
Mr. Melvyn Berlinsky  
Mr. William Bingham  
Dr. Cotesworth Fishburne, Jr.  
Mr. William Hewitt  
Dr. Donald Johnson  
Dr. Conyers O'Bryan, Jr.  
Dr. Paula Orr  
Dr. Thomas Rowland  
Mr. Charles Schulze  
Thomas Stephenson, Esq.  
Dr. Charles Thomas  
Dr. James Wiseman, Jr.  
Dr. Ray Greenberg  
Mr. Stuart Smith  
Dr. Jerry Reves  
Ms. Lisa Montgomery  
Dr. John Raymond  
Dr. Frank Clark

Mr. Paul Taylor  
Ms. Susan Barnhart  
Mr. H. B. Faulkner  
Ms. Casey Martin  
Mr. Bruce Quinlan  
Mr. Dennis Frazier  
Mr. John Cooper  
Mr. Ralph Greene  
Ms. Annette Drachman  
Dr. Sabra Slaughter  
Ms. Meredith Sanders  
Mr. Joe Good

The meeting was called to order at 9:30 a.m. by Dr. Stanley Baker, Chairman

A motion was presented and carried to consider item 12 in Executive Session in order to discuss a legal issue

**Item 6. MUSC Medical Center Status Report**

Mr. Smith reported a decrease in patient days and length of stay and an increase of 3% in admissions. Outpatient visits have increased 5.6%. Both admissions and outpatient visits exceed the projections in the feasibility study.

Interventional cath procedures are down slightly and may be related to the increased use of drug eluting stents which are lowering the rate of restenosis. Growth in other procedures is significantly increased and is greater than projected in the feasibility study.

Mr. Smith also reported that the Medical Center is beginning its efforts on the Hardwiring Excellence initiative in the Medical Center

Action: Report received as information

**Item 7. MUSC Medical Center Financial and Statistical Report**

Ms. Montgomery reported cash of \$24 million which is slightly down from this time last year. She attributes this to the fact that the Medical Center has only received \$9 million of its \$50 million in disproportionate share funds this year. She reported a net income of \$14.6 million as compared to \$10.9 last year. Current margin is 4.3% as compared to 3.5% in the feasibility study, and 3.7% in the budget.

Action: Received as information

**Item 8. Quality and Safety Report**

Ms. Rosemary Ellis, Director of Quality and Safety updated the Board on the patient access and throughput initiative for the Medical Center. She reported that even with the tremendous growth in admissions and visits, the Medical Center must focus on attaining quality care in a safe environment. In response to increased demand for capacity, MUHA established a Bed Capacity Task Force which has been responsible for numerous improvements which have allowed MUHA to handle the increased flow of patients. The hours on ICU diversion have decreased from 11% in 2004 to 4% in 2005. Medical/Surgical diversion has decreased from 6% in 2004 to 5% in 2005. Average wait time for admission in the adult ED is currently two hours and 45 minutes as compared to 4 hours nationwide. The number of patients held in our ED overnight awaiting a bed is lower than our peers.

Ms. Ellis reported that there is much remaining to do with regard to throughput and patient safety, and that continued focus on our information systems and standardization of processes will help attain some of our future goals in these areas. She emphasized the increasing environment of collaboration and cooperation among our physicians and caregivers in identifying areas for improvement.

MUHA was recently cited as 100% compliant in prescribing aspirin and beta blockers at discharge for patients admitted with AMI. MUHA has just been recognized by the UHC for its quality initiatives and lower than expected mortality rates for heart failure. Both of these areas are improvements which reflect the cooperation of multidisciplinary teams.

Action: Received as information

**Item 9. Report of the Vice President for Medical Affairs and Dean, College of Medicine**

Report presented in Education Committee

**Item 10. Report on University Medical Associates**

Dr. John Feussner, President of UMA briefed the committee on outreach efforts. Specific areas included recruitment of a pediatric orthopedist , collaboration on neonatology coverage at East Cooper, Surgical Oncology and Breast surgery services at East Cooper and geriatric coverage at the Frankie Home one day a week. UMA is involved in various reform efforts such as the S. C. Medicaid initiative. Other planned outreach initiatives include a Hollings Cancer Center affiliation in Hilton Head and Myrtle Beach.

Dr. Feussner also reported that UMA continues to work on a documentation plan for its nonprofit status. Paul Taylor and Joe Good continue to be involved in this process.

Action: Report received as information

**Item 11. Legislative Update**

Mr. H. B. Faulkner reported that the budget process is continuing, screening for Board members will be held on Monday, February 13 at 10:30 a.m., and that the Governor's budget proposes a cut in appropriations of 3%. It is expected that the House version will be less than the 3% cut proposed by the Governor.

Action: Received as information

**Item 12. Other Committee Business**

The committee discussed a legal issue in Executive Session.

Action: None

**Consent Agenda**

**Item 13. Medical University Hospital authority Appointments, Reappointments and Delineation of Privileges**

The committee reviewed the appointments, reappointments and delineation of privileges. These were recommended by the respective department chairs, the Credentials Committee and the Medical Executive Committee.

Action: Recommend approval

**Item 14. Medical Executive Committee Minutes**

The Medical Executive Committee minutes of December 2005 were reviewed. These were found to be in order.

Action: Received as information

**Item 15. Medical Center Contracts and Agreements**

The Contracts and agreements entered into since the last meeting of the Board were presented.

Action: Received as information

There being no further business, the committee adjourned at 11:00 a.m.

Respectfully Submitted,

Teresa K. Rogers

**Medical University Hospital Authority  
Physical Facilities Committee  
February 9, 2006  
Minutes**

**Attendees:**

Mr. William H. Bingham, Chair	Dr. Jack Feussner
Dr. Stanley C. Baker, Jr.	Mr. Dennis Frazier
Mr. Melvyn Berlinsky	Mr. Ralph Greene
Dr. Cotesworth P. Fishburne, Jr.	Mr. Kevin King
Mr. William B. Hewitt	Mr. Chris Malanuk
Dr. Paula E. Orr	Mr. John Malmrose
Dr. Thomas C. Rowland, Jr.	Mr. Jonathan Maze
Mr. Charles W. Schulze	Mr. Stewart Mixon
Thomas L. Stephenson, Esquire	Ms. Lisa Montgomery
Dr. Charles B. Thomas, Jr.	Ms. Jennifer Pearce
Dr. James E. Wiseman, Jr.	Mr. Greg Soyka
Mr. Thomas P. Anderson	Dr. Jerry Reves
Mr. John Cooper	Mr. Stuart Smith

Mr. Bingham called the meeting to order.

**REGULAR Items**

**Item 16      Facilities Procurements/Contracts Proposed**

Mr. Dennis Frazier presented the facilities procurements/contracts for approval.

Recommendation of Committee: The project was approved as presented.

**Item 17      Update on Projects**

Mr. Frazier presented an update on Authority projects.

Recommendation of Committee: That the report be received as information.

**Item 18      Other Committee Business**

Mr. Frazier thanked Mr. Bingham and Mr. Berlinsky for their work in selecting the following:

- Architectural/Engineering Services for planning and design of Adult and Pediatric Emergency Medicine renovations: Rosenblum Coe Architects, Inc. of Charleston, SC with Cannon Design of Jacksonville, FL
- Architectural/Engineering Services for planning and design of Radiology 3MH renovations: LS3P Associates, Ltd. (Charleston, SC)

- Three firms were selected to provide indefinite delivery architectural services: Glick/Boehm & Associates (Charleston, SC); Liollo Architects (Charleston, SC); Josie Abrams Architect (Charleston, SC)
- Three firms were selected to provide indefinite delivery mechanical engineering services: O'Neal (Charleston, SC); MECA (Columbia, SC); RMF Engineering, Inc. (Charleston, SC)
- Three firms were selected to provide indefinite delivery planning services: Perkins & Will (Atlanta, GA); Peterson Associates (Charlotte, NC) and Kurt Salomon Associates (Atlanta, GA); Karlsberger Healthcare (Columbus, OH)

## **CONSENT Items**

### **Item 19      Facilities Contracts Awarded**

With no further business, the meeting was adjourned.