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University of South Carolina  
BOARD OF TRUSTEES

Health Affairs Committee

September 18, 2015

The Health Affairs Committee of the University of South Carolina met at 2:10 p.m. on Friday, September 18, 2015, in the 1600 Hampton Street Board Room.

Members present were: Mr. Hugh Mobley, Chairman; Mr. A. C. "Bubba" Fennell III; Dr. C. Edward Floyd; Mr. Miles Loadholt; Dr. C. Dorn Smith; Mr. Thad H. Westbrook; Mr. Eugene P. Warr Jr., Board Chairman; Mr. John C. von Lehe Jr., Board Vice Chairman; and Mr. J. Egerton Burroughs who participated by phone. Absent was Mr. Chuck Allen.

Other Board members present were: Mr. Thomas C. Cofield; Mr. William W. Jones Jr.; Mr. Toney J. Lister; and Mr. Mack I. Whittle Jr.

Also present was faculty representative August E. "Augie" Grant and student representative Jonathan Kaufman.

Others present were: President Harris Pastides; Secretary Amy E. Stone; Chief Operating Officer Edward L. Walton; Provost Joan Gabel; General Counsel Walter "Terry" H. Parham; Chief Financial Officer Leslie Brunelli; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Chris Byrd; Vice President for Information Technology William F. Hogue; Chief Communications Officer Wes Hickman; Vice President for System Affairs Mary Anne Fitzpatrick; Executive Dean USC School of Medicine and CEO of Palmetto Health-USC Medical Group Leslie W. Hall; Dean USC School of Medicine Greenville Jerry Youkey; Dean Arnold School of Public Health G. Thomas Chandler; Associate Provost for Health Sciences Meera Narasimhan; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Chief of Staff, President's Office, J. Cantey Heath Jr.; Executive Director for Audit & Advisory Services Pam Doran; Executive Director of Economic Engagement Bill Kirkland; USC Columbia Director of Governmental and Community Relations and Legislative Liaison Shirley D. Mills; Palmetto College Chancellor Susan Elkins; Director of Facilities Planning and Programming and University Architect Derek S. Gruner; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Ina Wilson.

I. Call to Order

Chairman Mobley called the meeting to order, welcomed those present and asked everyone to introduce themselves. He stated that the agenda had been posted and the press notified as required by the Freedom of Information Act; the agenda had been circulated; and a quorum was present to conduct business. Mr. Hickman stated that no members of the media were in attendance.

II. Health System Update

Chairman Mobley called on Mr. Walton who noted that it had been a year since the possible future change in physical location of the School of Medicine in Columbia had first been discussed with the committee. With the lease at the Dorn VA Medical Center expiring in 15 years, it was time to look at the opportunities and challenges ahead. Mr. Walton added that the administration would start addressing this topic in the five-year plan, which will be updated in November 2015. He closed by saying he would continue to keep the committee updated on the progress of this project.

Chairman Mobley said that this update was received as information.

III. USC School of Medicine Greenville Report

Provost Gabel introduced Dean Jerry Youkey who reported on the USC School of Medicine (USCOM) Greenville. Dean Youkey said he was tasked with putting together a proposal for USC Health Sciences in Greenville. He began with an overview of Greenville Health Systems (GHS), the University's clinical partner in Greenville, and its vision for the future. He noted that the clinical learning environment was a critical component of healthcare professions education and that it was the most endangered asset of all academic health centers across the country because of the many consolidations and mergers that were taking place in the healthcare industry.

He reported that GHS currently had eight campuses in the Upstate region, which translated into over 170 practice sites, employing about 1,000 physicians. He informed the committee that GHS's future vision was to expand its reach by establishing a state-wide healthcare network that would include the Midlands, Lowcountry, and Pee Dee areas. Dean Youkey pointed out that the opportunity for the University, with GHS as its partner, was to be the major resource in the State of South Carolina for healthcare professions education. He explained that there was a physician shortage in South Carolina and this as well as the issue of inadequate patient care, would need to be addressed by universities and health systems comprising an academic health center. He stated that simply graduating more medical students would not address South Carolina's physician shortage without more residency positions.

Dean Youkey said the USCSOM Greenville was a leader in providing innovative medical education in order to fulfill its goal of educating 21<sup>st</sup> century physicians and would be graduating its charter class in May 2016. He said the pipeline program, GHS MedEx Academy, was working well and he expected applications for the coming year to reach about 3,500 for the 100 available spots. He closed by presenting his five-year proposal that included the following highlights:

- Achieve full accreditation for USCSOM Greenville, 2016
- Establish a satellite campus of the Arnold School of Public Health in Greenville, 2016
- Offer nurse practitioner behavioral health clinical rotations at GHS, 2016
- Offer public health track certificates at USCSOM Greenville, 2017
- Offer Master of Public Health (MPH) in Greenville, 2018
- Offer combined MD/MPH degree, 2018
- Transition the Masters in Nurse Anesthesia to a doctoral program, 2018
- Expand collaborative research portfolio with GHS Care Coordination Institute, ongoing
- Explore opportunities with USC's College of Pharmacy, in discussion
- Explore opportunities with USC's College of Social Work, timeframe to be determined

Dean Youkey responded to a question by Trustee Whittle, saying that as GHS identified health education needs in the areas of pharmacy and social work, the University of South Carolina would be offered the first opportunity to fulfill those needs. In response to a question by Trustee Fennell, Dean Youkey said that the proposed change in governance at GHS would not have any direct impact on the USCSOM Greenville. Dean Youkey also said he expected to see increased collaboration between the USCSOM Greenville and USCSOM Columbia but that the timing would be somewhat dependent on when Palmetto Health and GHS determined their future relationship. Responding to comments by President Pastides, Dean Youkey underscored that the relationship between GHS and the University was mutually beneficial.

Chairman Mobley stated that this update was received as information.

#### IV. USC School of Medicine Columbia Report

Provost Gabel introduced Dean Les Hall who provided a status update on the clinical integration of the School of Medicine (SOM) Columbia with Palmetto Health. Dean Hall said the integration was moving forward very well and the anticipated Medical Group Launch would be April 1, 2016. He said the initial Medical Group team would be comprised of about 470 providers, with a total of about 1,870 team members. He reported that the mission, vision and values document for the new medical group had been completed, which was a major milestone.

Dean Hall added that he also saw the research and teaching missions of the SOM being embraced by team members who had not previously been engaged in the medical education mission. In order to

provide well integrated services, he said a major investment is underway to bring all the providers under one common electronic medical platform (the newest upgrade of the Cerner system). When asked what was used in Greenville, Dean Youkey said that GHS was installing the Epic system and that currently the systems were not compatible.

Dean Hall next shared recent educational highlights from the SOM. He informed the committee that the new Florence campus was experiencing a lot of success in its programs and was receiving great feedback from the third- and fourth-year students. He said that Amy Allen had been hired in the leadership role of founding director for the new Master of Physician Assistant Program that was slated to begin enrolling students in 2017. In the area of research, he reported that Dr. Frank Spinale had been appointed SOM's Associate Dean for Research and Graduate Education and Vice President for Research at Palmetto Health. Dean Hall closed by highlighting some outstanding research awards received by SOM faculty.

Mr. Whittle told both medical school deans that he would like to have quantifiable measures and goals against which to compare a five-year plan. Dean Youkey said his purpose today had been to present an overview and receive some feedback and direction. He added that with the go-ahead from the Board he would begin to quantify the plan that he had presented. Dean Hall said it had been about five years since the Columbia school had gone through a formal strategic planning process and that it was time to begin the discussion to identify new goals and milestones.

In response to Dean Youkey's request for direction, Chairman Mobley said that the proposal presented was a good path forward and invited feedback from President Pastides. President Pastides commented that the proposal provided a pathway to excellence that the University sought to achieve. Trustee Smith noted that the primary mission of both medical schools was to educate physicians for the State of South Carolina and any future strategic plans should not lose sight of this.

Chairman Mobley stated that this update was received as information.

V. Other Matters

Mr. Mobley asked if there was any other business to come before the committee.

VI. Adjournment

Since there were no other matters to come before the committee, Chairman Mobley declared the meeting adjourned at 3:15 p.m.

Respectfully submitted,

Amy E. Stone  
Secretary