



# GREENVILLE COUNTY COUNCIL

Minutes

## Committee of the Whole

June 5, 2018

4:47 p.m.

County Square – Conference Room D

### Council Members

Mr. Butch Kirven, Chairman  
Mr. Willis Meadows, Vice Chairman  
Mrs. Xanthene Norris, Chairman Pro Tem  
Mr. Joe Dill  
Mr. Mike Barnes  
Mr. Sid Cates  
Mr. Rick Roberts  
Mr. Bob Taylor  
Mrs. Liz Seman  
Mr. Ennis Fant, Sr.  
Mr. Lynn Ballard  
Mr. Fred Payne

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Pursuant to the Freedom of Information Act, notice of the meeting date, time, place and agenda was posted on the bulletin board at the County Square and made available to the newspapers, radio stations, television stations and concerned Citizens.

### COUNCIL MEMBERS ABSENT

None

### STAFF PRESENT

Joe Kernell, County Administrator  
Mark Tollison, County Attorney  
Kimberly Wunder, Assistant County Attorney  
John Hansley, Deputy County Administrator  
Regina McCaskill, Clerk to Council  
Bob Mihalic, Governmental Relations Officer

### OTHERS PRESENT

None

### CALL TO ORDER

Chairman Butch Kirven

### INVOCATION

Councilor Joe Dill

**Item (3)      APPROVAL OF MINUTES**

**ACTION:**      Councilor Norris moved to approve the minutes of the April 17, 2018, Regular Committee of the Whole meeting.

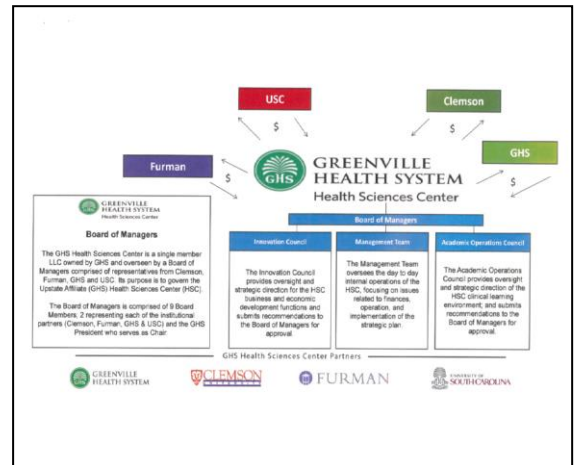
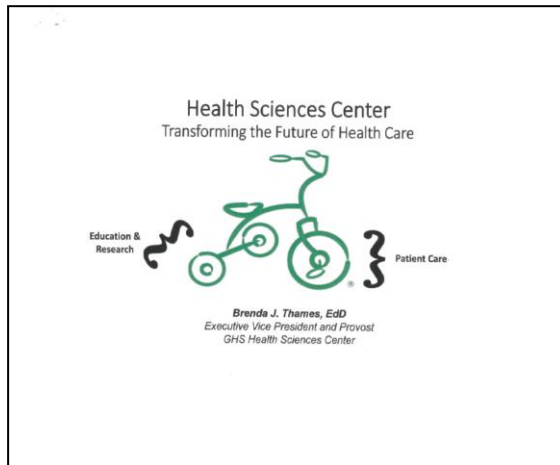
Motion carried unanimously.

**Item (4)      GHS HEALTH SCIENCES CENTER PRESENTATION**

Presenters:

David Sudduth  
Vice-President and Chief Operation Officer  
Health Sciences Center / GHS

Brenda Thames, EdD  
Executive Vice President and Provost  
GHS Health Sciences Center



Ms. Thames stated the GHS Health Sciences Center had brought together GHS, with its 16,000+ employees, along with Clemson University, Furman University and the University of South Carolina. She added it was difficult to bring a health system and three universities together. Although the journey was a big, bold vision, Ms. Thames stated they knew it was possible. She suggested that when Council thought of the Health Sciences Center, to think of the four partners coming together in order to look at the health of the community as well as what could be done together to improve the health of the community.



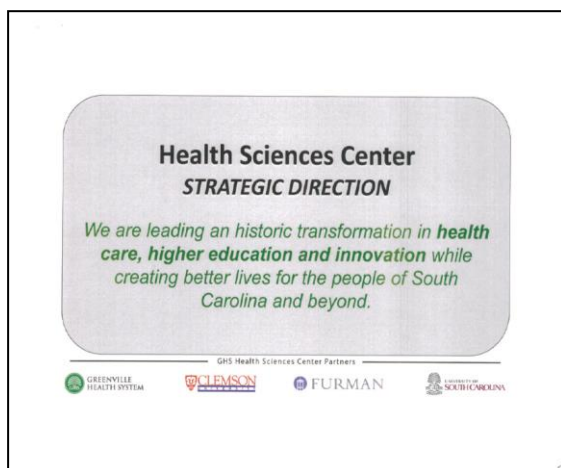
Ms. Thames stated a governing structure had been put in place which included a Board of Managers to oversee the Innovation Council, the Management Team and the Academic Operations Council. She added that the Health System could leverage just so many resources and expend just so many dollars; but the partners working together could be truly powerful for Greenville County.

Ms. Thames stated Dr. Spence Taylor was Chair of the Board of Managers which consisted of eight other members from the various partners. She stated to have that level of connectivity and decision-making was very powerful. With the new structure, there was decision-making power all the way up the Board across the four entities involved, unlike in the past.



Mr. Thames stated in regards to improving the healthcare workforce in Greenville County and beyond, Greenville Health System could not do it alone but would be able to with the assistance of the partners.

In addition to Ms. Thames, the members of the Academic Operations Council were the Chief Academic Officers of their respective universities and Greenville Health System. She stated the Council met quarterly to make decisions regarding the workforce as it related to improving the health of the community.



Ms. Thames stated the strategic direction of the Health Sciences Center was to lead historic transformation in health care, higher education and innovation while creating better lives for the people of South Carolina and beyond.

**HSC Executive Summary**

The Health Sciences Center (HSC) is a *shared academic health center* with four partners: Greenville Health System, a large integrated health system; Clemson University, the *primary research partner*; Furman University, the *primary undergraduate partner*; and the University of South Carolina, the *primary graduate/professional partner*. The partnership provides the framework for a shared "clinical university" model that bridges the gap between academics and clinical practice.

The Health Sciences Center is:

- *Innovative*
- *Interinstitutional*
- *Interprofessional*
- *Interdisciplinary*

GHS Health Sciences Center Partners

The Health Sciences Center was a shared academic health center with four partners:

- GHS – large integrated health system
- Clemson – primary research partner
- Furman – primary undergraduate partner
- USC – primary graduate/professional partner

Ms. Thames stated the partnership provided the framework for a share "clinical university" model that bridged the gap between academics and clinical practice.

**HSC Strategic Imperatives**

GHS Health Sciences Center Partners

Ms. Thames stated the four partners collectively created the Vision, Mission, Values, Overarching Objective and the Goals: Workforce, Research and Innovation of the Health Sciences Center. She stated this was not GHS telling the others what to do; this was a collaborative effort from all four partners.

**GOALS:**

1. Produce an adaptive and highly skilled health workforce.
2. Lead world-class research and scholarship that directly benefits health.
3. Cultivate business innovations that lead the healthcare industry.
4. Build a nimble and responsive health sciences enterprise.

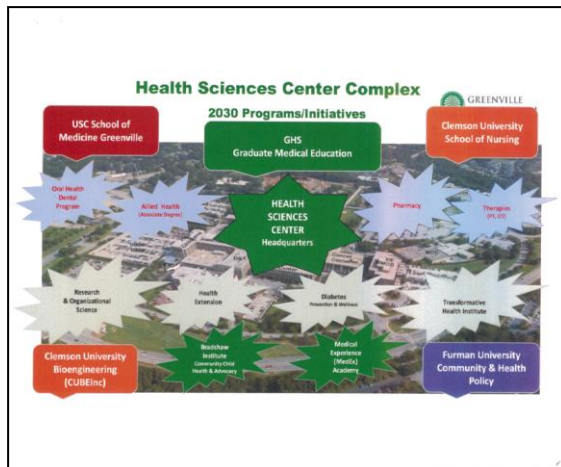
**USC School of Medicine Greenville**

GHS Health Sciences Center Partners

Ms. Thames stated the USC School of Medicine Greenville was attracting and keeping talent in the area; students leaving the residency program at USC were being hired by GHS. She asked Council to imagine the economic impact of the 400 medical students, their families and others.

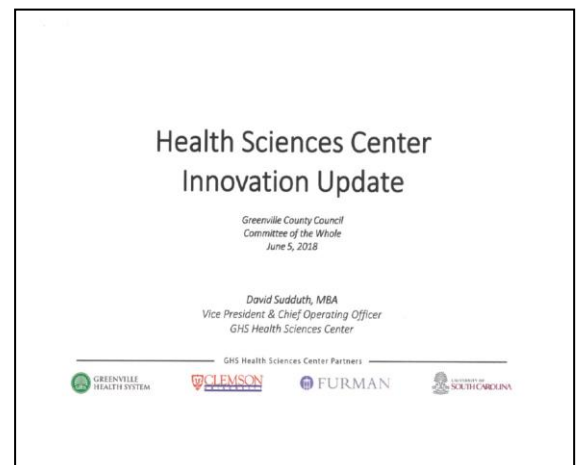
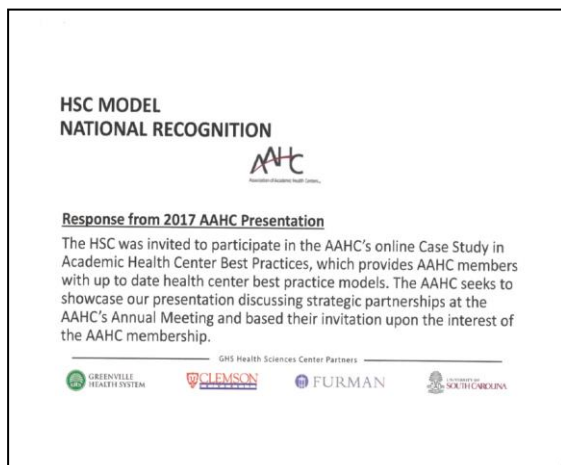


Ms. Thames stated all four partners were housed in adjoining buildings and the intent was to train all the students to work together. Ms. Thames stated the Health Sciences Center was the only medical school in the county that integrated all medical programs together.

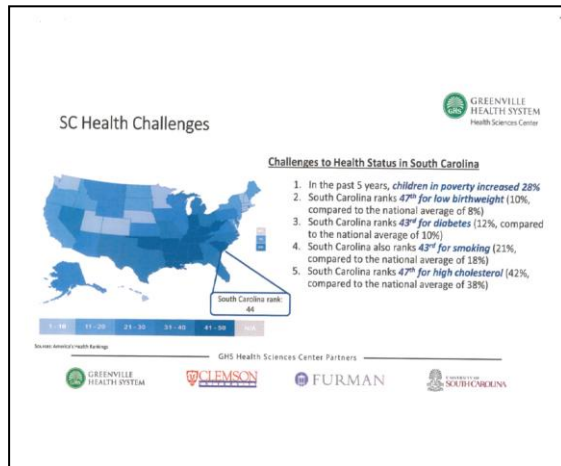


Ms. Thames stated the Nursing Program and the Physicians Program would always be the largest programs on the campus. All the programs were growing which was causing a lack of space. The Center was exploring the following programs: Oral Health Dental, Allied Health, Pharmacy and Therapies (PT and OT). Other areas of concentration that would certainly enhance healthcare were: Research and Organizational Science, Health Extension, Diabetes (Prevention and Wellness) and a Transformative Health Institute.

Ms. Thames stated the four partners had implemented their “2018–2030 Strategic Plan” and were well-positioned for the next 12+ years to have an impact on what happened in Greenville County and beyond.



David Sudduth stated the Health Sciences Center (HSC) had extremely bold plans for not only the health system and the four partners, but for the community as well. He stated there would be tremendous opportunities for all four partners to engage Greenville County in the actual planning aspects. Mr. Sudduth stated Greenville County had already been a tremendous partner to GHS and the HSC. In 2017, Greenville County was a large part of a coalition that was granted \$2.5 million for training and equipment for first responders and fire fighters. The Sheriff's Office and the Firefighter's Association were also involved.



Mr. Sudduth stated in regards to significant health indicators, South Carolina ranked 44<sup>th</sup> in the nation and faced many challenges to health status. He stated the State had spent plenty of money on healthcare in past, but it was evident from the numbers that those efforts had not been successful. The new approach outlined by the HSC was collaborative.

**HSC Innovation Council**

<b>Purpose</b>	The HSC Innovation Council sets the strategic direction for the business and economic development functions of the Health Sciences Center, by providing assistance and advice to the HSC Management Team and making recommendations to the Board of Managers.
<b>Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Develop a business and economic development strategy for the Health Sciences Center focused on innovation, collaboration and financial sustainability.</li> <li>2. Assist the HSC Management Team with plan implementation and establishment of key metrics, outcomes and best practices.</li> <li>3. Make recommendations to the Board for business and economic development programs and initiatives of the Health Sciences Center.</li> </ol>
<b>Logistics</b>	<ul style="list-style-type: none"> <li>• Council membership shall consist of academic partners, healthcare partners, community business leaders and local economic development partners.</li> <li>• Council meetings will be held quarterly, or as needed by the membership.</li> <li>• Council meetings shall be staffed by appropriate leadership from the HSC.</li> </ul>
<b>Membership</b>	<ul style="list-style-type: none"> <li>• <b>USC Chad Hartaway</b> – Director, Office of Economic Engagement</li> <li>• <b>Clemson</b> – <b>Max Allen</b> – Chief of Staff</li> <li>• <b>Furman</b> – <b>Julianne</b> – Chief of Staff</li> <li>• <b>Chamber/Association</b> – <b>Carlos Phillips</b> – President &amp; CEO, Greenville Chamber</li> <li>• <b>NCDC/Entrepreneur</b> – <b>John Moore</b> – CEO &amp; Founder, REBT Innovation Center</li> <li>• <b>Alpha Health</b> – <b>Innovation Fellowship</b> – <b>Patrick Sprague</b>, CEO, GHS/UP Clinical Innovation</li> <li>• <b>City of Greenville</b> – <b>Marcy Whitworth</b>, Director of Economic Development &amp; Deputy City Manager</li> <li>• <b>Greenville Area Development Corporation</b> – <b>Mark Lewis</b> – President &amp; CEO</li> <li>• <b>Upstate SC Alliance</b> – <b>John Lammie</b> – President &amp; CEO</li> <li>• <b>Community</b> – <b>Chad Proffers</b>, Innovation Strategist</li> <li>• <b>Other Healthcare Partner</b> – <b>Scott Cummins, MD</b> – SVP/CMO, Bon Secours St. Francis Health System</li> <li>• <b>GHS/HSC (Chair)</b> – <b>David Sudduth</b> – VP/COO Health Sciences Center</li> </ul>

GREENVILLE HEALTH SYSTEM, CLEMSON, FURMAN, UNIVERSITY OF SOUTH CAROLINA

Mr. Sudduth stated the HSC Innovation Council was the “best of” community partners operating in the innovation space and the economic space. The HSC brought community partners together to give them the opportunity to provide input. Mr. Sudduth pointed out that Bon Secours was also represented on the Council by Dr. Tom Cummins and added if South Carolina was going to improve its healthcare ranking; it would take more than GHS and Bon Secours alone. There had to be a collaborative effort with all healthcare entities and their partners throughout the State.



**Benefits of HSC Innovation**

- **Improve Community**
  - Economic condition
  - Quality of life
  - Population health
- **Improve Health Delivery**
  - Increase outcomes (quality)
  - Lower cost
  - Improve patient experience
  - Improve clinician well-being (work/life balance)
- **Increase Financial Sustainability (Value)**
  - Grant funding
  - Private industry investment
  - Intellectual property (revenue stream)
  - Venture philanthropy
  - User fees to support the clinical learning environment
  - Shared resources among HSC partners

GHS Health Sciences Center Partners

Mr. Sudduth stated the benefits of the Health Sciences Center were an improved community, improved health delivery and increased financial sustainability. The GHS Health Sciences Center was a truly unique shared academic health center and the first of its kind in the country; most started with academics first and then added healthcare. The GHS model started with healthcare and then added academics.

**Innovation**

**Strategies:**

- **Recognition:** Become a nationally known go-to resource for launching/growing life science companies.
- **Resources:** Maintain a long term vision of success focused on building a synergistic ecosystem of innovation and collaboration (shared resources, sustainability).
- **Agility:** Maintain an appropriately structured, empowering environment for effective and efficient decision-making capabilities (match pace of change).

GHS Health Sciences Center Partners

Mr. Sudduth stated the HSC Innovation Council had 8 strategies:

- Recognition
- Resources
- Agility
- Physical Space
- Community Alignment
- Venture Philanthropy
- Academic Partners
- Innovation Pathways

**Innovation**

Continued

- **Physical Space:** Build out physical space needed to house growing innovation activities; e.g. incubator space, innovation corridor, HSC headquarters building (“innovation hub” for life sciences).
- **Community Alignment:** Maintain close alignment with key city/county/community stakeholders to collaborate and close new healthcare innovation opportunities (Innovation Council).
- **Venture Philanthropy:** Bridge venture capitalism with philanthropy to provide HSC with funding opportunities and donors with tax benefits; e.g. match for EDA incubator grant funding.

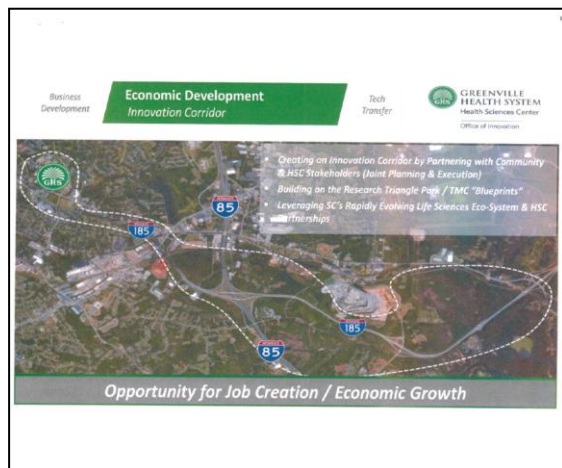
GHS Health Sciences Center Partners

**Innovation**

Continued

- **Academic Partners:** Harness the full collective potential and leverage the unique talents of each HSC partner to drive innovation opportunities; e.g. USC (OEE), Clemson (BioE), Furman (IACH) – even to include Greenville Tech (APMA).
- **Innovation Pathways:** Clearly define and communicate how innovation opportunities flow within HSC from disclosure to execution; i.e. provide clinicians and researchers with education, support and “innovation playbook” (HSC OOI).

GHS Health Sciences Center Partners



Mr. Sudduth stated the Health Sciences Center would create jobs and economic growth for Greenville County as well the surrounding counties.

Chairman Kirven asked where the Physician's Assistants (PA) would come into play in the Health Sciences Center.

Ms. Thames stated PA's were certainly part of the strategy; they would be involved on clinical rotations and the GHS pipeline could assist students in obtaining clinical hours.

Councilor Ballard stated that, according the information provided, the number of children in poverty had risen 28% in the past five (5) years. He asked if the number was specific to Greenville County alone or was it as state-wide figure.

Mr. Sudduth stated it was state-wide and the information was more easily obtained on a state-wide basis than for individual counties.

Councilor Ballard asked if there was a particular reason the percentage had risen so dramatically.

Mr. Sudduth stated the number of children receiving free or reduced school lunches had continued to increase as well as the number of patients who were either uninsured or underinsured.

Councilor Roberts thanked the speakers and asked about the research aspect of the project. He wanted to know if the goal of the research was to eventually lead to partnering with private companies for jobs.

Ms. Thames stated the goal of research was to improve the care for patients but would spawn economic development and the opportunities beyond the campus would be phenomenal. Private companies would certainly want to relocate close to the Health Sciences Center.

Councilor Roberts stated there was a growing trend to move away from "fee for service" medical care and a push for "overall health" and the key would be Primary Care Physicians. He stated a large number of individuals that needed this type of healthcare did not have a Primary Care Physician. He asked what the model was to bring this type of healthcare.

Dr. Spence Taylor stated the number of Primary Care Physicians was targeted to increase which would keep people from using Emergency Departments for routine medical care. He added that every \$1.00 invested in the HSC would produce a return of \$2.30 for the community as well a healthier population.



Councilor Payne stated it appeared the HSC concept was replacing the I-Med concept introduced a few years ago. He stated one challenge to a good health status was lack of transportation; 41% of the people living in the Parker District did not own cars. Mr. Payne stated a few years ago, Greenville County lost \$2 million responding to 911 calls for non-emergency care. He stated the problem had to be shared with the areas hospitals and the community. Mr. Payne stated Greenville was known as an innovator in transportation.

Mr. Thames stated while transportation was certainly an issue, it was important to provide healthcare to people where they live. She stated it was difficult to convince people to take care of their medical issues at the onset rather than foregoing continued treatment and prevention.

Councilor Seman stated one area in which the County could collaborate on was around the Community Health Space. As the County was considering its next round of comprehensive planning, it would be important to be mindful of ways to be proactive in addressing community healthcare issues.

Councilor Roberts stated Riverside High School offered a program to seniors interested in the medical field opportunities to shadow healthcare professionals.

Ms. Thames stated there was a similar program at Carolina Academy and more would be offered in the near future to engage more high school students.

Mr. Sudduth stated the School of Nursing would be having a tour soon. He stated a bill was passed by Governor McMaster several weeks ago which provided for \$11 million per year in lease perpetuity funds. Mr. Sudduth stated he would like to discuss possible ideas for investment of those monies with Council. He added the intent of the Health Sciences Center was very purposeful; address healthcare needs, workforce needs and quality of life needs.

**Item (5)      BROOKFIELD SPECIAL TAX DISTRICT / Special Application Period**

**ACTION:** Councilor Taylor moved to open a special application period for the Brookfield Special Tax District for a period of two weeks for the purpose of receiving applications in order to fill the unexpired term of Mr. Dustin Hughes who recently resigned.

Motion carried unanimously.

**Item (6)      ADJOURNMENT**

**ACTION:** Councilor Dill moved to adjourn.

Motion carried unanimously and the meeting was adjourned at 5:30 p.m.

Respectfully submitted:

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Regina G. McCaskill, Clerk to Council