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Baylor Health Care System: Our Commitment to the Community

**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”.

Baylor Health Care System’s Circle of Care strives to ensure each patient receives safe, quality compassionate care. We also have a fundamental community focus. Our founding principle of community involvement is as critical as ever to the health of the communities we serve. Our system of 15 hospitals is committed to assuring life sustaining medical care is available to those in need throughout scores of cities, towns, and rural areas. In this North Texas, Baylor is an essential link to expanding access to care.

The number of services, programs, and health care workers brought to communities by Baylor’s presence enhances not only the health of the patients and communities we serve but stimulates the local economies as well.

Baylor’s founding statement, spoken by George Truett, resonates today as much as it did 105 years ago: “Is it not now time to build a great humanitarian hospital – one to which men of all creeds and those of none may come with equal confidence?” With the challenges currently facing the health care industry, Baylor and other not-for-profit organizations are leaders in responding to and making a difference in medically under served communities. This commitment is aligned with the Baylor vision of service.

Our vision: To be trusted as the best place to give and receive safe, quality, compassionate health care.
How Baylor Re-invests in Community

Baylor Health Care System’s 15 not-for-profit hospitals are community assets that provide a host of programs and services within the communities they are located.

Although this program will detail the dollars-and-cents value of those services, the actual benefit of having medical care available in under-served communities and to individuals lacking health insurance is an incalculable community asset. Indeed, because Texas has the highest volume of uninsured patients in the nation, Baylor hospitals face a considerable uncompensated care commitment that we prefer to call reinvesting in the community.

Through programs and services, the 2008 reinvestment in the community for Baylor hospitals totaled more than $446 million (20.7% of their net patient revenue). These programs include unreimbursed cost of government programs such as Medicare and Medicaid, as well as non-governmental initiatives of charity care, health screenings and health fairs, community health education and support groups, medical education, research, subsidized services and various other programs. Some of the uncompensated care issues derive from individuals who delay treatment of minor conditions and rush to the emergency department during a health crisis, escalating relatively inexpensive and preventive treatment to more expensive intensive care.

Baylor Health Care System comprises 15 hospitals providing quality health care to the residents of North Texas. This report outlines the programs and services designed to meet the needs of the communities served by Baylor, and illustrate the value of the not-for-profit hospitals to the communities of North Texas and beyond.
## Community Re-investment by the Numbers

<table>
<thead>
<tr>
<th></th>
<th>Unreimbursed Costs of Charity Care &amp; Gov’t Sponsored Indigent Care</th>
<th>Unreimbursed Costs of Gov’t Sponsored Health Care Provided</th>
<th>Other Community Benefit</th>
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*As filed with the Texas Department of State Health Services. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.

### Key Statistics
- 18,500 Employees
- 15,427 Babies Born
- 556,577 Out-patient Registrations
- 450 Wholly Owned Physician groups
- 501,878 Total Patient Encounters
- 310,535 Emergency Department Visits
- 2,955 Licensed Beds

Care and services valued at more than $446 million flowed into the communities served by Baylor Health Care System from hospitals in fiscal year 2008 – and focused on each community’s unique needs.
The economic impact of Baylor Health Care System on the Dallas/Fort Worth area economy was $1.3 billion in 2007, according to a study commissioned by the Dallas-Fort Worth Hospital Council and conducted by Dr. Gerald A. Doeksen, Regents Professor and Director of the National Center for Rural Health Works at Oklahoma State University. Using a computer program developed specifically for the health care industry, Dr. Doeksen analyzed not only the direct economic contribution of hospitals and other providers, but also calculated the secondary effect of jobs and income created.

Among the full-time and part-time personnel at Baylor are physical therapists, radiology technologists, speech therapists, social workers and other medical and technical professionals, administrative executives and support staff. Hospitals also employ or contract for staff to provide food services, housekeeping, security, record keeping, building maintenance, building construction, and financial and billing services to provide for countless other patient needs.

The direct effects of Baylor’s mission of patient care creates community-based jobs and spurs economic growth.
Baylor Adds Work Opportunities for Communities

Economists summarize Baylor’s economic impact on the region as $1.3 billion in 2007.

- $1.3 billion worth of business activity was generated by Baylor
- Over 25,000 additional people were employed as a result of Baylor’s operations and construction
- Over 11,000 jobs were created in secondary industries through operations and construction at Baylor
- Over 13,000 people were directly employed by Baylor
- $844.2 million of the region’s direct income results from Baylor’s operations and construction
- $488.7 million was added to the region from secondary jobs created through Baylor’s operations and construction
Baylor Health Care System’s community commitment surpasses actual dollars-and-cents measurement. It also is expressed by our outstanding physicians, nurses, board members, staff and volunteers. By quantifying community benefit activities, Baylor demonstrates accountability to the patients served and affirms its mission.

Our community benefit reporting methods and calculations follow the guidelines outlined by the Catholic Health Association (CHA). These include data on charity care, community service activities and the losses hospitals absorb for care provided to uninsured patients – known as uncompensated care. Also included are losses for the care of those whose government-assisted medical care is not fully reimbursed. Total community benefit has been conservatively calculated in accordance with Texas Health and Safety Code Chapter 311.

Though not outlined in the CHA guidelines, a vital part of the total picture is the shortfalls in payments by Medicare and Medicaid to hospitals and physicians. We calculated that each government program pays approximately 80% of costs, resulting in some costs being shifted onto private insurers.

Caring for the Uninsured and Underinsured

Hospital emergency departments provide a major source of medical care for Texas’ uninsured and underinsured who have limited access to other sources of health care and depend upon emergency departments for basic services that often could be provided more efficiently in primary care settings. Baylor’s emergency departments handled 310,535 visits from patient without insurance coverage in Fiscal Year 2008.

Since opening its doors in 1903 as Texas Baptist Memorial Sanitarium, Baylor Health Care System has remained true to its vision as a place of trust for those in medical need. Baylor offers discounted care to patients whose income is up to 200% of the federal poverty level. Hospital staff members also work with patients to explore sources of financial help, offering assistance with everything from filling out paperwork to finding pharmaceutical programs that provide prescription assistance.
Project Access: Caring for the Working Uninsured

Project Access: Physician Volunteer Health Care Delivery

In recent years, the segment of the working population which cannot afford health insurance, has grown significantly and Project Access is an initiative to provide a continuum of care to Dallas County’s uninsured working poor. Project Access links physicians, ancillary providers and hospitals in a volunteer network to create access to primary, specialty, ancillary and tertiary care as needed. Enrollees also receive a pharmacy benefit for prescription medications.

Project Access works to reduce emergency department visits by patients who have historically high rates of visits. The program provides a physician from the volunteer network to provide primary care for each patient.

In 2008, Project Access provided the following services to the working poor:

- 730 participating volunteer physicians
- 15 hospitals providing in-patient and out-patient care
- 10 community clinic partners
- 12 ancillary support organizations
- 2 national laboratory service organizations
- 16 area business organization partners

In 2008, Project Access provided over $3.5 million in free care.
Caring for You Where You Live

Baylor Health Care System has demonstrated in many ways its commitment to providing equitable care for patients in communities where they live.

In March 2006, we added a Health Equity Charter to our Best Care strategic efforts and established the Office of Health Equity with James Walton, D.O. as vice president and chief health equity officer.

Baylor has also responded to the serious health needs of the southern sector of Dallas by taking the lead in collaborative intervention and investing in community health – making a $15 million commitment over and above the $446 million in unreimbursed community benefits accounted for in this report.

This included employee time and materials for health screenings, hosting support groups and offering patient education.

The real value of such services is inestimable: Health screenings that detect early cancers; medical breakthroughs that save lives; and techniques that help patients defeat risky health habits.

Improving Health Outcomes

In recent years the executive committee of the Baylor Health Care System board of trustees approved a project charter to investigate the feasibility of developing an inaugural health equity improvement project with the southern sector of Dallas.

The project undertook the following responsibilities:

- Understand the unique health care issues of citizens living in the southern sector.
- Study southern sector demographic changes in order to anticipate future health care issues.
- Develop a plan of progress to increase equity in health access, health care delivery and health care outcomes.
- Utilize Baylor University Medical Center at Dallas programs, clinics and services in cooperation with other community groups to meet the needs of southern sector patients.
Disease Prevention and Treatment
The project has proposed a “wellness center model” with a holistic, collaborative and community based approach to diabetes prevention and treatment across four activity areas:

• **Primary Prevention** – treat individuals to prevent the onset of diabetes

• **Secondary Prevention** – identify and treat asymptomatic people who have risk factors for pre-clinical disease, but no clinically apparent condition

• **Tertiary Prevention** – attempt to restore the highest function, minimize negative effects of the disease and prevent complications

• **Multidisciplinary Research Enterprise** – conduct population, epidemiologic, and health-related research to reduce health disparities and inequities

The effort to improve health outcomes for residents with the chronic diabetes will be housed at the historic Juanita J. Craft Recreation Center, in cooperation with the City of Dallas.

Unreimbursed Medicaid Expense
-$139,225,497.00
Baylor’s focus continues to be on helping the most vulnerable of our populations and ensuring their access to quality health care services. Treating Medicaid patients accounts for about 30% of Baylor’s Emergency Department visits. However, reimbursement by the Medicaid program fails to cover the cost of providing care. Medicaid pays 10.78 cents for every dollar of expense. Multiplied by thousands of patients, this difference will only expand as hospitals continue to feel the negative effects of state-level reimbursement rates. At the same time, the slow economy and growing ranks of the unemployed are adding to the numbers relying on the Medicaid program as their primary insurance.

Unreimbursed Medicare Expense
-$291,346,970.00
In addition to serving individuals 65 years and older regardless of income or medical history, the Medicaid program also includes disabled individuals. Medicare reimbursement to hospitals averages 27.84 cents for every dollar spent providing in-patient and out-patient care. The financial pinch of providing care for Medicare beneficiaries is increasingly impacting out-patient services, too. Although out-patient settings, procedures and services are often a faster and less expensive alternative to the in-patient arena, the federal government reimburses at a lower rate for out-patient costs than in-patient costs. Due to differences in locations and patient mix, some Baylor Health Care System hospitals lose more through Medicare reimbursement than some hospitals, and others report no Medicare shortfalls.
Other Community Benefits

Though not formally included as part of Baylor Health Care System’s reported community benefit, losses from bad debt also illustrate the mission to care for all members of the communities we serve. Though bad debt and Medicare losses historically have been included in calculations of hospitals’ total community benefit reporting, the Catholic Health Association of the United States narrowed its guidelines in June 2006 to include only charity care, Medicaid losses and community activity expenses. Consistent with the CHA guidelines, and also with concerns expressed by the American Hospital Association that bad debt and Medicare losses are pieces of the total picture, it is important to publicly share these components although they may not be included in community benefits reported to the federal government.

Preparing Doctors and Nurses for Tomorrow

Medical education is a crucial part of Baylor’s mission. During residencies, physicians train in particular medical specialities, developing clinical skills and professional competencies and assuming increasing responsibility for patient care. As one of the nation’s largest private teaching hospitals, Baylor University Medical Center at Dallas (Baylor Dallas) now annually trains 151 residents and 34 fellows in eight specialties and 13 subspecialties. Another 18 physicians participate in the family practice residency program at Baylor Medical Center at Garland (Baylor Garland).

Quality teaching programs add many dimensions to a hospital’s ability to serve patients. As a renowned teaching hospital, Baylor Dallas attracts first-rate medical specialists who help improve the level of medical care for the entire community. Upon completion of their residency programs at Baylor Dallas and Baylor Garland, most physicians remain in North Texas, providing the region with an ongoing supply of well-trained medical professionals for the region.
Baylor All Saints Medical Center at Fort Worth and Baylor Medical Center at Southwest Fort Worth

For more than 100 years, Baylor All Saints Medical Center at Fort Worth (Baylor Fort Worth) and Baylor Medical Center at Southwest Fort Worth (Baylor Southwest) have remained dedicated to serving the health care needs of the residents of Tarrant County and the surrounding area. Baylor Fort Worth, originally founded as All Saints Episcopal Hospital, comprises two hospitals – Baylor Fort Worth, a comprehensive medical center with 525 licensed beds located in the medical district of Fort Worth, and Baylor Southwest, a community hospital comprising 71 licensed beds in the southwest quadrant of Fort Worth.

The Midwife Center at the Paul and Judy Andrews Women’s Hospital at Baylor All Saints

A certified nurse-midwife is trained as a nurse and as a midwife. Most have master’s degrees, and all are certified by examination through The American College of Nurse Midwives. Certified nurse midwives are primary care providers for normal maternity, newborn and gynecological care. Those on the allied health professional staff at the Midwife Center at Andrews Women’s Hospital also have advanced degrees in nursing and public health. This center was created to extend from all walks of life services including: family planning; well-woman gynecology; prescriptions; prenatal care; labor and delivery management; pain management; social services; and postpartum care counseling in all areas of health maintenance.

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<tr>
<th>Baylor All Saints Medical Center at Fort Worth / Baylor Medical Center at Southwest Fort Worth</th>
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<th>2008</th>
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*As filed with the Texas Department to State Health Services. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.
Baylor Institute for Rehabilitation

Baylor Institute for Rehabilitation is committed to fulfilling its mission to operate in an integrated health care system which exists to serve people as an extension of the Christian ministry of healing. We offer a continuum of quality services with a commitment to patient care, medical education, research, and community service. Baylor Institute for Rehabilitation has served residents of Dallas County since 1981, and is proud that the community has frequently identified it as their “hospital of choice”.

Baylor Institute for Rehabilitation provides individual as well as group water and land exercise activities for individuals with neurological and/or orthopaedic injury to encourage wellness and injury prevention. We also provide injury specific monthly support groups for individuals with brain injury, spinal cord injury and stroke. Day and weekly camps for individuals with brain injury promote behavioral wellness and increased injury-specific education. A special day camp with adaptive water sports is provided for area residents with spinal cord injury. Injury prevention programs are provided to schools, churches and community centers. In fiscal year 2008 a total of 644 volunteer hours were given to support these activities for approximately 2,057 individuals with disabilities.

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<tr>
<th>Baylor Institute for Rehabilitation</th>
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Baylor Medical Center at Garland

Baylor Medical Center at Garland (Baylor Garland) has served residents of Garland and surrounding communities since 1964. We take pride in the local community support that has helped to build and sustain a facility with a wide array of specialists and services to meet the health care needs of Garland and its surrounding communities. Baylor Garland is dedicated to providing advanced, quality health care, as well as subsidized services to the community such as health education and screenings, training for physicians, nurses, patient care assistants and other health care workers.

Baylor Garland provided community education and outreach activities with particular emphasis on the prevention and treatment of cancer, heart and vascular diseases, diabetes, injury prevention and other health activities. Over fiscal year 2008, these programs served 4,772 people, of whom 1,517 were identified as at risk for developing disease.

<table>
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*As filed with the Texas Department of State Health Services. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.
Baylor Medical Center at Irving

Baylor Medical Center at Irving (Baylor Irving) has served residents of Irving and the surrounding communities since 1964, providing them with quality health care, education and community service. Baylor Irving is dedicated to promoting the healthy well being of individuals and families beyond the health activities of the traditional hospital or clinic setting through its outreach programs. Baylor Irving provides resources and education to the members of the communities it serves.

Programs for Children

Baylor Irving has a tradition of promoting health and quality of life in the community by collaborating with key community groups and the Irving, Grand Prairie and Coppell independent school districts on varied projects, including:

- Camp Airways, an asthma education program
- Diabetes-Be Aware, a Type 2 diabetes awareness program
- Tobacco kNOw, a program that discourages young people from smoking
- Well Child Clinic, providing free well child examinations for children under the age of four years, and free immunizations for children of all ages

Health Fairs/Screenings

Baylor Irving reaches out to educate members of the community concerning risk factors and preventive measures for various diseases.

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<tr>
<th>Baylor Medical Center at Irving</th>
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Baylor Medical Center at Waxahachie

The vision of Baylor Medical Center at Waxahachie (Baylor Waxahachie) states: “As a partner with the community, Baylor Waxahachie provides responsible leadership to improve the health status and quality of life for all citizens.” Committed to promote an environment of wellness in its community, Baylor Waxahachie coaches residents to adopt a healthier lifestyle to reduce the number of deaths associated with chronic disease. In addition, the hospital has committed significant funding to operate a community health clinic for the medically underserved.

Baylor Waxahachie commits both financial and in-kind support of Hope Clinic which operates to serve underinsured and indigent patients with access to primary care. With a nurse practitioner available Monday through Friday from 9 a.m. to 5 p.m., patients can receive care and prescriptions at the clinic. They also are able to receive laboratory reports in a timely manner and see volunteer specialists at the center. Baylor Waxahachie treats individuals referred for services not rendered at the Clinic. Hope Clinic’s Director has credited the facility with helping to cut the county’s health care costs by 75 percent during fiscal year 2008.

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Baylor Regional Medical Center at Grapevine

Baylor Regional Medical Center at Grapevine (Baylor Grapevine) considers its ability to share knowledge, expertise, and a range of services with the community as essential to its culture of pursuing excellence. Through increased involvement in hospital services and community activities the staff and physicians on the medical staff at Baylor Grapevine bring to life their mission of being the best provider of care to the communities they serve. Their involvement goes beyond the operating room and the patient floors, and reaches out to the community through hospital sponsored education events, screenings and community health education.

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Baylor Regional Medical Center at Plano

Since December 2004, Baylor Regional Medical Center at Plano (Baylor Plano) has proudly served adults residing in Collin County and the surrounding area. With treatment services including scoliosis, neuroscience, orthopaedics, oncology, women’s services, out-patient care, surgical weight loss, all digital imaging and rehabilitation, Baylor Plano serves thousands of patients annually. Baylor Plano participates in community health fairs targeted for the underserved and supports local not-for-profit organizations as part of its community benefit efforts. Major areas of need, such as diabetes, heart disease, and injury prevention, are addressed by the hospital via educational seminars and materials, financial support, and screenings to help identify individuals at risk.

Living Well With Cancer is a series of free informational sessions for all cancer patients and their families. Focusing on nutrition, exercise, and other topics of interest to cancer patients, the supportive and educational atmosphere impacts their management of disease and provides hope in recovery.

<table>
<thead>
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<th>Baylor Regional Medical Center at Plano</th>
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<th>2008</th>
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<td><strong>$28,434,635</strong></td>
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Baylor Specialty Hospital

Baylor Specialty Hospital is committed to fulfilling its mission of providing quality and transdisciplinary health care to meets the needs of medically complex adults and their families. Baylor Specialty Hospital, an entity of Baylor Health Care System, treats conditions requiring intensive medical management and nursing care, and its staff members strive to help provide a continuum of care for patients who are medically fragile or chronically ill.

From cardiac management, stroke recovery and wound care, to pulmonary care and other medically complex issues, acutely ill patients receive the focused attention of an experienced team of trained specialists supported by advanced medical technology designed specifically for such complex cases. This coordinated treatment is offered in a setting that allows proper time for recovery.

<table>
<thead>
<tr>
<th>Baylor Specialty Hospital</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unreimbursed Cost of Gov’t Sponsored Indigent Health Care (Medicaid)</td>
<td>$1,810,639</td>
<td>$2,809,775</td>
</tr>
<tr>
<td>Unreimbursed Cost of Gov’t Sponsored Healthcare (Medicare)</td>
<td>$0</td>
<td>$3,958,105</td>
</tr>
<tr>
<td>Entity Total*</td>
<td>$1,810,639</td>
<td>$6,767,880</td>
</tr>
</tbody>
</table>

*As filed with the Texas Department of State Health Services. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.
Baylor University Medical Center at Dallas

Baylor University Medical Center at Dallas (Baylor Dallas) has been committed to serving the needs of the community and the broader region since its establishment in 1903. Baylor Dallas concentrates its community benefit activities in the medically underserved neighborhoods of East and South Dallas.

While Baylor Dallas provides health education, screenings, and subsidized and charity care to citizens of these neighborhoods, it also provides medical research to build the foundation of health care for future generations. The education programs train future physicians, nurses and other health professionals. Medical research and clinical trials can speed the time it takes to move scientific discoveries to applications in the care of patients.

About Baylor Dallas

Baylor University Medical Center at Dallas, a 1,025-bed not-for-profit academic hospital, is a major patient care and research center of the southwest. The nationally acclaimed medical center serves as flagship hospital for Baylor Health Care System and has earned Magnet status for “Excellence in Nursing Services” from the American Nurses Credentialing Center – the organization’s highest level of recognition.

Baylor Dallas is committed to supporting research to improve the health of individuals in the community and in fiscal year 2008, provided financial support for Baylor Research Institute for operating expenses and capital purchases of more than $8 million.

<table>
<thead>
<tr>
<th>Baylor University Medical Center at Dallas</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unreimbursed Cost of Gov’t Sponsored Indigent Health Care (Medicaid)</td>
<td>$37,184,000</td>
<td>$61,359,840</td>
</tr>
<tr>
<td>Unreimbursed Cost of Gov’t Sponsored Healthcare (Medicare)</td>
<td>$125,015,930</td>
<td>$114,195,088</td>
</tr>
<tr>
<td>Other Community Benefits (education, health fairs, screenings, research, etc.)</td>
<td>$12,724,737</td>
<td>$14,280,448</td>
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<tr>
<td><strong>Entity Total</strong></td>
<td><strong>$174,924,667</strong></td>
<td><strong>$189,835,376</strong></td>
</tr>
</tbody>
</table>

*As filed with the Texas Department of State Health Services. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.
Baylor Dallas (continued)

New Trauma Center

In 2008, Baylor Dallas completed a $47 million expansion of its emergency department, making it one of the largest in the nation. The expansion enabled our emergency department to broaden its Level I trauma capabilities, expand its minor emergency care center, and add additional patient care areas.

The Riggs Emergency Department encompasses 78,000 square feet with 87 patient rooms, including four major trauma care beds. It treats more than 100,000 patients annually.

Baylor Dallas is one of two adult Level I trauma centers in North Texas, serving an 18,000 square mile region, and providing care for 40 percent of the area’s serious trauma cases. In addition to its Level I designation, Baylor Dallas also is a JCAHO-certified primary stroke center.

The department, which extends the length of a football field, offers advanced technology, equipment and services to support both routine and trauma care, including:

- Electronic medical records with physician order entry
- 2 CT scanners, one of which is a 64-slice CT
- 4 radiology suites
- Ultrasound within the department
- Centralized telemetry
- On-site laboratory
- Stat-Scan for trauma patients
- Disaster preparedness encompasses decontamination rooms, a containment room, a command center, and showers for biological agents.
Our Children’s House at Baylor

While seeking medical services for her young disabled son in 1990, a mother brought a family-focused, coordinated care concept to Baylor Health Care System. Three years later, Our Children’s House at Baylor (Our Children’s House) was founded with a mission to provide coordinated comprehensive services to children with special health care needs. It has grown to include nine out-patient clinics throughout the Dallas/Fort Worth Metroplex.

Our Children’s House is a licensed pediatric hospital dedicated to giving quality care to children from infancy to age 18 who need medical care and treatment for developmental and birth disorders, traumatic injury and severe illness. Annually, former patients and their families join clinical staff from Our Children’s House for a weekend at Camp John Marc. This camp offers children with developmental issues and those with limited cognitive or physical abilities, the opportunity to enjoy activities with other children experiencing the same medical issues. Families share information and form bonds with other families facing related long-term medical situations.

Last year, Our Children’s House at Baylor helped 92 families and 20 staff members attend Camp John Marc. The camp provides quality, year-round therapeutic camping experiences to children with chronic illnesses and major physical disabilities and their families.

<table>
<thead>
<tr>
<th>Our Children’s House at Baylor</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unreimbursed Cost of Gov’t Sponsored Indigent Health Care (Medicaid)</td>
<td>$123,286</td>
<td>$1,862,709</td>
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<tr>
<td>Unreimbursed Cost of Gov’t Sponsored Healthcare (Medicare)</td>
<td>$98,954</td>
<td>$49,739</td>
</tr>
<tr>
<td>Other Community Benefits (education, health fairs, screenings, research, etc.)</td>
<td>$22,166</td>
<td>$42,470</td>
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<tr>
<td><strong>Entity Total</strong></td>
<td><strong>$244,406</strong></td>
<td><strong>$1,954,918</strong></td>
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</table>

*As filed with the Texas Department of State Health Services. Total community benefit was calculated in accordance with Texas Health and Safety Code Chapter 311.
Summary

Baylor Health Care System cares for patients today so they may have healthy tomorrows. Through economic contributions, charity care and community benefit providing care for the most vulnerable among the population, Baylor has remained true to its 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.” These and daily works help Baylor realize its vision: “To be trusted as the best place to give and receive safe, quality, compassionate health care.” Despite losses sustained through government payment shortfalls and bad debt, the leadership, medical staff and employees of Baylor Health Care System remain dedicated to the provision of quality care for all those in need, without regard of their ability to pay.

Baylor Health Care System Values:
Integrity • Servanthood • Quality • Innovation • Stewardship