



Baylor Scott & White Baylor Scott & White

Our Mission Our Values Our Mandate to Serve All

MISSION

Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.

DIVERSITY VISION

To advance a culture that passionately promotes a community where all feel welcomed and valued.

In 2018, Baylor Scott & White will launch a new mission, values and strategy.

VALUES

- Integrity:** Living up to high ethical standards and showing respect for others
- Servanthood:** Serving with an attitude of unselfish concern
- Teamwork:** Valuing each other while encouraging individual contribution and accountability
- Excellence:** Delivering high quality while striving for continuous improvement
- Innovation:** Discovering new concepts and opportunities to advance our mission
- Stewardship:** Managing resources entrusted to us in a responsible manner

To All

Baylor Scott & White is committed to honoring our patients, members and colleagues every day. In 2017, we continued our efforts to provide employment opportunities to those with visible and unseen disability. We are also honored to help returning soldiers find a career home in our System. We recognize that diversity and inclusion reaches far beyond ethnicity, race and gender.

Receiving the Best Workplaces for Diversity designation from Great Place to Work and Fortune was a milestone in the journey to continue to be responsive to the ways in which our colleagues and the communities served are changing demographically. We are also changing as an organization and staying abreast of market shifts, cultural preferences and beliefs to help ensure we understand and provide culturally competent care. In addition, we are responsive to the

needs of the four generations in the workforce, women's unique needs and future workforce investment through our partnerships with local school districts, universities and professional organizations that offer continuing education.

While providing employment and ultimately affecting the communities we serve through business opportunities and funds for colleagues to support local economies, we continue to strive to elevate the care experience each person that crosses our threshold receives. We look forward to continuing to make a positive impact in the communities we serve.

To a new year of respect and valuing all the contributions we can make!



– Guwan Jones
Chief Diversity Officer

DIVERSITY IN ACTION

A Great Place to Work



Baylor Scott & White earned the 89th spot on the 2017 Best Workplaces for Diversity by Great Place to Work and Fortune. In addition, we were certified by The Great Place to Work Institute as a Great Place to Work for the second year in a row.

The Best Workplaces for Diversity designation is based on employee feedback from Great Place to Work-Certified™ organizations. The ranking considered more than

440,000 employee surveys from organizations in a wide range of industries and evaluated employee experiences including professional development, behaviors linked to innovation, leadership confidence and consistent treatment among employees of different backgrounds.

The Best Workplaces for Diversity stand out for their consistent leadership and the meaningful ways that all employees contribute

to their organizations. Winners were judged on workplace fairness, morale and inclusion.

Our employees are the heart of the organization and the reason we are able to deliver trusted, high-quality, safe and compassionate care to our communities. We will continue our pursuit to excel in employee satisfaction and make Baylor Scott & White the best place our employees have ever worked!

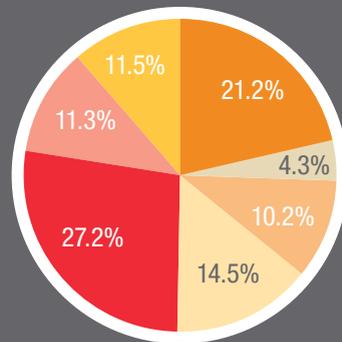
Who We Serve

Baylor Scott & White exists to serve all people. To date, we have more than 800 patient care sites providing more than \$800 million in community benefit.

FY2017 Demographic Information

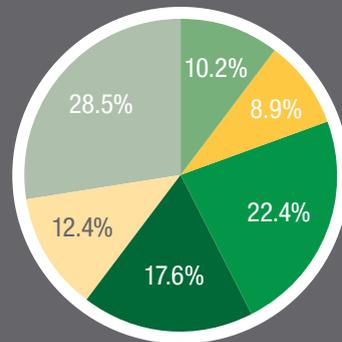
Population Age

- 0 - 14
- 15 - 17
- 18 - 24
- 25 - 34
- 35 - 54
- 55 - 64
- 65+



Household Income

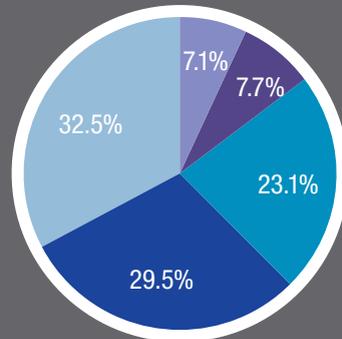
- < \$15k
- \$15 - 25k
- \$25 - 50k
- \$50 - 75k
- \$75 - 100k
- > \$100k



FY2017 Total Population: 10,788,749

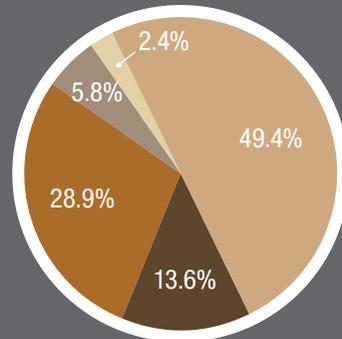
Adult Education Level

- Less than High School
- Some High School
- High School Degree
- Some College/ Assoc. Degree
- Bachelor's Degree or Greater



Race/Ethnicity

- White Non-Hispanic
- Black Non-Hispanic
- Hispanic
- Asian/Pacific Islander Non-Hispanic
- All Others



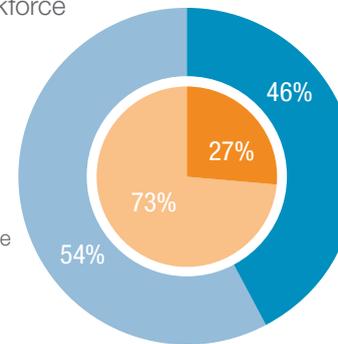
Source: BSWH Market Research

Our Workforce



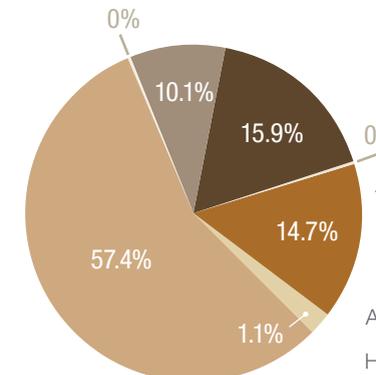
FY2017 Minority Workforce Population

- Minority Leader
- Non-Minority Leader
- Minority Employee
- Non-Minority Employee



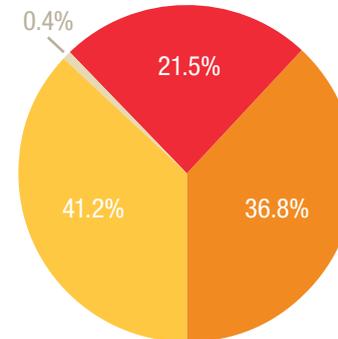
Race/Ethnicity

- White
- Asian
- African American/Black
- Hispanic/Latino
- Two or more races
- Am. Indian/Alaska Native
- Hawaiian/Pacific Islander



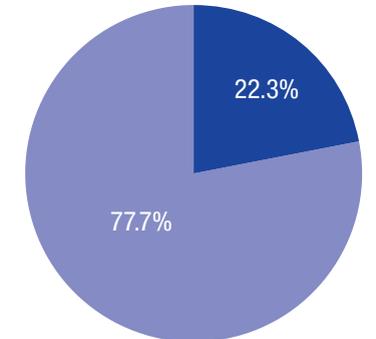
Generation

- Traditionalist
- Baby Boomer
- Gen X
- Gen Y



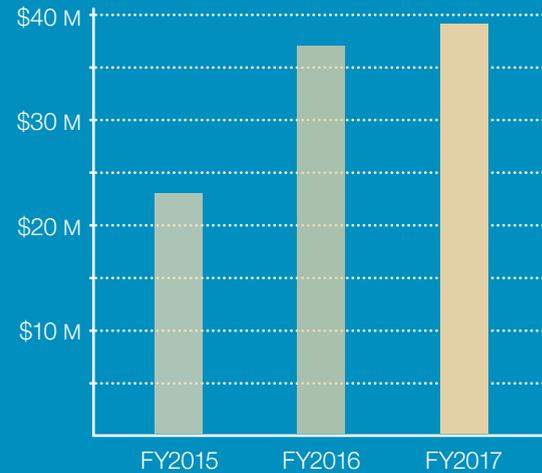
Gender

- Male
- Female



Good Ethics Good Policy Good Business

Total Minority and Women Purchases



Diversity in the workforce goes beyond our own employees to the vendors and suppliers who partner with us.

Our inclusion initiative recognizes businesses that are at least five percent owned by one or more of the following: African Americans, Asian Americans, Hispanic Americans, Native Americans, and/or women.

We are investing time and resources to support our diverse employees and suppliers.

Part of that support is shown in the graph above that highlights the purchases we made in 2017 to support minorities and women.

Our success is tied to opening our doors and creating opportunities for underrepresented talent and businesses regardless of race, gender, religion, ethnicity, disability, veteran status, or national origin. We will continue to invest time and resources to support our diverse employees and suppliers.

DIVERSITY IN ACTION

Working with Neighbors

Baylor Scott & White employees serve with an attitude of unselfish concern daily. However, this value is more evident and visible during times of need and disaster.

Last August, when Hurricane Harvey tore through southern Texas, Baylor Scott & White employees answered the call for help.

Employees from all areas of the organization volunteered their time in the Houston area working in hospitals, donating and collecting money, food, clothing and toiletries to help our

neighbors, many of whom lost everything.

Through our Faith in Action Initiatives (FIAI), we extend quality, compassionate care and resources to communities in need locally and abroad through the donation of money, volunteers, medical supplies, equipment, and support for employees serving in international medical service programs.

FIAI allows Baylor Scott & White employees to support the organization's mission and ministry while fulfilling their passion to help others.

Our Office Our People Our Programs



We are passionately committed to fostering an environment that welcomes and values all people at Baylor Scott & White.

Part of that commitment is diligently working to strengthen organizational diversity management and benchmark diversity management best-practices, approaches and tools.

The Diversity Management Council, operates under the guidance of John Lacy, Chief Human Resources Officer and executive sponsor of the council, Guwan Jones, Chief Diversity Officer, and membership representing

employees throughout the System who are then empowered to support and advance these directives.

Local diversity councils are a channel to better understand our employees, our communities and to support the diversity of patients we serve.

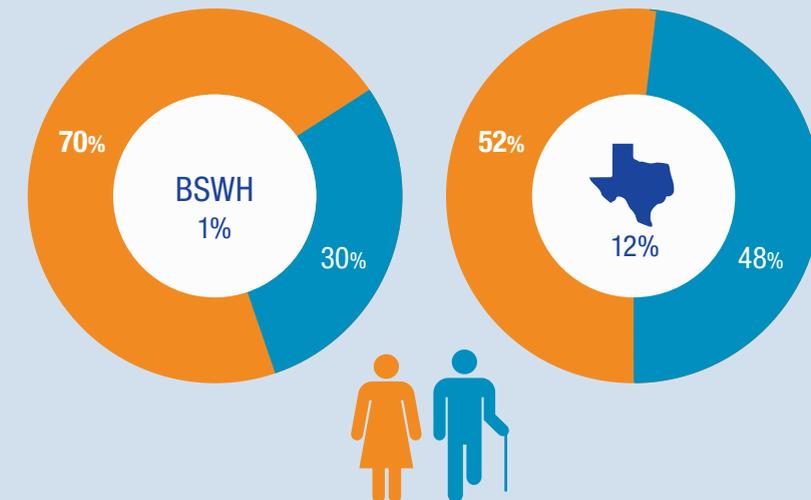
In addition to the enterprise council, we have four local councils: Baylor University Medical Center Dallas, Baylor Scott & White Medical Center Grapevine, Scott & White Medical Center Temple and Baylor Scott & White Medical Center Hillcrest. We are working to establish several additional councils this year.

Our Workforce & Our Future

Our workforce represents varying abilities and it is important to our future. We will continue to support and engage with them as we develop disability-friendly programs. The increasing diversity of our patient population makes our efforts more important than ever before. We have more than 400 self-identified employees with disabilities across the System.

Through various programs, Baylor Scott & White is working to help increase the number of employees with disabilities in the workforce. Each year, as part of our commitment, we continue to find ways to host internships and job shadowing opportunities for these communities. The internships give our employees the opportunity to mentor participants and provide employable skills training in various areas.

Employees with Disabilities | Able to Help Us Succeed



Our Patients & Our Communities

The increasing diversity of our patient population makes our efforts vital to the health and wellbeing of our diverse patients.

Baylor Scott & White now uses video remote interpreting (VRI) to help ensure successful communication takes place with our staff and patients. VRI uses video technology to provide spoken and sign language interpreting support between patients and care teams.

With access to 27 VRI languages and more than 200 languages through voice-over-phone feature, we will continue to expand usage of VRI technology across our System to communicate with 40,000 patients each year in 25 Baylor Scott & White facilities.

Category	System
 ASL Interpretation for Patients	534 hours
 Face-To-Face Interpretation for Non-English Patients	8,902 hours
 Over-the-Phone Translation for Patients	4,984 hours
 Video Translations for Patients	816
 Documents Translated This Year	48

Top 3 Translated Languages Spanish, Vietnamese, Korean

Top 10 Languages Interpreted

North Texas	Central Texas
1. Spanish	1. Spanish
2. Vietnamese	2. Korean
3. American Sign Language	3. Vietnamese
4. Korean	4. American Sign Language
5. Arabic	5. Chinese (Mandarin/Cantonese)
6. Cambodian	6. Haitian Creole
7. Mandarin	7. Farsi
8. French	8. Punjabi
9. Hindi	9. Russian
10. Russian	10. French (Creole)

Training the Diverse Leaders of Tomorrow

Baylor Scott & White is an industry partner for the Pathways in Technology Early College High School (P-TECH) programs with North Dallas High School, Sunset High School and Temple High School.

P-TECH programs help high school students explore various career interests in different fields. Ninth through 12th grade students who are chosen to participate in the program have the opportunity to complete a course of study that combines high

school and post-secondary courses. Students develop the skills and experience necessary for career success. All while earning their diploma, up to 60 hours of college credit or an associate degree, tuition-free.

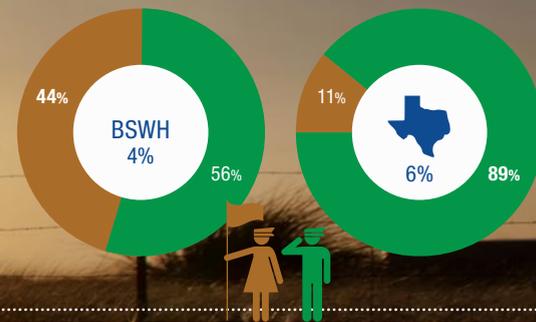
As an industry partner, Baylor Scott & White helps provide the students with real-world experiences that include hands-on learning, mentoring, professional networks and internships.



Supporting Those Who Serve



Employees With Military Service



Baylor Scott & White and the armed forces have similar foundational cultures. We both value leadership, teamwork, excellence and innovation. As such, we are proud of our commitment to provide veterans with meaningful employment after serving our country.

Currently, there are more than 1,600 veteran employees who have self-identified across our System. However, through various community partnerships, we are working to increase awareness of our veteran recruitment initiatives and therefore increase the number of veterans hired.

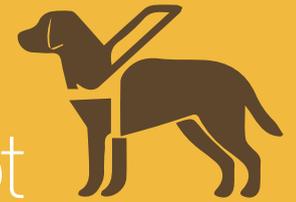
We received the 2018 Military Friendly Employer designation for the second consecutive year and rank eighth on their Top 10 Gold List.

Companies that earn the Military Friendly Employer designation offer strong job opportunities, hiring practices and retention programs for transitioning service members seeking civilian employment. To earn this designation, companies are evaluated using publicly available data from federal agencies, input from veteran employees and survey data from more than 200 companies.

Baylor Scott & White's veteran employment initiatives include:

- Partnership with Texas Workforce Commission
- Hiring Our Heroes Corporate Fellowship Program
- Fort Hood Transition Assistance Program
- Association of the United States Army
- The Employer Support of the Guard and Reserve

Differences Work For Us



Not Against Us

Canine Companions for Independence – Helping People with Disabilities

Providing assistance animals for people with disabilities is an excellent fit with our focus on improving the full continuum of patient care. Baylor Scott & White and Canine Companions for Independence built the first Canine Companions regional training center in Texas and the first training center in the nation to be connected to a health care system.

The Canine Companions for Independence at Baylor Scott & White - Kinkeade Campus trains assistance dogs for placement with children and adults who have a broad range of physical, cognitive, developmental and mental disabilities.

There is no charge for a companion dog, its training or ongoing follow-up services. Each recipient must

successfully complete a two-week educational course at the center – designed to match the pair, and to prepare them to work together successfully while becoming responsible for the proper care, feeding, housing and medical needs of the canine.

The Kinkeade Campus trains three types of assistance dogs:

- Service dogs that assist adults with physical disabilities by performing daily tasks.
- Skilled companions that enhance independence for children and adults with disabilities.
- Facility dogs that are expertly trained and partner with a facilitator in a health care, visitation or education setting.

Canine companions are trained in more than 40 commands, including turning the light switch on and off, opening doors, pulling wheelchairs and picking up items.