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

Our Values

Our Mandate
to Serve All

MISSION
VALUES

Integrity: Living up to high ethical standards and showing respect for others

Servanthood: Serving with an attitude of unselfish concern

Teamwork: Valuing each other while encouraging individual contribution and accountability

Excellence: Delivering high quality while striving for continuous improvement

Innovation: Discovering new concepts and opportunities to advance our mission

Stewardship: Managing resources entrusted to us in a responsible manner
To All

How fitting that our mission begins with the words “Baylor Scott & White Health exists to serve all people.” That single statement speaks volumes about the fundamental role of diversity within our System.

Likewise, the role of diversity is echoed in our Baylor Scott & White Health values, particularly the first three: integrity, servanthood and teamwork.

Together, our mission and values express our commitment to caring for an increasingly diverse patient population and to supporting coworkers, caregivers, colleagues and associates of all races, religions, genders, ages and ethnic backgrounds.

Diversity management is about living the words in our mission and vision. We’re proud of the steps we’ve taken so far toward that end and excited about the progress yet to come.

– Cyndi Ramirez Ryan
Chief Diversity Officer
DIVERSITY IN ACTION

A Passage to India

Understanding across cultures sometimes means communicating across continents. Care coordinator Machon Thomas learned that firsthand as she worked to help a long-term-care patient return home to India with his wife.

The hurdles along their 9,200-mile trip were many, including legal issues, insurance issues, international medical communications and the precarious health of the patient.

Machon, feeling the need to understand the motivation for such a difficult trip, took it upon herself to find out more about the couple’s deeply held Hindu beliefs.

She learned about the Hindu tradition of dying at home among family and friends who sing, pray and read scriptures.

“I kept stressing to the patient’s wife that I understood how important religion was to her, how important religious diversity was to me and that I supported her in her beliefs,” says Machon. “I’d want the same kind of respect for my religion. I believe in treating the whole patient—the psychological, social and spiritual aspects—and their family. I think that helped calm the patient and his wife.”

Shortly after the family arrived safely in India, the patient’s wife sent Machon an email, thanking her for making it possible.
Our History
Our Heritage
All Creeds

The founders’ commitment to serving all in their communities is alive and well today with more than 800 patient care sites and providing more than $800 million in community benefit.

Dr. Arthur C. Scott came to the new Blackland Praire railroad yard to serve railroad workers at the Santa Fe hospital in Temple, Texas in 1892. As the 27-year-old chief surgeon, he held a competitive examination for another surgeon, and Dr. Raleigh R. White, Jr. scored the highest and was hired. As partners, they decided to build their own hospital, which became Scott & White Healthcare. And in 1906, they made history by hiring Dr. Claudia Potter—the first woman anesthesiologist in the United States.

A hundred miles to the north, Dallas Pastor George Truett envisioned “a great humanitarian hospital, one to which men of all creeds and those of none may come with equal confidence.” Thanks to generous donors such as Colonel C. C. Slaughter, Pastor Truett’s vision was realized and the foundation for Baylor Health Care System was born.
Minority Five-Year Trend

Representation Has Trended Upward Year-Over-Year

<table>
<thead>
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<th>Year</th>
<th>Leader</th>
<th>Employee</th>
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<tr>
<td>2010</td>
<td>37.5%</td>
<td>19.8%</td>
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<tr>
<td>2011</td>
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<tr>
<td>2013</td>
<td>39.9%</td>
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<td>2014</td>
<td>41.6%</td>
<td>21.9%</td>
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Good Ethics
Good Policy
Good Business

Diversity isn’t just the right thing to do; it’s the smart thing to do. Viability in the 21st century depends on attracting the best talent regardless of race, gender, religion, ethnicity or national origin.

Our success is also tied to our ability to serve increasingly diverse patient populations. Becoming an accountable care organization requires embracing, understanding and reflecting the communities to which we’re accountable.
That’s why we have proactively adopted diversity management as a strategic process consisting of:

- Pursuing diverse representation at all levels within the System
- Creating and maintaining systems, policies, practices and behaviors that provide all team members with equitable opportunities for contributing to patient care and overall success
- Using educational tools to build diversity awareness and to support a culture of respect
- Actively promoting team member appreciation of diverse cultures, backgrounds and perspectives
- Including patients, communities, vendors/suppliers and others in diversity efforts

Our patient in Waco, Texas was a Jehovah’s Witness. She had a newborn at high risk for needing a transfusion, but due to her faith, the new mother was opposed to the transfusion. Our department pulled together the family, our neonatology team, the patient’s family doctor, and her minister to discuss the baby’s situation and options. The minister brought a variety of information concerning their faith and acceptable options to transfusion. A plan of care was put together and implemented that met the baby’s needs while working within the guidelines of the family’s faith. The team continued to meet with the family throughout the baby’s stay to keep them informed and involved in the decision making process. Thankfully, the baby did not have to have an infusion. We continue to get feedback from the family and minister regarding how grateful they are for our responsiveness and respect toward them and their beliefs. They felt welcomed and well cared for. We have invited the minister to participate and present in Nursing Grand Rounds to assist us in educating staff on their faith and care options.
The Office of Diversity is responsible for establishing and maintaining diversity policies and programs. Their efforts are guided by a Diversity Management Council whose members represent a wide range of facilities and functions throughout our System. Council responsibilities include:

- Assessing the culture
- Setting diversity management goals
- Supporting the development and implementation of a diversity management improvement plan
- Sustaining progress of goals through results measurement and feedback both up and down the organization
- Serving as a diversity management think tank for pursuing leading-edge practices
- Governing and guiding local and facility-based diversity councils
The Diversity Management Council is active in both recruiting a diverse workforce and in promoting diversity throughout the workforce. Their roles include:

- Participating in Diversity Train-the-Trainer Management programs at the facility level
- Representing us and the Council in recruitment or community events
- Developing recommendations and implementing plans to integrate diversity into new employee orientation

Recognition

From 2009 to 2013, minority representation in our workforce as a whole and in executive positions increased steadily. Workforce diversity efforts have also garnered public recognition including the 2012 Corporate DiversityFIRST Leadership Award from the Texas Diversity Council and the Fort Worth Chamber of Commerce designation of Baylor All Saints Medical Center at Fort Worth as Best Workplace for Women in 2014.

Vendor

Diversity in the workforce goes beyond our own employees to the vendors and suppliers who partner with us. Our inclusion initiative recognizes businesses that are at least 51-percent owned by one or more of the following: African Americans, Asian Americans, Hispanic Americans, Native Americans and/or women.
Our Patients & Our Communities

The increasing diversity of our patient population makes our efforts more important than ever before. To address the growing needs, our Diversity Management Council is committed to:

- Study the demographics of each facility’s community and create a plan to address diversity issues
- Assess each facility’s delivery of culturally appropriate care and present recommendations for meeting needs
- Participate in culture and diversity events at Magnet-designated facilities

Caring for an Aging Population

Diversity is more than a matter of race, religion, ethnic heritage or gender. It’s also a matter of age. We strive to target the unique needs of our growing elder population as well those of younger patients. Baylor Medical Center at Waxahachie recently earned recognition as a NICHE (Nurse Improving Care for Healthsystem Elders) hospital by creating a program designed to ensure quality, age-appropriate care to older adults.
Serving an Underserved Community

Disparity and the lack of Health Equity in our communities pose a significant threat to our ability to thrive and deliver upon population health. The diabetes burden in Dallas is borne disproportionately by the low-income, largely African American population of the city’s southern sector. The causes of the disparity are many, including limited access to fresh plant-based food and health care.

In 2009, the Baylor Health Care System Foundation committed $15 million to right the wrong by creating the Diabetes Health and Wellness Institute at the Juanita J. Craft Center in the Frazier neighborhood of South Dallas.

Today, we work directly with the institute to weave diabetes prevention and effective diabetes management into the fabric of the community.

The Center is very active in the community, hosting the yearly “Healthy Harvest Fun Walk/Run and Diabetes Expo.” Regular activities include a walking club, fitness classes, nutrition and cooking classes, and even a farm stand where locals come for fresh fruits and vegetables.

Feet stomp, hearts pound and everyone gets a fun workout at the DHWI Healthy Harvest 5K run.
Our mission of serving as a Christian ministry of healing can be expressed many ways. Last July it took the form of helping the family of seven-year-old patient observe the Muslim holy month of Ramadan.

The boy was recovering from an injury at Our Children’s House at Baylor when Ramadan began. The Office of Mission & Ministry provided the family with the resource packets offer to Muslim patients at admission.

Donated by a local mosque, the packets are gender-specific and include head coverings, the Holy Quran, prayer beads and a prayer rug.

While the patient was too young to participate in the Ramadan fast, he and his family needed halal (allowed) foods to observe Muslim dietary laws.

That’s when Chaplain James Paul Qazilbash and Aramark’s nutrition team stepped in. Clinical dietitians sat down with the family to learn about religious practices around food. Nutrition services team members coordinated to make sure only halal foods went to the family. Lunch and dinner trays were ordered for the father, who saved them for his meals after sundown. The family was very pleased with the food and service. Most of all, they were thankful that we made the effort to learn about their faith and support them in observing it.
Differences Work For Us & Not Against Us

The ability to acknowledge, embrace and respect all people is essential to our mission—and to our legacy. It will help us realize our full potential as health care providers and community leaders. We hope the progress we’ve made to date will serve as a starting point for great accomplishments to come. We invite you to make the journey with us.

To learn more about diversity management at Baylor Scott & White, contact:

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