



Baylor Scott & White Health

Baylor University Medical Center

Annual Report of Community Benefits

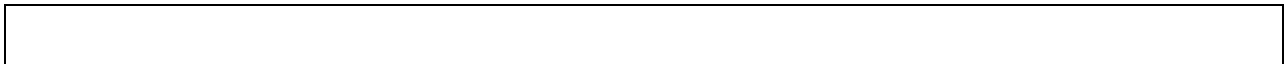
3500 Gaston Street Dallas, TX 75246

Taxpayer ID # 75-1837454

For the Fiscal Year Ended June 30, 2016



Part of  **BaylorScott&White HEALTH**



Baylor University Medical Center
Annual Report of Community Benefits
3500 Gaston Street Dallas, TX 75246
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For the Fiscal Year Ended June 30, 2016
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June 30, 2016

Dear Fellow Texan:

My fellow Texans and community neighbors, “Do not withhold good from those who deserve it, when it is in your power to act,” Proverbs 3:27. This scripture about Christian ministry illustrates Baylor Scott & White Health’s mission to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.

This simple frame of mind and decision to go beyond the walls of our hospital is our commitment to not only treat our patients but to serve our community.

Beginning with the vision of a great humanitarian hospital as the Texas Baptist Memorial Sanitarium, Baylor University Medical Center at Dallas has been a valuable source of community care for the past 112 years. We strive to act in our mission to serve all people with exemplary health care, education, research and community service. It is our goal to meet the needs of the underserved and uninsured, provide education to upcoming professionals in the future of health care, and seek out research that will lead to greater advances in medicine. Today, Baylor Dallas is one of the nation’s largest not-for-profit medical centers in the country with more than 1,000 patient beds, a Level 1 Trauma Center and Level 3 NICU designation. Now and going forward, we at Baylor Dallas will continue to invest our resources, time and dedication back into the community.

At Baylor Dallas, we provide community benefit activities throughout the city of Dallas but focus much of our efforts and resources on underserved and uninsured residents particularly in East Dallas and South Dallas near our campus. The medically and financially indigent are at highest risk for many diseases.

I encourage you to give me feedback for this report. Please address comments to me, in care of Jennifer Coleman, Senior Vice President, Public Affairs, Baylor Scott and White Health, 3500 Gaston Avenue, Suite 150, Dallas, Texas 75246.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Lawson", with a long horizontal line extending to the right.

T. Douglas Lawson, MS, FACHE
President, Baylor University Medical Center at Dallas
President, Central Division, Baylor Scott & White Health – North Texas

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For the Fiscal Year Ended June 30, 2016

I. Effective Dates of the Report

The annual report of community benefits provided is for the fiscal year ended June 30, 2016 (Fiscal Year 2016).

II. Hospital Description

Baylor University Medical Center at Dallas (Hospital), an affiliate of Baylor Scott & White Health (BSWH), is a leading community and safety-net hospital in its service area. For 113 years, the Hospital has provided exemplary health care, medical education, research and community service for the citizens it serves.

The Hospital is a nationally recognized faith based not-for-profit hospital caring for more than 300,000 people each year. In 1903, the Hospital opened with 25 beds. Today, it is a major patient care, teaching and research center for the Southwest. The Hospital has currently 952 licensed beds and serves as the flagship hospital for the system's North Region.

The campus of Baylor University Medical Center encompasses five connecting hospitals:

- A. Webb Roberts Hospital
- Baylor T. Boone Pickens Cancer Hospital
- Erik and Margaret Jonsson Medical and Surgical Hospital
- George W. Truett Memorial Hospital
- Karl and Esther Hoblitzelle Memorial Hospital

Additional BSWH facilities offering medical services on the Hospital campus:

- Advanced Imaging Center
- Baylor Annette C. and Harold C. Simmons Transplant Institute
- Baylor Institute for Rehabilitation (BIR)
- Baylor Institute of Immunology Research (BIIR)
- Baylor Jack and Jane Hamilton Heart and Vascular Hospital
- Baylor Scott & White Health Research Institute
- Baylor Tom Landry Health and Wellness Center
- Kimberly H. Courtwright and Joseph W. Summers Institute of Metabolic Disease

The Hospital is home to more than 20 specialty centers that are designed to treat a range of medical conditions.

Baylor Charles A. Sammons Cancer Center (Baylor Sammons Cancer Center): All forms of cancer are treated at the Baylor Sammons Cancer Center, with particular emphasis on cancers of the breast, prostate, lung, colon, and gynecologic cancers, as well as hematologic malignancies (leukemia, lymphoma and myeloma). Through research underway at Baylor Scott & White Health Research Institute, Texas Oncology, U.S. Oncology and the Mary Crowley Cancer Research Centers, the cancer center offers patients access to more than 150 national clinical trials and innovative cancer treatments.

Heart and Vascular Services: Heart and vascular services are offered to patients at both the Hospital and Baylor Jack and Jane Hamilton Heart and Vascular Hospital (BHVH)—the first North Texas hospital dedicated solely to the care and treatment of heart and vascular patients. The Hospital’s Heart and Vascular Institute, in partnership with the research institute, coordinates more than 50 research studies involving cardiac surgery, cardiology, cardiac and vascular intervention, electrophysiology, vascular surgery and cardiovascular disease prevention. The Hospital was also the nation’s first hospital to receive the Gold Seal of Approval™ from The Joint Commission for the Ventricular Assist Device (VAD) program.

Baylor Neuroscience Center: Baylor Neuroscience Center, which includes a Headache Center and Movement Disorders Center, offers services to diagnose and treat all types of neurological disorders, injury and disease, including tumors of the central nervous system; stroke; spine care; seizure disorders; movement disorders and cognitive disorders.

Baylor Annette C. and Harold C. Simmons Transplant Institute: The transplant program at the Hospital is a national leader in solid organ transplantation and, in partnership with the program at Baylor Scott & White All Saints Medical Center-- Fort Worth (Baylor Fort Worth), is one of only three programs worldwide to have performed more than 4,000 adult liver transplants. Since the program’s inception in 1984, transplant surgeons on the medical staff have performed more than 9,400 transplants, including liver, kidney, pancreas, heart and lung, small bowel. Through the Hospital’s transplant research program, physicians participate in more than 120 transplantation research protocols. In fact, many of the medications used as standard therapy today are a result of research conducted at the Hospital.

Digestive Disease Services: The Hospital’s digestive care center offers advanced and comprehensive inpatient and outpatient treatment for digestive and liver disorders by providing a full-range of diagnostic and therapeutic services. The centers’ 18,000 square-foot gastrointestinal (GI) physiology and endoscopy laboratory provides physicians with the ability to perform esophageal motility studies, pH monitoring, manometer testing and double balloon endoscopy, in addition to typical endoscopic procedures in a centrally located area. The GI analytical lab also offers digestive disease clinical research opportunities for physicians and patients.

James M. and Dorothy D. Collins Women and Children’s Center (The Women and Children’s Center): The Women and Children’s Center at the Hospital provides obstetric and gynecological services, including advanced technology for prenatal diagnosis and care; labor and delivery; high-risk infant care; genetic counseling; and family education. On average, approximately 4,400 babies are delivered annually at the Hospital. Specially trained staff is also available in the center’s Level III 83-bed Neonatal Intensive Care Unit to care for small and fragile newborn babies.

Baylor George Truett James Orthopaedic Institute: The orthopedic care team at the Hospital combines clinical care, research and patient education to diagnose, treat, and provide follow-up care for orthopaedic conditions. In addition to performing traditional evaluation, treatment, and surgical services, orthopedic surgeons on the medical staff at the Hospital also take part in several specialty programs: the Baylor Motion and Sports Performance Center; Biomechanics Laboratory; Limb Salvage Program; Hip Preservation Center; Total Joint Replacement Program, and Joint Wellness Program.

Trauma Services: The Hospital is a comprehensive Level I trauma center; one of only two adult trauma centers in Dallas, covering 21 counties (18,000 square miles) and 5 million residents. The trauma services division has dedicated trauma and stroke teams, providing 24-hour coverage of emergency services. The Riggs Emergency Department, with more than 75,000 square feet, 85 patient treatment rooms, has dedicated areas specifically for trauma care, physician referral and minor emergency care.

Other specialty centers at the Hospital include:

- Baylor Centers for Pain Management
- Baylor Diagnostic Imaging Centers
- Baylor Geriatric and Senior Center
- Baylor Heart and Vascular Institute
- Baylor Ruth Collins Diabetes Center
- Baylor Sammons Bone Tumor Center
- Baylor SportsCare
- Advanced Heart and Lung Disease Center
- Darlene G. Cass Women's Imaging Center
- Non-invasive Heart and Vascular Laboratory
- Hereditary Cancer Risk Program
- Infectious Disease Center
- Louise Gartner Center for Hyperbaric Medicine
- Martha Foster Lung Care Center
- Reuben H. Adams Family Health Center
- Sleep Center
- Virginia R. Cvetko Cancer Patient Education Center
- Visual Function Testing Center
- Weight Loss Surgery Program
- W.H. and Peggy Smith Baylor Sammons Breast Center
- Comprehensive Wound Center

The Hospital has received numerous honors for excellent care. Recent honors include: U.S. News and World Report ranked Baylor Dallas #1 in Dallas/Fort Worth and #3 in Texas. The hospital was recognized for the 24th consecutive year as a leader among the nation's top 50 rankings in Gastroenterology/GI Surgery; Diabetes and Endocrinology, Neurology/Neurosurgery, Ear, Nose and

Throat specialties. Specialties identified as “high performing” included Cancer, Geriatrics, Gynecology, Nephrology, Orthopedics, Pulmonology, and Urology.

For the 20th consecutive year, the Hospital has received the Consumer Choice Award from the National Research Corporation (NRC) for the Dallas market. According to NRC Market Insights data, the country’s largest consumer survey on health care, local consumers who took the survey chose the Hospital as having the highest quality and image.

The Hospital was reaccredited as a Magnet hospital by the American Nurses Credentialing Center. Fewer than two percent of the nation’s hospitals have been reaccredited three consecutive times by ANCC, which recognizes hospitals that provide the highest level of nursing care.

Additionally, the Hospital is home to the Baylor Scott & White A. Webb Roberts Center (AWRC) for Continuing Medical Education (CME), a full-service CME provider offering strategic support services in the community to enhance the quality of educational offerings. The mission of the AWRC is to provide lifelong learning for physicians based on documented needs, utilizing evidence-based medicine fundamentals with the ultimate goal of sustaining and improving the quality of patient care. Implementing CME, the AWRC accredited activities deliver critical knowledge in support of best practices for the ultimate purpose of improving patient care. AWRC offers designation of *AMA PRA Category 1 Credit™* for live courses, workshops, Internet-based CME, enduring materials, and printed activities, including monographs and supplements.

The Hospital uses its revenue after expenses to improve the health of Fort Worth and surrounding communities through patient care, education, research, and community service. In the fiscal year ending June 30, 2016, the Hospital had 36,256 total adult and special care nursery admits resulting in a total of 240,834 days of care; 4,619 babies were delivered and there were 105,784 emergency department visits.

As part of the Hospital’s commitment to the community, the Hospital provides financial assistance in the form of charity care to patients who are indigent and satisfy certain requirements. Additionally, the Hospital is committed to treating patients who are eligible for means tested government programs such as Medicaid and other government sponsored programs including Medicare, which is provided regardless of the reimbursement shortfall, and thereby relieves the state and federal government of the burden of paying the full cost of care for these patients. Often, patients are unaware of the federal, state and local programs open to them for financial assistance, or they are unable to access them due to the cumbersome enrollment process required to receive these benefits. The Hospital offers assistance in enrollment to these government programs or extends financial assistance in the form of charity care through the Hospital’s Financial Assistance Policy which can be located on the Hospital’s website at BaylorHealth.com/Financial Assistance. In addition to the Hospital’s Financial Assistance Policy, as part of a large faith based integrated health care delivery System the areas of medical education, research, subsidized services and community health education and screenings are initiatives that take place across the System, and also comprise a significant portion of the Hospital’s community benefit program.

Medical education is a crucial part of the Hospital’s mission. Being one of the nation’s largest private teaching hospitals, the System annually trains residents and fellows in 9 specialties and 24 sub-specialties. These quality teaching programs add many dimensions to the System’s ability to

serve patients. Residents in the Hospitals' program graduate with demonstrated competence in population health management, continuous quality improvement, and the importance of patient satisfaction. Residents work with physician's assistants and are active managers of the patient-centered medical home, often assuming leadership roles in clinic and hospital operations. To help address the state's health care workforce shortage, the Texas A&M Health Science Center (TAMHSC) College of Medicine and the Hospital have joined forces to establish a Clinical Training Program in Dallas for students to complete clinical rotations in surgery, internal medicine, family medicine, psychiatry, pediatrics, and obstetrics/gynecology at the Hospital and other clinical affiliates over their last two years of residency. While residents and fellows of the Hospital are not required to work for an affiliate of BSWH, most remain in North Texas upon completion of their program, providing a continuous supply of well-trained medical professionals for the region. In fiscal year ending in June 30, 2016, the Hospital invested \$22,396,724 in the training medical residents.

The Hospital is also committed to assisting with the preparation of future nurses at entry and advanced levels of the profession to establish a workforce of qualified nurses. Through the System's relationships with six North Texas schools of nursing, the Hospital maintains strong affiliations with schools of nursing. In the fiscal year ending June 30, 2016, the Hospital invested in training 277 nurses. Total unreimbursed cost of these programs was \$1,073,381. Like physicians, nursing graduates trained at a System entity are not obligated to join the staff although many remain in the North Texas area to provide top quality nursing services to many health care institutions.

III. Hospital Mission Statement

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.

"Personalized health" refers to our commitment to develop innovative therapies and procedures focusing on predictive, preventive and personalized care. For example, we'll use data from our electronic health record to help us predict the possibility of disease in a person or a population. And with that knowledge, we can put measures in place to either prevent the disease altogether or significantly decrease its impact on the patient or the population. We'll tailor our care to meet the individual medical, spiritual and emotional needs of our patients.

"Wellness" refers to our ongoing effort to educate the people we serve, helping them get healthy and stay healthy.

"Christian ministry" reflects the heritage of Baylor Health Care's founders and Drs. Scott and White, who showed their dedication to the spirit of servanthood — to equally serve people of all faiths and those of none.

IV. Description of Community Served

The System is committed to serving a vast array of neighborhoods comprising its service area and recognizes the importance of preserving a local community focus to effectively meet community needs.

Located in Dallas County, the Hospital serves the Central Region of the System, and its total service area (TSA) includes zip codes from Dallas, Collin, Denton, Ellis, Henderson, Hunt, Kaufman, Rockwall and Tarrant Counties.

Based on population alone, Texas is the second largest state in the nation with more than 25 million people. From 2000 to 2010, Texas experienced a 20 percent growth in population, as compared to only a 9.7 percent increases nationally. Originally, the North Texas Region was defined to include Collin, Dallas, Denton, Ellis, Fannin, Grayson, Kaufman, Navarro, and Rockwall counties. There is considerable in-migration from the original counties to Dallas County for health care services.

The community inpatient payer mix is comprised of the following: 35.1 percent Managed care, 18.8 percent Medicaid, 34.7 percent Medicare, 11 percent Self Pay/Charity Care, and 0.5 percent Other.

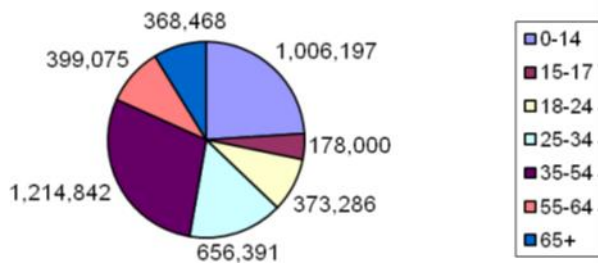
White non-Hispanics represent 48.1 percent of the population, followed by Hispanics, Black non-Hispanics, Asians, and others, respectively. Approximately 44 percent of Dallas-Fort Worth residents are New Americans (defined as either foreign born or the children of foreign born) of which 46 percent are undocumented. English is not the language spoken in 32 percent of homes in North Texas and over 239 languages are spoken in the North Texas Area, with more than 1/3 reflecting African cultures new to the region.

The most prevalent age group is 35-54 years (27.6 percent), followed by the 0-14 age group (20.2 percent).

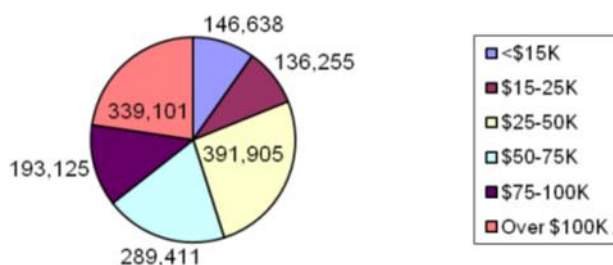
While 15.1 percent of adults have less than some high school level of education, approximately 85 percent of adults have at least a high school degree.

Medically underserved: The Hospital service area contains 25 medically underserved areas or populations. Dallas County has significant Health Professional Shortage Area (HPSA) and Medically Underserved Areas (MUA) that overlap and Kaufman County is a county-level HPSA with no MUAs.

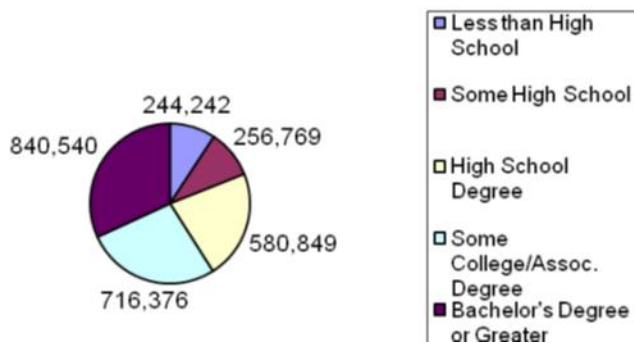
Population Distribution by Age Group



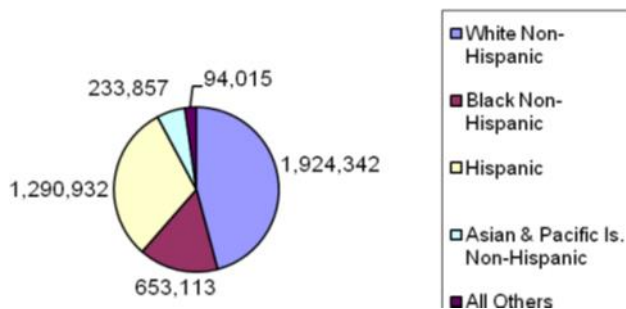
Current Households by Income Group



Population Age 25+ by Education Level



Population Distribution by Race/Ethnicity



V. Identified Health Needs by Priority

During the fiscal year ending June 30, 2013, the Hospital conducted a Community Health Needs Assessment (CHNA) to assess the health care needs of the community. The CHNA took into account input from persons who represent the broad interest of the community served by the Hospital, including those with special knowledge of or expertise in public health.

The CHNA has been made widely available to the public and is located on the website at the following address, BaylorHealth.com/Community. A summary of the CHNA is outlined below including the list of the needs identified in the assessment. Creating healthy communities requires a high level of mutual understanding and collaboration with community individuals and partner groups. The development of this assessment brings together information from community health leaders and providers along with local residents for the purposes of researching, prioritizing and documenting the community health needs for the geographies served by the Hospital. This health assessment will serve as the foundation for community health improvement efforts for next three years.

The FY 2013 CHNA brings together a variety of health status information. This assessment consolidates information from the recent community health needs assessment conducted for the Texas' Regional Healthcare Partnership Region 9 (Region 9 RHP), the Dallas County Community Health Needs Assessment and the Consumer Health Report conducted by the National Research Corporation (NRC) for Baylor Dallas each of which takes into account input from person who represent the broad interest of the community including those with special knowledge of or expertise in public health.

The identified community health needs as outlined below were reviewed and prioritized with input from the BSW Senior Leadership, the BSW Mission and Community Benefit Committee and approved by the BSW Board of Trustees. The methodology for prioritization can be found in the CHNA executive summary. Although each identified need is prioritized as high, medium or low, the Hospital will address all identified needs in the Plan.

The importance and benefits of compiling information from other recognized assessments are follows: 1) Increases knowledge of community health needs and resources, 2) Creates a common understanding of the priorities of the community's health needs, 3) Enhances relationships and mutual understanding between and among stakeholders, 4) Provides a basis upon which community stakeholders can make decisions about how they can contribute to improving the health of the community, 5) Provides rationale for current and potential funders to support efforts to improve the health of the community, 6) Creates opportunities for collaboration in delivery of services to the community and 7) Provides guidance to the hospital how it can align its services and community benefit programs to best meet needs.

In developing a plan to address all identified community health needs, the Hospital and the System found that aggregating the needs allows for significant, crosscutting initiatives. Therefore, this community health implementation plan organizes the needs as follows:

- A. Access to Care for Low Income Population
- B. Behavioral Health
- C. Emergency and Urgent Care
- D. Health Care Infrastructure
- E. Multiple Chronic Conditions
- F. Patient Safety and Hospital Acquired Conditions
- G. Preventive Health Screenings

VI. Programs Addressing Identified Community Health Needs

Program Title: **Community Benefit Operations**

Description: Baylor University Medical Center at Dallas is represented through the Dallas Fort Worth Hospital Council which produces an annual Community Needs Assessment. The Hospital also provides dedicated staff for managing or overseeing community benefit program activities that are not included in other categories of community benefit. This staff provides internal tracking and reporting community benefit as well as managing or overseeing community benefits program activities.

Number Served: 14,371,799

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Multiple Chronic Conditions
- Preventive Health Screenings

Program Title: **Community Health Education**

Description: The hospital provides community health education which includes lectures, presentations, and other group programs and activities apart from clinical or diagnostic services. This education often includes events such as seminars and medical presentations, with the purpose of educating the public about disease management, prevention and symptoms.

Persons Served: 3,555

Needs Addressed Under This Program:

- Multiple Chronic Conditions

Program Title: **Medical Education: Dieticians**

Description: Baylor University Medical Center provides professional education services for students preparing for health professions.

Needs Addressed Under This Program:

- Health Care Infrastructure

Program Title: **Medical Education: Nursing**

Description: Baylor University Medical Center provides a clinical setting for undergraduate/vocational training to students enrolled in an outside organization and in the Baylor School of Nursing. BUMC incurs costs associated with underwriting nursing educators in response to shortages of nurses.

Needs Addressed Under This Program:

- Access to Care for Low Income Populations

Program Title: **Medical Education: Residency**

Description: Baylor University Medical Center provides training for students who have completed medical school. Baylor Dallas has provided medical education since it began in 1903.

Needs Addressed Under This Program:

- Access to Care for Low Income Populations

Program Title: **Palliative Care**

Description: Baylor University Medical Center provides services to any patient regardless of their ability to pay. Some of these services are relative to end of life care and while they could be cared for at home or in a long term care facility, they are cared for in the hospital setting.

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Palliative Care Child Life Specialists Services**

Description: Palliative care services provide relief of emotional pain that accompanies end-of-life care through palliative care services addressing cultural, spiritual, ethnic and social needs in a manner respectful of the patient's individuality and inherent human dignity and worth. Patients and their families are coping with stages of illness and grief and planning for the future.

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Workplace Development**

Description: Recruitment of physicians and other health professionals for areas identified as medically underserved (MUAs) or other community needs assessment. The age and characteristics of a state's population has a direct impact on the health care system. The state's population is growing at an explosive pace – twice as fast as the national average. During this 10 year period, Texas had the fourth highest percentage growth and ranked first in the number of residents added during this period. And, like the rest of the country, the Texas population is aging and in need of more health care services, which puts added demands on the system. The Hospital seeks to allay the physician shortage, thereby better managing the growing health needs of the community.

Persons Served: 14,370,569

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Health Care Infrastructure
- Multiple Chronic Conditions
- Preventive Health Screenings

Program Title: Subsidized Health Services Lines

Description: The hospital provides in-patient and out-patient medical services to treat individuals with diseases, illnesses and injuries of varying complexities. Some of these services are provided despite a financial loss to the hospital.

Needs Addressed Under This Program:

- Access to Care for Low Income Populations

Program Title: Cvetko Behavioral Health Programs - Book Club

Description: Book Club is a program designed to provide tools that may reduce tension, anxiety, anger or fatigue and promote a healthy overall well-being for patients coping with the effects of cancer, cancer treatment or who have survived cancer. Each month the book club features a novel of general interest to read and discuss. This affords cancer patients, survivors and their loved ones to experience a 'cancer free zone', helping them manage the physical, emotional and spiritual challenges of cancer.

Persons served: 86

Needs Addressed Under This Program:

- Behavioral Health

Program Title: Cvetko Behavioral Health Programs - Journaling

Description: This journaling group is open to all cancer patients, survivors or community members and explores the ways words and the expressive arts come together.

Participants write and use art materials to enhance the healing process. This is a free and non-billable program.

Persons Served: 116

Needs Addressed Under This Program:

- Behavioral Health

Program Title: Cvetko Behavioral Health Programs - Look Good/Feel Better

Description: Look good Feel Better is dedicated to improving the self-esteem and quality of life for people undergoing treatment for cancer. The aim of the program is to improve self-image and appearance through complimentary group, individual and self help beauty sessions that create a sense of support, confidence, courage and community.

Persons Served: 39

Needs Addressed Under This Program:

- Behavioral Health

Program Title: Cvetko Behavioral Health Programs - Passing the Hat

Description: This program teaches cancer survivors to knit with a loom while introducing them to other survivors. The hats that are knitted by this group are given to patients receiving treatment for their cancer - survivor to survivor.

Persons Served: 113

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Cvetko Behavioral Health Programs- Exercise/Relaxation/Meditation**

Description: The exercise/relaxation and meditation program that looks at the science and theory behind relaxation practice to bring better understanding on how relaxation aids healing. These educational events promote the health and overall well-being of individuals and their loved ones who have been touched by cancer. This program is open to the community and serves those who have been patients at the hospital and those who have not.

Persons Served: 615

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Cvetko Cancer Education – Chemotherapy class**

Description: This class is offered to newly diagnosed cancer patients to aid in understanding the process of receiving chemo and understanding what to expect with possible side effects, etc. This class is offered 3 times per week and is free of charge. This class is open to the community.

Persons Served: 5

Needs Addressed Under This Program: 197

- Multiple Chronic Conditions

Program Title: **Cvetko Cancer Support Groups/ Ovarian**

Description: This support and education group is offered for women who have been diagnosed with ovarian cancer. Anyone who is looking for someone to listen is welcomed and the group is provided free of charge. This group of special and caring patients, cancer survivors and loved ones help those struggling with this diagnosis to understand and manage the physical, emotional and spiritual challenges of cancer.

Persons Served: 142

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Cvetko Cancer Support Groups/ Prostate**

Description: The hospital provides support groups for patients, families and community members who are impacted by prostate cancer. Each type of cancer has different symptoms and treatments and affects different groups of the population with varying frequency. Coping with the effects of treatment, and helping prostate cancer patients, survivors and loved ones understand and manage the physical, emotional and spiritual challenges of cancer is the focus of this program.

Persons Served: 20

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Cvetko Cancer Education – Super Saturday Lectures and Programs**

Description: The Super Saturday program is a lectureship with varied topics of interest to cancer patients, caregivers, and family. This program is a free bi-monthly program

held on Saturdays and is open to anyone experiencing cancer or a cancer diagnosis of a loved one. The content of the lectures is derived from feedback by the group and from issues identified by health care professionals as having importance in the recovery from, and treatment for many cancers. This program is intended to provide general information on healthy lifestyle choices, cancer prevention and surviving cancer.

Persons Served: 71

Needs Addressed Under This Program:

- Multiple Chronic Conditions

Program Title: **Cvetko Cancer Education – Nutrition**

Description: This class is facilitated by oncology dietitians and assists cancer patients in learning nutritional habits and techniques. Cancer patients learn such things as: how dry brushing helps stimulate lymphatic and blood circulation, reduce fluid retention, and improve skin tone and texture; the importance the lymphatic system plays in maintaining good health; essential oils that boost the effectiveness of this daily self-care regimen; and how diet influences inflammation and insulin levels. This education is intended to stimulate healthy dietary options that optimize a cancer patient's response to therapies and to increase their willingness to invest themselves in a holistic approach to coping with cancer.

Persons Served: 309

Needs Addressed Under This Program:

- Multiple Chronic Conditions

Program Title: **Diabetes Health & Wellness Institute Farm Stand**

Description: The Diabetes Health & Wellness Institute sets up regular farm stands to provide fresh produce to low income populations.

Persons Served: 2,436

Needs Addressed Under This Program:

- Healthcare Infrastructure

Program Title: **Diabetes Health & Wellness Institute - Health Fairs**

Description: This clinic began providing services in April of 2010. It serves the needs of the Southern Sector of Dallas, specifically the Frazier Courts area and be housed in the Juanita J Craft Recreation Center. The project is a partnership with the City of Dallas, Baylor Health Care System, Baylor University Medical Center and The Southern Sector Initiative.

Persons Served: 1,074

Needs Addressed Under This Program:

- Healthcare Infrastructure
- Preventive Health Screenings

Program Title: Geriatrics Chaplaincy Program

Description: This program designed to meet the needs of senior citizens in the community through home visits, support groups and community based senior clinics.

Persons Served: 5,824

Needs Addressed Under This Program:

- Behavioral Health
- Healthcare Infrastructure
- Patient Safety and Hospital Acquired Conditions

Program Title: Mission and Ministry Support Groups/Services

Description: Baylor chaplains are committed to providing effective ministry to people and their families who receive medical care at a Baylor hospital. Pastoral care may work in close collaboration with physicians, nursing staff, administrative staff, local clergy and others involved in a patient's care.

Persons Served: 1,383

Needs Addressed Under This Program:

- Behavioral Health

Program Title: Palliative Care Child Life Specialists Services

Description: Palliative care services provide relief of emotional pain that accompanies end-of-life care through palliative care services addressing cultural, spiritual, ethnic and social needs in a manner respectful of the patient's individuality and inherent human dignity and worth. Patients and their families and thy in coping with stages of illness and grief and planning for the future.

Persons Served: 2,530

Needs Addressed Under This Program:

- Behavioral Health

Program Title: DSRIP Behavioral Health

Description: This project co-locates and integrates behavioral health services into the outpatient primary care setting. The model provides a Licensed Clinical Social Worker (LCSW) for basic counseling services. The LCSW addresses behavioral health needs such as: anxiety, depression, and substance abuse issues. The screening tools used are evidence based and include: PHQ2 or 9, GAD-7 and alcohol and substance abuse screens. Additionally, the LCSW has the support of a Community Health Worker (CHW) to help with the screening and referral processes. The training for the CHW's, LCSW's and model development occurs at the Diabetes Health and Wellness Institute (Baylor entity in South Dallas) where the competencies and expertise are created. From there, this staff can be triaged to clinics and community locations to provide behavioral health services. The behavioral health program would require that the LCSW and CHW to work together with the primary care team to: 1) identify the patients who have behavioral health issues, 2) coordinate the patient's care and appointments to fit both the behavioral health and primary care appointment in the same visit and 3) help the primary care team to identify those patients whose behavioral health issues are

impeding the management of their acute/chronic disease management models. We expect that approximately 85-90% of these patients will be Medicaid/Uninsured.

Persons Served: 4,018

Needs Addressed Under This Program:

- Behavioral Health

Program Title: DSRIP Chronic Disease Management and Prevention Program

Description: The Baylor Clinic houses a carved out chronic disease management program to provide focused and dedicated education and care for patients with Diabetes, Cardiovascular Diseases (CVD) (i.e.: Congestive Heart Failure) and Respiratory Diseases (Asthma/Chronic Obstructive Pulmonary Disease) within a primary care setting. Specific staff, comprised of Community Health Workers (CHW) and Nurse Care Managers, address the complex clinical and prevention needs of these patients and spend time specifically on management of these diseases. The focus of this time and education with patients not only clinical counseling, but also includes prevention components focused on lifestyle issues and self-management. The other key advantage that patients receive as part of this program is point of care testing for Diabetes (HbA1c testing and glucose testing using test strips) and Asthma (Peak Flow Meter Assessments). This will help to overcome the barrier of patients' non-compliance with completing lab orders and any financial or transportation issues that arise in obtaining these important lab results. We will leverage the expertise and experience of both the Diabetes Health and Wellness Institute (Baylor entity in South Dallas) and Baylor Clinics to provide staff education, develop competencies, and create protocols that will result in a complete and robust program tailored for multiple community settings. The Diabetes Health and Wellness Institute would house this staff and appropriately triage and manage providers to see patient at Baylor Clinics based on volume and demand parameters. Baylor Clinics have had previous success in managing patients with chronic disease through the creation and development of a community health worker model (CHW). These successes and competencies will be leveraged to create programs around CVD and Respiratory illnesses.

Persons Served: 627

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Healthcare Infrastructure

Program Title: DSRIP Medication Management

Description: This project option combines project options 2.11.1- Implement interventions that put in place teams, technology and processes to avoid medication errors and 2.11.2- Evidence based interventions that put in place the teams, technology and processes to avoid medication errors. The project option we chose combines the components of both of these project options but focuses on medication management and compliance in the ambulatory setting within the patient's Baylor Clinic PCMH. Based on current estimates by our providers, we anticipate that more than 50% of patients in the Baylor Clinic have five or more medications. Ensuring that these medications are 1) appropriate, 2) taken correctly, 3) managed and 4) accessible will be important to

improve clinical outcomes. By combining two of the project options 2.11.1 and 2.11.2 to create an “other” option encompasses both a process for avoiding medication errors and evidence based interventions to avoid medication errors. We intend to utilize a clinical pharmacist who will review patient mediations for those patients who have multiple prescriptions on a regular basis to ensure that medications are appropriate and to ensure the patient understands how and why they are taking the medications. Additionally, we plan to help patients obtain the medications they need through implementing a prescription assistance program to help patients who are eligible, qualify for mediations and provide medications to those patients who cannot afford prescriptions. We will attempt to provide medications at little to no cost for patients who are 150% below the federal poverty level, have one or more chronic diseases and remain compliant with their appointments and care regimens. Through this benefit and clinical pharmacist oversight and management, we expect adherence and compliance to medications will increase. The additional advantage to embedding this team within the PCMH is that patients will receive comprehensive care management to address all of their needs in one care venue. The Baylor Clinic on the Baylor University Medical Center at Dallas tends to see more patients and more complex patients than similar clinics at Baylor Medical Center at Irving and Garland. The patients at Baylor University Medical Center present with more issues and on average can be more difficult to manage. The difference in valuation for this project versus the other facilities comes from 1) managing more patients and 2) managing more difficult poly-pharmacy patients.

Persons Served: 1,436

Needs Addressed Under This Program:

- Patient Safety and Hospital Acquired Conditions

Program Title: DSRIP Primary Care Connection

Description: This project creates a fluid care navigation program located in the Emergency Department for patients who are identified (or proclaim) to not have a primary care physician and/or patient centered medical home to address their post-acute care needs. In these locations, patients can receive real time assistance in finding a provider and ensuring they are connected with the appropriate resources they would require once discharged home. Staff coverage is provided on the weekends as well to ensure that patients are able to be seen and connected to resources 7 days/week. Additionally, in order to close the loop, staff follows-up with patients to make sure they have an appointment and that they attend their appointment. The staff is also responsible for ensuring that other barriers such as transportation are addressed and patients are able to attend their follow-up visits. The Care Connect staff receives e-mail notifications any time a patient revisits the hospital, at which time staff proactively visits with the patient to ensure the patient is able to access their PCP/PCMH appointment and/or recommended community resource(s). Care plans are developed for patients with high hospital utilization (especially patients with frequent emergency department visits) and complex needs. Care plans include involvement with Social Work Supervisor, Hospital Medical Director and other hospital staff. Patients with care plans are

contacted as often as needed to ensure continuity of the care plan.

Persons Served: 4,762

Needs Addressed Under This Program:

- Emergency and Urgent Care
- Patient Safety and Hospital Acquired Conditions

Program Title: DSRIP Primary Care Expansion

Description: The Baylor Clinics at Baylor Medical Center at Dallas campuses, would expand current capacity by opening patient panels to non-Baylor patients and fully utilize the space and providers' capacity. Additional support staff will be hired to better coordinate patient care, ensure transition from the hospital to a Baylor Clinic and help to facilitate the care of the complex underserved patients. Essentially, through expanding the capacity of the current clinic, adding additional support staff and services, a patient can receive comprehensive and complete services in one primary care location. In addition to receiving primary care, this project also proposes that ancillary services such as labs, imaging (i.e.: CT scans, MRI, mammograms, ultrasound, echocardiograms, and interventional radiology) and diagnostics (i.e.: colonoscopy, stress tests, esophageal diagnostic, retinal screens) would also be provided upon physician request. This project aims to close the loop of care and increase patient compliance by co-locating/coordinating many of the essential services that the underserved population often has issues accessing and completing.

Persons Served: 20,392

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Healthcare Infrastructure

Program Title: DSRIP Specialty Care

Description: Patients (including Medicaid and Uninsured) who are seen at a Baylor Clinic and have an established PCMH, can receive specialty care services such as outpatient procedures, specialty office visits, wound care, and facility based procedures such as cardiac catheterizations, certain surgeries (i.e.: gall bladder/hernia), excision of masses (breast, lymphoma), and cataract removal. This project excludes transplants, oncology and perinatal services. The specialty care referral/coordination will come from the PCMH clinic per PCP's request. We expect approximately 95% of patients that will receive specialty care will be Uninsured/Medicaid. This project is more than just providing specialty care to patients. Much of the value comes from building relationships, contracts and a network with local specialty care providers that can be easily accessible to this population. For Baylor University Medical Center, one of the goals we have included in the project was to contract with at least 12 providers in the community to create this specialty care network for the underserved population. Another facet of the project includes trying to make the specialist part of the primary care team. Through utilizing our electronic health record and specialty care referral coordinator, we hope engage specialists that provide procedures to also participate in the screening and educational needs of these patients. This is why we included Category

3 outcomes around Asthma improvement, Cervical and Colorectal cancer screening. We believe engaging specialists in these types of preventive services will help to integrate them into the primary care team. Sharing feedback through the electronic health record also will help to create a central repository of patient information and allow the care team to track and improve patient outcomes. Lastly, we expect value to come avoiding ED visits and more serious specialty care needs due to clinical exacerbations from not receiving timely and effective care. Almost \$74.9 million dollars in total costs were spent on inpatient visits and procedures (excluding any maternal/newborn procedures) that Medicaid/Uninsured patients received at Baylor University Medical Center at Dallas from July of 2011 to June of 2012.

Persons Served: 1,805

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Emergency and Urgent Care
- Healthcare Infrastructure

Program Title: DSRIP VPN Home Visit

Description: The Vulnerable Patient Network (VPN) program provides home visits to the highest risk (clinically, economically and socially) and vulnerable Medicaid and uninsured patients. Using a combination of the Hot Spotting model developed by Dr. Jeffery Brenner of the Camden Coalition of Healthcare Providers and a validated risk stratification tool, we will stratify and identify the top 5% of high risk patients in the Medicaid and Uninsured population. Qualifiers for enrollment in this program include patient characteristics that include but are not limited to: homebound, disabled, multiple chronic diseases, polypharmacy or any other medical or social conditions limiting the patients' ability to access care in an ambulatory care setting. A multidisciplinary team comprised of an advanced nurse practitioner (APRN) and LVN to see patients in the home and provide acute, primary and chronic care. In addition, social workers will be part of the team to address barriers to care and any social issues. Care Coordinators will also be part of this team to facilitate coordination and continuity of care for patients and have high level oversight for patients; bringing together the necessary components of care for these complex patients. Lastly, a Medical Director will have management over the entire project. A full spectrum of services will be available in the patient home ranging from examinations and clinical decision making to changing urinary catheters, labs, vaccinations and medication reconciliation, management and education.

Persons Served: 72

Needs Addressed Under This Program:

- Access to Care for Low Income Populations
- Healthcare Infrastructure

Program Title: Health Care Support Services

Description: Health care support services are provided by the hospital to increase access and quality of care in health services to individuals, especially persons living in poverty

and those in vulnerable situations.

Needs Addressed Under This Program:

- Access to Care for Low Income Populations

Program Title: **Donations - Financial**

Description: Baylor Dallas provides funds in the community at large which include other not for profit organizations, contributions to charity events after subtracting the fair market value of participation by employees or the organization, contributions to individuals for emergency assistance and scholarships to community members not specific to health care professions.

Needs Addressed Under This Program:

- Behavioral Health
- Healthcare Infrastructure

Program Title: **Donations - In Kind**

Description: Baylor provides in kind donations such as meeting room overhead and space for not for profit organizations and social service networks; equipment and medical supplies; costs for coordinating events not sponsored by health care organizations; employee costs associated with board and community involvement on work time; food donations; etc.

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Donations In Kind - Faith in Action Initiatives**

Description: The office of Faith in Action Initiatives 2nd Life program provides monetary and medical supplies and equipment reclaimed from Baylor Scott & White Health and community partners for the purpose of providing for the health care needs of populations both locally and internationally whose needs cannot be met through their own organization. They provided recycled medical equipment to underserved health care organizations as well as monetary support in disaster situations in shipment of medical equipment to third world countries. This initiative also provided equipment and monetary support for Baylor Scott & White Health employees undertaking short health care missions of their own design.

Needs Addressed Under This Program:

- Access to Care for Low Income Populations

Program Title: **Health Screenings – Cardiovascular**

Description: The Hospital provides cardiovascular health screenings in the community in an effort to prevent disease and alert individuals to health risks at an earlier stage. Services are offered in both English and Spanish languages regarding the availability of preventive health screenings. The Hospital provides preventive health education such as stroke/heart disease screening profiles, to patients and the public to change health behaviors and reduce preventable hospital admissions or re-admissions.

Persons Served: 2,462

Needs Served Under This Program:

- Preventive Health Screenings

Program Title: **Research**

Description: The Hospital provides financial support for Baylor Research Institute (BRI) operating expenses and capital purchases. Research at BRI is focused on the patient. This means the work involves more than microscopic studies - it brings the research to the patient's bedside. BRI helps to improve the understanding of the basis of a disease, to identify potential treatments or preventive therapies, and to enroll patients in research trials.

Needs Addressed Under This Program:

- Multiple Chronic Conditions

Program Title: **News Media Generated Health Education:**

Description: The Public Relations Team uses news media and social media efforts to equip the community with the latest health and wellness information as well as information on when and how to connect with health care professionals, hospitals, and other health care institutions. The scope of the efforts includes but is not limited to: public health, disease-specific or injury-specific information, identifying community resources for meeting health needs, the development of tools and resources needed to get credible information to patients. This is accomplished through: publishing educational and diagnostic opportunities, providing timely, relevant health content on social media sites, hosting electronic education events, maintaining health education blogs, promoting the System health library, monitoring and engaging government agencies and industry associations relative to connecting providers and patients, promoting the tools and resources needed to improve the quality, cost-effectiveness, efficiency, patient-centeredness, safety and access to health care. The Public Relations Team produces opportunities for free health and wellness education for all people – whether they are insured, uninsured or under insured patients – through well-developed relationships with news media outlets. The goal of the team's work is to educate the public about health issues.

Persons Served: 14,319,900

Needs Addressed Under This Program:

- Multiple Chronic Diseases

VII. Charity Care and Government-Sponsored Indigent Health Care Provided

For Fiscal Year 2016, Baylor University Medical Center provided \$99,034,917 in unreimbursed costs of charity care and government-sponsored indigent health care.

VIII. Government-Sponsored Health Care Provided

For Fiscal Year 2016, Baylor University Medical Center provided \$68,596,706 in unreimbursed costs of government-sponsored health care.

IX. Other Types of Community Benefits Provided \$49,130,117

Baylor University Medical Center is committed to improving the quality of life for the many citizens living and working in its area. Baylor University Medical Center was pleased to allocate funds to the following community benefit activities.

A. Community Health and Wellness Improvement Services	\$ 17,089
B. Community Benefit Operations	\$646,030
C. Financial Donations	\$728,330
D. In Kind Donations	\$ 7,930
E. Health Care Support Services	\$1,624,003
F. Health Screenings	\$43,534
G. Medical Education	\$23,865,200
H. Workforce Development	\$128,245
I. Research	\$18,785,228
J. Subsidized Health Services	\$3,284,528

X. Total Operating Expenses and Calculation of the Ratio of Cost to Charge
As required by Section 311.046 (a) (4), Baylor University Medical Center reports \$981,456,427 in total operating expenses. As required by Section 311.046(1) (5), the ratio of cost to charges was 33.37%. Please see the attached worksheet for the full calculation.

XI. Report of Community Benefit Provided During Fiscal Year 2016
In a commitment to fulfill its mission, Baylor University Medical Center benefit to the community, conservatively estimated, was \$216,761,740 for Fiscal Year 2016. Baylor University Medical Center is filing its Annual Statement of Community Benefits Standard (Statement) as a consolidated system with the other affiliated hospitals of BSWH excluding those that qualify as Medicaid disproportionate share hospitals).

Through community benefit activities, BSWH-affiliated hospitals provided: quality patient care and subsidized services otherwise not available in the community; medical education, training for medical technicians, hospital chaplains, nurses, and future physicians; and medical research that will speed the time between scientific finding and its application to improving medical care.

Any comments or suggestions in regard to the community benefit activities are greatly welcomed and may be addressed to Jennifer Coleman, Senior Vice President, Consumer

Affairs, Baylor Scott and White Health, 3600 Gaston Avenue, Suite 150, Dallas, Texas
75246.

Baylor University Medical Center

**Total Operating Expenses
Section 311.046(a) (4)**

For the Fiscal Year Ended June 30, 2015 981,456,427

**Calculation of the Ratio of Cost to Charge
Section 311.046(a) (5)**

Total Patient Revenues (from 2015 Medicare Cost Report, Worksheet G-3, Line 1)	(a)	2,652,028,659
Total Operating Expenses (from 2015 Medicare Cost Report, Worksheet A, Line 118, Col. 7)	(b)	862,648,373
Initial Ratio of Cost to Charge ((b) divided by (a))	(c)	32.53%
Application of Initial Ratio of Cost to Charge to Bad-Debt Expense		
Bad Debt Expense (from 2016 audited financial statements)	(d)	69,032,407
Multiply "Bad Debt Expense" by "Initial Ratio of Cost to Charge" ((d)*(c))	(e)	22,456,242
Add the allowable "Bad-Debt Expense" to "Total Operating Expenses" ((b) + (e))	(f)	885,104,615
Calculation of Ratio of Cost to Charge ((f) divided by (a))	(g)	33.37%