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University of South Carolina  
BOARD OF TRUSTEES

Health Affairs Committee

November 15, 2019

The Health Affairs Committee of the University of South Carolina Board of Trustees met at 1:30 p.m. on Friday, November 15, 2019, in the C. Edward Floyd Boardroom at the Pastides Alumni Center.

Members present were: Mr. A.C. "Bubba" Fennell III, Chair; Mr. William C. Hubbard; Mr. Richard A. Jones; Dr. C. Dorn Smith III; Mr. Mack I. Whittle Jr.; Mr. Charles H. Williams; Mr. John C. von Lehe Jr., Board Chairman; and Mr. Hubert F. Mobley, Board Vice Chairman. Absent were Mr. Robert F. Dozier Jr.; and Dr. C. Edward Floyd.

Other Board members present were: Mr. C. Dan Adams; Mr. Chuck Allen; Mr. J. Egerton Burroughs; Mr. Toney Lister; Mr. Miles Loadholt; Ms. Leah B. Moody; Ms. Rose Buyck Newton; Ms. Molly Spearman; Mr. Eugene P. Warr Jr.; and Mr. Thad H. Westbrook.

Also present were: USC Columbia Faculty Senate Chair Mark Cooper and USC Columbia Student Government President Luke Rankin.

Others present were: President Bob Caslen; Secretary J. Cantey Heath Jr.; General Counsel Walter "Terry" H. Parham; Chief Operating Officer Edward L. Walton; Vice President for Student Affairs Dennis A. Pruitt; Vice President for Human Resources Caroline Agardy; Athletics Director Ray Tanner; Chief Information Officer Doug Foster; Chief Audit Executive Pam Doran; Interim Chief Communications Officer Jeff Stensland; Interim Provost Tayloe Harding; Interim Chief Development Officer Will Elliott; USC Aiken Chancellor Sandra Jordan; USC Beaufort Chancellor Al Panu; USC Upstate Chancellor Brendan Kelly; Palmetto College Chancellor Susan Elkins; School of Medicine Columbia Executive Dean Les Hall; School of Medicine Greenville Dean Marjorie Jenkins; College of Arts and Sciences Dean Lacy Ford; University Architect Derek Gruner; University Treasurer Pat Lardner; School of Medicine Columbia Senior Associate Dean Caughman Taylor; Associate Vice President for Administration and Finance and Medical Business Affairs Jeffrey L. Perkins III; Executive Director of Military Programs and Strategies, Palmetto College, James Smith; Executive Director for the Office of Economic Engagement William D. "Bill" Kirkland; Assistant to the President for System Affairs Eddie King; Executive Director for Strategic

Initiatives Jack Claypoole; Director of Government Relations Derrick Meggie; Palmetto College Faculty Senate Chair Christine Rinehart; Student Government Vice President Sophie Davish; Student Government Treasurer Kate Lewis; Student Senate Speaker Davis Latham; Sawyer McDuffie, Student; Steve Anderson, Guest of Trustee Fennell; University Technology Services Production Manager Matt Warthen; and Board staff members Debra Allen and Ina Wilson.

I. Call to Order

Chairman Fennell called the meeting to order, welcomed those in attendance, and asked everyone at the table to introduce themselves. Secretary Heath confirmed Trustee participation by telephone. Mr. Fennell stated notice of the meeting had been posted and the press notified as required by the Freedom of Information Act; the agenda and supporting materials had been circulated; and a quorum was present to conduct business. Mr. Stensland said Mike Fitts with the *Post and Courier* was in attendance.

II. School of Medicine Greenville

Chair Fennell called on Interim Provost Tayloe Harding, who introduced and welcomed the new Dean for School of Medicine Greenville, Dr. Marjorie Jenkins.

Dean Jenkins thanked those present for the opportunity to provide an update to the Committee. She presented data for the Class of 2023 noting total application numbers for this incoming class were 3,636 with 10% of applicants being granted interviews, and the final class size being 105 students. Of the 105 incoming students, about 69% are from in-state, she said. Dr. Jenkins added the average Grade Point Average (GPA) of the new class was 3.73 with an average Medical College Admission Test (MCAT) score of 507.

She reported the school's first attempt USMLE (United States Medical Licensing Examination) Step 1 pass rate was at 96% and USMLE Step 2 was at: 98% (Clinical Knowledge) and 99% (Clinical Skills); both remained above the national average. Dr. Jenkins said NRMP Match Placement has been at 100% for all three classes to date. She noted the school currently had a 97%, 5-year graduation rate, which is an outstanding accomplishment given the national statistic is at 90%. She added the next accreditation visit from the Liaison Committee on Medical Education (LCME) is expected to be in February 2021.

She also shared the school's mission and vision statements with the Committee:

MISSION

We prepare physicians committed to improving the health and wellness of  
your family and your community through creative teaching, innovative  
research and quality clinical care.

## VISION

Cultivate a culture of curiosity and commitment to others to transform  
the health and wellness of communities

Dr. Jenkins said, nationally, the school has one of the best reputations for innovative teaching and students of the highest quality, which is why she was inclined to pursue the dean's position at the School of Medicine Greenville. She highlighted educational and research accomplishments for 2018-2019, as well as national recognitions, and community wellness outreach initiatives. Additionally, she shared several future goals and opportunities for the school including:

1. Increase awareness of USC brand in the Upstate
2. LCME reaccreditation 2021
3. Curricular innovation 2021 (high value care; primary care, rural health; technology integration and innovation)
4. Increase funding of scholarships (enhances diversity and attracts quality candidates)
5. Educate students who are advocates for transforming health care delivery and embrace life-long learning
6. Drive innovation and accelerate national recognition in teaching, research, patient care and community wellness
7. Sustain financial health by mastering operational efficiency while maintaining quality programs

In closing, she said she wanted the USC School of Medicine Greenville to be a school that is moving South Carolina toward a healthier future.

Chair Fennell said this report would be received as information.

### III. Admissions Update – Schools of Medicine

Chair Fennell called on Dean Hall to join Dean Jenkins for the presentation of this report. He reported the admissions processes at the Columbia and Greenville Schools of Medicine are guided using documented policies and procedures. As required by the LCME, the schools of medicine accrediting body, the admissions process at each school is governed by a faculty-led Admissions Committee which is independent of the Office of the Dean. He provided information on the progressive steps of both schools' Application Screening Process noting there were many similarities.

He gave a brief overview on how the University uses MCAT scores, reminding the committee that the test had been completely revamped five years ago. Recent data from the American Association of Medical Colleges suggests students scoring above 505 are generally well equipped for academic success, while those with scores below 494 are at a very high risk for academic failure. Current conversations around the risks of admitting individuals from the group falling in between those two indicators are

occurring. Admissions counselors are hesitant to admit students with a high likelihood of failing after the first two years, because of the impact of debt incurred by those students without ever earning the degree. Dean Hall said the challenge is to identify those students falling into this category who will be able to succeed.

Trustee Smith noted not considering this group of students would be a missed opportunity to fulfill the mission of the University's medical schools, which is providing South Carolina with primary care physicians, particularly in the rural areas of the state.

Dr. Hall shared Admissions Data from both schools noting that MCAT scores and GPA are both important predictors of academic success in early years of medical school; however, these are only two of many important factors that ultimately determine student success. Other important factors contributing to student success include: prior academic accomplishments, life experiences, contributions to diversity, interpersonal skills, communications skills, integrity, self-direction, letters of recommendation, and a strong passion for becoming a doctor.

Data shows in Columbia, South Carolina Residents have a 51-64% chance of acceptance if invited to interview. In Greenville, the chance of acceptance for South Carolina Residents is 42-52% if invited to interview. Both USC Schools of Medicine have developed structures and processes to assist students in their academic performance, he said. There are processes in place to continuously review admissions policies and procedures. He noted both schools remain committed to accepting diverse, well-prepared students who have a high likelihood of academic success.

Chair Fennell said this report would be received as information.

#### IV. School of Medicine Columbia and Prisma Health-USC Medical Group Leadership

Dean Hall said he has been serving as the Executive Dean of the School of Medicine Columbia and CEO of the Prisma Health – USC Medical Group since early 2015. He reported he was recently asked by Prisma Health senior leadership to assume the role of Chief Academic Officer (CAO) for Prisma Health Midlands. In this role, he would be responsible for oversight of health professions' educational and research programs in the Prisma Health Midlands facilities. He noted Dean Jenkins held this role in Greenville for Prisma Health Upstate.

This represents an opportunity for USC to expand partnerships with Prisma Health around both health professional educational programs and clinical research, integrating the educational mission. He said in order to create the capacity for this additional responsibility while continuing to serve as the Dean of the USC School of Medicine Columbia, the proposal is that leadership of the Prisma Health-USC Medical

Group be transitioned to Dr. William Anderson, a ten-year faculty member of the USC School of Medicine. Dr. Anderson currently serves as the Associate Dean for Clinical Affairs in the School of Medicine and as the Chief Medical Officer for the Prisma Health-USC Medical Group as well as the ambulatory service line senior medical director for Prisma Health Midlands. With a decade of experience in leading physician practices, he is a highly respected leader within both the USC School of Medicine and the Prisma Health system, Dean Hall added.

This division of responsibilities provides an opportunity for USC to position two senior School of Medicine faculty members within senior Prisma Health leadership in the Midlands and can enhance the University's ability to provide a more robust learning environment for the health professional students who receive clinical training within Prisma Health. As the Prisma Health-USC Medical Group has grown to almost 900 clinical providers, this also provides a highly qualified USC physician leader who can devote full time oversight to the increasingly complex enterprise of clinical care delivery within the Medical Group.

Dean Hall said he was presenting this proposal to the committee as information and to request permission to work with the University's General Counsel to begin examining the legal documents necessary to enact these changes. Once legal documents are prepared and finalized, these would be presented to Board of Trustees for review.

Chair Fennell stated this matter required action and asked Secretary Heath to read the motion.

Motion:

“To recommend to the full Board and the USC School of Medicine Educational Trust the approval of the following leadership changes at the School of Medicine Columbia and the Prisma Health-USC Medical Group:

1. Dr. Les Hall to assume the role of Chief Academic Officer for Prisma Health Midlands, while continuing to serve as Dean for the School of Medicine Columbia;

and

2. Dr. William Anderson to assume the leadership of the Prisma Health-USC Medical Group.”

Dr. Smith so moved and Mr. Whittle seconded the motion. The vote was taken and the motion carried.

Trustee von Lehe asked when he would see a presentation of the new organizational structure for Prisma Health and how the University fits into this structure, noting he had asked for this information previously. Dean Hall responded it was his understanding this was planned for the Spring Meeting.

In response to a question by a Trustee, Dean Hall said this was a time of dynamic change but a lot of progress in the integration of the two hospital systems (Palmetto Health and Greenville Health) has been made. He added the hire of new a CEO gave him increased confidence in the process. Dr. Smith suggested it would be good to invite the new CEO to an upcoming meeting, to which Mr. Perkins responded that plans for a presentation to the Committee by Mark O'Halla, Prisma Health's new CEO, were already being discussed, hopefully for the spring meeting.

V. Prisma Health-Upstate and School of Medicine Greenville Operating Agreement

Chair Fennell called on Mr. Parham. Mr. Parham said The University and the Greenville Hospital System entered into an Operating Agreement April 15, 2011, that describes the University's relationship with GHS and the operation and management of the USC School of Medicine in Greenville.

Since that time, the Greenville Hospital System has undergone significant corporate restructuring including its recent merger with Prisma Health.

He said that at a subsequent meeting, he will be bringing forth the proposed changes to the Operating Agreement for the Committee's consideration. Those changes will reflect the new corporate entities that have replaced the old Greenville Hospital System. At the same time, the University will take the opportunity to up-date the agreement to more accurately reflect operational practices that have evolved during the several years that the USC School of Medicine Greenville has been in existence.

The process to amend the Operating Agreement will be done in a deliberative manner and involve several layers of review by both entities, he said.

Expected Timeline:

1. First, Attorneys from USC and Prisma Health will jointly work on the proposed modifications.
2. Resulting amendments will be presented to the Joint Board Liaison Committee, which consists of 3 USC Board members and 3 Prisma board members.
3. Following JBLC approval, the proposed amendments will be presented to this Health Affairs Committee, and then the Prisma Health Finance, Audit and Compliance Committee, the Prisma Health Quality and Academic Committee, and the Prisma Health Board of Directors.
4. Finally, the revised Operating Agreement will come to the University's full board for consideration.

Mr. Parham noted the process will allow for much input and discussion from all parties adding he had spoken with counsel at Prisma Health Upstate the previous day and they were arranging a time next week to get started with this process.

Chair Fennell said this report would be received as information.

VI. Adjournment

There being no other items to come before the Committee, Chair Fennell adjourned the meeting at 2:30 p.m.

Respectfully submitted,

J. Cantey Heath, Jr.  
Secretary