

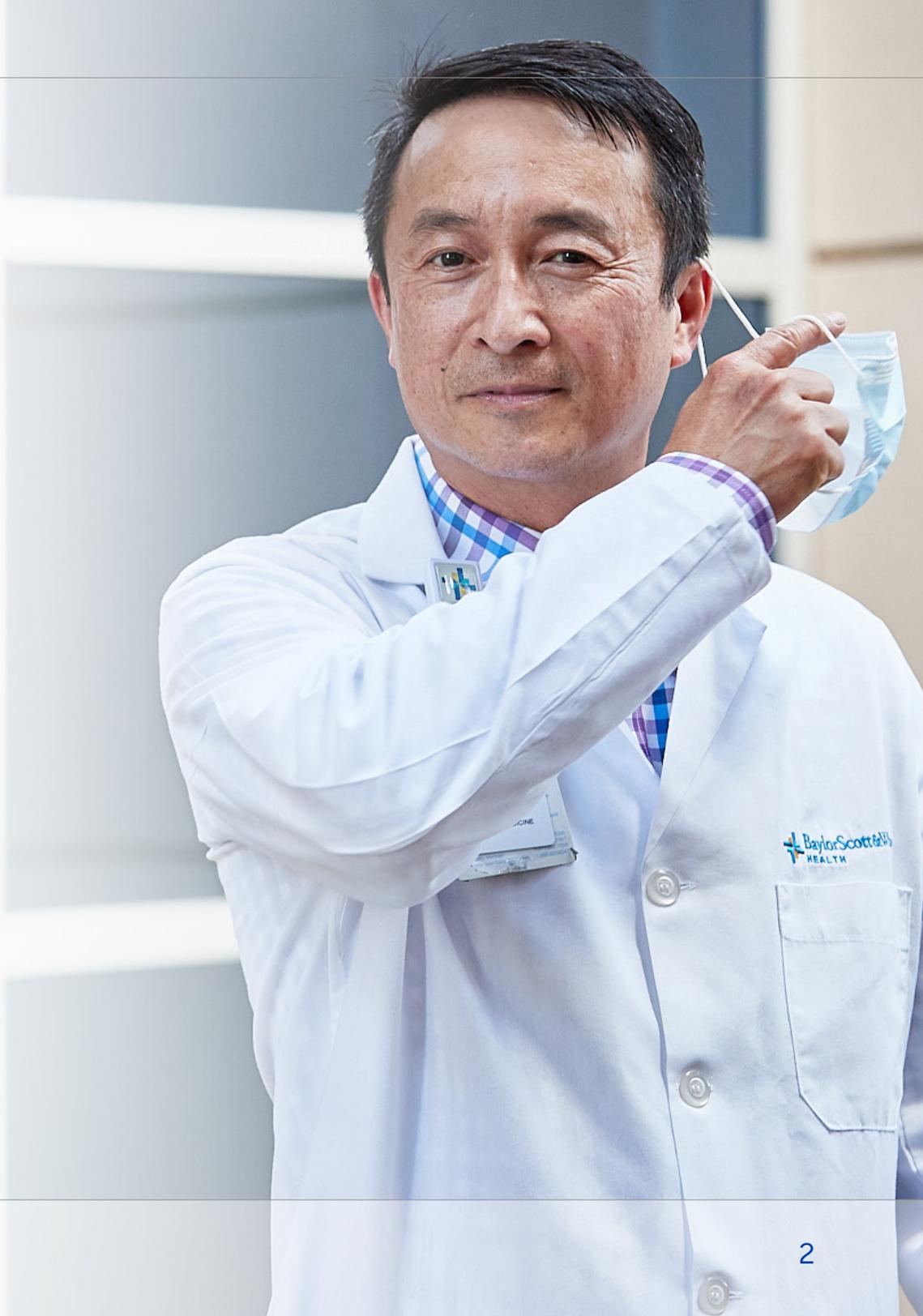


Diversity, Equity & Inclusion Report

2021

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Our Commitment

A LETTER FROM THE CEO

In a year when we found ourselves leaning on one another more than ever before, we also found ourselves leaning into one another—listening deeply as we built a greater understanding of those we serve and serve alongside.

Through more than 85 listening sessions across our System, our colleagues shared stories that opened our eyes, broke our hearts and made us recommit to a better future. Our Mission calls us to promote the well-being of all individuals, families and communities—to fulfill it, we must be inclusive, safe and affirming for everyone.

We commit to every patient and employee that we will not accept or tolerate discrimination of any kind.

Being part of the solution is core to our Mission and key to our future. These listening sessions were the mirrors we needed to

Even in the midst of a pandemic, we were reminded that there is more that unites us than divides us.

shape our path forward and guide the development of our DEI commitment statement, focus areas and initiatives, providing a meaningful framework to hold ourselves accountable for real progress.

During a year like no other, our employees demonstrated strength, courage and resilience—positively impacting the lives of our patients, communities and each other. Even in the midst of a pandemic, we were reminded that there is more that unites us than divides us.

Better Together

A LETTER FROM THE CDEIO



We know that diverse perspectives drive better results. A culture of inclusion empowers employees, encourages innovation and is a catalyst for building dynamic, results-oriented teams.

The experiences of our employees and patients mirror the need for meaningful change across the nation. We see that patients from minority racial and ethnic backgrounds experience a higher rate of premature death and more critical care needs than their white, non-Hispanic counterparts. These disparities have led

We are committed to advancing and promoting a community where all feel welcomed and valued.

us to focus our efforts on creating a **culture of inclusion** and **closing gaps of care**.

Our Office of Diversity, Equity & Inclusion (DEI) is committed to advancing and passionately promoting a community where all feel welcomed and valued. We work to strengthen diversity among our current and future workforce and improve health equity to better serve underrepresented ethnic and racial populations.

In light of the pain of the past year, we stood stronger together. We reflected on our own

experiences and listened to each other as we charted our path forward. Together, we:

- ◆ Conducted 85+ listening sessions across the BSW System
- ◆ Revised our DEI commitment statement
- ◆ Connected DEI outcomes to our strategic and cultural paths
- ◆ Laid the groundwork for programs that will drive positive and sustainable social change

I am continually inspired by the passion, humility and strength of our people. *We are in it together*, and together we are defining success and holding each other accountable to change.



LISTENING, LEARNING AND DRIVING CHANGE

Creating a plan to achieve sustainable change requires being humble, asking questions, inviting new voices to the table and practicing active listening.

Since May 2020, we have held more than 85 listening sessions across the System. These sessions provided valuable insight and key lessons about racial biases and inequities, helping us realize how much opportunity we have as a Baylor Scott & White family to become better advocates for each other and our communities.

The insight we gained from our listening sessions helped shine a light on areas for improvement and shape our path forward. Learn more about our DEI focus areas on page 7.

In your words...

Our employees shared their experiences in listening sessions.

“I grew up hearing that I had to work twice as hard as others. I want to teach my child to do his absolute best and to work his hardest and that people will see him for who he is.”

“This is a real thing, and this is like a cancer—if you don’t deal with it, it gets worse.”

“We have an opportunity to do something special. It’s about taking a hand, lifting it up and making a commitment to do better.”

“It’s important to have diversity at all levels, ensuring our patients are receiving treatment from providers they can connect to and feel that they are understood.”



Moment of reflection

On June 5, 2020, colleagues across our System joined together in a moment of silence, recognizing the need to improve health disparities in communities across the country.

MOVING THE NEEDLE

Our approach to diversity, equity & inclusion

MISSION

Founded as a Christian ministry of healing, Baylor Scott & White Health promotes the well-being of all individuals, families and communities.

DEI COMMITMENT

To create an environment, both within our System and in the communities we serve, that embraces the differences that make us better together.

SHAPED BY OUR LISTENING SESSIONS, OUR DEI FOCUS AREAS ARE TO:

Foster an inclusive workforce that retains employees and a culture where everyone feels empowered, accepted and respected.

- ◆ Enhance our culture of inclusion and diversity
- ◆ Improve minority representation and retention within the workforce

Identify gaps in care initiatives and provide guidance to close them to improve underserved/underrepresented engagement and reduce disparities in healthcare services.

- ◆ Reduce gaps of clinical variance among minority groups
- ◆ Serve as a trusted partner in health to minority groups in our communities by providing education and increasing access to care

DEFINITIONS

Diversity 

Understanding each person is different and unique and treating all with respect.

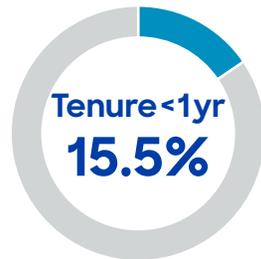
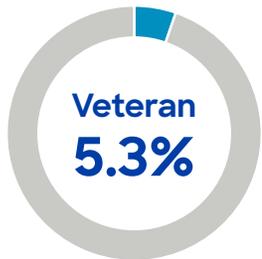
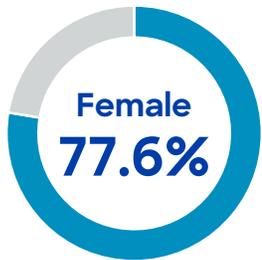
Equity 

Fair access, opportunity and advancement for all people.

Inclusion 

Making people feel valued, celebrated and heard, regardless of language, culture or background.

BY THE NUMBERS OUR PEOPLE



Increasing representation and diversity in healthcare improves patient outcomes, builds stronger communities, reduces barriers to care and elevates employee satisfaction.

Staff and Leadership (Supervisor and Above)



- White (49%)
- Hispanic (16%)
- Black (15%)
- Asian (10%)
- 2+ Races (2%)
- Native American/ Alaska Native (<1%)
- Native Hawaiian/ Pacific Islander (<1%)
- Other (7%)

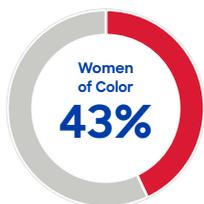


- White (68%)
- Black (11%)
- Hispanic (11%)
- Asian (6%)
- 2+ Races (1%)
- Native American/ Alaska Native (<1%)
- Native Hawaiian/ Pacific Islander (<1%)
- Other (2%)

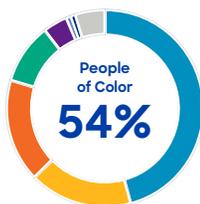
- White
- Black
- Hispanic
- Asian
- 2+ Races
- American Indian/ Alaska Native
- Native Hawaiian/ Pacific Islander
- Other

Representation by New Hire

We pride ourselves in a diverse new hire workforce.



- Women of Color
- Other



- White (46%)
- Black (17%)
- Hispanic (17%)
- Asian (10%)
- 2+ Races (4%)
- American Indian/ Alaska Native (<1%)
- Native Hawaiian/ Pacific Islander (<1%)
- Other (5%)

Our Communities

Texas today*

Texas is one of six minority majority states, in addition to California, Hawaii, New Mexico, Nevada and Maryland.



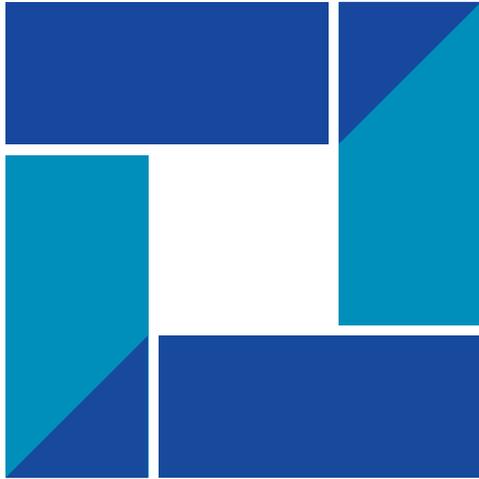
50% of the Texas population will be Hispanic/Latino by 2040

Race/Ethnicity

- White (40%)
- Hispanic (40%)
- Black (12%)
- Asian (5%)
- 2+ Races (2%)
- American Indian/ Alaska Native (<1%)
- Native Hawaiian/ Pacific Islander (<1%)

40,914 employees as of December 31, 2020

*Source: Texas Demographic Center



DEI GOVERNANCE

How we are advancing DEI efforts

Our DEI leadership teams work across our organization to help incorporate diversity and inclusion into everything that we do.

CEO Jim Hinton leads our **DEI Steering Committee**, comprised of executive leaders from human resources, clinical quality, analytics, operations, physicians and our

chief DEI officer. This group regularly reviews DEI progress to ensure that both diversity and inclusion are seen across our business, and they provide updates to our Holdings Board of Trustees.

Our **Culture of Inclusion and Closing Gaps of Care task forces** were formed to guide our approach and implementation to drive meaningful change in these focus areas.

Our 12 diversity councils are catalysts for driving organizational change and incorporating the ideas, creativity and opportunities brought forth by passionate team members who work within our facilities.

LOCAL DIVERSITY COUNCILS

- ◆ All Saints
- ◆ Austin/Round Rock
- ◆ Baylor Scott & White Quality Alliance
- ◆ Baylor University Medical Center
- ◆ College Station/Brenham
- ◆ Grapevine
- ◆ HealthTexas Provider Network
- ◆ Irving
- ◆ Lake Pointe
- ◆ Temple
- ◆ Waco
- ◆ Waxahachie

CULTURE OF INCLUSION

We believe diverse perspectives drive better results. A culture of inclusion empowers employees, fosters innovation and is a catalyst for building dynamic, results-oriented teams.

WHY HAVING A CULTURE OF INCLUSION MATTERS

Inclusivity and impact are intertwined. In addition to having a diverse workforce, we want our team members to feel welcomed and have a strong sense of belonging. Inclusion is how we get there—inclusive cultures build connections, foster belonging and drive employee engagement.

What is happening outside of BSW:

- ◆ **More than 50%** of employees want their workplace to do more to increase diversity.^[1]
- ◆ **72% of women, 89% of African Americans, 80% of Asians and 70% of Latinos** ranked workforce diversity as important in their job search.^[2]
- ◆ **A growing number of millennials (38%) and Gen Zers (48%)** are identifying as a race or ethnicity other than non-Hispanic White.^[3]
- ◆ **Gen Z is predicted** to be majority non-White by 2026.^[4]

Over the next year, we are focused on advancing the following initiatives:

- ◆ **Enhancing** our culture of inclusion and diversity
- ◆ **Improving** minority representation and retention within our workforce

[1] [2] Glassdoor 2020 Diversity Hiring Survey

[3] [4] Parker, K. & Igielnik, R. (2020, May 14). On the cusp of adulthood and facing an uncertain future: What we know about Gen Z so far. Pew Research Center.

[5] Ellingrud, K.; Krishnan, M.; Krivkovich, A.; Kukla, K.; Mendy, A.; Robinson, N.; Sancier-Sultan, S.; and Yee, L. (2020, Nov. 17). Diverse employees are struggling the most during COVID-19—here's how companies can respond. (McKinsey & Company)

The Impact OF COVID-19

Inequalities were amplified throughout the pandemic, and a 2020 McKinsey study^[5] shows that diverse employees have struggled the most. On issues ranging from mental health, work-life balance, workplace safety, missing sense of connectivity and concerns about job opportunities, the crisis hit women and people of color the hardest.

To address some of these challenges and lessen the burden on our team members, we provided 10 weeks of pay protection, distributed more than \$3.8 million through our expanded Employees 1st Emergency Assistance Fund and paid \$33.5 million to managers and below in appreciation bonuses and inclement weather pay.

We also launched a comprehensive Self Care program to help team members prioritize emotional and physical well-being. Our expansive mental health resources include our HealthAccess Line (a free health concierge tool for employees and their family), our Employee Assistance Program, as well as counseling provided through Peer Support and Mission & Ministry.

We believe we are not only in it together—we are better together.

PROGRAMS SUPPORTING OUR CULTURE OF INCLUSION



DIVERSITY COUNCILS

Baylor Scott & White puts diversity in action with a growing number of diversity councils across the System.

Diverse representation is vital to creating a safe environment of open dialogue and trust, which helps enable the sustainable achievement of our Ambition to be the trusted leader, educator and innovator in value-based care delivery, customer experience and affordability.

Our diversity management councils work to build a strong, inclusive culture with opportunities to appreciate our differences while providing safe, quality, culturally competent care. We currently have 12 diversity councils (and growing!), which support six areas of impact:

◆ **Diversity and Inclusion**

Employees form entity-level diversity councils, which actively increase awareness and understanding by giving a voice to underrepresented communities.

◆ **Data Collection**

Councils analyze monthly reports and offer workshops to provide education, training and opportunities for improvement. Our councils look beyond the data, discovering qualitative nuances that help us to better understand our patients and members.

◆ **Workforce Perspective**

Council members serve as community advocates, representing our System at local events and acting as mentors.

◆ **Patient-Centered Care**

Members work to ensure diversity observances are meaningful and enhance cultural understanding.

◆ **Effective Communication**

The councils build strong communication channels to identify gaps and effectively educate the communities we serve.

◆ **Building an Internal Culture of Diversity**

Councils create inclusive environments that are sensitive to the unspoken needs of patients, members and employees.





More than 1,500 people experienced the Temple Region’s second annual Culture Fair on Nov. 14, 2019, in the Healing Garden area at Baylor Scott & White Medical Center – Temple.

No passport was needed to explore our diverse backgrounds, broaden our awareness of disability and military advocacy programs, and enjoy a day of cultural education, entertainment, food and fun. This is one of many similar events held across the System.

DIVERSITY COUNCIL *Spotlight*

Our Diversity Council members share their thoughts on diversity, equity and inclusion.



Eric Hammer

Staff Chaplain, II, Baylor Scott & White Medical Center – Temple

Member since 2015

“I believe our diversity councils are situated to address disparities, improve access through partnerships and community engagement, and raise awareness so that staff can compassionately care for these population groups.”



Gino Rubio

Safety Officer and Manager, Baylor Scott & White Medical Center – Irving

Member since 2018

“Our diversity councils provide an opportunity to share perspectives and brainstorm ways to deepen understanding and empathy with our patients, visitors, and each other—this is critical for aligning our behaviors with our values.”



WOMEN LEADERS IN MEDICINE

Physicians are among the most respected professionals in the country. However, the role can be demanding—even more so for female physicians. Research shows female physicians experience a set of pressures and strains that male physicians may not, including gender bias, pay disparities, and balancing motherhood and work. Female physicians across Baylor Scott & White created the Women Leaders in Medicine (WLIM) program to address the pressures female physicians may experience.

Women Leaders in Medicine is designed to encourage camaraderie and networking with peers, prevent burnout and isolation,

improve engagement and retention, and empower women to advance in leadership. The program also provides trainings, biannual seminars, quarterly group meetings and mentorship.

The program started in 2017 as a half-day summit of about 120 BSW physicians and leaders in Central Texas. Shortly thereafter, it was awarded a grant from The Physicians Foundation, making it possible to expand the program with a strong data-gathering focus to see if it could help reduce burnout among women physicians at a larger scale.

“Our data shows that whether you are the mentor or the mentee, your burnout scores decrease. Encouraging interpersonal support and interaction improves the individual’s professional satisfaction. To have these real-life connections and chances to encourage one another has a tremendous, positive impact,” notes program leader Loree Lieving, MD.

Women Leaders in Medicine is designed to encourage camaraderie and networking with peers, prevent burnout and isolation, improve engagement and retention, and empower women to advance in leadership.

SUPPORTING OUR VETERANS

Veterans risk their lives to protect our freedom—and we honor their service. We also value their contributions to our workforce. Here are a few highlights of our programs for veterans:

HIRING OUR HEROES CORPORATE FELLOWSHIP PROGRAM

The Hiring Our Heroes Corporate Fellowship Program is a partnership with the U.S. Chamber of Commerce to place veterans transitioning out of the military into civilian fellowships and support our intent to hire veterans.

WARRIORS RESEARCH INSTITUTE

Adjusting to civilian life after serving in the military can be challenging. The stress can take a big toll on mental health—even more so when there are stigmas associated with seeking help. Founded in April 2013, the Baylor Scott & White Warriors Research Institute's (WRI) goal is to improve the quality of care for military veterans and

emergency responders. The institute develops and disseminates new treatments for people living with mental illness, substance addiction, post-traumatic stress and other mental and emotional health issues. Warriors Research Institute also trains future generations of treatment providers in evolving evidence-based care.

EXPANDING MENTAL HEALTH TREATMENT FOR VETERANS

Thanks to a \$500,000 grant to WRI from the Veterans Commission Fund for Veterans' Assistance, Texas veterans and their families have access to additional health resources. The statewide, evidence-based telehealth program will deliver high-quality, accessible treatment to veterans and their family members who are dealing with post-traumatic stress disorder and other mental health challenges.



BaylorScott&White
MEDICAL CENTER

SUPPORTING OVER 650 EMPLOYEES WITH DISABILITIES

Each of us has a unique set of skills and abilities, which, when put together, creates a rich mix of perspectives and talents. More than 650 team members identify as having a disability, and we work with a number of groups to provide job training and readiness programs:

- ◆ **The Texas Workforce Solutions – Vocational Rehabilitative Services** helps individuals with disabilities prepare for, find and keep jobs. Services include counseling, training, medical treatment, assistive devices, job placement and more.
- ◆ **Workforce Innovations and Opportunity Act** brings together employment and training services for adults, dislocated workers and youth, and vocational rehabilitation state grant programs that assist individuals with disabilities in obtaining employment.

- ◆ **Project SEARCH** provides work preparation for young people with intellectual and developmental disabilities for participants transitioning from high school to adult life.

PROJECT SEARCH GRADUATES BECOME BAYLOR SCOTT & WHITE EMPLOYEES

When Madi began the program, she was not sure what field she wanted to pursue, but she was eager to learn. She has been happy in her role as a member of the concierge team for almost two years. She credits the program with helping her to become less shy and more sociable. Mark, on the other hand, knew he wanted to work in physical therapy because he was a sports trainer in high school. Beyond career training, he said the program taught him how to create a resume and budget money. Plus, he got an extra perk: new friends and coworkers.



Project SEARCH has made a big impact on the lives of two BSW employees—Mark and Madi. Both employees learned about the program through their high school and participated at Baylor Scott & White Medical Center – College Station.

CLOSING GAPS OF CARE

Everyone deserves access to quality healthcare. Baylor Scott & White seeks to reduce disproportionality and disparities in disease and health outcomes by delivering preventive screening and managing chronic disease for minority populations.



WHY CLOSING CARE GAPS MATTERS

Closing care gaps is a moral and health delivery imperative. The stark and persistent impact of racial disparities of care first gained extensive attention after the Institute of Medicine released its first report in 2002, calling for an increased focus on health equity. Subsequent research showed care disparities were not a result of individual or group behavior but decades of systemic inequality in American economic, housing and healthcare systems.

The data tells a troubling story:

- ◆ **The uninsured rate is 3x higher among Hispanics (18.5%)** and American Indian/Alaska Native populations (20.2%).^[1]
- ◆ **Black infants** have the highest infant mortality rate in the nation (11 per 1,000 births).^[3]
- ◆ **Female adults in Texas with cardiovascular disease** increased 27% since 2011.^[2]
- ◆ **Females have a 70% higher rate** of depression than males.^[4]

Over the next year, we are focused on advancing the following initiatives:

- ◆ **Reducing gaps** of clinical variance among minority groups
- ◆ **Serving as a trusted partner in health** to minority groups in our communities by providing education and increasing access to care

[1] America's Health Rankings. 2021 Health Disparities Report

[2] United Health Foundation. 2021 Health Disparities State Summaries

[3] [4] America's Health Rankings. 2021 Health Disparities Report

The Impact OF COVID-19

COVID-19 placed a renewed spotlight on outcome disparities. One in 920 Black Americans versus 1 in 1,840 white Americans has died due to COVID-19. The disproportionate death rate among Black Americans from COVID-19 led researchers to identify structural inequity as an underlying cause.

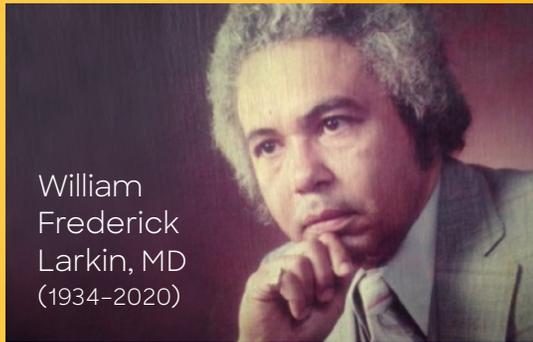
We know access is often a barrier to care. As part of our mobile vaccination program, we brought the COVID-19 vaccine directly into our communities. In Waxahachie, we worked closely with churches and faith-based groups to identify and make outreach visits to those who were eligible but had not been vaccinated. Baylor Scott & White employees made phone calls, signed up people in carpool lines and visited local production plants.

"We look at the data to see the percentage of people that are being vaccinated," said Niki Shah, VP of community health. "We ask, what are their backgrounds, their demographics? Then, where we see gaps, we go in and figure out how we can help that particular community."

Closing care gaps is core to our Mission. As caregivers, we act when we see an open wound. Closing this gap speaks to who we are.



PROGRAMS SUPPORTING CLOSING GAPS IN CARE



LARKIN LECTURE SERIES

The Dr. William F. Larkin Lecture Series

aims to use education to address and curtail overt and systemic racism, sexism and xenophobia influencing healthcare access, delivery and outcomes. The lecture series is named in honor of William F. Larkin, MD (1934-2020). A general and vascular surgeon, he was the first Black physician with staff privileges at Baylor University Medical Center—joining the staff in the late 1960s when there were very few Black physicians practicing in the area. (Only 13 Black physicians were practicing in the city of Dallas in 1965).

DEI IN A COVID WORLD

Leaders across the System participated in a conversation to address how disparities in healthcare have been brought to the forefront by COVID-19. As a historical issue with roots tied to racism, inequity and distrust, disparity within healthcare delivery has impacted generations of minority groups. The COVID-19 pandemic ignited past fears, causing communities of color to be skeptical of the COVID-19 vaccine.

Along with sharing why they personally chose to receive the vaccine, our experts addressed myths associated with the vaccine, past healthcare studies that negatively impacted minorities, the workforce landscape and reasons why disparities continue to grow in America.



“The pandemic did not create inequalities. The inequalities and poverty of certain groups in our society have been there for centuries. The pandemic simply shined a light upon those inequalities—lack of access to healthcare, food deserts in different communities, dangerous conditions in housing and the new issue of essential jobs.”

—Alex Arroliga, MD

Chief Medical Officer
Baylor Scott & White Health



CULTURAL IMMERSION IN CLINICAL PASTORAL EDUCATION

We serve faithfully, and our Office of Mission & Ministry works to bring healing, reconciliation, support and guidance to the people we serve. Chaplains and other spiritual caregivers across the System play key roles in supporting patients, families and staff members. In 2020, chaplains hosted thousands of staff events, including sessions to help staff cope with stressful events or transitions, services of blessings and prayer, and activities to help improve staff well-being.

Clinical Pastoral Education (CPE) is provided to our spiritual care professionals to help them provide more effective ministry to patients and gain personal insight into

Our chaplains made more than 187,000 patient and family visits in 2020.

themselves as ministers. Cultural Immersion Clinical Pastoral Education is a CPE program that matches CPE interns with a host family who is different culturally or religiously and belongs to a minority faith community.

During the internship, which is based on experiential learning, participants develop greater empathy with patients from diverse backgrounds, improving the depth and quality of pastoral care at our hospitals and wherever students go to serve in the future. The immersion program has already proven to be invaluable, and the personal experiences have given interns greater understanding, empathy and insight into the role of religion in the care and healing of patients.

OFFERING SUPPORT THROUGH WORDS AND ACTIONS

Overcoming a language barrier to provide optimum care

A monolingual European American intern was given a cultural immersion assignment at a predominantly Spanish-speaking church. Under the direction of the church minister, the intern was assigned a host family, with whom he attended various church events. The intern attended a Spanish-speaking Bible study and experienced confusion and disorientation because he did not understand the conversation—making him reliant on the help of others to understand. As he continued to engage, he began to think about the emotions of non-English-speaking patients and how they might feel if they are not able to communicate with care providers. It was the first time he was challenged to understand the emotional impact of cultural and language differences.

After completing the internship, the intern was able to help a suicidal Spanish-speaking patient with the help of an interpreter. The intern was able to reflect on the increased cultural competence he gained through the program and help the distressed patient express the fear, frustrations and challenges of dealing with his medical condition.

Despite the language barrier, the intern was able to help the patient and his family move forward and better manage his medical condition. The experience led to greater empathy toward patients who face cultural and linguistic barriers in hospitals.

iExcelente!

IMPROVING UNDERSTANDING WITH TRANSLATION SERVICES

The increasing diversity of our patient population makes effective communication more important than ever. We use remote video interpreting to ensure successful communication between our staff, patients and members. With access to 27 video remote interpreting languages and more than 200 languages through the voice-over-phone feature, we are using technology to remove language barriers across our System.

13,046

Hours of over-the-phone interpretation for patients

1,289

Hours of American Sign Language (ASL) interpretation for patients

9,764

Hours of video phone interpretation for patients

10,229

Hours of face-to-face interpretation for non-English patients

115

Number of documents translated

COMMUNITY HEALTH WORKERS PROGRAM

Navigating the complexities of the American healthcare system can be challenging—and factors like limited income, a lack of reliable transportation, advanced age and health disparities can make things even more difficult. For those living in underserved areas of Dallas-Fort Worth, getting essential medical care can be insurmountably difficult without assistance.

Baylor Scott & White's Community Health Worker (CHW) program brings healthcare to patients' doors, removing barriers to care through interventions like home visits. The program began in 2007 with just a single CHW who was responsible for promoting diabetes education in underserved communities. Today, we are a national leader in community health work, employing more than 100 CHWs who provide a wide spectrum of support—from being embedded in

our clinics and hospitals, to virtual care support, to joint roles with community organizations. Together our CHWs serve vulnerable and high-risk patients and community members in a caring and individualized way.

Our CHWs complete 160 hours of certified training overseen by the Texas Department of State Health Services. BSW provides opportunities for those changing fields or wanting to become a CHW to join the organization and obtain on-the-job training.

We have unique and robust career pathways, with opportunities for advancement across our System.

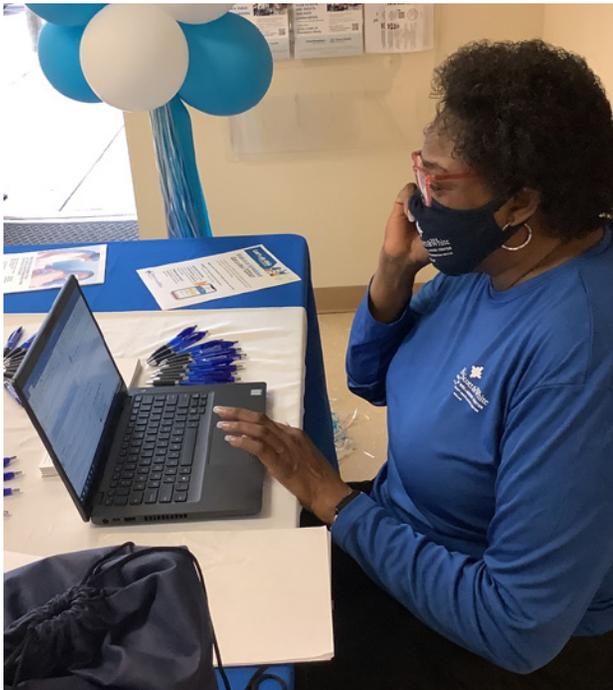


WHAT DO COMMUNITY HEALTH WORKERS DO?

There are many different types of CHWs.

Here is an overview of how they meet different community needs, helping to close care gaps.

- ◆ **Hospital-embedded CHWs** help emergency department patients find a primary care physician to manage their minor illnesses



and long-term health conditions. On average, Hospital-embedded CHWs have linked about 70% of their patients to primary care providers, leading to a substantial drop in readmission rates among traditionally underserved members of the population.

- ◆ **Chronic Disease Education CHWs** work at several BSW community care clinics, providing disease management education, comprehensive health education, and support for patients diagnosed with diabetes, asthma, heart failure and chronic obstructive pulmonary disease. These CHWs also screen for social determinants of health such as food insecurity and, where appropriate, refer patients to organizations such as the North Texas Food Bank to help them receive much-needed food assistance.
- ◆ **Community Care Navigation CHWs** are bilingual and help bridge the gap between the hospital and medical home for chronically ill, uninsured patients. These CHWs help patients with appointment scheduling, medication access, transportation and completion of forms.

- ◆ **Home Visit CHWs.** Home Visit CHWs are trusted members of their communities with a keen understanding of the ethnicities, languages, socioeconomic status and life experiences of the individuals they serve. In pairs, they reach out to isolated and high-risk patients, providing valuable information to help them manage chronic conditions such as diabetes. Home Visit CHWs also address other factors affecting the patient's overall well-being, such as social isolation, food insecurity and transportation needs.

The CHWs at the Baylor Scott & White Health and Wellness Center play a vital role in providing the southern Dallas community with education and support related to overall health, disease prevention and care management. In the past five years, this program has reduced ED visits by 17% and inpatient admissions by 37%.

AWARDS AND RECOGNITIONS

We strive to provide our employees with a work environment in which they can thrive and excel. We are proud to have received numerous local and national awards for our workplace and culture.



DISABILITY EQUALITY INDEX (DEI) AS A BEST PLACE TO WORK FOR DISABILITY INCLUSION

We are recognized as part of the **2021 Disability Equality Index as a Best Place to Work for Disability Inclusion**—among a handful of U.S. health systems to be recognized on an index rating companies on creating inclusive workplaces for people with disabilities.

The DEI is a joint initiative between the American Association of People with Disabilities and the U.S. Business Leadership Network, designed by disability advocates and business leaders as the nation's most trusted comprehensive benchmarking tool for disability and inclusion. The DEI was created to help advance employment opportunities and outcomes for people with disabilities.



MILITARY FRIENDLY EMPLOYER

Baylor Scott & White ranked fourth on the **2021 Top 10 Gold List of Military Friendly Employers**, which distinguishes elite companies who boast the strongest job opportunities, hiring practices and retention programs for transitioning service members seeking civilian employment. We have ranked in the top 10 for this award consecutively for the last five years.

AWARDS AND RECOGNITIONS



DIVERSITYCOMM'S VETERANS AWARD

Baylor Scott & White Health was named a **2021 Best of the Best** by *U.S. Veterans Magazine*. The magazine polled hundreds of Fortune 1000 companies. The publication focuses on opening up employment, business and supplier opportunities within the federal government and corporate America for veterans, transitioning service members, disabled veterans, spouses and veteran business owners. The annual review is an evaluation of the nation's employers, initiatives, government agencies and educational institutions. These non-biased studies are valuable resources for job-seekers, business owners, students, consumers, senior management, business associations, employment agencies and consumer groups.



BLACK EMPLOYMENT & ENTREPRENEUR JOURNAL'S TOP DIVERSITY-FRIENDLY COMPANY

Baylor Scott & White was named a **2021 Best of the Best** by the *Black EOE Journal* following the publication's polling of hundreds of Fortune 1000 companies. The *Black EOE Journal* is the African American career and business connection. The journal is one of the nation's fastest-growing magazines, promoting the advancement of African Americans in all aspects of business and employment to ensure equal opportunity. The outstanding efforts toward this promotion make these companies leaders in the quest for true diversity.



HISPANIC NETWORK MAGAZINE'S TOP DIVERSITY-FRIENDLY COMPANY

Baylor Scott & White was named a **2021 Best of the Best** by the *HISPANIC Network Magazine* following the publication's polling of hundreds of Fortune 1000 companies. The publication is dedicated to promoting the advancement of Hispanics in all aspects of education, business and employment to ensure equal opportunity. The magazine's goal is to create an environment of teamwork in which Hispanics and other minorities have access to all applicable business and career opportunities.

AWARDS AND RECOGNITIONS



PROFESSIONAL WOMAN'S MAGAZINE'S TOP DIVERSITY-FRIENDLY COMPANY

Baylor Scott & White was named a **2021 Best of the Best** by the *Professional Woman's Magazine* following the publication's polling of hundreds of Fortune 1000 companies. The magazine promotes the advancement of multicultural women in all aspects of business and employment to ensure equal opportunity. The goal of the annual evaluations is to spotlight high-performing companies and also encourage active outreach and diversity policies among corporations and government agencies. The lists were compiled from market research, independent research, diversity conference participation and survey responses that were performed by DiversityComm's agents and/or affiliates.



DIVERSEABILITY MAGAZINE'S TOP DISABILITY-FRIENDLY COMPANY

Baylor Scott & White was named a **2018 Best of the Best** by the *DIVERSEability Magazine* following the publication's polling of hundreds of Fortune 1000 companies. The annual review is an evaluation of the nation's employers, initiatives and government agencies. It provides non-biased results that are valuable resources for job seekers, business owners, students, consumers, senior management, business associations, employment agencies and consumer groups.



TEXAS MOTHER-FRIENDLY WORKSITE DESIGNATION

We were named a Texas Mother-Friendly Worksite for our commitment to working mothers and have continued with that commitment as our healthcare system grows. The requirements for designation as a Texas Mother-Friendly Worksite include:

- ◆ Work schedule flexibility to allow adequate time for the expression of breast milk
- ◆ Access to clean running water and a sink to wash hands and clean pumping equipment
- ◆ Access to hygienic options for storage of expressed breast milk

**“For there is always light;
if only we’re brave enough to see it;
if only we’re brave enough to be it.”**

– Inaugural Poet Amanda Gorman

