

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY (MUHA)  
BOARD OF TRUSTEES MEETING MINUTES  
FEBRUARY 11, 2022**

The MUHA Board of Trustees convened February 11, 2022, 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; Tom Stephenson; Dr. Bart Witherspoon. MUSC officials present: Dr. David Cole; Rick Anderson; Dr. Patrick Cawley; Annette Drachman; Dr. Ray DuBois; Dr. Lori McMahon; Dr. Lisa Saladin; and Mark Sweatman.

**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 April 8, 2022.

**Item 4.**            **Approval of Minutes.**

Chairman Lemon called for a motion to approve the minutes of December 10, 2021 and January 25, 2022.

*Board Action: Motion was made by Mr. Schulze; motion was seconded and unanimously carried.*

**RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT**

**Item 5.**            **General Informational Report of the President.**

Dr. Cole gave a brief update to the Board on the following:

- Recent WINS: (President's Report PDF document)
- College of Pharmacy: Topping Out Ceremony: This ceremony served as a symbolic moment for a college ready to shift from an 80-year-old building on Calhoun Street, to a new location closer to its practice pharmacy and the Drug Discovery Building, where pharmacy research takes place.
- 2021 President's Values in Action and Impact Awards: Dr. Cole shared the winners by each category: Impact Award-Dr. Alyssa Rheingold (CHS), Department of Psych/Behavioral Sciences; Collaboration-Dr. Christine Holmstedt (CHS), Department of Neurology; Compassion-Brittany Hempton, NP (Florence), Hematology/Oncology; and Marie Nelson (CHS), MUSC Library; Innovation-Erik Modrzynski (CHS), Ambulatory EHS & Emergency Manager; Integrity-Frankie Wilhoit (CHS), College of Dental Medicine, Finance & Accounting; and Respect-Dr. Elizabeth Brown (CHS), College of Health Professions.
- Through a nurse's lens: An insider's look at COVID and its impact: The CBS morning news interview of Alan Hawes was shown. Alan Hawes is an R.N. who works in the MICU and has been at MUSC since 2013. He worked as photojournalist in print news for 20 years prior to nursing. Dr. Cole commented that this photo project took extensive planning to ensure all

necessary approvals were met. He shared that Mr. Hawes' purpose behind this photo project was to promote vaccination; tell the stories of patients, their families and providers; and to help care providers "feel seen" for all that they do / are going through to care for others. On behalf of the Board and MUSC leadership, Dr. Cole thanked Mr. Hawes for sharing such a powerful message through his photo project and for his service as an RN. Mr. Hawes, who was present in the boardroom, received a standing ovation.

*Board Action: Report received as information.*

**Item 6.**      **Other Business.** None.

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

**Item 7.**      **MUSC Health Status Report.**

Dr. Smith reported that Dr. Patrick Cawley, CEO, MUSC Health, gave the MUHA status report focused on FY2022 organizational goals.

*Board Action: Report received as information.*

**Item 8.**      **MUHA Financial Report.**

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

*Board Action: Report received as information.*

**Item 9**      **Capital Reprioritization Request.**

Dr. Smith made a motion to approve the capital reprioritization request of \$500,000 for funding additional IT support and integration consultants in support of the MUSC systems integration for Midlands division.

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

**Item 10.**      **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.*

**Item 11.**      **Quality and Patient Safety Report.**

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

*Board Action: Received as information.*

**Item 12.** Item removed.

**Item 13.** **Legislative Update.**

Item deferred.

**Item 14.** **Other Committee Business.** .

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

**Item 15.** **MUHA Facilities Procurements/Projects for Approval.**

Mr. Bingham made a motion to approve the following:

- New lease of 5,781 square feet of clinical and office space at 1077 West Meeting Street, Lancaster, for MUSC Health General Surgery and patient call center. Seven-year lease term for a total cost of \$813,857.
- Lease amendment to extend term and expand space for a total of 15,440 square feet at 1655 Bernardin Avenue, Columbia, for the MUSC Heart & Vascular and to expand provider services. Five-year lease term for a total cost of \$2,008,349.
- The selection of LS3P & HDR as the Architect/Engineer for the Indian Land Campus Development project.

*Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously carried.*

**Item 16.** **MUSC Facilities Procurements/Projects for Approval.**

Mr. Bingham made a motion to approve the following items:

- Lease renewal of 140 parking spaces at Line & Hagood Streets, Charleston, for MUSC employees and students. Two-year lease term for a total of cost \$426,300.
- Lease renewal of 2,614 square feet of clinical space at 57 Bee Street, Charleston, for MUSC Employee Health. Five-year lease term for a total cost of \$171,720.
- The selection of Liollo as the Architect/Engineer for the College of Medicine Academic and Office Building project.

*Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously carried.*

**Item 17.** **Sale of Fort Johnson Property for Approval**

Mr. Bingham made a motion to approve the sale of the property at 221 Fort Johnson Road, James Island, for the appraised property value.

*Board Action: The motion made by Mr. Bingham was seconded, voted on and unanimously carried.*

**Item 18. Other Committee Business.**

None.

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

**Item 19. Approval of External Auditor for FY2022-FY2026.**

Mr. Stephenson made a motion to approve the selection of KPMG to provide external audit services for FY2022-FY2026.

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

**Item 20. Report of the Office of Internal Audit.**

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

Board Action: Received as information.

**Item 21. Other Committee Business.** None.

**OTHER BUSINESS FOR THE BOARD OF TRUSTEES**

**Item 22. Approval of Consent Agenda.**

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.

**Item 23. Executive Session.**

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, compensation, promotion, demotion, discipline or release of an employee;
- Negotiations of pending contracts related to: Affiliated entities, Possible expansion of clinical services, the proposed sale or purchase of real property, and, the energy plant;
- Risk related issues including information security infrastructure, personnel and devices;
- 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 would move into closed session following the conclusion of the MUSC Board of Trustees Regular Agenda.

**Item 30. New Business for the Board of Trustees.**

None.

**Item 31.      Report from the Chairman.**

None.

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

**Item 32.      Appointments, Reappointments and Delineation of Privileges.**

Appointments, reappointments and delineation of privileges requests for the months of September, October and November 2021 were presented for approval.

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

**Item 33.      Medical Executive Committee Minutes.**

Medical Executive Committee minutes were presented for information.

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

**Item 34.      Contracts and Agreements.**

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

*Action: Received as information.*

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

**Item 35.      MUHA and MUSC FY2022 Active Projects >\$250,000.**

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

*Board Action: Received as information.*

**Item 36.      MUSC Facilities Contracts Awarded.**

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**  
**February 10, 2022**

**REGULAR AGENDA**

**Item 7. Medical University Hospital Authority Status Report.**

Dr. Patrick Cawley, CEO, MUSC Health, and gave an overview on how the health system sets its organizational goals longitudinally and the MUSC Health Strategic Intent 2026. He also gave an update on fiscal year 22 goal performance: System at 3.18; Charleston at 3.36; Florence at 2.5; Lancaster at 2.72; and Midlands at 2.22.

*Committee Action: Report received as information.*

**Item 8. MUHA Financial Report.**

Lisa Goodlett, Chief Financial Officer, MUSC Health, gave a detailed report on financial performance of MUHA Consolidated through December 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.

*Committee Action: Report received as information.*

**Item 9. Capital Reprioritization Request.**

Lisa Goodlett requested approval of a capital reprioritization request of \$500,000 for funding additional IT support and integration consultants in support of the MUSC systems integration for Midlands division.

*Committee Action: Recommend approval.*

**Item 10. COVID-19 Update.**

Dr. Michael Sweat, 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 amount of detailed information presented, his attached presentation will serve as the official minutes for this agenda item.

*Committee Action: Report received as information.*

**Item 11. Quality and Patient Safety Report.**

Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, gave a report focused on Quality WINS and scorecards. Quality WINS include: Foster G McGaw Award Finalist for community health and wellness; SCHA Capstone Award for high reliability and community service; and MLK community service awardees, Dr. Marvella Ford; Dr. Danielle Scheurer; Florence Simmons and Elise A. Cromwell. Dr. Scheurer reported the fiscal year-to-date overall quality scorecard scores: System at 3.0; Charleston at 3.0; Florence at 3.0; Lancaster at 2.7; and, Midlands at 4.6.

*Committee Action: Received for information.*

**Item 12. Legislative Update.**

Item deferred.

**Item 13.** Item removed.

**Item 14.** **Other Committee Business.**

None.

**CONSENT AGENDA**

**Item 26.** **Appointments, Reappointments and Delineation of Privileges (Consent item).**

Appointments, reappointments and delineation of privileges requests for the months of December 2021 and January 2022 were presented for approval.

*Action: Recommend approval.*

**Item 27.** **Medical Executive Committee Minutes (Consent item).**

Medical Executive Committee minutes were presented for information.

*Action: Recommend approval.*

**Item 28.** **Contracts and Agreements (Consent Item).**

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

*Committee Action: Received as information*

There being no further business, the committee adjourned.

Respectfully Submitted

Jane L. Scutt

**MUHA and MUSC Physical Facilities Committee Minutes  
February 10, 2022**

**REGULAR AGENDA**

**Item 15. MUHA Facilities Procurements/Contracts for Approval.**

Mr. Tom Crawford, COO, MUSC Health, presented the following items for approval:

- New lease of 5,781 square feet of clinical and office space at 1077 West Meeting Street, Lancaster, for MUSC Health General Surgery and patient call center. Seven-year lease term for a total cost of \$813,857.
- .
- Lease amendment to extend term and expand space for a total of 15,440 square feet at 1655 Bernardin Avenue, Columbia, for the MUSC Heart & Vascular and to expand provider services. Five-year lease term for a total cost of \$2,008,349.
- The selection of LS3P & HDR as the Architect/Engineer for the Indian Land Campus Development project.

*Committee Action: Recommend approval.*

**Item 16. MUSC Facilities Procurements/Contracts for Approval.**

Mr. Rick Anderson, EVP for Finance & Operations, MUSC, presented the following items for approval:

- Lease renewal of 140 parking spaces at Line & Hagood Streets, Charleston, for MUSC employees and students. Two-year lease term for a total of cost \$426,300.
- Lease renewal of 2,614 square feet of clinical space at 57 Bee Street, Charleston, for MUSC Employee Health. Five-year lease term for a total cost of \$171,720.
- The selection of Liollo as the Architect/Engineer for the College of Medicine Academic and Office Building project.

*Committee Action: Recommend approval.*

**Item 17. Sale of Fort Johnson Property for Approval.**

Mr. Rick Anderson requested approval to sell the property at 221 Ford Johnson Road, James Island, for the appraised property value.

*Committee Action: Recommend approval.*

**Item 18. Other Committee Business.**

None.



## **CONSENT AGENDA**

**Item 29. MUSC FY2022 Active Projects >\$250,000 (consent item).**

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

*Board Action: Received as information.*

**Item 30. 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.

**MUHA and MUSC Audit Committee Minutes**  
**February 10, 2022**

**REGULAR AGENDA**

**Item 19. Approval of the External Auditor for FY2022-2026**

Mr. Stephenson reported that a request for proposal was issued for external audit services for FY2022-2026 for MUSC, MUHA, UMA and other affiliated entities. Four firms submitted and were vetted by the selection committee with the assistance of University Procurement. Mr. Stephenson requested approval of the selection of KPMG.

Committee Action: Recommend approval.

**Item 20. 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.

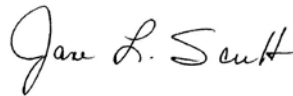
Committee Action: Received as information.

**Item 21. Other Committee Business.**

None.

With no further business, the meeting was adjourned.

Respectfully submitted,



Jane L. Scutt

## COVID-19 Update

*MUSC Board of Trustees Meeting*

February 10<sup>th</sup>, 2022

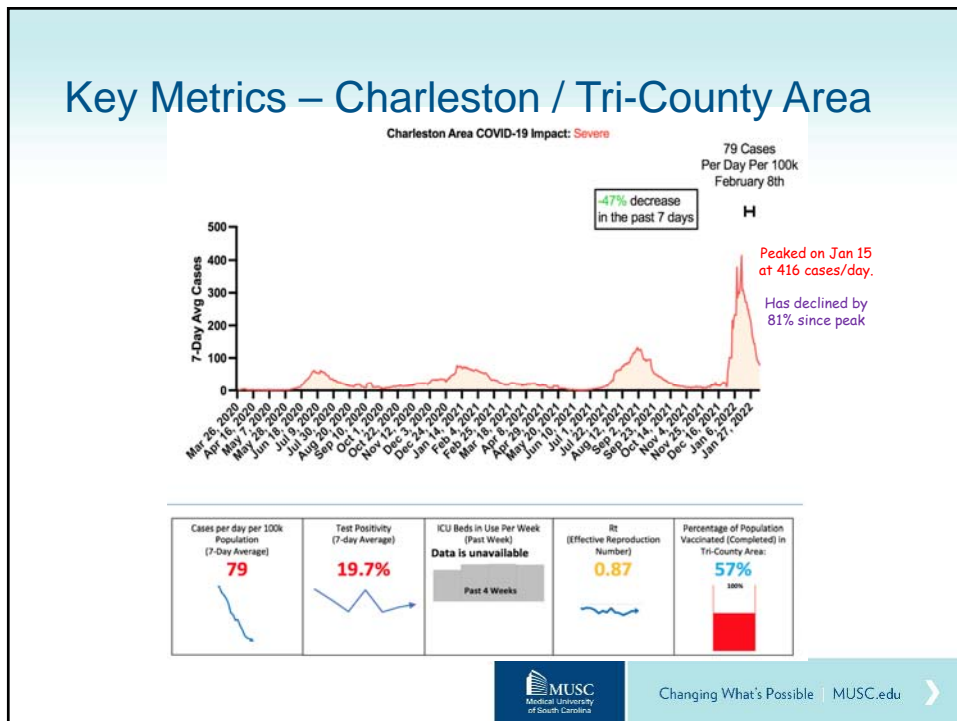
**Michael Sweat, PhD**  
 Department of Psychiatry and Behavioral Sciences  
 Faculty Director MUSC Center for Global Health  
 Project Leader: MUSC COVID-19 Epidemiology Intelligence Project

**Veronique Whittaker, MPH**  
 Lead Analytics Coordinator



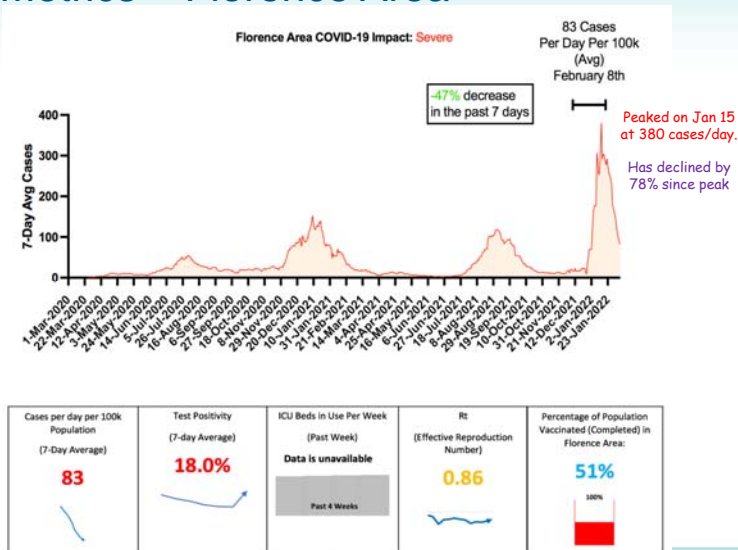
Changing What's Possible | MUSC.edu >

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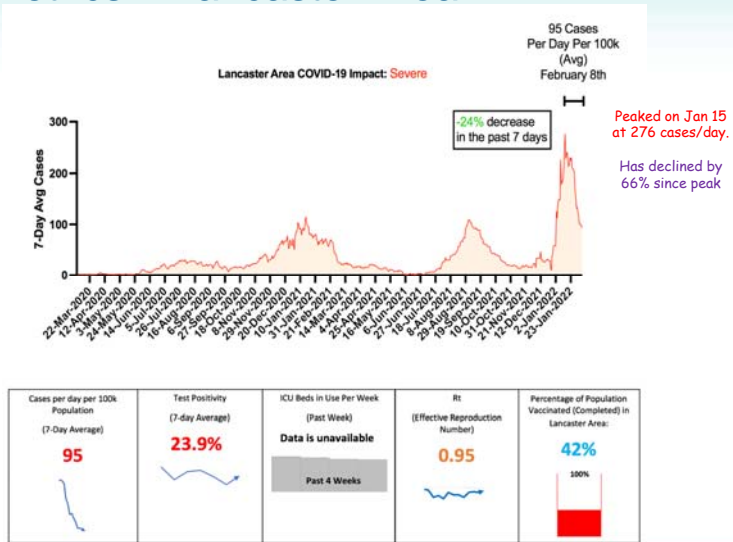
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## Key Metrics – Florence Area

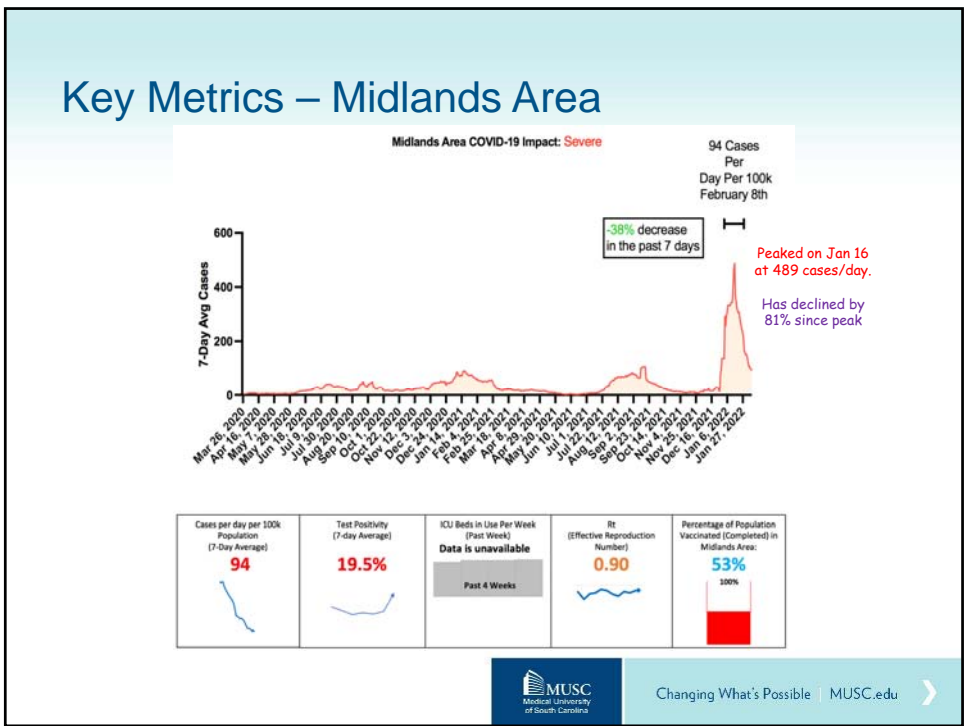


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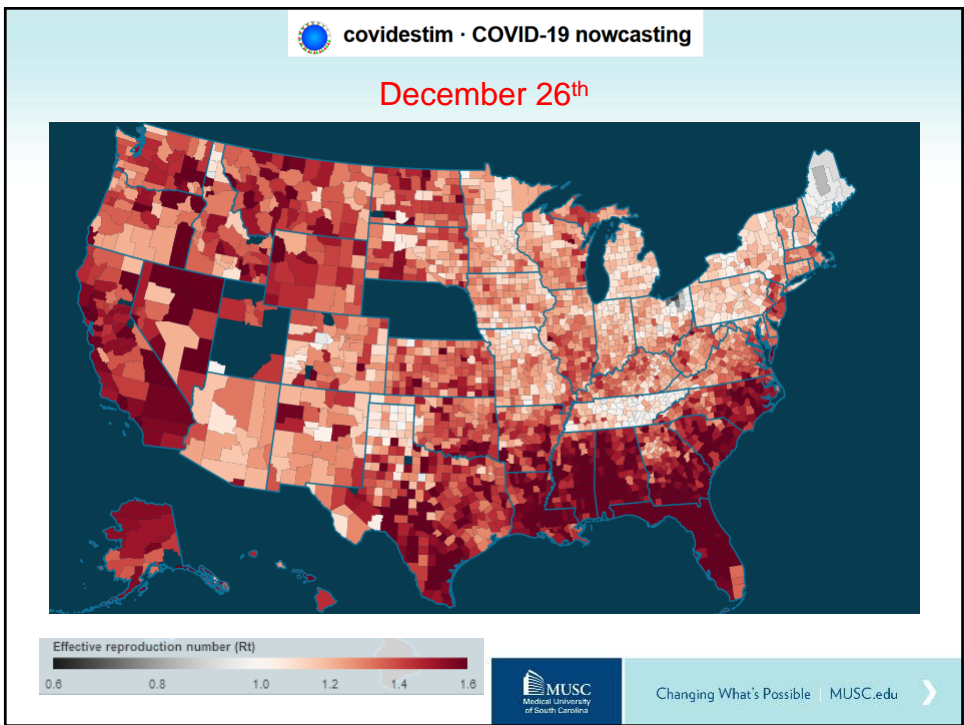
## Key Metrics – Lancaster Area



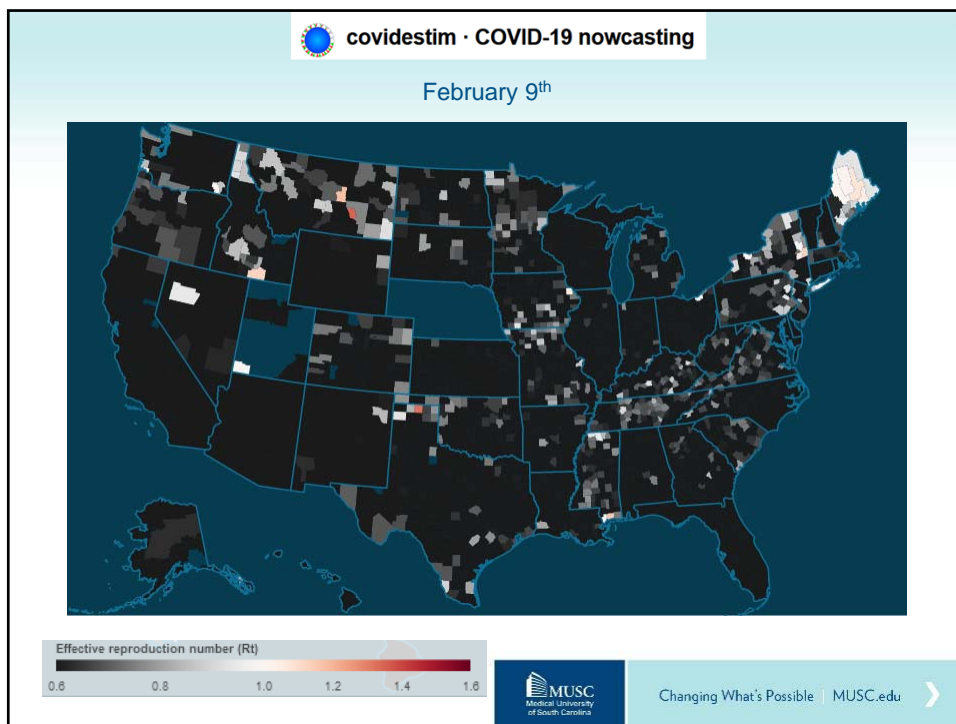
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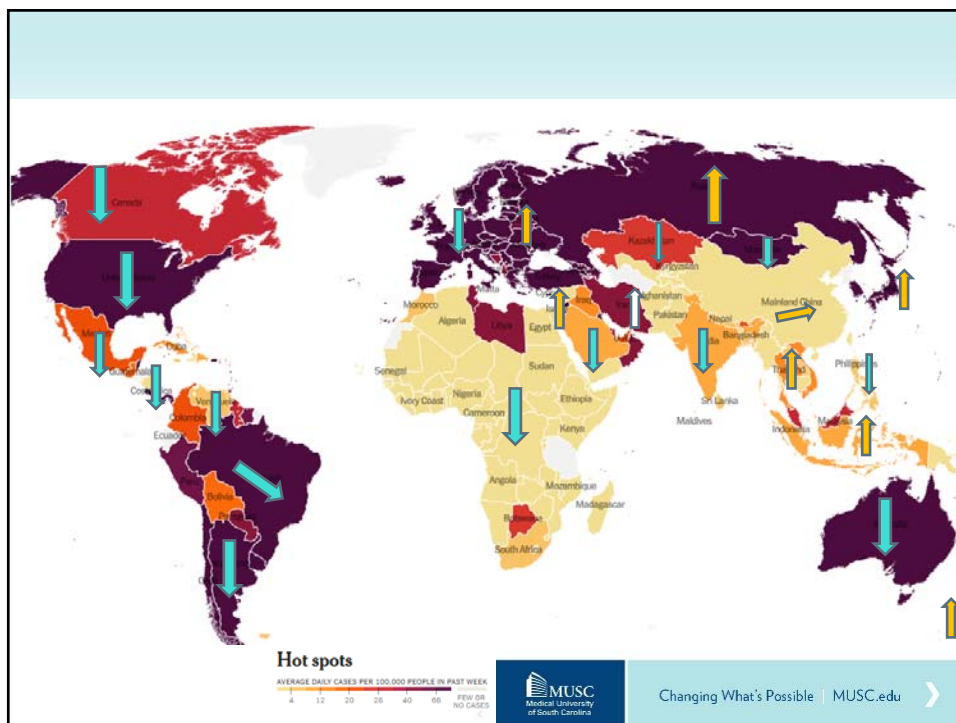
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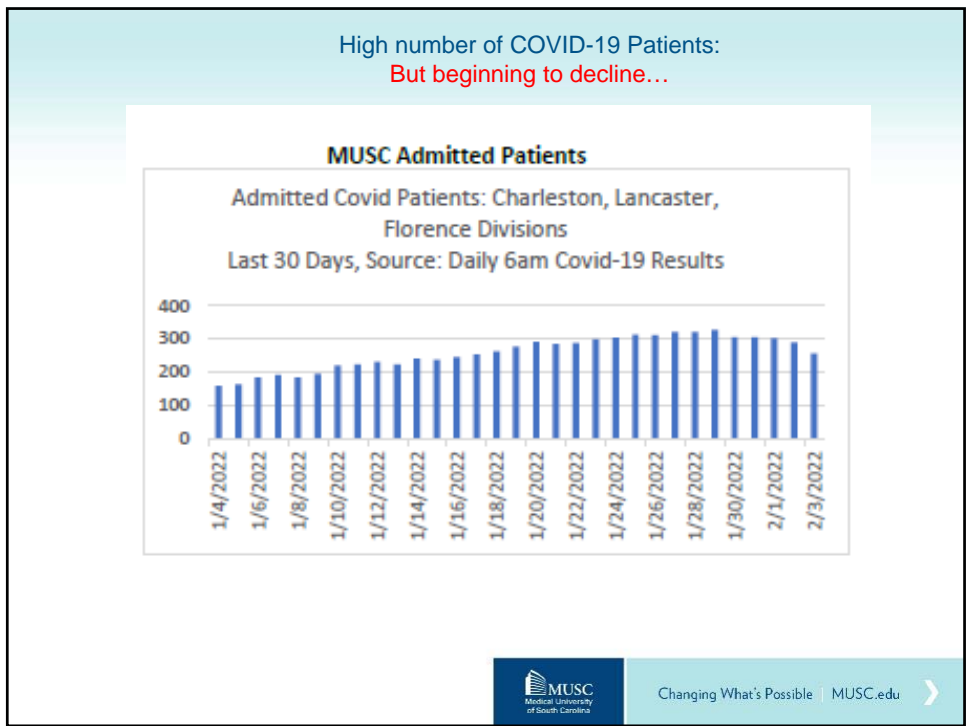
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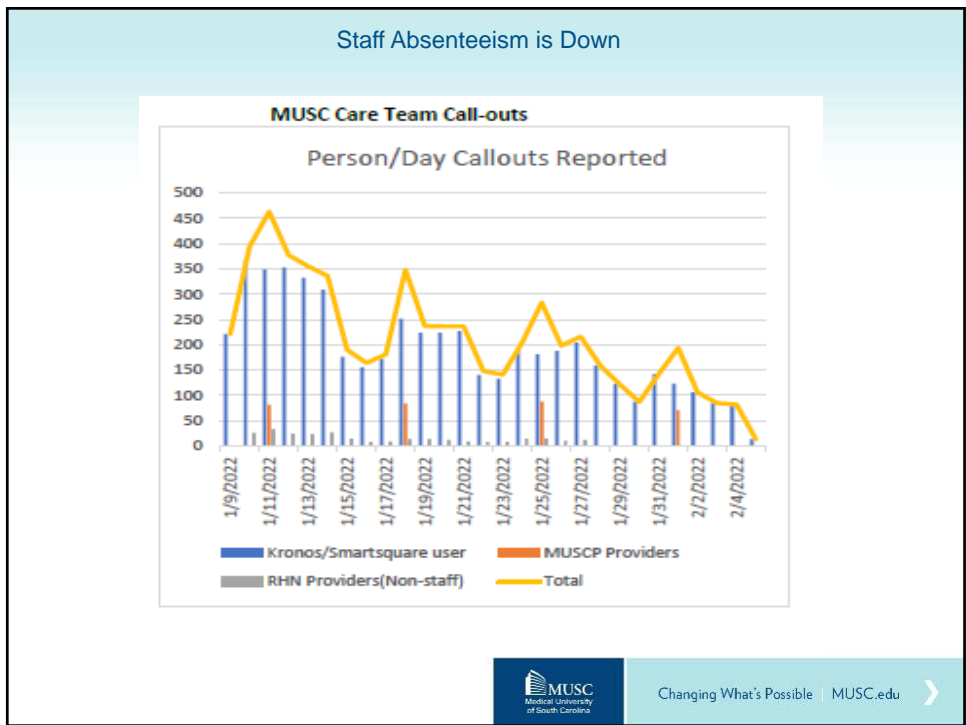
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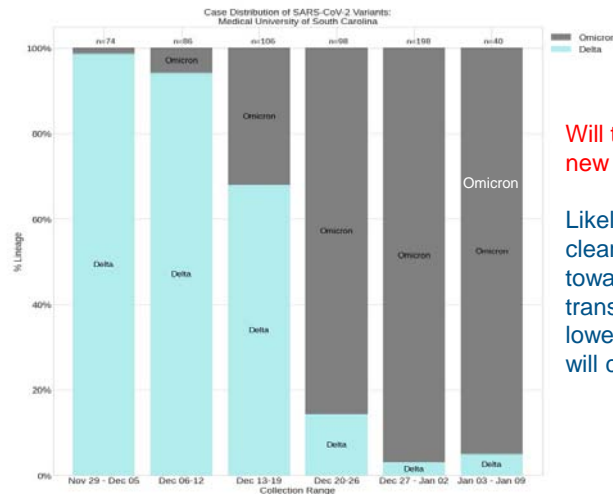


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# What will happen next with COVID-19?

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## COVID-19 Variants Based on Genetic Sequencing Conducted by the MUSC Molecular Pathology Laboratory.



Will there be a new variant?

Likely, but not clear if the trend towards higher transmissibility + lower virulence will continue

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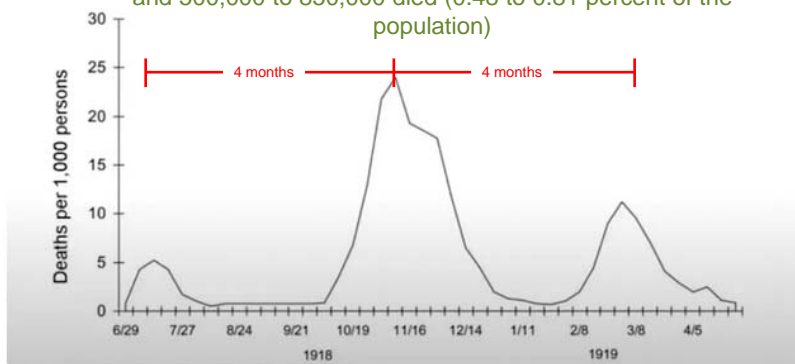
**SARS-CoV-2 is now established in the animal population:  
The potential for eradication is therefore low**

- ~60% of US white-tailed deer have been found to have antibodies to SARS CoV-2
- Rodents (mice) were unaffected by earlier variants, but can now be infected by Omicron
- Antibodies to SARS CoV-2 have been found in a host of mammals:
  - hippos, hyenas, mink, cats, dogs and ferrets...
- This seeding of the virus in a wide range of animals raises the potential for mutation and host-jumping in the future (like with swine and avian flu)
  - Risk no longer limited to remote bats or camels
  - There have been 3 distinct coronavirus threats to humans
    - SARS, MERS, COVID
    - MERS is still a persistent threat in the Middle-East

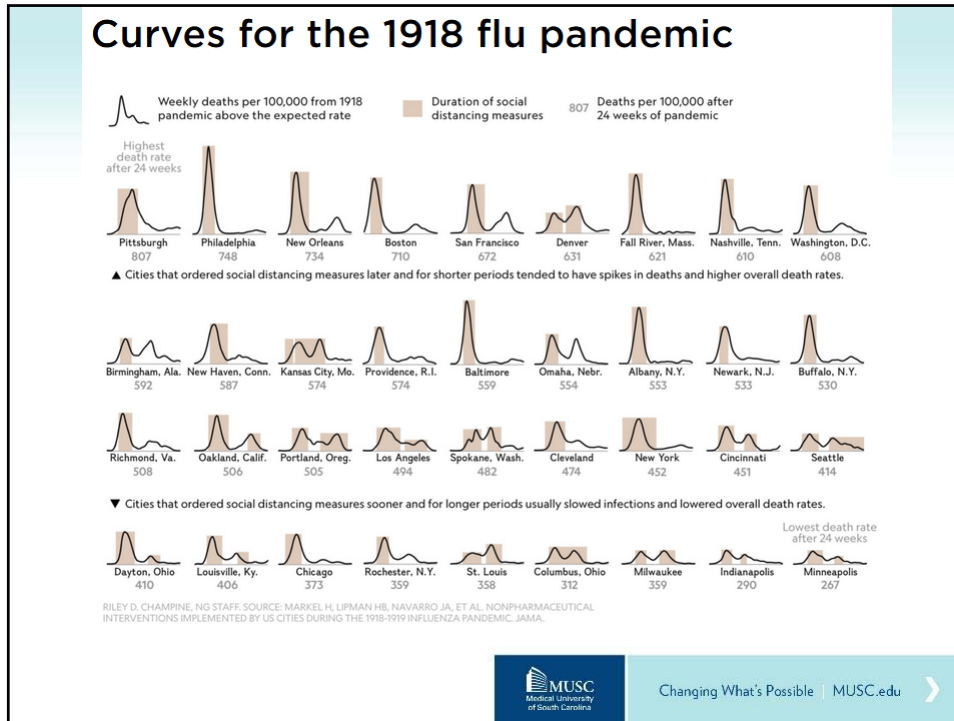
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**Influenza A cases by date, United States, 1918-1919**

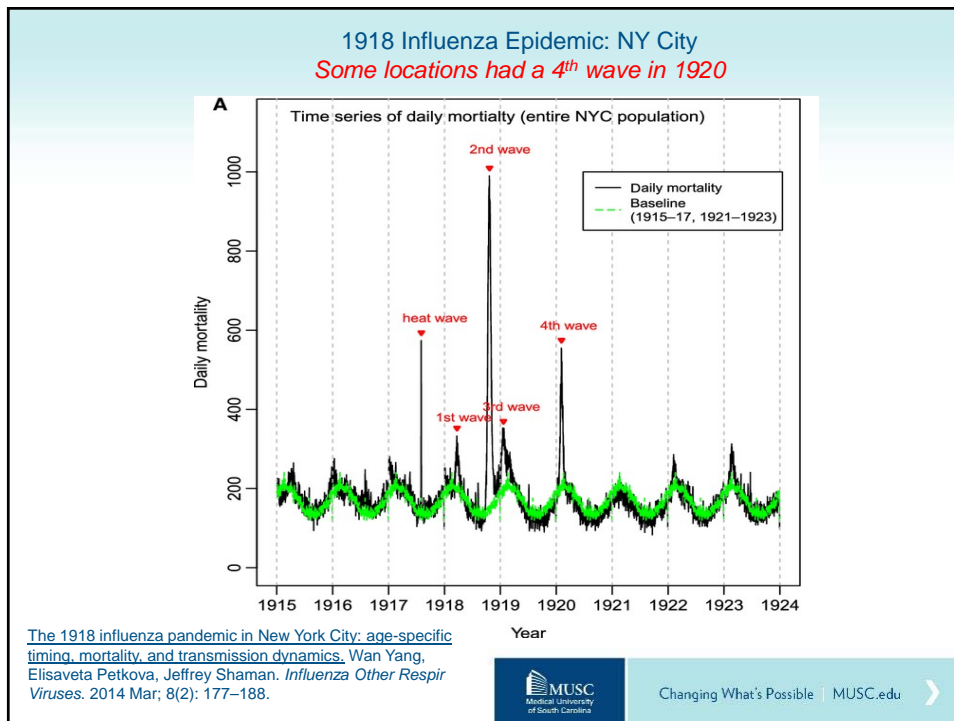
28% of the population of 105 million became infected, and 500,000 to 850,000 died (0.48 to 0.81 percent of the population)



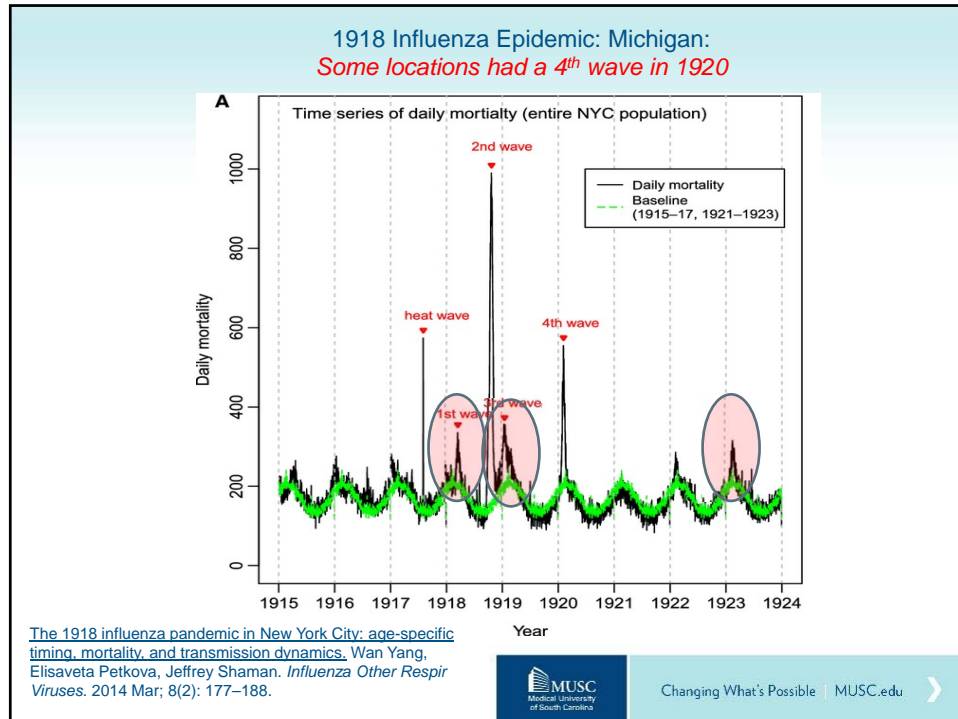
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## Approved Oral Antiviral Medications

- **Molnupiravir (Merck & Ridgeback)**
  - Reduced risk of hospitalization and death in newly diagnosed high risk patients by **30%**
  - Causes massive mutations to virus during replication
    - Has raised some concern that it could be mutagenic to humans
  - Requires dosing within **5-days of symptom onset**, \$700 per course
  - FDA approved – but recommended as “last resort” when Paxlovid not available
- **Paxlovid (Pfizer)**
  - Reduced the risk of hospitalization and death by **89%** when administered within **3-days of symptom onset (in trial) approved for 5-days of symptom onset**
  - Combines a protease inhibitor with ritonavir which slows down metabolism of the protease inhibitor
    - Has raised concerns about slowing metabolism of other medications
  - FDA approved
  - Very limited access
    - Likely that by summer

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## Possible Other Oral Antiviral Medications

- Fluvoxamine
  - SSRI prescribed for nearly 30 years as a treatment for obsessive-compulsive disorder – has anti-inflammatory qualities, \$4 per course
  - RCT found **32%** reduction in hospitalization and death among unvaccinated patients in Brazil
  - Requires dosing within **7-days of symptom onset**
- Monoclonal Antibody Infusion
  - Only monoclonal infusion that works now against Omicron is Sotrovimab
    - In short supply
    - Inconvenient and time-consuming to administer
- Multiple trials are underway testing new oral antivirals
- Lessons from HIV care suggests that resistance could develop to all of these drugs
  - To mitigate this, combination therapy may be needed



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## Operational challenges to use of antivirals

- Must be taken within 5-days of symptom onset
  - Requires rapid testing
    - May be a challenge to get people to test when incidence is low, or perceived risk of infection is low
  - Procurement of medication needs to be rapid
    - Documentation of infection
    - Getting the prescription filled
- Possible solutions:
  - Support for self-testing
  - No requirement for confirmation testing
  - Automatic access to medication at pharmacy
  - Home delivery of medication



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## Best- and Worst-Case Scenarios

- Worst-Case
  - New variants continue to emerge quickly that are highly transmissible and highly virulent
  - Resistance develops to antiviral therapies
  - Adjusting vaccine formulations to variants takes too long to implement due to the speed of new variants emerging and approval process
  - New coronavirus pathogens emerge
- Best-Case
  - Like the 1918 flu pandemic, the virus mutates to a seasonal variant that is typically not highly virulent
  - Regular adapted vaccines will suppress large outbreaks
  - Effective nasal and pan-coronavirus vaccines are developed
  - Acceptance of vaccines and boosters increases
  - Oral antiviral (alone or in combination) can quickly suppress morbidity, mortality, and incidence



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## Key Points

- **The peak in incidence has occurred**
  - Rapid declines in incidence in all MUSC sites are occurring
  - We are currently at a relatively high incidence rate – not quite time to reduce mitigation
    - Likely that within weeks we will have very low levels of infections
- **There remains a significant burden on the hospital system**
  - Hospital admissions and census are beginning to decline
- **What might happen going forward?**
  - It is likely that we will see a protected period of low-incidence
    - Almost everyone now has either been vaccinated, or infected
  - There has been a simultaneous surge nationally, and soon globally
    - This will impart significant immunity broadly, and stall the ability of the virus to transmit through social networks
    - This immunity will wane, so eventual flare ups likely
- **Containment is likely possible, but will require:**
  1. Rapid testing when symptomatic
  2. Rapid access to oral antiviral medications
  3. Vaccines tailored to variants / nasal and pan-vaccines
  4. Judicially targeted NPI interventions (masks use, distancing, etc)
  5. Greater trust and community solidarity



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