Baylor Health Care System is the largest not-for-profit faith-based health system in North Texas based on patients served, revenue, assets and number of access points. Baylor serves nearly 1.4 million patients each year and recorded $3.4 billion in total operating revenue, $3.9 billion in total assets and $452.4 million in community benefit* in fiscal year 2009. Baylor’s network of 212 access points includes 25 owned/operated/ventured/affiliated hospitals, 21 ambulatory surgical/endoscopy centers, 31 satellite outpatient locations, four senior centers and 131 HealthTexas physician clinics. HealthTexas is the largest group of employed physicians in the state of Texas.

RECENT ACCOLADES INCLUDE:
• National Quality Forum National Quality Healthcare Award
• Leapfrog Patient-Centered Care Award
• American Nurses Credentialing Center’s Magnet Award for Excellence in Nursing Services (Baylor Dallas, Baylor Hamilton Heart and Vascular Hospital)
• National Research Corporation’s 2009 Consumer Choice Award, Dallas region (Baylor University Medical Center at Dallas)
• Dallas Business Journal names Baylor Health Care System among 2009 Best Places to Work in DFW
• Modern Health Care magazine named Baylor Health Care System as among the 100 best places to work in healthcare.
• TMF Health Quality Institute’s Texas Health Care Quality Improvement Award (seven Baylor hospitals awarded)
• Ranked for 17th consecutive year in U.S. News and World Report “America’s Best Hospitals Guide” in five specialties; only nationally ranked rehabilitation hospital in North Texas (Baylor University Medical Center at Dallas, Baylor Institute for Rehabilitation)
• Baylor Health Care System President & CEO Joel Allison consistently named among “Most Powerful People in Health Care” by Modern Health Care magazine.
• Baylor University Medical Center at Dallas was named among the nation’s best 200 workplaces for nurses.
• Baylor Health Care System hospitals consistently receive VHA leadership awards for clinical excellence.
• Baylor Health Care System Chief Medical Officer Paul Convery, M.D., was named among the “50 Most Powerful Physician Executives in Healthcare” by Modern Health Care magazine.

MISSION
Founded as a Christian ministry of healing, Baylor Health Care System exists to serve all people through exemplary health care, education, research and community service.

VISION
To be trusted to be the best place to give and receive safe, quality, compassionate health care.

VALUES
Integrity Conducting ourselves in an ethical and respectful manner.
Servanthood Serving with an attitude of unselfish concern.
Quality Meeting the needs and striving to exceed the expectations of those we serve through continuous improvement.
Innovation Constantly exploring, studying and researching new concepts and opportunities
Stewardship Managing resources entrusted to us in a responsible manner.

* FY 2009 represents preliminary information that has not yet been reported to the Texas Department of State Health Services. This figure includes providing care for charity patients and patients enrolled in government programs such as Medicare and Medicaid, as well as the unreimbursed costs of medical education, research and community programs. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.
MEDICAL CENTERS OWNED AND OPERATED BY BAYLOR HEALTH CARE SYSTEM

• Baylor All Saints Medical Center at Fort Worth
• Baylor Institute for Rehabilitation at Gaston Episcopal Hospital
• Baylor Medical Center at Garland
• Baylor Medical Center at Irving (leased from Irving Hospital Authority)
• Baylor Medical Center at Waxahachie
• Baylor Medical Center at Southwest Fort Worth
• Baylor Regional Medical Center at Grapevine
• Baylor Regional Medical Center at Plano
• Baylor Specialty Hospital
• Baylor University Medical Center at Dallas
• Our Children’s House at Baylor
• Paul and Judy Andrews Women’s Hospital at Baylor All Saints

MEDICAL CENTERS OWNED, OPERATED AND JOINT VENTURED BY BAYLOR HEALTH CARE SYSTEM

• Baylor Jack and Jane Hamilton Heart & Vascular Hospital (joint venture with physicians)
• Baylor Medical Center at Carrollton (facility is leased from Metrocrest Hospital Authority)
• THE HEART HOSPITAL Baylor Plano (joint venture with physicians)

MEDICAL CENTERS JOINT VENTURED BY BAYLOR HEALTH CARE SYSTEM

• Baylor Irving-Coppell Surgical Hospital (THVG joint venture with USPI)
• Baylor Medical Center at Frisco (THVG joint venture with USPI)
• Baylor Medical Center at Trophy Club (THVG joint venture with USPI)
• Baylor Surgical Hospital at Fort Worth (THVG joint venture with USPI)
• Mary Shiles Hospital (THVG joint venture with USPI)
• North Central Surgical Center (THVG joint venture with USPI)

* THVG is Joint venture between Baylor Health Care System and United Surgical Partners International, Inc.

MEDICAL CENTERS AFFILIATED WITH BAYLOR HEALTH CARE SYSTEM

• Glen Rose Medical Center, Glen Rose, Texas
• Memorial Hospital, Sulphur Springs, Texas
• Hunt Regional Health System, Greenville, Texas
• Wise Regional Health System, Decatur, Texas

BAYLOR HEALTH CARE FOUNDATION

Baylor Health Care System Foundation, a separately incorporated not-for-profit organization, raises and manages charitable funds to support Baylor Health Care System’s mission of exemplary health care, education, research and community service. Since the Foundation was established in 1978, total assets have grown from $5 million to $237 million, which includes pledges and long-term investments. Support comes from nearly 10,000 active donors, including individuals, corporations and other foundations. Since its inception, the Foundation has distributed $304 million to Baylor Health Care System. In 2009, the Foundation shepherded the largest gift in Baylor’s history: $20 million to support the Charles A. Sammons Cancer Center at Baylor University Medical Center at Dallas.
**BAYLOR HEALTH CARE SYSTEM FISCAL YEAR 2009 STATISTIC**

<table>
<thead>
<tr>
<th>Category</th>
<th>Statistic</th>
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<tbody>
<tr>
<td>— 20,000 employees</td>
<td>— 3,423 licensed beds including THVG joint venture hospitals</td>
</tr>
<tr>
<td>— 120,790 admissions including THVG joint venture hospitals</td>
<td>— 4,546 physicians current BHCS medical staff</td>
</tr>
<tr>
<td>— 20,365 babies born including THVG joint venture hospitals</td>
<td>— $3.9 billion total assets</td>
</tr>
<tr>
<td>— 341,850 emergency department visits including THVG joint venture hospitals</td>
<td>— $3.4 billion total operating revenue</td>
</tr>
<tr>
<td>— 554,248 outpatient registrations excluding emergency department, home care visits, and THVG joint venture hospitals</td>
<td>— $452.4 million**</td>
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*FY2009 represents preliminary information that has not yet been reported to the Department of State Health Services.

**HEALTHTEXAS PROVIDER NETWORK**
Established in 1994, HealthTexas Provider Network is a physician group affiliated with Baylor Health Care System. Since its inception with 10 physicians, HealthTexas now employs 450 physicians, including primary care physicians, specialists and hospitalists. There are approximately 131 HealthTexas access points.

**BAYLOR HEALTH ENTERPRISES**
Baylor Health Enterprises encompasses several tax-paying companies within Baylor Health Care System, including Baylor Tom Landry Health and Wellness Center, a comprehensive facility dedicated to physical health and fitness; MEDCO, a construction company specializing in health care construction; a retail pharmacy; and a hotel located at Baylor University Medical Center at Dallas.

**BAYLOR LEADERSHIP**
- **Joel Allison**, president and chief executive officer, Baylor Health Care System
- **Gary Brock**, chief operating officer, Baylor Health Care System
- **Jennifer Coleman**, senior vice president of consumer affairs, Baylor Health Care System
- **Paul Convery**, M.D., senior vice president and chief medical officer, Baylor Health Care System
- **Keith Holtz**, senior vice president and chief human resources officer, Baylor Health Care System
- **Rosemary Luquire**, R.N., Ph.D., C.N.A.A., F.A.A.N., chief nursing officer, Baylor Health Care System
- **John McWhorter**, senior vice president, Baylor Health Care System
- **David Muntz**, senior vice president and chief information officer, Baylor Health Care System
- **Robin Robinson**, president, Baylor Health Care System Foundation
- **Frederick Savelsbergh**, chief financial officer, Baylor Health Care System
- **Michael Taylor**, senior vice president, Baylor Health Care System
- **Kristi Sherrill**, vice president, government affairs, Baylor Health Care System
Putting research to work.

Moving scientific theory from the research bench to clinical trials and, ultimately, to the patient’s beside, is central to the Baylor mission of patient-centered medical research through Baylor Research Institute (BRI). This bench-to-bedside focus involves basic science, clinical trials and health care effectiveness and quality of care research. Among the novel applications developed are customizable cancer vaccines and ultrasound-targeted microbubble transport to deliver genes or drugs to specific tissues including the heart, pancreas, kidneys, skeletal muscle and the brain to rejuvenate cells.

In the past two years, BRI, which is based on the downtown Dallas campus, opened new clinical trials offices at Baylor All Saints Medical Center at Fort Worth, Baylor Regional Medical Center at Plano and THE HEART HOSPITAL Baylor Plano.

Major grants include:
- 6.2 million from the National Institute of Health to develop a center for lupus research at Baylor Health Care System.
- $3 million from the National Cancer Institute to develop melanoma vaccines.
- Over $6 million from INSERM (the French National Institute for Health and Medical Research) and ANRS (the French National Agency for AIDS Research) to develop and test HIV vaccines.
- $2.9 million from the National Cancer Institute to develop melanoma vaccines.
- $14.6 million from NIAID to create a joint Baylor/NIAID center for Translational Research on Human Immunology and Biodefense.

www.BaylorHealth.com
Serving our communities

Throughout the Dallas/Fort Worth area and across the nation, not-for-profit organizations like Baylor have been more critical to the health of communities than ever before. An essential link in the health safety net that provides medical services to those in need, it is not surprising that Baylor is at the forefront of expanding access to health care.

Part of Baylor’s mission is to ensure that the most vulnerable of our populations continue to have access to quality health care services. Baylor, through Southern Sector Health Initiative, joined its efforts with the City of Dallas to bring wellness programs, medical information and medical care to the residents of South Dallas who have the diagnosis of diabetes or are on the path to this serious illness.

BHCS took the lead with a $15 million commitment to improving health outcomes for area residents. The new diabetes center, staffed by Baylor, will be housed at the historic Juanita J. Craft Recreation Center, in cooperation with the City of Dallas. The goal of the center is to weave diabetes prevention into the fabric of the community so that it is a natural and convenient part of life in this neighborhood.

The Institute will provide:
- Full-time, on-site physician and nurse practitioner
- Visiting medical specialists
- Referral coordinator for specialty and ancillary care
- Diabetes management educator
- Affordable diabetes medications
- Nutrition and healthy cooking classes
- Exercise programs including running and walking clinics and weight training

Annually, Baylor Health Care System reports its community benefit to the Department of State Health Services. In fiscal year 2009, Baylor reported a preliminary number of $452.4 million in community benefits.
A promising future

The medical education programs provide diversity, quality and a combination of real-world applications and academic excellence for physicians participating in elective rotations, and residency and fellowship programs. Annually, more than 200 interns, residents and fellows enroll in the training programs at Baylor University Medical Center at Dallas and 15 residents pursue the Baylor Family Medicine Residency Program at Baylor Medical Center at Garland.

With goals of reducing cancer to a chronic disease and ultimately finding a cure, Baylor University Medical Center at Dallas is developing North Texas’ first dedicated cancer hospital along with a new outpatient cancer center. The new 450,000-square-foot cancer center is scheduled to open in 2011, and construction of the dedicated cancer hospital will begin in 2010 with completion scheduled for 2013.