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, 201x
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June 30, 2017

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 Niki Shah, Vice President, Care Redesign and Equitable Health, Baylor Scott and White Health, 8080 N. Central Expressway, Suite 700, Dallas, TX 75206.

Sincerely,

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

Baylor University Medical Center
Community Benefit Report: FY 2017
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I. Effective Dates of the Report
The annual report of community benefits provided is for the fiscal year ended June 30, 2017 (Fiscal Year 2017).

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 21st 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, 2017, the Hospital had 51,739 total adult and special care nursery admits resulting in a total of 238,740 days of care; 4,370 babies were delivered and there were 102,640 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 BSWHealth.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 trained 248 residents and fellows in 9 specialties and 24 sub-specialties in FY 2017. 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, 2017, the Hospital invested $23,551,884 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, 2017, the Hospital invested in training 699 nurses. Total unreimbursed cost of these programs was $1,718,087. 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.
For the 2017 assessment, the hospital has defined their community to be the geographical area of Collin, Dallas and Denton counties. The community served was determined based on the counties that make up at least 75 percent of each hospital’s inpatient and outpatient admissions.

BSWH Community Health Needs Assessment
Map of Community Served

The population of this community served is expected to grow 7.4% (310,512 people) by 2020. The 7.4% population growth is expected to be slightly higher than both the state growth rate (6.7%) and the national growth rate (3.5%). The ZIP Codes expected to experience the most growth in five years:

- 75070 McKinney (Collin County) – 11,518 people
- 75052 Grand Prairie (Dallas County) – 8,933 people

A majority (61%) of the community’s population was concentrated in Dallas County. Within the county, the city of Dallas is expected to grow at a rate of 5.4% with a population increase of 66,887 people; the rest of Dallas County is growing faster at 6.6% (86,559 people). Both Collin and Denton counties will see growth approaching 10% over the next five years with a population increase of 77,000 and 79,000, respectively.

The sixty-five plus cohort is expected to experience the most growth over the next five years. This is particularly true in Collin County (34% growth) and Denton County (37% growth). Overall in this
community the age 65+ population will grow by 116,000 people. Growth in this age cohort will likely contribute to increased utilization of services as the population continues to age. The age group that will experience the least amount of growth in the community is the 18-44 age cohort with an expected increase of 36,975 people.

Diversity in the community is projected to increase. Collin and Denton counties are expected to experience higher rates of growth in minority populations than in Dallas County. In 2015, the community, a majority of the population (60%) was white followed by black at 17%. Black and Asian/Pacific Islander populations will see significant growth over the next five years. Growth in these populations is projected to be greater than 20% in both Collin County (37,000 additional people between both races) and Denton County at (171,000 additional people between both races). The total population can be analyzed by race or by Hispanic ethnicity. The graphs below display the community’s total population breakdown by race (including all ethnicities) and also by ethnicity (including all races).

Those of Hispanic ethnicity comprised 30% of the community’s population, just below the overall state proportion of Hispanics but above the national proportion. The Hispanic population in this community is expected to increase 11%, or 142,000 people. Collin and Denton counties are expected to experience higher growth rate of Hispanic population. Dallas County is projected to experience 10% growth in this population.

The median household income for the community served was $60,384, greater than both the state and U.S. benchmarks. Sixty-one percent (61%) of the community were commercially insured, which equates to over 2.5 million lives. Commercial covered lives are expected to grow by over 212,000 lives (6%) over the next five years. Medicare and dual eligible lives (those receiving both Medicare and Medicaid benefits) will experience the highest growth rates at 27% (90,000 lives) and 22% (12,000 lives) respectively. The number of uninsured and Medicaid lives are expected to decline slightly in all counties. Collin and Denton counties will see a greater percentage increase in Medicare, growing 33% (20,000 lives) and 37% (18,000 lives) respectively.

V. Identified Community Health Needs

During the fiscal year ending June 30, 2016, the Hospital conducted a 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: BSWHealth.com/CommunityNeeds.

To assess the health needs of the community served, a quantitative and qualitative approach was taken. In addition to collecting data from a number of public and Truven Health Analytics proprietary sources, interviews and focus groups were conducted with individuals representing public health, community leaders/groups, public organizations, and other providers. This health assessment will serve as the foundation for community health improvement efforts for the next three years.

The identified community health needs as outlined below were reviewed and prioritized with input from the BSWH Senior Leadership, and approved by the BSWH Board of Trustees.
Significant community health needs were identified through the weight of quantitative and qualitative data obtained when assessing the community. Needs which were supported by data showing the community to be worse than the state by a greater magnitude and also were a frequent theme during interviews and focus groups were determined to be significant. These significant needs were prioritized based on input gathered from the focus groups and interviews. Participants of these focus groups and interviews were asked to rank the top three health needs of the community based on the importance they placed on addressing the need. Through this process, the health needs were prioritized based on the frequency they were listed as the top health care needs. The prioritized health needs of this community are below.

By addressing the above prioritized needs via an implementation strategy, the Hospital aims to impact and elevate the overall health status of the community.

Identified Community Needs
1. Access to care for middle to lower socioeconomic status
2. Mental / behavioral health
3. Preventable admissions: adult uncontrolled diabetes
4. Lack of dental providers
5. Teen births
6. Drug abuse

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 benefit program activities.
Persons Served: 142,849
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

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: 97,992
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Cvetko Cancer Education - Calendar of Events
Description: These activities are carried out to improve community health, extend beyond patient care activities and are provided at no cost to the patient. This calendar of events is maintained on a web site that is accessible to the general public and all programs and events on the calendar are
free of charge to the community. The calendar is updated monthly and is primarily intended to 
educate the community about cancer issues and free community cancer health programs.

Persons Served: 5000

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

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: 65

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Cvetko Canter Education – Inflatable Colon
Description: This special class offers an educational overview of colon cancer and its progression if 
left untreated.

Persons Served: 16

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Cvetko Cancer Education - Lymphedema
Description: Lymphedema classes are offered once a month at the Charles A. Sammons Cancer 
Center to Lymphoma patients. Clinicians provide education to patients on techniques and exercises 
that will increase lymph node function post treatment. A great deal of time is spent addressing the 
benefits of aquatic therapy.

Persons Served: 6

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

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: 228

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Community Health Worker (CHW) Instructor Training Program
Description: The Baylor Scott & White Health and Wellness Center’s (BSW HWC) Community Health 
Worker (CHW) Training Center is a Texas Department of State Health Services (DSHS) approved 
training center for both CHW and CHW Instructor (CHW-I) Certification Programs. Both certification

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Programs are 160-hour competency-based training programs that cover the Texas eight core competencies: Communication, Interpersonal, Service Coordination, Capacity-Building, Advocacy, Teaching, Organizational Skills, and Knowledge. Each of the competencies is composed of 20 content hours. The CHW and CHW-I training programs prepare students for positions in community-oriented health and social services agencies and programs, provide health education, information and referrals, and client advocacy in both clinic and community settings. The training programs emphasize health education and promotion as well as specific competencies for work in underserved and/or linguistically isolated communities. Upon successful completion of these programs, students receive a certificate of completion and will be able to apply to the Texas DSHS for either their CHW certification or CHW Instructor certification. Furthermore, for CHW Instructors, their certification will allow them to become affiliated with DSHS approved CHW Training Centers throughout Texas and train other CHWs with DSHS approved curriculum.

Persons Served: 240
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Baylor Scott & White Health and Wellness Center Group/Shared Medical Appointments (Huddle for Health)
Description: Shared Medical Visits (SMVs) are called "Huddle for Health." This collaborative effort integrates the education services of our Health Partners (CHWs providing case management) with shared medical visits for our patients with uncontrolled diabetes. We believe this will become a cost effective and efficient model for meeting our DSRIP goals while capitalizing on the health benefits of SMVs.
Persons Served: 20
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: Baylor Scott & White Health and Wellness Center Patient Activation
Description: BSWHCW's Family Health Center is piloting the use of the Patient Activation Measure (PAM), a ten question survey that assesses a patient’s level of activation around their health. The survey will be used to better tailor individual health coaching support and improve patient outcomes through an individualized health care plan based on level of activation. The survey is administered to new patients only. This survey will be given again at 6 months and 12 months from the date of the first survey. We are using the PAM coaching for activation model to determine if we can show marked improvements in health as measured by A1c, blood pressure, BMI and cholesterol.
Persons Served: 1300
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: DHWI Walk With A Doc
Description: Walk with a Doc is a national program, started by Dr. David Sabgir, a cardiologist in Columbus, Ohio, that encourages patients to incorporate physical activity into their lifestyle. DHWI participants meet with one of the center’s physician’s on a regular basis who provides an educational session on a health topic followed by a group walk and an opportunity for participants to chat with the participating physician on an informal basis.
Persons Served: 285
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status
- Preventable Admits: Adult Uncontrolled Diabetes

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.
Persons Served: 750
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

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:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Donations In Kind - Faith in Action Initiatives
Description: Hospitals donate retired medical supplies and equipment to the office of Faith in Action Initiatives 2nd Life program for the purpose of providing for the health care needs of populations in the community and nation whose needs cannot be met through their own organization.
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program: Delivery System Reform Incentive Payment
Description: Chronic Disease Volume - The Baylor Community Clinic (BCC) houses a carved out chronic disease management program to provide focused and dedicated education and care for low to middle socio-economic status 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 entails 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.
Measureable Results/Outcomes: 513 patients have received chronic disease management services in FY 2017 (July 1, 2016-June 30, 2017).
Description: Behavioral Health - 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 will be supported by a Community Health Worker (CHW) to help with the screening and referral processes. This staff can be triaged to clinics and community locations to provide behavioral health services. The behavioral health program requires 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. Approximately 85-90% of these patients will be Medicaid/Uninsured. Measureable Results/Outcomes: 1,258 patients from July 1, 2016-June 30 2017 were enrolled in a behavioral health program at a Baylor clinic.

Description: Medication Management - This project option combines project options to implement interventions that put in place teams, technology and processes to avoid medication errors and use evidenced based interventions that put in place the teams, technology and processes to avoid medication errors. The project option 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 Primary Care Medical Home (PCMH). Based on current estimates by providers, it is anticipated 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 is important to improve clinical outcomes. The project will utilize a clinical pharmacist who will review patient medications 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, eligible patients who qualify for medications and those patients who cannot afford prescriptions will receive help obtaining the medications they need through implementing a prescription assistance program. An attempt will be made 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, 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. Measureable Results/Outcomes: 1,296 patients have received medication management services in FY 2017.

Description: Primary Care Expansion – The Hospital’s clinic will expand current capacity by opening patient panels to non-Baylor lower and middle income under-served patients and fully utilize the space and providers’ capacity. Essentially, through expanding the capacity of the clinic, a patient can receive comprehensive and complete services in one primary care location. In addition to receiving primary care, this project provides 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) 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.

Measureable Results/Outcomes: In FY 2017, we have had 14,574 encounters in the Baylor primary care clinics.

Description: Specialty Care Expansion – Patients (including Medicaid and Uninsured) who are seen at the hospital’s clinic and have an established primary care medical home (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. The specialty care referral/coordination will come from the PCMH clinic per PCP’s request. This project’s value comes from building relationships, contracts and a network with local specialty care providers that can be easily accessible to this population. 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.

Measureable Results/Outcomes: There were 2,177 specialty care clinic encounters in FY 2017.

Description: Vulnerable Patient Network Home Visits (VPN) - The 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. The top 5% of high risk patients in the Medicaid and Uninsured population have been identified. 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 address barriers to care and any social issues. Care Coordinators are 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 has management over the entire project. A full spectrum of services are available in the patient home ranging from examinations and clinical decision making to changing urinary catheters, labs, vaccinations and medication reconciliation, management and education.

Measureable Results/Outcomes: 98 home visits were accomplished through Baylor University Medical Center in FY 2017.
Persons Served: 19,916

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status
- Mental / behavioral health
- Preventable Admits: Adult Uncontrolled Diabetes
- Drug abuse

Program Title: Enrollment Services
Description: The hospitals will provide assistance to enroll in public programs, such as SCHIP and Medicaid. These 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. The hospital provides staff to assist in the qualification of the medically under-served for programs that will enable their access to care, such as Medicaid, Medicare, SCHIP and other government programs or charity care programs for use in any hospital within or outside the hospital.

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Faith Community Health
Description: Faith Community Health pairs at risk patients with Faith Community Caregivers, volunteers that agree to visit with the patient 1 hour per week. The volunteer aims to help the patient become more compliant with their medical regimen and discharge instructions. Case managers and BS&W Navigators also help them reach the resources they need including transportation. As the program develops, more opportunities will be developed to help patients. Community partners include: Faith Communities (i.e. churches), and Faith Community Caregivers (trained community volunteers). Faith Community Caregivers will be assigned to highest risk patients as available and utilized in every way possible in cooperation with other programs and services provided by the hospital including but not limited to: (Chronic Disease Wellness Programs, Diabetes Education, Cancer Center, and Chronic Kidney Disorder Education).

Persons Served: 17

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: For Women For Life
Description: Regular health exams and tests can help find problems before they start. They also can help find problems early, when the chances for treatment and cure are better. Through For Women For Life the Hospital provides health services, screenings, and treatments, assisting women in taking steps that help their chances for living a longer, healthier life. This annual event for women focusing on proactive health care including preventive health screenings, seminars and healthy lifestyle information.

Persons Served: 188

Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: Medical Education - Nursing
Description: The hospital is 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 many North Texas schools of nursing, the hospital maintains strong affiliations with schools of nursing. Like physicians, nursing graduates trained at the hospital 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.

**Persons Served:** 699

**Needs Addressed Under This Program:**

- Access to Care for Middle to Lower Socio-Economic Status

**Program Title: Medical Education - Residency**

**Description:** Medical education is a crucial part of the hospital’s mission. Being one of the nations’ largest private teaching hospitals, the System annually trains residents and fellows in eight specialties and 13 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 hospitals 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.

**Needs Addressed Under This Program:**

- Access to Care for Middle to Lower Socio-Economic Status

**Program Title: Stop the Bleed**

**Description:** “Stop the Bleed” is a public education campaign introduced by the White House in October 6, 2015. The purpose is to empower bystanders with basic knowledge and tools to be first responders in the event of an active shooter or disaster situation. In 2013, the American College of Surgeons and the Federal Bureau of Investigation jointly collaborated to discuss how to improve survival in the event of a mass shooting. The result is a document, known as the Hartford consensus, which promotes local, state and national policies and strategies to minimize loss of life. A key recommendation is for the public have access to, and training on, the use of bleeding control methods and devices.

**Persons Served:** 615

**Needs Addressed Under This Program:**

- Access to Care for Middle to Lower Socio-Economic Status

**Program Title: Subsidized Health Service 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 Middle to Lower Socio-Economic Status
Program Title: Translation Services
Description: The Hospital provides translation/interpreter services that go beyond what is required by state or federal rules or law or for accreditation. For example, translation services for a group that comprises less than 15% of the population.
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Workforce Development
Description: Workforce Development - Recruitment of physicians and other health professionals for areas identified as medically underserved areas (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 hospitals seeks to allay the physician shortage, thereby better managing the growing health needs of the community.
Needs Addressed Under This Program:
- Access to Care for Middle to Lower Socio-Economic Status

Program Title: Tweeners Youth Development Program
Description: The Tweeners Youth Development Program serves youth enrolled at Billy E. Dade Middle School in South Dallas. The afterschool program is designed to help youth lead healthier lives and empower them to become leaders in the families and community. The program focuses on academic enrichment, leadership, nutrition education, anti-bullying/anti-violence, S.T.E.M. (Science, Technology, Engineering and Math), and career exploration.
Persons Served: 315
Needs Addressed Under This Program:
- Drug Abuse

Program Title: Arts In Medicine at BUMC
Description: The Arts in Medicine program explores the relationship between engagement with the creative/fine arts and health outcomes, specifically the health effects of music engagement, visual arts therapy, movement-based creative expression, and expressive writing. Although there is evidence that art-based interventions are effective in reducing adverse physiological and psychological outcomes, the extent to which these interventions enhance health status is largely unknown. The hope is to establish a foundation for continued investigation into this subject and to generate further interest in researching the complexities of engagement with the arts and health. The program includes both in-patient and out-patient services, is non-billable and provided upon clinical referral and patient request. The program is fully funded by the Paula Walker grant in the amount of $1.4 million administered through the Baylor Foundation. Programming includes journaling, art therapy, certified music practitioners, oral history/Legacy productions, music therapy, open art studio, performance series and a read aloud program.
Persons Served: 2018
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Arts In Medicine at BUMC - Artist-In-Residence
Description: The Artist-in-Residence (AIR) Program offers patients, at their bedsides and in small group settings, the opportunity to be absorbed in their own creative process, as an antidote to the pain, anxiety and boredom that is often associated with a hospitalization, a diagnosis of cancer,
and/or other serious illnesses. The Artists-In-Residence are carefully selected and trained to work within the hospital setting and receive support and on-going supervision by the Center for Arts in Medicine staff. Creating art projects tailored to each patient and health care setting, AIRs commit to a minimum of one year of work, working one day each week, as a responsible member of the hospital team. The Artist-In-Residence program delineates four goals:

1. Annually sponsor six local artists to spend one week (30 hours) at the hospital to introduce new mediums and teaching skills to patients and staff.
2. Provide art experiences to enhance patients’ satisfaction and quality of life while reducing stressors and managing pain.
3. Incorporate staff education and development for the Center for Arts in Medicine program’s art and music therapy and music/art practitioner staff.
4. Offer to the whole hospital staff lunch lectures culminating in an art display and reception in the hospital’s common areas (Baylor Plaza Lobby, Sammons Lobby). Hosted by the Center for Arts in Medicine, Artist-in-Residence, art and music therapists, and local artists become part of the week’s therapy calendar.

Several weeks prior to their residency, the Artist-in-Residence meets with staff to present their ideas and techniques, learn of staff expectations, tour the Center for Arts in Medicine facility, discuss supply needs, familiarize themselves with the patient populations by touring the campus, and provide a "hands on" experience of how patients will participate with the Artist-in-Residence. An Artist-in-Residence in a healthcare setting is a practicing, professional artist in an artistic discipline such as visual art, music, dance, theatre or writing. Artist-in-Residence engages an individual for the purpose of making art together to humanize the healthcare environment and uplift the body, mind and spirit through the experience of making art. While an Artist-in-Residence is also an integrated team member, they do not serve the healthcare team in a clinical capacity nor do they make mental health assessments or set psychotherapeutic objectives. The Center for Arts in Medicine’s, Artists-in-Residence program works at the bedside and in small group settings with men, women, and children in oncology units, bone marrow transplant units, intensive care/respiratory units, hospice and palliative care programs, offering their patients the opportunity to learn about and become absorbed in their own creative resources as they meet the challenges of diagnosis, treatment and survivorship.

Persons Served: 16,000

Needs Addressed Under This Program:

- Mental/Behavioral Health

Program Title: Arts In Medicine at BUMC: Art Therapy
Description: Lives are transformed through creative expression for self-discovery, connection, and empowerment. This transformation is facilitated by integrating the innate social-emotional benefits of the arts with mental health practices. The arts are universally appealing, inclusive, and uniquely able to enhance positive emotions. Shared creative experiences offer organic opportunities for expression of feelings, reflection, and meaningful dialogue. This, in turn, reduces emotional distress and builds self-awareness, empathy, and community. Within the space of an hour, a group of strangers can become each other’s closest confidantes.

Persons Served: 12,938

Needs Addressed Under This Program:

- Mental/Behavioral Health
Program Title: Arts In Medicine at BUMC: Certified Music Practitioners
Description: Baylor Scott & White Health believes in treating the whole patient. As such, the Arts in Medicine at Baylor University Medical Center – Dallas was created with the purpose of integrating the visual arts, musical arts, therapeutic arts, performing arts and clinical research to promote healing and to enhance the lives of our patients, families, visitors and employees. A major component of this program is the incorporation of music practitioners into our clinical care. Certified Music Practitioners (CMP) are specially trained musicians who provide live acoustic music at a patient’s bedside. They are trained in the art and science of providing therapeutic music for body, mind and spirit. Their work is focused entirely on the patient with the aim of bringing in-the-moment comfort to the patient’s whole being — physical, emotional and spiritual. Similar to other clinicians, trained musicians who become CMP’s undergo extensive training to receive certification so they can serve in a clinical setting. Music intervention can support a healing environment for patients and their loved ones in multiple levels of care settings and situations. Research indicates that music can decrease pain, lower blood pressure, reduce anxiety and stabilize the heart rate. The practitioner is trained to adjust their music based on trained observation of a patient’s vital signs displayed on monitors. As a result, when a CMP is playing at the bedside, one can commonly witness changes in a patient’s heart rate, respiration, blood pressure and pulse oximetry as the patient calms and relaxes. In addition to the benefits music provides to patients, it also brings comfort to family and loved ones who find words inadequate when struggling to watch those they love struggle or suffer.
Persons Served: 3,816
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Arts In Medicine at BUMC: Music Therapy
Description: The American Music Therapy Association defines music therapy as evidence-based, clinical use of music interventions to achieve individualized goals by a credentialed professional who has completed an approved music therapy program. Music therapists use music to meet the psychological, physical, emotional, spiritual, and social needs of patients and their families. This can include: Singing to the patient; composing personalized songs; Listening to music with patients; Lyric analysis; and Improvisation Verbal processing. The goals for each music therapy session are patient-centered and dependent upon each patient’s needs. Research has shown that music therapy is beneficial for patients in a variety of ways. It can help to reduce symptoms of depression and anxiety, give control back to the patient, help with non-pharmacological pain management, decrease nausea, help with blood pressure, heart rate and oxygenation, and allows for self and emotional expression when words are not always capable. While helping patients is always the goal, music therapy can also benefit the patient’s caregivers and staff members.
Persons Served: 1,847
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Arts In Medicine at BUMC: Open Art Studio
Description: Lives are transformed through creative expression for self-discovery, connection, and empowerment. This transformation is facilitated by integrating the innate social-emotional benefits of the arts with mental health practices. The strategies used to accomplish this mission includes: professional development training and programs for the general public in the use of the arts for social, emotional, physical and cognitive benefit. The arts are universally appealing, inclusive, and
uniquely able to enhance positive emotions. Shared creative experiences offer organic opportunities for expression of feelings, reflection, and meaningful dialogue. This, in turn, reduces emotional distress and builds self-awareness, empathy, and community. Within the space of an hour, a group of strangers can become each other’s closest confidantes.

Persons Served: 14,645
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Arts In Medicine at BUMC: Performance Series
Description: Professional musicians come on-campus and perform at one of six venues from 1100 to 1300 Monday through Friday. Most of the musicians are volunteer, others are secured through entities such as the Texas Winds and are paid a stipend for their services.

Persons Served: 24,981
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Arts In Medicine at BUMC: Read-Aloud Program
Description: Carefully trained volunteers establish relationships with the nursing staff for the floors/service lines they want to work. The health care team then refers patients to the volunteers who in turn allow the patient to make decisions concerning: Do they want someone to read to them? What do they want to be read? How long do they want the session to be? The sessions are to be no longer than one hour. Reading circles and groups are encouraged where feasible.

Persons Served: 78
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Behavioral Health Program - Caregiver Coffee Break
Description: A caregiver faces unfamiliar and intimidating challenges. This session helps to relieve some of the stress and worry that comes with caring for loved ones in their cancer journey. Coffee and tea is provided for a relaxed atmosphere.

Number Served: 11
Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Behavioral Health Program - Caregiver Spa Retreat
Description: A special program that to take caregivers through a guided meditation along with Accompanying gentle chair massage given by two certified massage therapists. This free program offers discussion on self-care while enjoying an assortment of flavorful hot teas!

Numbers Served: 10

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.

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Persons Served: 67
Needs Addressed Under This Program:
  • Mental/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: 13
Needs Addressed Under This Program:
  • Mental/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: 137
Needs Addressed Under This Program:
  • Mental/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: 83
Needs Addressed Under This Program:
  • Mental/Behavioral Health

Program Title: Cvetko Behavioral Health Programs-Pilates
Description: This relaxing low-impact series of exercises develops strength, flexibility, and control, and can be modified to fit limitations and abilities. Each attendee must have a physician release to participate.
Number Served: 131
Needs Addressed Under This Program:
  • Mental/Behavioral Health

Program Title: Cvetko Behavioral Health Programs-Yoga
Description: This hands-on workshop open to the general public allows patients to learn creative techniques for expressing anger in a safe environment.
Number Served: 18
Needs Addressed Under This Program:
  • Mental/Behavioral Health

Program Title: Cvetko Cancer Support - Young Adult Brunch
Description: This cancer support group and brunch serves young adult patients, survivors & caregivers, ages 18-45 in coping with the effects of cancer on patients and their caregivers.
Numbers Served: 8

Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Cancer Support Groups/ Amyloid
Description: Baylor University Medical Center at Dallas provides support groups for patients and families who are impacted by cancer.
Persons Served: 27

Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Cancer Support Groups/ Carcinoid
Description: The Hospital provides support groups for patients and families who are impacted by carcinoid cancer. This program is dedicated to empowering patients and equipping them with a comprehensive understanding of the disease so they can make the best informed decisions when deciding their care. In this spirit, this program brings together an extensive community of patients, loved ones, and medical professionals to aid in managing the physical, emotional and spiritual ramifications of this diagnosis and resulting treatment.
Persons Served: 58

Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Cancer Support Groups/ Lung
Description: Cancer can attack various parts of the lungs and chest. The Hospital provides support for patients, their families and the community who are receiving treatment or have survived all forms of lung cancer, including: carcinoid; lung cancer - non-small cell; lung cancer - small cell; and mesothelioma. These support groups help cancer patients, cancer survivors and loved ones understand and manage the physical, emotional and spiritual challenges of cancer.
Persons Served: 27

Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Cancer Support Groups/ Multiple Myeloma
Description: The Hospital provides support groups for patients and families who are impacted by multiple myeloma. Multiple myeloma (also known as myeloma or plasma cell myeloma) is a progressive hematologic (blood) disease. It is a cancer of the plasma cell, an important part of the immune system that produces immunoglobulins (antibodies) to help fight infection and disease.
Persons Served: 111

Needs Addressed Under This Program:
- Mental/Behavioral Health

Program Title: Cvetko Cancer Support Groups/ Oral, Neck and Head Cancer
Description: Cancer education and support are an important part of the cancer treatment process. The Hospital offers several programs through the Virginia R. Cvetko Patient Education Center to help cancer patients, cancer survivors and loved ones understand and manage the physical,
emotional and spiritual challenges of cancer. This program staff includes a medical director, program manager, nurse educator, chaplains, social workers, psychologist, music practitioner and trained cancer survivor volunteers. Oral cancer is cancer found in the oral cavity (the mouth area). Oropharyngeal cancer is cancer found in the oropharynx (the throat area at the back of the mouth). Oral cavity and oropharyngeal cancers will be diagnosed in 36,000 U.S. adults in 2013, according to the American Cancer Society (ACS). The oral cavity includes: the lips, teeth, and gums; the front two-thirds of the tongue; the lining inside the lips and cheeks (buccal mucosa); the floor of the mouth (under the tongue); the top of the mouth (hard palate); and the small area behind the wisdom teeth. Head and neck cancer is the term given to cancers that start in the head and neck region. These are cancers that begin in any of these places: larynx (voice box); nasal cavity (the passage behind the nose); oral cavity (mouth); paranasal sinuses (spaces around the nose, lined with cells that make mucus); pharynx (throat); and the salivary glands (glands that make saliva).

Persons Served: 113

Needs Addressed Under This Program:

- Mental/Behavioral Health

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: 106

Needs Addressed Under This Program:

- Mental/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: 4

Needs Addressed Under This Program:

- Mental/Behavioral Health

Program Title: Cvetko Cancer Support Groups/ Waldenstrom's Macroglobulinemia
Description: Baylor University Medical Center at Dallas provides support groups for patients and families who are impacted by Waldenstrom’s Macroglobulinemia (WM). Since there is no standard therapy for the treatment of symptomatic WM and no agents have been specifically approved by the US Food and Drug Administration (FDA) or European Medicines Agency (EMA) for this disease, the common support of other stricken with the disease, and trained professionals help patients, survivors and loved ones understand and manage the physical, emotional and spiritual challenges of WM. Whenever possible, patients are encouraged to participate in clinical trials.

Persons Served: 87

Needs Addressed Under This Program:

- Mental/Behavioral Health
Program Title: Cvetko Resource Center - Special: Annual BR CA Survivor Luncheon
Description: The CVETKO center offer an annual holiday part to celebrate patient survivors and help them cope with a season that may be difficult for those coping with illness and grief.
Number Served: 21
Needs Addressed Under This Program:
  • Mental/Behavioral Health

Program Title: CVETKO Resource Center Annual Prostate Cancer Survivor Lunch
Description: This luncheon is open to the community and provided to cancer survivors to celebrate their journey to health.
Numbers Served: 21
Needs Addressed Under This Program:
  • Mental/Behavioral Health

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: 3,727
Needs Addressed Under This Program:
  • Mental/Behavioral Health

Program Title: Palliative Care
Description: Palliative care provides relief of emotional pain that accompanies end-of-life care. Providing palliative care services addresses cultural, spiritual, ethnic and social needs in a manner respectful of patient's individuality and inherent human dignity and worth. This service will be provided without regard to ability to pay.
Needs Addressed Under This Program:
  • Mental/Behavioral Health

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: 600
Needs Addressed Under This Program:
  • Preventable Admits: Adult Uncontrolled Diabetes

Program Title: Baylor Scott & White Health and Wellness Center (BSWHWC) Community Farm Stand:
Description: The Farm Stand Program: Weekly Farm Stands provide fresh produce to underserved communities. In addition to the flagship farm stand at DHWI, three additional farm stands are located within the community to address the food access challenge in southern Dallas. Communities with no chain grocery stores within a one-mile radius were selected for the expansion.
Number Served: 6,156
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSWHWC Cooking Classes
Description: Cooking classes and demonstrations are held monthly in English and Spanish. They feature recipe demonstration by area chefs and nutrition education by a registered dietitian. Activities include group hands-on cooking lessons; field trips to grocery stores and community gardens; and participation in other learning opportunities showcasing good nutrition. Recipes are culturally appropriate and feature healthy, budget friendly ingredients that are easily accessible to community participants. Whenever possible, the ingredients for the recipes are chosen considering the produce that will be available at the weekly Farm Stand.
Persons Served: 914
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSWHWC Diabetes Education, Management and Support
Description: BSWHWC provided a series of sessions (in English and Spanish) designed to help individuals with diabetes learn the latest tools and tips to take control of their diabetes based on seven healthy behaviors: Healthy Eating, Being Active, Healthy Coping, Monitoring, Problem Solving, Reducing Risk, and Taking Medications. Monthly education and support sessions on diabetes-related topics are also provided.
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSWHWH Farm Stand: JJ Craft
Description: The Farm Stand Program: Weekly Farm Stands provide fresh produce to underserved communities. In addition to the flagship farm stand at DHWI, three additional farm stands are located within the community to address the food access challenge in southern Dallas. Communities with no chain grocery stores within a one-mile radius were selected for the expansion.
Persons Served: 6,156
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSWHWC Exercise Programs
Description: The BSWHWC offers a variety of exercise programs designed to improve, prevent or delay the onset of chronic conditions related to lifestyle behaviors. Wellness and exercise classes target all ages of adults from young adults to seniors. Classes focus on making improvements in physical and functional fitness and in activities of daily living. Participants are exposed to a variety of cardiovascular (aerobic) and muscle-strengthening activities in mornings and evenings in an effort to achieve the minimum, recommended weekly physical activity for adults. All classes are tailored by instructors to accommodate appropriate participant skill levels while addressing any physical limitations participants may have. A full time exercise specialist is available for fitness assessment, exercise program development and orientation to the fitness center.
Persons Served: 258
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes
Program Title: BSW HWC Group Lifestyles Balance Program
Description: The Group Lifestyle Balance Program is a 12-week weight loss program delivered in a group format. Through healthy eating, physical activity and identifying personal and social cues for overeating, participants develop lifestyle skills to meet the program goals. Anyone who is overweight can participate.
Persons Served: 258
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSW HWC Group/Shared Medical Appointments (Huddle for Health)
Description: Shared Medical Visits (SMVs) are called "Huddle for Health." This collaborative effort integrates the education services of our Health Partners (CHWs providing case management) with shared medical visits for our patients with uncontrolled diabetes. We believe this will become a cost effective and efficient model for meeting our DSRIP goals while capitalizing on the health benefits of SMV’s.
Persons Served: 20
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSW HWC 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 Scott & White Health, Baylor University Medical Center and The Southern Sector Initiative.
Persons Served: 2,232
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

Program Title: BSW HWC Walk With a Doc
Description: "Walk with a Doc is a national program, started by Dr. David Sabgir, a cardiologist in Columbus, Ohio, that encourages patients to incorporate physical activity into their lifestyle. DHWI participants meet with one of the center’s physician’s on a regular basis who provides an educational session on a health topic followed by a group walk and an opportunity for participants to chat with the participating physician on an informal basis.
Persons Served: 285
Needs Addressed Under This Program:
- Preventable Admits: Adult Uncontrolled Diabetes

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:
- Preventable Admits: Adult Uncontrolled Diabetes
VII. Charity Care and Government-Sponsored Indigent Health Care Provided

For Fiscal Year 2017, Baylor University Medical Center provided $90,642,101 in unreimbursed costs of charity care and government-sponsored indigent health care.

VIII. Government-Sponsored Health Care Provided

For Fiscal Year 2017, Baylor University Medical Center provided $98,224,520 in unreimbursed costs of government-sponsored health care.

IX. Other Types of Community Benefits Provided

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  $ 356,008
B. Community Benefit Operations  $ 997,812
C. Financial Donations  $ 739,698
D. In Kind Donations  $ 38,170
E. Enrollment Services  $ 909,445
F. Health Care Support Services  $ 151,897
G. Health Screenings  $ 29,296
H. Medical Education  $25,269,971
I. Workforce Development  $ 478,284
J. Community Health Research  $ 1,300
K. Research  $21,764,218
L. Subsidized Health Services  $ 3,108,016

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 $1,055,997,766 in total operating expenses. As required by Section 311.046(1) (5), the ratio of cost to charges was 31.57%. Please see the attached worksheet for the full calculation.

XI. Report of Community Benefit Provided During Fiscal Year 2017

In a commitment to fulfill its mission, Baylor University Medical Center benefit to the community, conservatively estimated, was $242,710,736 for Fiscal Year 2017. 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 Niki Shah, Vice President, Care Redesign and Equitable Health, Baylor Scott and White Health, 8080 N. Central Expressway, Suite 700, Dallas, TX 75206.
### Baylor University Medical Center

#### Total Operating Expenses

**Section 311.046(a)(4)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the Fiscal Year Ended June 30, 2016</td>
<td>1,055,997,766</td>
</tr>
</tbody>
</table>

#### Calculation of the Ratio of Cost to Charge

**Section 311.046(a)(5)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patient Revenues (from 2016 Medicare Cost Report, Worksheet G-3, Line 1)</td>
<td>2,940,551,639</td>
</tr>
<tr>
<td>Total Operating Expenses (from 2016 Medicare Cost Report, Worksheet A, Line 118, Col. 7)</td>
<td>906,478,979</td>
</tr>
<tr>
<td>Initial Ratio of Cost to Charge ((b) divided by (a))</td>
<td>30.83%</td>
</tr>
<tr>
<td>Bad Debt Expense (from 2017 audited financial statements)</td>
<td>70,751,083</td>
</tr>
<tr>
<td>Multiply &quot;Bad Debt Expense&quot; by &quot;Initial Ratio of Cost to Charge&quot; ((d)*(c))</td>
<td>21,812,558</td>
</tr>
<tr>
<td>Add the allowable &quot;Bad-Debt Expense&quot; to &quot;Total Operating Expenses&quot; ((b) + (e))</td>
<td>928,291,537</td>
</tr>
<tr>
<td>Calculation of Ratio of Cost to Charge ((f) divided by (a))</td>
<td>31.57%</td>
</tr>
</tbody>
</table>