

MEDICAL UNIVERSITY HOSPITAL AUTHORITY BOARD OF TRUSTEES MEETING MINUTES
October 10, 2025

The MUHA Board of Trustees convened on October 10, 2025, with the following members present: Charles Schulze, Chair; Dr. Melvin Brown, Vice Chair; Terri Barnes; Dr. Fritz Butehorn; Dr. Guy Castles; Dr. Richard Christian; Dr. Paul Davis; Dr. Don Johnson; Barbara Johnson-Williams; Dr. James Lemon; Dr. Murrell Smith; Michael Stavrinakis; and Tom Stephenson.

Item 1. Call to Order.

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

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

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.

Katherine Haltiwanger reported that the date of the next meeting is December 12, 2025.

Item 4. Approval of Minutes.

Chairman Schulze called for a motion to approve the minutes of August 8, September 4, September 8, September 24, and October 8, 2025.

Board Action: Vice Chairman Brown moved for approval; the motion was seconded and unanimously carried.

RECOMMENDATIONS AND INFORMATIONAL REPORTS OF THE PRESIDENT

Item 5. General Informational Report of the President.

Dr. Cole called on Dr. Cawley to introduce Dr. Arman Kilic, Chief of the Division of Cardiothoracic Surgery, and Fred A. Crawford, Jr. Endowed Chair. Dr. Kilic presented on the MUSC Heart and Vascular, its strong growth in clinical procedures, patient encounters, and financial contribution margins. He also discussed the department's robust recruitment to support expansion in key specialties and regions. He noted that quality remains a central focus, as evidenced by top ratings for cardiac surgery outcomes. Operational improvements are driving better patient access, streamlined scheduling, and expanded service capacity, while ongoing statewide initiatives target recruitment, program development, and innovation to ensure continued excellence in patient care and organizational performance.

Item 6. Other Business.

None.

AUTHORITY OPERATIONS AND QUALITY COMMITTEE: DR. MURRELL SMITH, CHAIR
(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, which included updates on the expansion efforts, performance targets, and performance updates.

Board Action: Received as information.

Item 8. Revised MUSC Health – Charleston Medical Staff Bylaws for Approval.

Dr. Smith made a motion to approve the proposed revisions to the MUSC Health – Charleston Medical Staff Bylaws, as provided.

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

Item 9. Quality and Patient Safety Report.

Dr. Smith reported that Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, presented the Quality report focused on Quality WINS, rankings, and scorecards.

Board Action: Received as information.

Item 10. Government Affairs Update.

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

Board Action: Received as information.

Item 11. Other Committee Business.

None.

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

Item 12. MUSC Lease Renewal for Approval.

Ms. Terri Barnes made a motion to approve a lease renewal for 1,143 parking spaces located at the southeast corner of Fishburne Street and Hagood Avenue, commonly known as the Hagood Parking Lot, as presented.

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

Item 13. Purchase of Real Property in Berkeley County for Approval.

Ms. Barnes made a motion to approve the adoption of a resolution authorizing MUHA to acquire real property in Berkeley County to be used for clinical services.

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

Item 14. Item removed.

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

Ms. Barnes made a motion to approve the committee's selections for roofing and waterproofing engineering firms to fill University IDQ contracts.

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

Item 16. Update on Charleston Downtown Master Plan.

Ms. Barnes reported that Tom Crawford, Chief Operating Officer for MUSC Health, introduced Perkins&Will, who gave an update on the Charleston Downtown Campus Master Plan.

Board Action: Received as information.

Item 17. Other Committee Business.

None.

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

Item 18. Appointment of Chief Audit Executive for Approval.

Mr. Tom Stephenson made a motion to approve the appointment of Ms. Kim Witte as the Chief Audit Executive.

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

Item 19. Compliance Update.

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

Board Action: Received as information.

Item 20. Internal Audit Report.

Mr. Stephenson reported that results from recent audits were mailed to board members.

Board Action: Received as information.

Item 21. Leader Compensation Review.

Mr. Stephenson made a motion to authorize leader compensation recommendations.

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

Item 22. Other Committee Business.

None.

OTHER BUSINESS OF THE BOARD OF TRUSTEES

Item 23. Revised MUHA Bylaws for Approval.

Chairman Schulze called for a motion to approve the revised MUHA Bylaws as presented.

Board Action: The motion was made by Vice Chairman Brown, was seconded, voted on, and unanimously carried.

Item 24. Approval of Consent Agenda.

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

Board Action: The motion was made by Vice Chairman Brown, was seconded, voted on, and unanimously carried.

Item 25. Executive Session.

A motion was made by Vice Chairman Brown to move into closed session to discuss the following items: personnel matters, naming opportunities for donors and related gift agreements, strategy and trade secrets, and negotiations of contracts related to the expansion of clinical services in Berkeley County and the purchase of real property in Berkeley County.

Board Action: The motion made by Vice Chairman was seconded, voted on, and unanimously carried.
Chairman Schulze announced that the Board of Trustees would move into closed session following the conclusion of the MUHA and MUSC Board of Trustees Committee meetings.

Item 26. New Business for the Board of Trustees.

None.

Item 27. Report from the Chairman.

None.

AUTHORITY OPERATIONS AND QUALITY COMMITTEE: DR. MURRELL SMITH, CHAIR

Item 28. Revisions to SYS – Organ and Tissue Donation policy (Consent Item).

The revised Organ and Tissue Donation policy was presented for approval.

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

Item 29. MUSC Health – Charleston Division Appointments, Reappointments, and Delineation of Privileges (Consent Item).

MUSC Health – Charleston Division Appointments, reappointments, and delineation of privileges for August and September 2025 were presented for approval.

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

Item 30. MUSC Health – Regional Health Network Appointments, Reappointments, and Delineation of Privileges (Consent Item).

MUSC Health – Regional Health Network's reappointments, and delineation of privileges for July through September of 2025 were presented for approval.

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

Item 31. MUSC Health – Charleston Division Medical Executive Committee Minutes (Consent Item).

MUSC Health – Charleston Division Medical Executive Committee (MEC) minutes from June through August 2025 were presented for information.

Board Action: Received as information.

Item 32. Contracts and Agreements (Consent Item).

Contracts and agreements since the August 2025 Board meeting were presented for information.

Board Action: Received as information.

MUHA AND MUSC PHYSICAL FACILITIES COMMITTEE: TERRI BARNES, CHAIR

Item 33. MUSC Community Physicians - Lease(s) (Consent Item).

A new MUSC Community Physicians – Midlands lease for clinical space at 1045 W. Dekalb Street in Camden was presented for information.

Board Action: Received as information.

Item 34. MUSC FY2026 Active Projects >\$250,000 (Consent Item).

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

Board Action: Received as information.

Item 35. MUSC Facilities Contracts Awarded (Consent Item).

None.

Item 36. MUSC Professional Services Contracts Awarded (Consent Item).

Professional services contracts awarded through October 2025 were presented for information.

Board Action: Received as information.

OTHER BUSINESS FOR THE BOARD

Item 37. Revised Board Policy on Travel (Consent Item).

A revised version of the Board Policy on Travel was presented for approval. Chairman Schulze called for a motion to approve the policy.

Board Action: The motion was made by Vice Chairman Brown, was seconded, voted on, and unanimously carried.

Item 38. Revised Rules of Decorum policy (Consent Item).

A revised version of the Rules of Decorum policy was presented for approval. Chairman Schulze called for a motion to approve the revised Rules of Decorum policy.

Board Action: The motion was made by Vice Chairman Brown, was seconded, voted on, and unanimously carried.

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

Respectfully submitted,
Katherine S. Haltiwan ger
Board Secretary

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Item 7. MUSC Health Status Report.

Dr. Patrick Cawley, CEO, MUSC Health, presented the MUSC Health Status report for informational purposes. He started by sharing a big win for MUSC Health regarding the journey to expand our affiliation with Tidelands Health. State and board approvals were recently received, and the focus is now on finalizing the agreement with Tidelands to enable and expand access to care, enhance services, and improve health outcomes across Georgetown and Horry counties. Dr. Cawley also reviewed progress on FY26 goals and discussed the goal-setting process, which incorporates a cascading approach to leaders annually. Performance targets were noted regarding MUSC Health's Strategic Intent – 2030, and performance dashboards for 2025 versus 2026 reflected overall and regional performance.

Committee Action: Received as information.

Item 8. Revised MUSC Health Charleston – Division Medical Staff Bylaws for Approval.

Dr. Patrick Cawley requested approval of the revised MUSC Health – Charleston Division Medical Staff Bylaws.

Committee Action: Recommend approval.

Item 9. Quality and Patient Safety Report.

Dr. Danielle Scheurer, Chief Quality Officer, MUSC Health, presented the Quality and Safety Report, highlighting the MUSC Health System's ongoing improvements in quality and performance, showcasing upward trends in Vizient Balanced Scorecard scores and percentile rankings across multiple domains for FY24 and FY25, as well as notable national recognition in pediatric specialties by *U.S. News & World Report*. Dr. Scheurer discussed year-over-year progress in USNWR rankings for various specialties, emphasizing the system's journey toward top-tier status. She also provided detailed scorecards for the system and individual locations, which revealed strong performance against targets in areas such as inpatient care, mortality, safety, and preventive screenings, with achievements and opportunities for further growth.

Committee Action: Received as information.

Item 10. Government Affairs Update.

Mark Sweatman, Vice President for External Affairs, reported that MUSC Government Affairs recently hosted Chairman Lee Hewitt for a tour of MUSC Shawn Jenkins and Hollings Cancer Center, where they discussed MUSC's priorities, including the pursuit of comprehensive status with the National Cancer Institute (NCI). Sweatman noted that the 2026 – 2027 state budget request was submitted to the Governor's Office at the end of September. He also shared that Government Affairs briefed the Senate Health and Human Services Subcommittee on the Alzheimer's Research Grant application in partnership with USC and Clemson, which includes a proposed \$10 million state contribution. Additionally, MUSC Occupational Therapy students visited the State House in early October. Finally, Sweatman expressed appreciation to the Board for its support during a recent

Governor's Office event honoring Mr. William H. Bingham, Sr., Emeritus MUSC Board Member, with the state's highest award, The Order of the Palmetto.

Committee Action: Received as information.

Item 11. Other Committee Business.

None.

Consent Agenda

Item 28. Revisions to SYS – Organ and Tissue Donation policy (Consent Item).

Revisions to the SYS – Organ and Tissue Donation policy were presented for approval.

Committee Action: Recommend approval.

Item 29. MUSC Health – Charleston Division Appointments, Reappointments, and Delineation of Privileges (Consent Item).

MUSC Health – Charleston Division's appointments, reappointments, and delineation of privileges for August and September 2025 were presented for approval.

Committee Action: Recommend approval.

Item 30. MUSC Health – Regional Health Network Appointments, Reappointments, and Delineation of Privileges (Consent Item).

MUSC Health – Regional Health Network's appointments, reappointments, and delineation of privileges for July through September 2025 were presented for approval.

Committee Action: Recommend approval.

Item 31. MUSC Health - Charleston Division Medical Executive Committee Minutes (Consent Item).

MUSC Health – Charleston Division's Medical Executive Committee (MEC) from June through August of 2025 were presented for information.

Committee Action: Received as information.

Item 32. Contracts and Agreements (Consent Item).

Contracts and agreements since the August 2025 Board meeting were presented for information.

Committee Action: Received as information.

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



MUHA and MUSC Physical Facilities Committee Minutes
October 9, 2025

Item 12. MUSC Lease Renewal for Approval.

Bill Martin, Chief Real Estate Officer, presented for approval a lease renewal for 1,143 parking spaces located at the corner of Fishburne Street and Hagood Avenue for MUSC students and employees for a 3-year lease term totaling \$2,212,583.80.

Committee Action: Recommend approval.

Item 13. Purchase of Real Property in Berkeley County for Approval.

Dr. Patrick Cawley, CEO, MUSC Health, requested approval to adopt a resolution authorizing MUHA to acquire real property in Berkeley County to be used for clinical services.

Committee Action: Recommend approval.

Item 14. Item Removed.

Item 15. MUSC Professional Services Selections for Approval.

David Attard, Chief Facilities Officer, MUSC, presented for approval the following professional services selections for Indefinite Quantity Contracts (IDQ):

- Architect/Engineering Services IDQ: McMillan Pazdan Smith, Coast Architects, Novus Architects, and Michael Edwards Architecture.
- Roofing/Waterproofing Engineering Services IDQ: Building Envelope Enclosure Group and Terracon.

Committee Action: Recommend approval.

Item 16. Update on Charleston Downtown Master Plan.

Tom Crawford, Chief Operating Officer, MUSC Health, introduced representatives from Perkins&Will to provide an update on the Charleston Downtown Master Plan to date. The presentation outlined MUSC's 20-year vision to become a top 20 academic health system and elevate South Carolina's health outcomes. It described a resilient, people-centered, and data-driven approach to campus transformation, emphasizing broad stakeholder engagement and collaboration. The plan was guided by principles such as consistent frameworks for development, co-location of care and research, and expanding access to communities. Key questions addressed included defining the campus's critical uses and identity, fostering interdisciplinary collaboration, and leveraging regional networks to improve health outcomes statewide. The schedule overview showed the planning phases and current progress, while the engagement process highlighted input from leadership, stakeholders, and external partners. Overall, the master plan positioned MUSC as a flagship care and research hub, focused on innovation, talent development, and impactful regional growth.

Committee Action: Received as information.

Item 17. Other Committee Business.

None.

Consent Agenda

Item 33. MUSC Community Physicians (MCP) Lease(s) (Consent Item).

A lease for approximately 6,380 square feet of clinical space located at 1045 W. Dekalb Street, Camden, for the MUSC Community Physicians Camden Heart Cardiology for a 5-year lease term totaling \$ \$812,934.88.

Committee Action: Received as information.

Item 34. MUSC FY2026 Active Projects >\$250,000 (Consent Item).

MUSC FY2026 Active Projects greater than \$250,000 were presented for information.

Committee Action: Received as information.

Item 35. MUSC Facilities Contracts Awarded (Consent Item).

No contracts meeting the criteria to report.

Committee Action: Statement received as information.

Item 36. MUSC Professional Services Contracts Awarded (Consent Item).

Professional services contracts awarded were presented for information.

Committee Action: Received as information.

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

A handwritten signature in black ink that reads "Shelli Beebe". The signature is fluid and cursive, with "Shelli" on the top line and "Beebe" on the bottom line.

MUHA and MUSC Audit, Compliance, and Risk Committee Minutes
October 9, 2025

Item 18. Appointment of Chief Audit Executive for Approval.

Mr. Tom Stephenson requested approval of the appointment of Kim Witte as the new Chief Audit Executive, following Susan Barnhart's recent retirement from the role.

Committee Action: Recommend approval.

Item 19. Compliance Update.

Mr. Stephenson reported that the enterprise compliance report was provided for information and the respective Compliance Officers could answer any questions.

Committee Action: Received as information.

Item 20. Internal Audit Report.

Mr. Stephenson reported that Internal Audit shared the results of recent audits conducted by the office and that they would be happy to answer any questions.

Committee Action: Received as information.

Item 21. Leader Compensation Review.

Approval was requested by Mr. Stephenson to authorize leader compensation recommendations.

Committee Action: Recommend approval.

Item 22. Other Committee Business.

None.

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

Shelli Beebe