MEDICAL UNIVERSITY HOSPITAL AUTHORITY (MUHA) BOARD OF TRUSTEES MEETING MINUTES OCTOBER 8, 2021

The MUHA Board of Trustees convened October 8, 2021, with the following board members present: Dr. James Lemon, Chair; Charles Schulze, Vice-Chair; Terri Barnes; Jim Battle; Bill Bingham; Dr. Melvin Brown; Dr. Fritz Butehorn; Dr. Guy Castles; Dr. Richard Christian; Dr. Paul Davis; Barbara Johnson-Williams; Dr. Donald Johnson; Dr. Murrell Smith; Michael Stavrinakis; Tom Stephenson and Dr. Bart Witherspoon. MUSC administrative officials present: Dr. David Cole; Kate Azizi; Dr. Patrick Cawley; Annette Drachman; Dr. Ray DuBois; Dr. Lori McMahon; Stewart Mixon; Dr. Lisa Saladin; and Mark Sweatman.

REGULAR AGENDA

Item 1. Call to Order.

There being a quorum present, Chairman Lemon called the meeting to order.

Item 2. Roll Call for the MUHA and MUSC Board of Trustees.

Mark Sweatman, Secretary, called the roll and announced that, "In compliance with FOIA, notice of meetings and agendas were furnished to all news media and persons requesting notification."

Item 3. Date of Next Meeting.

The date of the next meeting of the MUSC/MUHA Board of Trustees is December 10, 2021.

<u>Item 4.</u> <u>Approval of Minutes.</u>

Chairman Lemon called for a motion to the approve the meeting minutes of August 13, 2021 and September 16, 2021

<u>Board Action: A motion to approve was made by Mr. Schulze; the motion was seconded and unanimously carried.</u>

RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT

<u>Item 5.</u> <u>General Informational Report of the President.</u>

Dr. David Cole called on Dr. Cawley who introduced Dr. Lalithakumar Solai, Mental Health ICCE Chief, and Rob Dupont, Mental Health ICCE Administrator who gave an update to the Board on the State Behavioral Health Plan. Dr. Solai gave a synopsis of current services offered. IOP currently has 105 inpatient beds that run at 100% occupancy averaging 300 admissions each month with 80-90% being admitted from the ED D-POD, the behavioral health section of the ED. Dr. Solai discussed the outpatient services offered including the use of brain stimulation services such as electroconvulsive therapy (ECT) and transcranial magnetics stimulation. He gave an overview of the department-based clinics and the residency and fellowship programs. The Institute of Psychiatry is the single largest research department in the College of Medicine and is ranked ninth in the nation among psychiatry departments in total research funding from the

NIH. Rob DuPont discussed the specific behavioral health (BH) challenges include: access to basic care for BH and substance use disorders; lack of BH programs across the states; emergency department (ED) use due to access and lack of programs; limited and inconsistent crisis services; increased demand for acute services; and significant staff shortages. Current critical needs include increasing inpatient beds; creating BH EDs to decrease medical EDs; create crisis stabilization units in key regions; improve access to ambulatory BH services, coordination and transportation; and workforce enhancement. Sustainability plans include: develop new inpatient capacity in regions across the state; expand residential treatment facilities; workforce development; develop community partnerships; innovate care delivery models to increase capacity; build on school support services; invest in resources; longitudinal funding support and reform and state and federal level; and, payment reform to align with the needs of the state. Proposed solutions include creating a continuum of clinical care for both BH and SUD services to provide access to the right care at the right time and creating an open workforce pipeline across all disciplines. He shared the Mental ICCE vision and goal and stated that in order to achieve this vision and goal, it will require partnerships across state agencies, healthcare providers, colleges and other stakeholders in addition to optimizing funding sources.

Board Action: Report received as information.

Item 6. Other Business.

Dr. Lemon introduced Senator Thomas Alexander who was a special guest at the meeting. Senator Alexander thanked the Board for their commitment to MUSC and commended Mark Sweatman for the great work he does in Columbia in support of MUSC. Senator Alexander applauded MUSC for its commitment to the providing care to the citizens of South Carolina and closed by thanking all healthcare professionals and front-line workers who have been the real heroes in this fight against COVID-19.

AUTHORITY OPERATIONS, QUALITY & FINANCE COMMITTEE. CHAIR: DR. MURRELL SMITH, SR. (Detailed minutes are attached.)

<u>Item 7.</u> <u>MUSC Health Status Report.</u>

Dr. Smith reported that Dr. Patrick Cawley, CEO, MUSC Health, gave an update on MUSC Health Wins; FY22 goal performance and the MUSC Health COVID-19 Vaccine Policy.

Board Action: Report received as information.

Item 8. Item deferred.

Item 9. MUHA Financial Report.

Dr. Smith reported that Lisa Goodlett, Chief Financial Officer, MUSC Health, reported on MUHA's financial status through August 31, 2021.

Board Action: Report received as information.

Item 10. Approval of Siemens Phase III.

Dr. Smith made a motion to approve the Siemens Phase III which includes imaging equipment and construction costs for Florence and Lancaster regional networks at a total cost of \$7.8M.

Board Action: The motion made by Dr. Smith was seconded, voted on and unanimously carried.

Item 11. Capital Reprioritization Request.

Dr. Smith made a motion to approve the capital reprioritization request for the PACS imaging system at total cost of \$3.2M.

Board Action: The motion made by Dr. Smith was seconded, voted on and unanimously carried.

Item 11.1 FY2022 MUSC Health RHN Midlands Capital Budget for Approval.

Dr. Smith made a motion to approve the FY22 MUSC Health RHN Midlands capital budget of \$20.9M.

Board Action: The motion made by Dr. Smith was seconded, voted on and unanimously carried.

Item 12. COVID-19 Update.

Dr. Smith reported that Dr. Michael Sweat, Professor, Psychiatry and Behavioral Sciences, Faculty Director, MUSC Center for Global Health and Project Leader for the MUSC COVID-19 Epidemiology Intelligence Project, gave an update to the Board on the COVID-19 virus.

Board Action: Received as information.

<u>Item 13.</u> <u>Quality and Patient Safety Report.</u>

Dr. Smith reported that Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, gave an update on quality wins, scorecards and the FY2021 peer review report.

Board Action: Received as information.

<u>Item 14.</u> <u>MUSC Physicians Capital Request for Approval.</u>

Dr. Smith made a motion to approve the MUSC Physicians' capital expenditure request for the Enterprise Imaging Sectra/PACS implementation at a total cost of \$669,186.

Board Action: The motion made by Dr. Smith was seconded, voted on and unanimously carried.

<u>Item 15.</u> <u>Legislative Update.</u>

Dr. Smith reported that Mark Sweatman gave an update on legislative activities at the state and federal levels.

Board Action: Received as information.

<u>Item 15.1</u> <u>Other Committee Business.</u>

None.

MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE. CHAIR: MR. BILL BINGHAM (Detailed minutes are attached.)

Item 16. Central Heat and Energy Plant Update.

Mr. Bingham reported that Brad Taylor gave an update on the proposed Central Heat and Energy Project.

Board Action: Received as information.

Item 17. MUHA Facilities Procurements/Projects for Approval.

Mr. Bingham made a motion to approve the following lease renewals, new lease and construction manager at risk selections:

- Lease renewal of 5,766 SF of clinical space for Pulmonary Internal Medicine located at 2750 Dantzler Drive for a 5-year lease term at a total cost of \$879,223.
- Lease renewal of 8,072 SF of clinical space for MUSC Health Revisions Adult Intensive Outpatient and MUSC Children's Health Eating Disorders Program located 261 Cannon Street for a 3-year lease term at a total cost of \$ 917,030.
- New lease of 10,184 SF of clinical space for Hospital Transplant relocation to 125 Doughty Street for a 5-year lease term at a total cost of \$1,754,262.
- The selection of Whiting Turner for the Construction Manager at Risk for MUSC Health Sea Islands Emergency Department and Medical Office Building.
- The selection of MB Kahn for the Construction Manager at Risk for the MUSC Health Pharmacy Relocation to the Consolidated Service Center.
- The selection of JM Cope for the Construction Manager at Risk for the MUSC Health Chester Department of Corrections Inpatient Unit.

<u>Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously</u> carried.

<u>Item 18.</u> <u>MUSC Facilities Procurements/Projects for Approval.</u>

Mr. Bingham made a motion to approve the following lease renewal:

• 6,292 SF of office space for Shawn Jenkins' pediatric physicians located at 125 Doughty Street for a 5-year lease term at a total cost of \$1,083,839.

<u>Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously</u> carried.

Mr. Bingham reported that Mr. Brad Taylor presented the firms selected for MUSC electrical and mechanical contracting services Task Order Selections.

Committee Action: Received as information.

Item 19. MUSC Easement Amendment for Approval.

Mr. Bingham made a motion to approve the amendment to the 194 Cannon Street Utility Easement.

<u>Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously carried.</u>

Item 20. MUSC Establish Project for Approval.

Mr. Bingham made a motion to approve the amendment to the 194 Cannon Street Utility Easement.

<u>Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously carried.</u>

<u>Item 21.1.</u> <u>Other Committee Business.</u>

None.

MUHA AND MUSC AUDIT COMMITTEE. CHAIR: MR. THOMAS L. STEPHENSON (Detailed minutes are attached.)

<u>Item 22.</u> <u>Report of the Office of Internal Audit.</u>

Mr. Stephenson reported that the results of the audits were mailed to board members.

Board Action: Received as information.

Item 23. Enterprise Compliance Report.

Mr. Stephenson reported that Kelli Mendoza, Director, MUSC Physicians Compliance, gave the compliance report on the MUSC Enterprise.

Board Action: Received as information.

<u>Item 24.</u> <u>Other Committee Business.</u>

None.

OTHER BUSINESS FOR THE BOARD OF TRUSTEES

<u>Item 25.</u> <u>Approval of Consent Agenda.</u>

Approval of the consent agenda was requested.

Board Action: Chairman Lemon called for motion to approve the consent agenda in its entirety. The motion was made by Mr. Schulze, the motion was seconded and unanimously carried.

<u>Item 26.</u> <u>Executive Session.</u>

Thursday, October 7, 2021: A motion was made by Mr. Jim Battle to move into closed session to discuss the following items pursuant to sections 30-4-70(a) of the South Carolina Code for the following:

- Discussion of the employment, appointment and compensation of a person regulated or appointed by a public body.
- Negotiations of pending contracts related to
 - Possible expansion of academic and clinical services,
 - Banking and financial services,
 - o The proposed sale of real property,
 - Audio/visual equipment for the board room, and
 - o Lodging.
- Receipt of legal advice related to potential claims and other matters covered by the attorney/client privilege.

Board Action: The motion made by Mr. Battle was seconded, vote on and unanimously carried. Chairman Lemon announced that the Board of Trustees will move into closed session following the conclusion of the MUSC Board of Trustees Regular Agenda.

Friday, October 8, 2021: a motion was made by Mr. Jim Battle to move into closed session to discuss proposed contracts for possible expansion of clinical services.

Board Action: The motion made by Mr. Battle was seconded, vote on and unanimously carried. Chairman Lemon announced that the Board of Trustees will move into closed session following the conclusion of the MUSC Board of Trustees Regular Agenda.

Item 27. New Business for the Board of Trustees.

None.

Item 28. Report from the Chairman.

None.

CONSENT AGENDA

AUTHORITY OPERATIONS, QUALITY & FINANCE COMMITTEE.

Item 29. Appointments, Reappointments and Delineation of Privileges.

Appointments, reappointments and delineation of privileges requests for the month of August 2021 was presented for approval.

Board Action: The motion made by Dr. Smith was seconded, voted on and unanimously carried.

Item 30. 2022-2022 Quality and Performance Improvement (QAPI) Plan.

The 2021-2022 QAPI plan was presented for approval.

Board Action: The motion made by Dr. Smith was seconded, voted on and unanimously carried.

<u>Item 31.</u> <u>Contracts and Agreements.</u>

Contracts and agreements since the last board meeting were presented for information.

Action: Received as information.

MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE

Item 32. MUHA and MUSC FY2022 Active Projects >\$250,000.

MUSC active projects exceeding \$250,000 were presented for information.

Board Action: Received as information.

<u>Item 33.</u> <u>MUSC Facilities Contracts Awarded.</u>

Facilities contracts awarded were presented for information.

Board Action: Received as information.

There being no further business, the meeting of the MUHA Board of Trustees was adjourned.

Respectfully submitted,

Mark C. Sweatman, Secretary

Hospital Operations, Quality and Finance Committee Minutes October 7, 2021

REGULAR AGENDA

Item 7. Medical University Hospital Authority Status Report.

Dr. Patrick Cawley, CEO, MUSC Health, announced that for the sixth year in a row, the College of Healthcare Information Management Executives (CHIME) recognized MUSC Health with the annual "Most Wired" status. Dr. Cawley reminded the board on how goals are set and then briefed the board on year-to-date goal performance: Currently, MUSC Health System organization overall score at 3.15; Charleston at 3.27; Florence at 2.15; Lancaster at 3.57; and, Midlands Division at 2.43. Dr. Cawley also gave an update on the Vaccine Policy and reported they are now working through the Midlands Division care team members using a phased approach as previously done in other MUSC Health locations. They are also working through determination of next steps in policy related to declinations and CMS direction regarding mandatory vaccines for hospital and healthcare facility employees.

Action: Report received as information.

Item 8. Item deferred.

Item 9. MUHA Financial Report.

Lisa Goodlett, Chief Financial Officer, MUSC Health, gave a detailed report on financial performance of MUHA Consolidated through August 31, 2021. Ms. Goodlett also reported on the financial performance of each of the following markets which include Charleston, Florence, Lancaster with Edgewater ASC, the Midlands Division with the MUSC Community Physicians, and the MUHA Consolidated ICCE System Net Revenue.

Action: Report received as information.

Item 10. Approval of Siemens Phase III.

Lisa Goodlett requested approval the Siemens Phase III which includes imaging equipment and construction costs for the Florence and Lancaster regional networks at a total cost of \$7.8 million.

Action: Recommend approval.

Item 11. Capital Reprioritization Request.

Lisa Goodlett requested approval of the capital reprioritization request for the PACS imaging system at a total cost of \$3.2 million.

Action: Recommend approval.

Item 11.1 FY202 MUSC Health RHN Midlands Capital Budget for Approval.

Lisa Goodlett requested approval of the FY22 MUSC Health RHN Midlands capital budget of \$20.9 million.

Action: Recommend approval.

Item 12. COVID-19 Update.

Dr. Michael Sweat, Professor, Psychiatry and Behavioral Sciences, Faculty Director, MUSC Center for Global Health and Project Leader for the MUSC COVID-19 Epidemiology Intelligence Project, gave an update to the Board on the COVID-19 virus. Due to the importance and the amount of detailed information presented, his attached presentation will serve as the official minutes for this agenda item.

Action: Report received as information.

<u>Item 13.</u> Quality and Patient Safety Report.

Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, gave a report focused on the following:

QUALITY WINS: COVID declining; Hospital acquired infections declining (national increase during COVID peaks); Remote patient monitoring program enrolling COVID-19 patients to reduce hospitalizations and length of stay; Lancaster rural health clinic conversions all with perfect inspections; Florence relocated inpatient rehab seamlessly; and, Midlands leadership team all onboarded and trained in High Reliability practices.

SCORECARDS: Dr. Scheurer reminded the board on how the quality goals are set and scored. then briefed the board on year-to-date quality performance: Charleston at 2.1; Florence at 2.7; Lancaster at 3.6; and, Midlands Division.

PEER REVIEW: In FY2021, there were 26 Medical Staff Peer Review cases in total with mix of professionalism and quality of care; 5 resulted in action plan for provider reviewed (Charleston Division) and no appeals. Additional information shared included: *1 Charleston Division*: Focused Review of provider requested by department for quality of care with loss of medical staff appointment; *3 Charleston Division*: Focused Review /Credentials Committee (reappointment) resulting in voluntary relinquishment of clinical privileges; *1 Charleston Division*: Focused Review of Charleston provider using external MD Review company; *4 Regional Division Review*: for quality of care. Findings sent back to RHN Florence Quality Office; and 6 *External Review*: Orangeburg Medical Center for quality of care. Findings sent to RMC Quality Office. There were House Staff Peer Review cases for quality of care and professionalism resulting in required action plan.

Action: Received for information.

<u>Item 14.</u> <u>MUSC Physicians Capital Request for Approval.</u>

Dr. Terry Steyer, MUSC Physicians President, requested approval for the MUSC Physicians' capital expenditure request for the Enterprise Imaging Sectra/PACS implementation at a total cost of \$669,186.

Action: Recommend approval.

Item 15. Legislative Update.

Mark Sweatman reported on legislative activities at the state and federal level.

Action: Received for information.

<u>Item 15.1</u> <u>Other Committee Business.</u>

None.

CONSENT AGENDA

<u>Item 29.</u> <u>Appointments, Reappointments and Delineation of Privileges.</u>

Appointments, reappointments and delineation of privileges requests for the month of August 2021 were presented for approval.

Action: Recommend approval.

<u>Item 30.</u> <u>2021-2022 Quality and Performance Improvement Plan.</u>

The 2021-2022 Quality and Performance Improvement Plan was presented for approval.

Action: Recommend approval.

Item 31. Contracts and Agreements.

Contracts and agreements since the last board meeting were presented for information.

Action: Received as information.

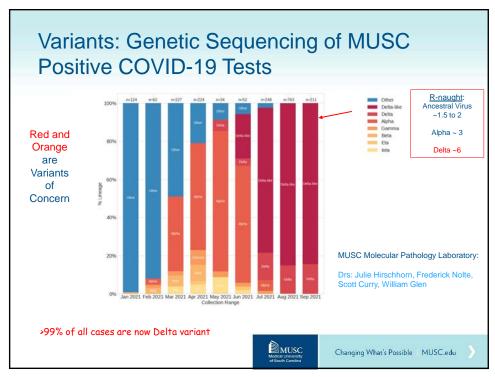
There being no further business, the committee adjourned.

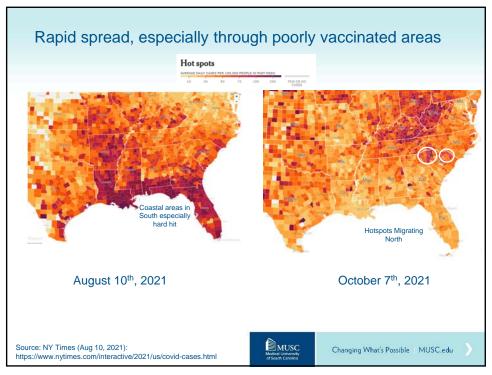
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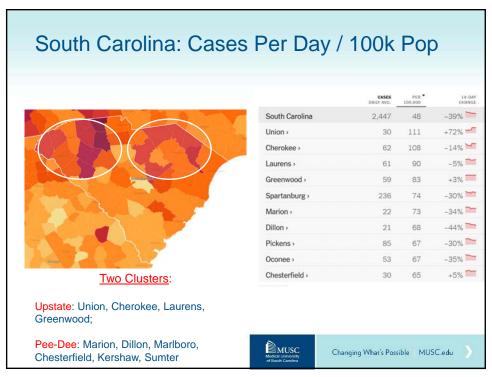
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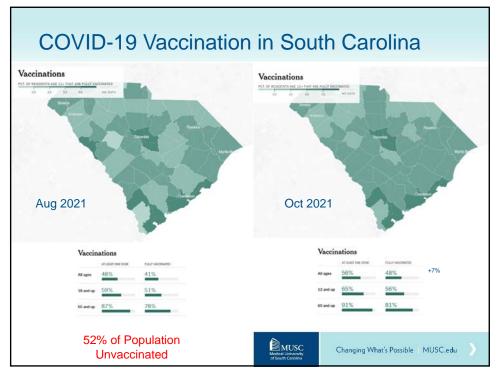
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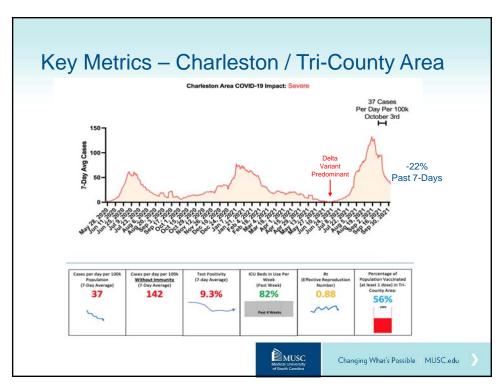


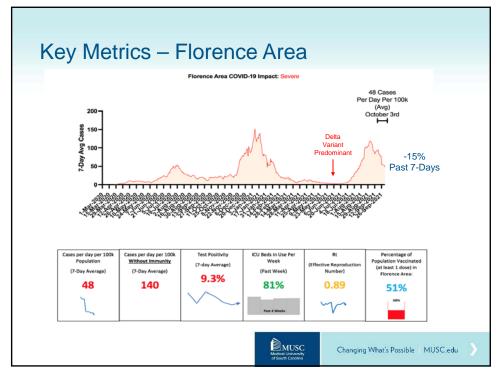


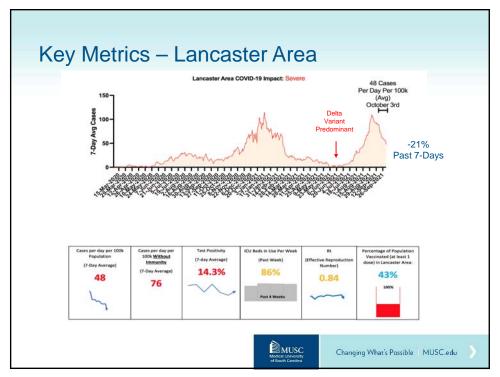


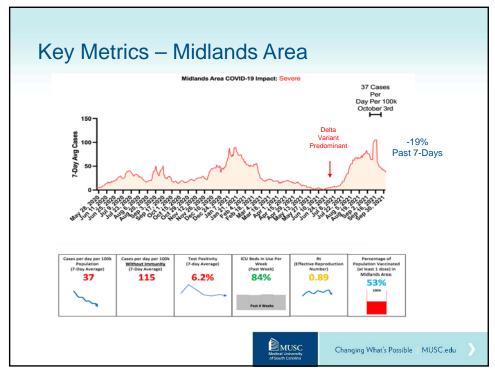


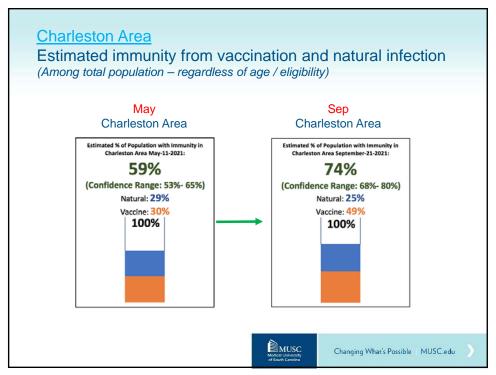


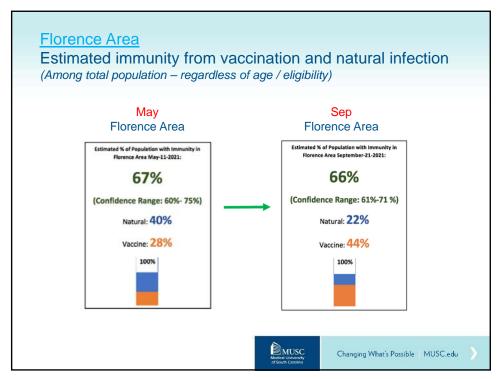


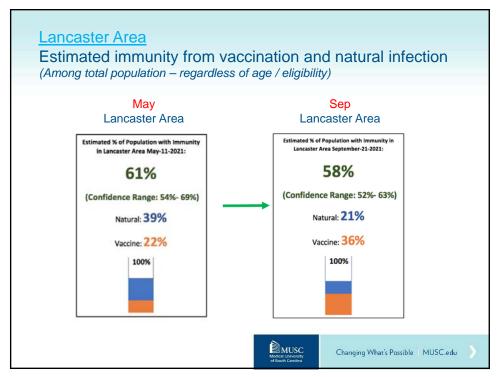


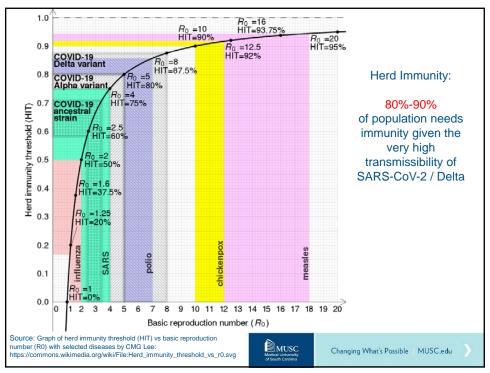


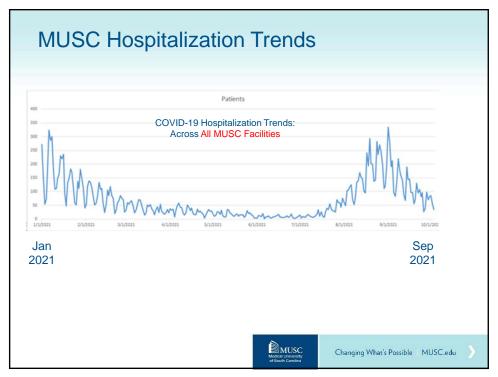


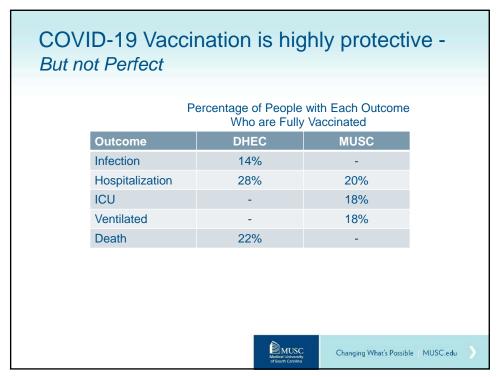


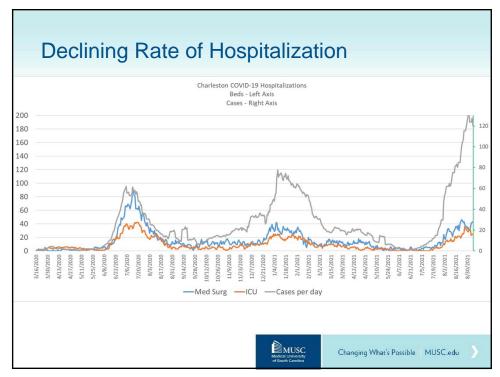


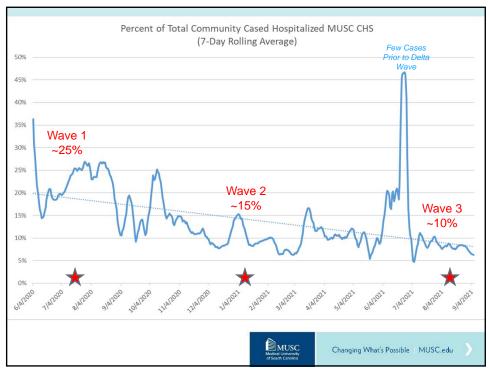


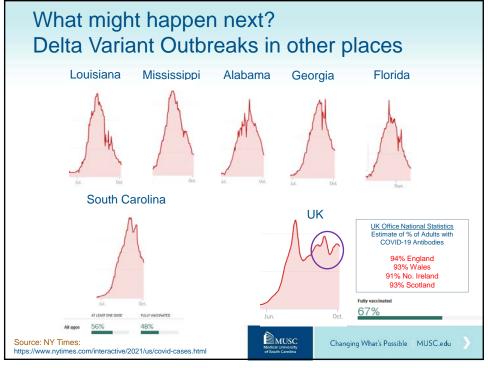


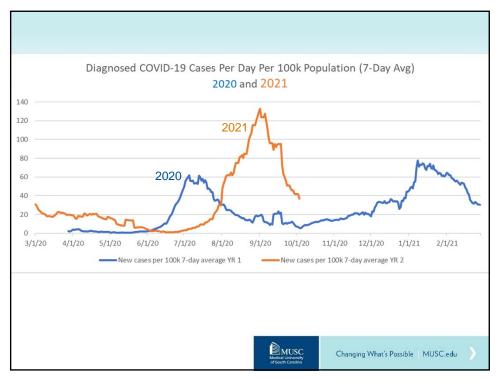


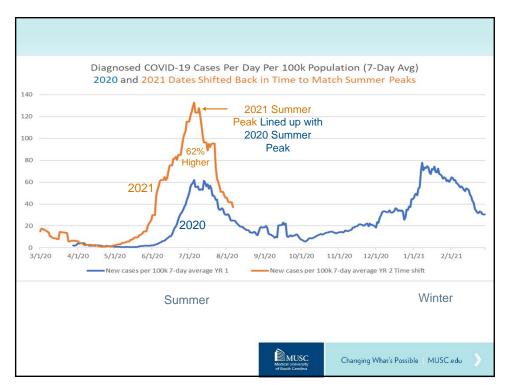


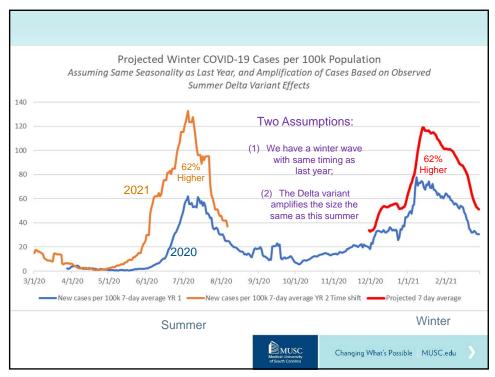


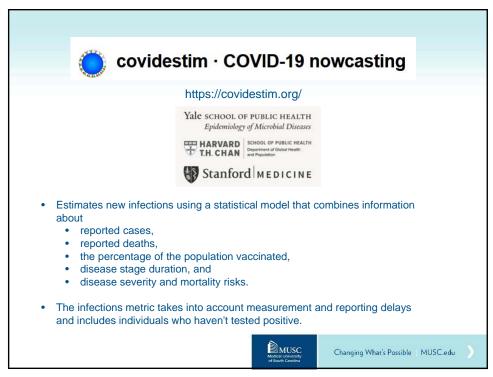


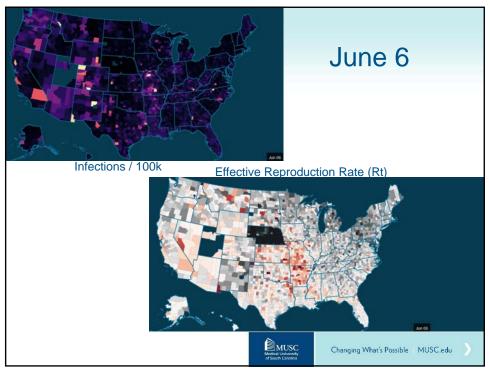


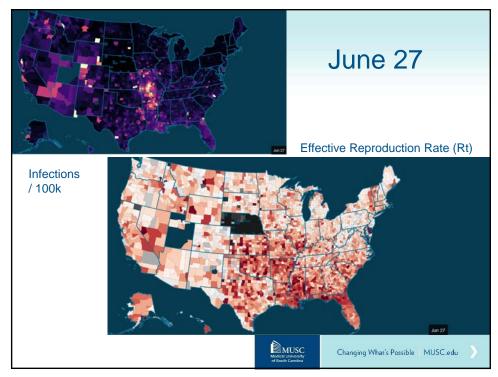


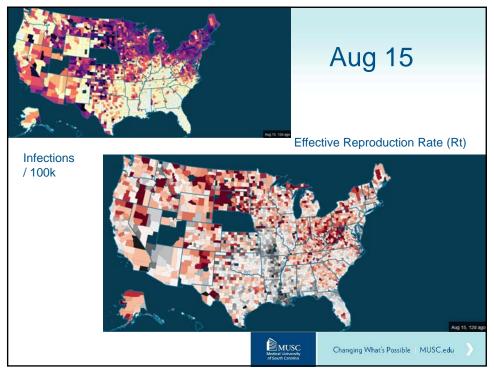


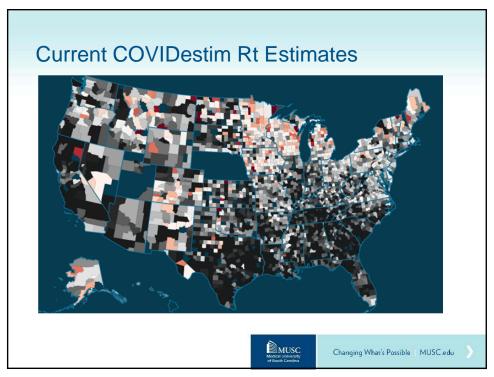


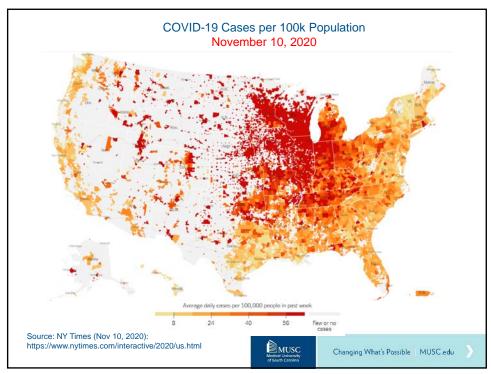


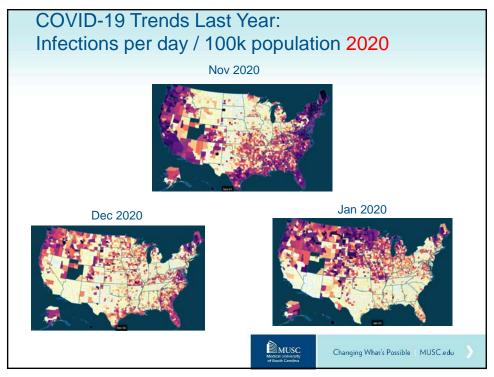


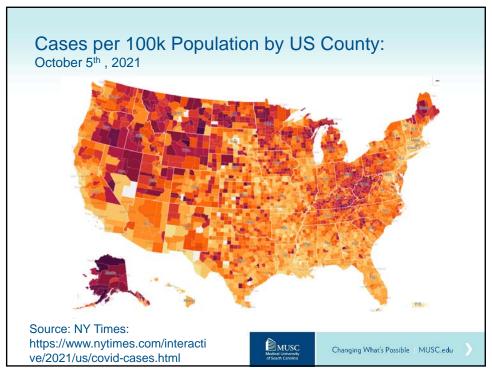












Key Points

- Case rates, Hospitalizations Declining in South Carolina
 - Several Hotspots, Especially in Upstate
 - Anticipated declines soon based on trends in indicator metrics
- Population-level immunity is currently sub-optimal for epidemic control
 - Required level of population immunity to reach Herd Immunity 80%-90%
 - Recent surges demonstrate that large surges with rapid onset can occur, even in context of majority of population vaccinated
 - UK data shows that even with very high vaccination can still see surges
 - Vaccination rates too low
 - Minor efficacy waning for infection, robust for hospitalization & death
 - Role of natural immunity less clear, immunity may be inconsistent, may be waning
- Significant Potential for a Winter Surge
 - If occurs at same time as last year, and with same Delta amplification as seen in recent surge, could be substantial



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MUHA and MUSC Physical Facilities Committee Minutes October 7, 2021

REGULAR AGENDA

Item 16. Central Heat and Energy Plant Update.

Mr. Brad Taylor, Chief Facilities Officer, gave an update on the Central Heat and Energy Plant. He reported that they are currently moving forward with Phase I of the project, which is determining if its financially feasible. MUSC has received preliminary approval from Charleston Board of Architectural Review and received approval from the Charleston Board of Zoning Appeals for some trees that need to be removed. The application has been submitted to Dominion Electric for the interconnection study. We anticipate the Technical Review Committee approval to be granted December 6 with plans to present the financial estimate to the Board in December for final project approval

Committee Action: Received as information.

Item 17. MUHA Facilities Procurements/Contracts for Approval.

Mr. Brad Taylor, Chief Facilities Officer, presented the following lease renewals; new lease and construction manager at risk selections for approval:

- Lease renewal of 5,766 square feet of clinical space for Pulmonary Internal Medicine located at 2750 Dantzler Drive for a 5-year lease term at a total cost of \$879,223.
- Lease renewal of 8,072 square feet of clinical space for MUSC Health Revisions Adult Intensive Outpatient and MUSC Children's Health Eating Disorders Program located 261 Cannon Street for a 3-year lease term at a total cost of \$ 917,030.
- New lease of 10,184 square feet of clinical space for Hospital Transplant relocation to 125 Doughty Street for a 5-year lease term at a total cost of \$1,754,262.
- The selection of Whiting Turner for the Construction Manager at Risk for MUSC Health Sea Islands Emergency Department and Medical Office Building.
- The selection of MB Kahn for the Construction Manager at Risk for the MUSC Health Pharmacy Relocation to the Consolidated Service Center.
- The selection of JM Cope for the Construction Manager at Risk for the MUSC Health Chester Department of Corrections Inpatient Unit.

Committee Action: Recommend approval.

Item 18. MUHA Facilities Procurements/Contracts for Approval.

Mr. Brad Taylor, Chief Facilities Officer, presented the following lease renewal for approval.

• 6,292 square feet of office space for Shawn Jenkins' pediatric physicians located at 125 Doughty Street for a 5-year lease term at a total cost of \$1,083,839.

Committee Action: Recommend approval.

Mr. Brad Taylor presented the firms selected for MUSC electrical and mechanical contracting services Task Order Selections.

Committee Action: Received as information.

Item 19. MUHA Easement Amendment for Approval.

Mr. Brad Taylor, Chief Facilities Officer, presented the 194 Cannon Street Utility Easement relocation for approval.

Committee Action: Recommend approval.

Item 20. MUHA Establish Project for Approval.

Mr. Brad Taylor, Chief Facilities Officer, presented the College of Health Professions President Street Academic Building Project at a total estimated budget of \$40 million for approval.

Committee Action: Recommend approval.

Item 20. Indian Land Medical Office Building Project for Approval.

Mr. Tom Crawford, Chief Operating Officer, MUSC Health, requested approval to move forward with the development of the Indian Land Medical Office Building Project.

Committee Action: Recommend approval.

Item 21.1. Other Committee Business.

None.

CONSENT AGENDA

Item 32. MUSC FY2022 Active Projects >\$250,000 (consent item).

MUSC active projects exceeding \$250,000 were presented for information.

Board Action: Received as information.

Item 34. MUSC Facilities Contracts Awarded (consent item).

Facilities contracts awarded were presented for information.

Board Action: Received as information.

There being no further business, the committee meeting was adjourned.

Jan L. Sout

MUHA and MUSC Audit Committee Minutes October 7, 2021

REGULAR AGENDA

Item 22. Report of the Office of Internal Audit.

Mr. Stephenson reported that audit results were previously sent to the board and if there were questions, Susan Barnhart would be happy to address them.

Committee Action: Received as information.

Item 23 Enterprise Compliance Report.

Ms. Kellie Mendoza, Director, MUSC Physicians Compliance, gave the annual Enterprise HIPAA Update for MUHA, MUSC, MUSC-P and RHN. Ms. Mendoza reported on enterprise compliance initiatives including ongoing support for the Office of Clinical Research; collaboration on policies and education; and, continued collaboration with Information Security. Ms. Mendoza then shared the compliance initiatives by entity and the breakdown by entity of reported allegations/questions.

Committee Action: Received as information.

Item 24. Other Committee Business.

None.

CONSENT AGENDA

Item 34. Annual Conflict of Interest Report

The 2020 Conflict of Interest Report was presented for information.

Committee Action: Received as information.

With no further business, the meeting was adjourned.

Respectfully submitted,

Jan L. Sout

Jane L. Scutt