

**MEDICAL UNIVERSITY HOSPITAL AUTHORITY (MUHA) BOARD OF TRUSTEES MEETING MINUTES  
APRIL 10, 2026**

The MUHA Board of Trustees convened on April 10, 2026, with the following members present: Charles Schulze, Chairman; Dr. Melvin Brown, Vice Chairman; Mrs. Terri Barnes; Mr. Jim Battle; Dr. Fritz Butehorn; Dr. Guy Castles; Dr. Richard Christian; Dr. Paul Davis; Mrs. Barbara Johnson-Williams; Dr. James Lemon; Dr. Murrell Smith; Mr. Michael Stavrinakis; Mr. Tom Stephenson; and Dr. Bart Witherspoon.

**Item 1. Call to Order.**

There being a quorum present, Chairman Charles Schulze called the meeting to order at 8:30 a.m. in the Colcock Hall Boardroom located at 19 Bee Street, Charleston, South Carolina.

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

Ms. Katherine Haltiwanger, Board Secretary, called the roll and stated that “in compliance with FOIA, the notice of meetings and agendas were furnished to all news media and persons requesting notification.”

**Item 3. Date of Next Meeting.**

Ms. Katherine Haltiwanger, Board Secretary, announced the date of the next regular meeting is May 15, 2026. She also announced that the date of the February 2027 Board meeting has been changed to February 19, 2027.

**Item 4. Approval of Minutes.**

Chairman Charles Schulze called for a motion to approve the minutes of February 13, March 2, March 17, and March 24.

*Board Action: Vice Chairman Melvin Brown made a motion to approve; the motion was seconded and unanimously carried.*

**GENERAL INFORMATIONAL REPORT OF THE PRESIDENT**

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

President David Cole called on Dr. Patrick Cawley, CEO, MUSC Health, who introduced Dr. Saj Joy, CEO, MUSC Health – Charleston Division, who provided an update highlighting leadership, history, mission, growth, and performance. Dr. Joy thanked the Board for the opportunity to present and expressed honor in serving the Charleston Division and the more than 13,000 care team members, emphasizing that patients remain the organization’s top priority. Pride was noted in having a fully staffed leadership team that blends long-tenured MUSC leaders with newer executives who bring diverse national experience, all united by MUSC’s mission and legacy. As the home institution of MUSC, the Charleston Division continues to honor its 200-year history and tripartite mission of education, research, and patient care, while looking ahead to future growth. Key highlights included MUSC’s role as South Carolina’s only comprehensive academic health system; continued expansion of graduate medical education; strong research performance with significant funding, trials, patents, and startups; and a steadfast commitment to developing future healthcare leaders.

Dr. Joy reported that engagement and belonging scores remain strong with positive upward trends in employee survey results reflecting growing trust, teamwork, and a strong culture of safety. Grassroots initiatives such as Project IMPACT demonstrated care team members' commitment to community engagement through internships, school supply drives, service days, and partnerships with local organizations. Efforts to support workforce safety and well-being were also emphasized, including workplace violence prevention programs, rejuvenation stations for staff, and leadership communication that highlights employees' personal "why." These efforts were linked directly to improved morale, innovation, and patient experience.

Dr. Joy highlighted continued organizational growth and expansion across the Charleston region, including new clinical programs, facility openings, major capital projects, and future hospital and cancer center developments. Operational volumes continue to rise across inpatient, surgical, and emergency services, alongside efforts to improve efficiency and capacity. Patient outcomes and care quality were underscored through national recognitions, including top rankings in *U.S. News & World Report*, specialty certifications, and quality verifications. He concluded his presentation by reinforcing that investing in people builds trust, drives excellence, and enables MUSC to deliver exceptional care to the patients and communities it serves.

*Board Action: Received as information.*

**Item 6. Other Business.**

None.

**AUTHORITY OPERATIONS AND QUALITY COMMITTEE: DR. MURRELL SMITH, CHAIRMAN**  
*(Detailed committee minutes attached.)*

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

Dr. Murrell Smith reported that Dr. Patrick Cawley, CEO, MUSC Health, presented the MUSC Health status report focused on the annual people survey and FY2026 goal performance.

*Board Action: Received as information.*

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

Dr. Murrell Smith reported that Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, presented the quality and patient safety report focused on quality wins, rankings, and scorecards.

*Board Action: Received as information.*

**Item 9. College of Medicine Update.**

Dr. Murrell Smith reported that Dr. Terry Steyer, Dean, College of Medicine and Vice President for Medical Affairs, gave an update on Match Day, Quantum hires, and progress on the new College of Medicine building.

*Board Action: Received as information.*

**Item 10. External Affairs Update.**

Dr. Murrell Smith reported that Mark Sweatman, Vice President for External Affairs, gave an update on legislative activities.

Board Action: Received as information.

**Item 11. Other Committee Business.**

None.

**MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE: MRS. TERRI BARNES, CHAIR**  
*(Detailed committee minutes attached.)*

**Item 12. MUSC Downtown Campus Master Plan for Approval.**

Mrs. Terri Barnes made a motion to approve the MUSC Downtown Campus Master Plan as presented.

Board Action: The motion was seconded, voted on, and unanimously carried.

**Item 13. MUHA Professional Selection(s) for Approval.**

Mrs. Terri Barnes made a motion to approve the following professional services selections:

- Architect/Engineer for Summey Medical Pavilion Expansion: GreenbergFarrow
- Construction Manager at Risk for Summey Medical Pavilion Expansion: M.B. Kahn
- Architect/Engineer for Rutledge Tower Garage Replacement: Perkins&Will

Board Action: The motion was seconded, voted on, and unanimously carried.

**Item 14. Campus Elevator Modernization Project Phase II for Approval.**

Mrs. Terri Barnes made a motion to approve the Campus Elevator Modernization Project Phase II.

Board Action: The motion was seconded, voted on, and unanimously carried.

**Item 15. MUSC Professional Services Selection(s) for Approval.**

Mrs. Terri Barnes made a motion to approve the following professional services selection:

- Architect/Engineer for Campus Elevator Modernization Phase II: CEMS Inc.

Board Action: The motion was seconded, voted on, and unanimously carried.

**Item 16. Other Committee Business.**

None.

**MUHA AND MUSC AUDIT, COMPLIANCE, AND RISK COMMITTEE: MR. TOM STEPHENSON, CHAIRMAN**  
*(Detailed committee minutes attached.)*

**Item 17. KPMG FY2026 External Audit Conference.**

Mr. Tom Stephenson reported that Alison Upton, Andy Finley, and Steve Reader, of KPMG, presented the FY2026 external audit plan for the MUSC enterprise.

Board Action: Received as information.

**Item 18. Internal Audit Report.**

Mr. Tom Stephenson reported that Internal Audit report was provided to board members.

Board Action: Received as information.

**Item 19. Compliance Update.**

Mr. Tom Stephenson reported that the enterprise compliance report was provided to board members.

Board Action: Received as information.

**Item 20. Other Committee Business.**

None.

**OTHER BUSINESS OF THE BOARD OF TRUSTEES**

**Item 21. Approval of Consent Agenda.**

Chairman Charles Schulze called for a motion to approve the consent agenda.

Board Action: Vice Chairman Melvin Brown made a motion to approve; the motion was seconded and unanimously carried.

**Item 22. Executive Session.**

Mr. Jim Battle made a motion to move into closed session to discuss the negotiations of contracts related to the development of clinical services in the Tricounty area, and possible purchase or sale of real property; strategy and trade secrets; development of information security personnel or devices; personnel matters; and legal advice on matters covered by the attorney/client privilege.

Board Action: The motion was seconded, voted on, and unanimously carried. The Board of Trustees moved into closed session following the conclusion of the MUHA and MUSC Board of Trustees Committee meetings.

**Item 23. New Business for the Board of Trustees.**

None.

**Item 24. Report from the Chairman.**

None.

**CONSENT AGENDA**

**AUTHORITY OPERATIONS AND QUALITY COMMITTEE: DR. MURRELL SMITH, CHAIRMAN**

**Item 25. MUSC Health – Charleston Division Appointments, Reappointments, and Changes in Privileges.**

MUSC Health – Charleston Division appointments, reappointments, and changes in privileges for January and February 2026 were presented for approval.

Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.

**Item 26. MUSC Health – Regional Health Network Appointments, Reappointments, and Changes in Privileges.**

MUSC Health – Regional Health Network appointments, reappointments, and changes in privileges for January and February 2026 were presented for approval.

Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.

**Item 27. MUSC Health – Regional Health Network Medical Director Job Descriptions.**

MUSC Health Regional Health Network Medical Director job descriptions were presented for approval.

Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.

**Item 28. Revised MUSC Health Standardized Delineation of Privileges.**

Revised MUSC Health standardized delineation of privileges were presented for approval.

Board Action: Dr. Murrell Smith made a motion to approve; his motion was seconded, voted on, and unanimously carried.

**Item 29. MUSC Health – Charleston Division Medical Executive Committee Minutes.**

MUSC Health – Charleston Division Medical Executive Committee (MEC) minutes from November 2025 and January 2026 were provided for information.

Board Action: Received as information.

**Item 30. Contracts and Agreements.**

A list of contracts and agreements since the February 2026 Board meeting was provided for information.

Board Action: Received as information.

**MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE: MRS. TERRI BARNES, CHAIR**

**Item 31. MUHA FY2026 Active Projects >\$250,000.**

A list of MUHA FY2026 active projects greater than \$250,000 was provided for information.

Board Action: Received as information.

**Item 32. MUSC FY2026 Active Projects >\$250,000.**

A list of MUSC FY2026 active projects greater than \$250,000 was provided for information.

Board Action: Received as information.

**Item 33. MUSC Professional Services and Construction Contracts Awarded.**

A list of MUSC professional services and construction contracts awarded since February 2026 was provided for information.

Board Action: Received as information.

There being no further business, the meeting of the MUHA Board of Trustees was adjourned at 8:57 a.m.

Respectfully submitted,

*Katherine S. Haltiwanger*

Board Secretary

**Authority Operations and Quality Committee Minutes**  
**April 9, 2026**

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

Dr. Patrick Cawley, CEO of MUSC Health, presented an update on the annual people survey and FY26 goals. The survey achieved a 70% response rate and showed notable year-over-year improvements in engagement across all measures, particularly with intent to stay. Physician engagement remained above the system average with modest gains, while nursing engagement, though still below average, improved significantly. Engagement gains were seen across multiple locations and action plan metrics related to quality, patient safety, and employee safety also improved. Dr. Cawley outlined how the results impact systemwide, nursing, and physician action plans for 2025–2026 with focus on actionable team plans, stronger leadership communication, employee recognition, benefits, and growth opportunities. He also reviewed alignment with MUSC Health’s 2030 Strategic Intent and presented FY26 performance highlighting overall progress and areas for continued focus.

Committee Action: Received as information.

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

Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, presented the quality and safety report for information. Dr. Scheurer highlighted continued system-wide improvement across safety culture, mortality, rankings, and performance scorecards. Safety culture scores demonstrated steady improvement from 2022 to 2026 across all regions with Charleston, Catawba, Pee Dee, and Midlands showing consistent upward trends and Orangeburg improving since its initial measurement. A major quality milestone was achieved with the system-wide mortality index reaching an all-time low of 0.68 in October 2025. FY26 year-to-date Vizient rankings indicated variable performance across sites, with strong results at Florence, Black River, and Columbia, while Orangeburg and Kershaw remained priority focus areas due to higher percentiles. System and regional scorecards for FY26 year-to-date were reviewed, providing transparency into performance across quality, safety, and operational domains for Charleston, Orangeburg, Pee Dee, Catawba, and Midlands. Overall, the report reinforced positive momentum in patient safety and outcomes while emphasizing continued focus on targeted improvement opportunities across the system.

Committee Action: Received as information.

**Item 9. College of Medicine Update.**

Dr. Terry Steyer, Dean of the College of Medicine and Vice President for Medical Affairs, presented an update highlighting key achievements and initiatives. He reported strong Match Day outcomes for the Class of 2026 with 96% of graduates securing residency positions, 30% remaining in South Carolina, and 41% entering primary care specialties. Dr. Steyer also reviewed the College’s research performance, noting continued strength in NIH funding, national and public university rankings, and improved average department rankings. Significant FY26 clinical and research faculty recruitment was outlined, resulting in substantial net growth across multiple departments to support mission expansion. The update concluded with a report on the new College of Medicine building, which remains on schedule with major construction milestones planned through substantial completion in October 2027.

Committee Action: Received as information.

**Item 10. External Affairs Update.**

Mark Sweatman, Vice President for External Affairs, gave an update on recent legislative activity. He reported that House Bill 4342, sponsored by Representative Mark Smith, which expands MUSC's ability to recruit and retain dental instructors, was signed by the governor on March 9. Both the House and Senate versions of the state budget include \$175 million for the new cancer hospital, representing the full higher-education allocation from the capital reserve bill. Additional Senate provisions include a 2% state employee pay raise, \$2 million for GME at Midlands, and \$6.7 million in recurring tuition mitigation funding, subject to conference committee negotiations. Recent activities included a visit from Senator Graham's staff to the Hollings Cancer Center, SCHA Hospital Week, Innovation Week Kickoff Breakfast, and State House Day, which included occupational therapy and dental students, and the recent MUSC Health legislative reception. He announced that the election for the second congressional lay trustee seat is scheduled for April 15 at noon, with Mr. Bill Wiseman as the sole candidate. Context was provided regarding state fiscal conditions, including the enactment of over \$800 million in recurring tax relief, which impacts overall budget capacity. Despite this, discussions with legislative leadership regarding the cancer hospital project have been positive. The cancer hospital funding request is part of a multi-year strategy, with continued advocacy anticipated. At the federal level, MUSC secured \$5 million for supercomputing infrastructure in the recently passed federal budget, following a multi-year effort. He concluded his report with the announcement that Dr. Guy Castles will be receiving the Order of the Palmetto, South Carolina's highest civilian honor.

*Committee Action: Received as information.*

**Item 11. Other Committee Business.**

None.

**Consent Agenda**

**Item 25. MUSC Health – Charleston Division Appointments, Reappointments, and Changes in Privileges.**

MUSC Health – Charleston Division appointments, reappointments, and changes in privileges for January 2026 and February 2026 were presented for approval.

*Committee Action: Recommend approval.*

**Item 26. MUSC Health – Regional Health Network Appointments, Reappointments, and Changes in Privileges.**

MUSC Health – Regional Health Network appointments, reappointments, and changes in privileges for January 2026 and February 2026 were presented for approval.

*Committee Action: Recommend approval.*

**Item 27. MUSC Health – Regional Health Network Medical Director Job Descriptions.**

MUSC Health Regional Health Network Medical Director job descriptions were presented for approval.

*Committee Action: Recommend approval.*

**Item 28. Revised MUSC Health Standardized Delineation of Privileges.**

Revised MUSC Health standardized delineation of privileges were presented for approval.

Committee Action: Recommend approval.

**Item 29. MUSC Health – Charleston Division Medical Executive Committee Minutes.**

MUSC Health – Charleston Division Medical Executive Committee (MEC) minutes from November 2025 and January 2026 were provided for information.

Committee Action: Received as information.

**Item 30. Contracts and Agreements.**

A list of contracts and agreements since the February 2026 Board of Trustees meeting was provided for information.

Committee Action: Received as information.

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

Respectfully submitted,

*Jane L. Scutt*

Assistant Board Secretary

**MUHA and MUSC Physical Facilities Committee Minutes**  
**April 9, 2026**

**Item 12. MUSC Downtown Campus Master Plan for Approval.**

Tom Crawford, Chief Operating Officer, MUSC Health, and Aaron Howell, Executive Vice President for Finance and Operations, MUSC, along with members of the firm, Perkins&Will, requested the MUHA and MUSC Physical Facilities Committee's approval of the MUSC Downtown Campus Master Plan.

*Committee Action: The Committee recommended approval in its capacity as the MUHA and MUSC Physical Facilities Committee.*

**Item 13. MUHA Professional Selection(s) for Approval.**

Tom Crawford, Chief Operating Officer, MUSC Health, requested the MUHA Physical Facilities Committee's approval of the following professional services selections:

- Architect/Engineer for Summey Medical Pavilion Expansion: GreenbergFarrow
- Construction Manager at Risk for Summey Medical Pavilion Expansion: M.B. Kahn
- Architect/Engineer for Rutledge Tower Garage Replacement: Perkins&Will

*Committee Action: The Committee recommended approval in its capacity as the MUHA Physical Facilities Committee.*

**Item 14. Campus Elevator Modernization Project Phase II for Approval,**

Aaron Howell, Executive Vice President for Finance and Operations, MUSC, requested the MUSC Physical Facilities Committee's approval of the Elevator Modernization Project Phase II.

*Committee Action: The Committee recommended approval in its capacity as the MUSC Physical Facilities Committee.*

**Item 15. MUSC Professional Selection(s) for Approval,**

Aaron Howell, Executive Vice President for Finance and Operations, MUSC, requested the MUSC Physical Facilities Committee's approval of the following professional services selection:

- Architect/Engineer for Campus Elevator Modernization Phase II: CEMS Engineering, Inc.

*Committee Action: The Committee recommended approval in its capacity as the MUSC Physical Facilities Committee.*

**Item 16. Other Committee Business.**

None.

## Consent Agenda

**Item 31. MUHA FY2026 Active Projects >\$250,000.**

A list of MUHA FY2026 active projects greater than \$250,000 was provided for information.

*Committee Action: The Committee received this as information in its capacity as the MUHA Physical Facilities Committee.*

**Item 32. MUSC FY2026 Active Projects >\$250,000.**

A list of MUSC FY2026 active projects greater than \$250,000 was provided for information.

*Committee Action: The Committee received this as information in its capacity as the MUSC Physical Facilities Committee.*

**Item 33. MUSC Professional Services and Construction Contracts Awarded.**

A list of MUSC professional services and construction contracts awarded was provided for information.

*Committee Action: The Committee received this as information in its capacity as the MUSC Physical Facilities Committee.*

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

Respectfully submitted,

*Jane L. Scutt*

Assistant Board Secretary

**MUHA and MUSC Audit, Compliance, and Risk Committee Minutes**  
**April 9, 2026**

**Item 17. KPMG FY2026 External Audit Entrance Conference.**

KPMG's Alison Upton, Andy Finley, and Steve Reader presented the FY2026 external audit plan and strategy for the MUSC enterprise. KPMG outlined the scope of the audit, which includes the financial statements of MUSC, MUHA, and related component units, as well as audits of federal financial awards in accordance with Uniform Guidance. Major transactions subject to audit during the year include multiple bond issuances related to construction projects and several acquisitions within the health system. KPMG reviewed the planned audit approach, including the application of professional judgment related to materiality, risk assessment, and reliance on internal controls. Significant audit risks identified include management override of controls, while additional areas of audit focus include significant accounting estimates, related party transactions, compliance with grant and regulatory requirements, and information technology controls. The audit will involve specialized KPMG resources, including valuation, actuarial, and tax specialists, as needed. The Board was informed of the anticipated audit timeline with planning and interim procedures occurring throughout the fiscal year and issuance of audit reports projected for September 2026. KPMG also reviewed applicable new governmental accounting standards effective in FY26 and noted expected responsibilities related to auditor independence, management responsibilities, and ongoing communication with governance throughout the audit process. No significant issues or concerns were reported.

*Committee Action: The Committee received this as information in its capacity as the MUHA and MUSC Audit, Compliance, and Risk Committee.*

**Item 18. Internal Audit Report.**

Mr. Tom Stephenson reported that Kim Witte, Chief Audit Executive, shared the results of recent audits conducted by her office, and she would be glad to answer any questions.

*Committee Action: The Committee received this as information in its capacity as the MUHA and MUSC Audit, Compliance, and Risk Committee.*

**Item 19. Compliance Update.**

Mr. Tom Stephenson reported that the enterprise compliance report was provided for information.

*Committee Action: The Committee received this as information in its capacity as the MUHA and MUSC Audit, Compliance, and Risk Committee.*

**Item 20. Other Committee Business.**

None.

With no further business or items on the consent agenda, the committee meeting was adjourned.

Respectfully submitted,  
*Jane L. Scutt*  
Assistant Board Secretary