



Baylor Scott & White  
HEALTH

# HEALTH CARE REIMAGINED







As a mission-driven, not-for-profit health care system, we at Baylor Scott & White Health believe we are merely a steward of resources owned by the communities we serve. We are committed to constantly finding new opportunities to provide resources to those who need them most, and we believe we have a responsibility to report our progress toward creating a healthier population.

From our Senior Chaplaincy program, which looks out for the elderly at risk of being forgotten, to Por tu Familia, a diabetes program tailored to Latinos, Baylor Scott & White's diverse investment in service initiatives is making an impact. In many Texas communities, our programs represent the only opportunity for access to quality health care. Other programs, such as the Canine Companions for Independence® at Baylor Scott & White

Health – Kinkeade Campus in Irving, introduce a new dimension of caring for those in need in our state.

Our community programs take our Christian ministry of healing far beyond the walls of our hospitals and go well above simply meeting the medical needs of those we treat. We are working every day to make Texans better — physically, mentally, emotionally and spiritually. In short, it's health care reimaged.

I am honored to share some of these programs in this book, and humbled by the support and trust the community has in Baylor Scott & White's commitment to serve, to improve health, and most important, to change lives.

Sincerely,

A handwritten signature in black ink, appearing to be 'J. Hinton'. The signature is fluid and cursive, with a prominent initial 'J'.

James H. Hinton  
President and CEO  
Baylor Scott & White Health

---

## BEST FRIEND AND HELPER

---

Having been in a wheelchair most of her life, Melanie Knecht always wanted a service dog. Thanks to Baylor Scott & White Health and Canine Companions for Independence,<sup>®</sup> she finally got one. The collaboration is believed to be the first in the U.S. between an assistance dog organization and a health care system.

Melanie, a music therapist, and her dog, Hillary V, were members of the first class to graduate from the new facility in Texas in 2015. In addition to the physical tasks that she helps Melanie perform every day, Hillary also assists her in her therapy practice by picking up the instruments after a client session.

“Hillary has become such an asset to me as a therapist. When I have a client with anxiety or depression issues, she is right there ready to help. Hillary’s very intuitive, and she is another dimension of awesome when she’s working with me,” Melanie said.

The Canine Companions for Independence at Baylor Scott & White Health–Kinkeade Campus in Irving trains assistance dogs over the course of six to nine months to obey more than 40 commands, which include turning light switches on and off, opening doors, pulling wheelchairs and picking up items. Once the dogs

are ready for placement, their future human companions spend two weeks learning how to work with them.

The Kinkeade Campus facility trains three types of assistance dogs:

- **Service dogs** help adults with physical disabilities perform daily tasks.
- **Skilled companions** enhance independence for children and adults with physical, cognitive and developmental disabilities.
- **Facility dogs** partner with a facilitator working in a health care, visitation or education setting.

It costs an average of \$50,000 to breed, raise and train one assistance dog that can be provided to a new owner at no cost. Those willing to support this program should contact the Baylor Health Care System Foundation. More support will enable more individuals like Melanie to have the assistance they need and enjoy richer lives, too.

“I’ve made so many friends because of Hillary,” Melanie said. “You’re automatically happy when you see her. I can never be in a bad mood with her around.”

---

**“I’m so lucky and honored to be part of such an amazing program. Hillary’s changed my life.”**

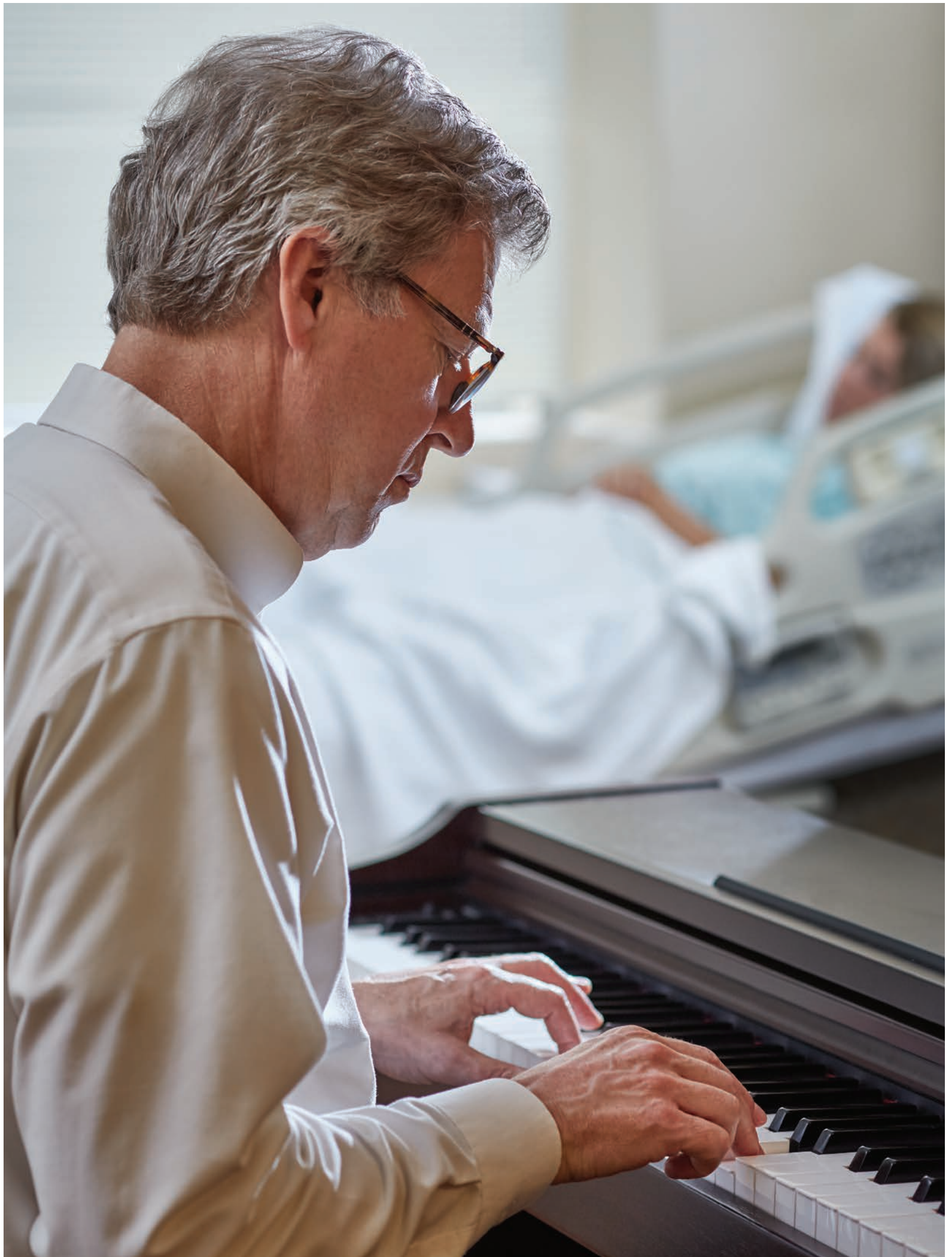
— *Melanie Knecht*





*Baylor Scott & White has partnered with Canine Companions for Independence to provide assistance dogs for people with disabilities.*





---

## MUSICAL MEDICINE

---

Anthony Arant was a middle school teacher in Alaska in 2013. That summer, he visited his 90-year-old mother, who has Alzheimer's disease, in her nursing home. She was having a terrible day and hardly talked. He had an idea.

Anthony sat his mother in a chair next to the home's piano and played "Sunny Side of the Street." She immediately sat up and started tapping her foot. As he continued playing songs from her era, she talked about the music and the memories it brought back. "It was a remarkable experience," Anthony said. "On the flight home I decided that this is what I want to do."

He completed a rigorous clinical musician certification program and moved to Farmers Branch to be near his children and grandchildren. He now rolls his piano around Baylor University Medical Center's hospitals and plays for patients at their bedsides.

When doctors and nurses prescribe music for their patients, Anthony determines the most meaningful songs to play from the hundreds he has memorized. "The music is also very meaningful to family and visitors, especially

in end-of-life cases," he said. "Families are in a heartbreaking situation, and the music often allows them to cry. That's very powerful."

The therapeutic music is part of the Arts in Medicine Program at the Virginia R. Cvetko Patient Education & Support Center in the Baylor Charles A. Sammons Cancer Center at Dallas. Nearly 12,000 patients receive treatment annually at the Center. More than half of them take advantage of the program.

Along with Arts in Medicine Program personnel, Center staff include a medical director, program manager, nurse educator, chaplains, social workers, a psychologist and trained cancer survivor volunteers. There are 13 support groups tailored to specific types of cancer. Classes—all free—include yoga, meditation and healthy cooking. Participants also learn how to deal with the side effects of treatment.

**"Trust is being placed in me to be with patients at their most vulnerable and scary times. I'm honored by that."**

— *Anthony Arant*

---

## OLDER, WISER...AND HEALTHIER

---

Supporting healthy aging through fitness activities, preventive care and disease management is the mission of the Scott & White Wellness Center – Brenham. Established in 2015, the Center provides a suite of wellness services for older adults in Washington County, Texas. In its first year, it served about 7,000 residents.

Every three months, the Center hosts screening and lab tests for diabetes and chronic lung disease, plus support groups for people who have been diagnosed. But perhaps the favorite component is the free classes. Always full with regular waiting lists, classes include “A Matter of Balance,” “Fit and Strong” and “Texercise.” Center staff teach classes in senior centers, churches, schools and local businesses.

“We don’t have to advertise. Word of mouth travels quickly, and we are open to anyone who walks through the door,” said director Jennifer Mertz. “People tell us the classes have changed their lives, allowing them to do things they haven’t done in years.”

In collaboration with Texas A&M University, the Center customizes class content to address local health concerns. Washington County

government and the Brenham Faith Mission and Help Center funnel a steady supply of residents who need guidance to cope with chronic conditions.

Nurse Gail Cole oversees a “Seniorcise” program at the Brenham Senior Center. Participants—most between 75 and 90 years old—work on strength, balance, endurance and flexibility for an hour twice a week. The group includes two former professional athletes—a golfer and a football player.

Cole noted the group’s social bonds are strong. “There is mutual support of a shared goal. When someone’s not there, they send cards. For those with medical issues such as a joint replacement or cardiac surgery, the group encourages them to start over (in the program). I can’t help but think Seniorcise helps them get through whatever health challenges they face.”

**The Wellness Center hits the bullseye in addressing local health needs. A survey of Brenham’s service area identified chronic disease management, more exercise opportunities and obesity as critical health issues for residents.**

---

*Nurse Gail Cole leads the Seniorcise fitness class that helps participants prevent falls, improve arthritis symptoms and gain strength.* ►





# HEALTHY AGING

---

## TAKING CONTROL OF DIABETES

---

Barbara Cornelius, 71, has coped with diabetes for about a decade. Her daughter encouraged her to check out the Baylor Scott & White Health and Wellness Center at Juanita J. Craft Recreation Center. She's glad she did.

"I'm so pleased with the entire program," said the retired home health care nurse. "My diabetes has improved and stabilized. The diabetes educator has been excellent. And I am impressed with the doctor."

Barbara's counselors have persuaded her of the importance of exercise consistency in controlling her condition. She does strength training and aerobic conditioning two to three times a week at the facility, where she can also see her physician. She has been at it for about a year.

About one out of every 12 Dallas metropolitan area adults has diagnosed diabetes. An estimated three more have prediabetes, with blood glucose levels higher than normal but not high enough to be called diabetes. These numbers are expected to rise in the Dallas-Fort Worth area.

The Health and Wellness Center represents a \$15 million initial investment by Baylor Scott & White

to combat the disease through screening, prevention and ongoing care. It's a joint effort with the City of Dallas. The innovative facility combines nutrition education, exercise classes and clinical care under one roof to make diabetes control convenient and affordable.

The facility is located in a 22-acre park with a half-mile walking trail, a football field, a baseball field and tennis courts. In the center are a gymnasium, weight room, aerobics room and a teaching kitchen. Primary care is delivered in a clinic with a spacious patient lobby, exam rooms, a procedure room and a family health counseling room.

Since opening in 2010, the Health and Wellness Center has served more than 5,500 people. Its main service area covers four Southern Dallas ZIP codes where the diabetes rate is twice as high as that of Dallas County. A 2015 study of Health and Wellness Center members found a 17 percent reduction in emergency department usage and a 31 percent reduction in hospital admissions. About 40 percent of active members achieved normal blood sugar levels, and about three out of four active members achieved normal blood pressure.

---

**"I wish I had started sooner."**

— *Barbara Cornelius*





*With the help of the Baylor Scott & White Health and Wellness Center, Barbara Cornelius has taken control of her disease and improved her blood sugar, diet and weight.*



# BY THE NUMBERS

RECOMMENDED RATIO OF POPULATION  
TO PSYCHIATRISTS

4,000:1

RATIO OF POPULATION TO PSYCHIATRISTS  
IN 207 TEXAS COUNTIES

30,000:1



1 IN 4

ADULTS WILL EXPERIENCE A MENTAL  
HEALTH PROBLEM THIS YEAR



4 IN 5

PEOPLE WITH A MENTAL HEALTH PROBLEM SEE  
A PRIMARY CARE PHYSICIAN (THIS NUMBER  
CAN BE HIGHER IN IMPOVERISHED AREAS)



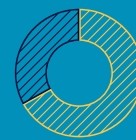
46%

OF ADULTS EXPERIENCE A  
MENTAL HEALTH PROBLEM  
IN THEIR LIFETIME



UP TO  
70%

OF MEDICAL VISITS STEM FROM  
MENTAL HEALTH PROBLEMS OR  
SUBSTANCE USE



67%

OF PRIMARY CARE PHYSICIANS  
ARE UNABLE TO REFER PATIENTS  
TO HIGH-QUALITY MENTAL HEALTH  
SPECIALISTS

---

## MENTAL HEALTH: A PRIMARY CARE

---

Anxiety, depression, substance use and other mental health problems can seriously affect physical health, especially when the underlying issues are not addressed. With Texas facing a severe shortage of mental health professionals, many adults don't have access to care for their mental health problems. That makes the family physician's office the front line of defense against mental illness.

Baylor Scott & White Health brings licensed clinical social workers and community health workers into community clinics to strengthen that front line. The community clinics serve low-income and underinsured or uninsured residents, the patients most likely to need help getting mental health services.

Trained social workers such as Rita Smith and Susan Clark screen patients to identify those with mental health issues, coordinate their care

on the spot and determine if those issues may interfere with managing their physical health. Pam Davis, manager of behavioral health social work, said they also provide individualized therapy and help patients connect to community resources that address non-medical needs, such as transportation or sufficient nutrition, which can affect the healing process.

Treating mental illness at the primary care doctor's office reduces stigma, offers patient-centered convenience and allows clinicians to provide comprehensive care in a familiar environment. By integrating services for mental disorders—which have become the costliest conditions to treat in the U.S.—in community clinics, Baylor Scott & White also makes better use of health care resources and reduces the cost of care. More important, it helps patients get healthier and stay healthier.

---

---

**The mind-body connection means that poor emotional health can weaken the immune system and make it more difficult to battle physical ailments. Offering mental health services in a physician's office provides patients access to the help they need, minimizes the stigma patients may feel and improves the chances of better health outcomes.**

---

## PARAMEDICINE FOR PREVENTION

---

In 2014 Don Mashewski's wife, Lona Re, had been hospitalized 11 times because of diabetes. Overcome with worry, Don's weight dropped from 208 to 151 pounds. Both he and Lona Re needed help.

Lona Re's health care team at Baylor Scott & White Medical Center – McKinney referred her to the McKinney Fire Department paramedics for education about taking her insulin and adjusting her diet to avoid diabetic crises. The department began the Community Healthcare Paramedicine (CHP) program in 2013 in collaboration with the hospital to assist frequent 9-1-1 callers. During regularly scheduled home visits with patients, CHP personnel address health care issues and reinforce messages about managing illness, treatment and medications to help patients fully understand disease self-management. Baylor Scott & White – McKinney Emergency Services Medical Director Elizabeth Fagan, MD, helped create the program and serves as its associate medical director. She meets weekly with the paramedics to offer guidance on patient care.

The program is helping to improve patient outcomes and quality of life. Research shows

that patients tend to make significantly fewer 9-1-1 calls, emergency department visits and hospital admissions six months after they begin participating in the CHP program than in the six months before they began.

Although Lona Re eventually succumbed to a stroke, the paramedics continued to visit Don because of his chronic obstructive pulmonary disease caused by more than 40 years of smoking. The paramedics challenged him to kick the habit. On New Year's Eve, he placed 18 cigarettes, a lighter and an ashtray on the counter. The paramedics counted the 18 cigarettes on weekly visits. After 15 weeks, Mashewski confidently pitched them into the trash.

What helped him get through it was a memory of feeding his horse and dropping to his knees because he couldn't breathe. "I thought, 'I could die right here and no one would know about it,'" he remembered. Because of his disability, he sometimes had to call a neighbor to feed his horse. Once housebound, he is proud of the fact that he's "now out buying my groceries and going to the feed store on my own."

---

**"My health has been 100 percent better (thanks to the paramedics). I firmly believe I wouldn't have lasted the year. They added a year to my wife's life, too. I have utmost praise and respect for the paramedics. I thank God for the program. It's going to impact a lot of people."**

— *Don Mashewski*





*Don Mashewske's involvement in the Community Healthcare Paramedicine program has improved his health significantly. He now rarely uses his oxygen tank and can care for his beloved horse, King.*



---

## DIABETES PREVENTION: A FAMILY AFFAIR

---

A family history of diabetes is a risk factor for the disease, a fact not lost on Adriana Maldonado. Because her mother had type 2 diabetes and other family members had prediabetes, when she heard about Por tu Familia she jumped at the chance to participate. She also recruited several members of her family to join her.

Por tu Familia, an American Diabetes Association (ADA) program tailored to Latinos, focuses on people at risk for type 2 diabetes as well as those who have the disease. In collaboration with the ADA and local organizations, Baylor Scott & White Health offers the program in Williamson, Bell and McLennan counties. The name Por tu Familia — “for your family” in English — and the curriculum emphasize that adopting healthy behaviors benefits the family as well as the individual.

Diabetes is an urgent health problem in the Latino community. Rates of diabetes are almost double those of non-Latino whites. According to Tara Stafford, Baylor Scott & White Central Texas director of community benefit, “From a

community assessment, we knew that health education on prevention and management of chronic diseases such as diabetes, specifically provided in Spanish, is something the community was lacking.”

Por tu Familia classes are free. They include a cooking class on healthy meals called “Health & Flavor in the Latino Kitchen” and an exercise class energized with Latin music. Messages about diabetes are shared between songs.

Said Adriana, “(Por tu Familia) was a big blessing to the whole family. It was spectacular. I mainly did it for my family, at first. But it ended up being great for all of us. My oldest daughter especially liked the classes. We all eat more healthy. And now I am way more physically active with my family.”

**“Food portions were the biggest thing for us. The classes taught me the right serving portions. I cook for the whole family, so they’re all getting the right portions, too.”**

— *Adriana Maldonado*

---

*Adriana Maldonado is happy that her family can make healthy changes together. She hopes to set an example for her children, including her youngest daughter, Yazmin, to help them grow up strong and healthy.*







HAPPY  
CAMPER

---

## CAMP WHEEZE AWAY EASES ASTHMA

---

For Wade Whitney, 10, it was a rite of spring to be hospitalized because of allergy-induced asthma. However, 2016 marked the first time in three years that rite was annulled. What made the difference? Camp Wheeze Away at Peaceable Kingdom Retreat for Children, 20 miles south of Killeen, an annual camp sponsored by Baylor Scott & White McLane Children's Medical Center.

Participants in the free, five-day overnight excursion are asthma patients who have been hospitalized within the past year. Campers receive at least one hour of asthma education every day and discover that with proper asthma management, they can enjoy life without physical limitations.

Wade has attended the camp the past two summers. In addition, he is a regular at the hospital's bimonthly clinic on life-threatening asthma, where a pulmonologist and allergist jointly test for allergies and lung function and educate patients on how to manage severe asthma. The program also provides asthma education for local school nurses and hosts quarterly community asthma classes.

Stacie Walker-Posvar is a full-time certified asthma educator who coordinates outreach and education about asthma within the system and in the community. She identifies patients at risk for uncontrolled asthma and begins intervention. The goal is to reduce recurrent emergency department visits and hospitalizations, as well as school absenteeism.

The programs are important weapons in Baylor Scott & White Health's multi-front war against pediatric asthma, the most common chronic childhood disease. A major cause of disability, asthma is twice as prevalent among children under the age of 18 than it is among adults. Up to 75 percent of these children have poorly controlled asthma. Household finances, family priorities and parental undervaluation of their children's asthma symptoms are also factors in poorly controlled asthma.

Wade is a testament to the asthma programs' success. He has been using his rescue inhaler less and is less likely to miss playing sports during peak allergy seasons. He's also a very happy camper.

---

◀ *Thanks to Camp Wheeze Away, Wade Whitney is no longer hospitalized every spring for asthma crises caused by allergies.*

---

## HEALING WITH PASTORAL CARE

---

After his wife's death, Howard Romer became increasingly despondent. His longtime Flower Mound neighbors were moving away. The church he and his family attended for more than 40 years was sold. His life outside his home shrank to grocery trips and doctor appointments. He developed a sense of acute isolation.

To ease this pain, Baylor Scott & White Health chaplain Paul Chacko began visiting Howard regularly and praying with him. To encourage him to meet new people, Rev. Chacko suggested Howard attend a Wednesday night dinner program for seniors at a local church. He started attending regularly and joined a new circle of friends who made his life more meaningful. When he could no longer drive himself, a church van provided transportation.

Howard, now 86, continued to miss the communion ritual from his previous church. When Rev. Chacko was able to serve him communion at home through Baylor Scott & White's "House Calls" program, it brought tears

of joy to the retiree. Seven years since their first meeting, Rev. Chacko still visits Howard in a Dallas retirement community.

Howard's experience is an example of the estimated 3,000 visits to seniors by the system's chaplains. Their visits and phone calls ensure patients feel honored and supported in their elder years. Along with Baylor Scott & White clinicians and social workers, the chaplains regularly visit homebound Baylor Senior Health Center patients and seniors recently discharged from the hospital.

Fully funded by Baylor Health Care System Foundation, "House Calls" recognizes the role that faith plays in community health and the healing process.

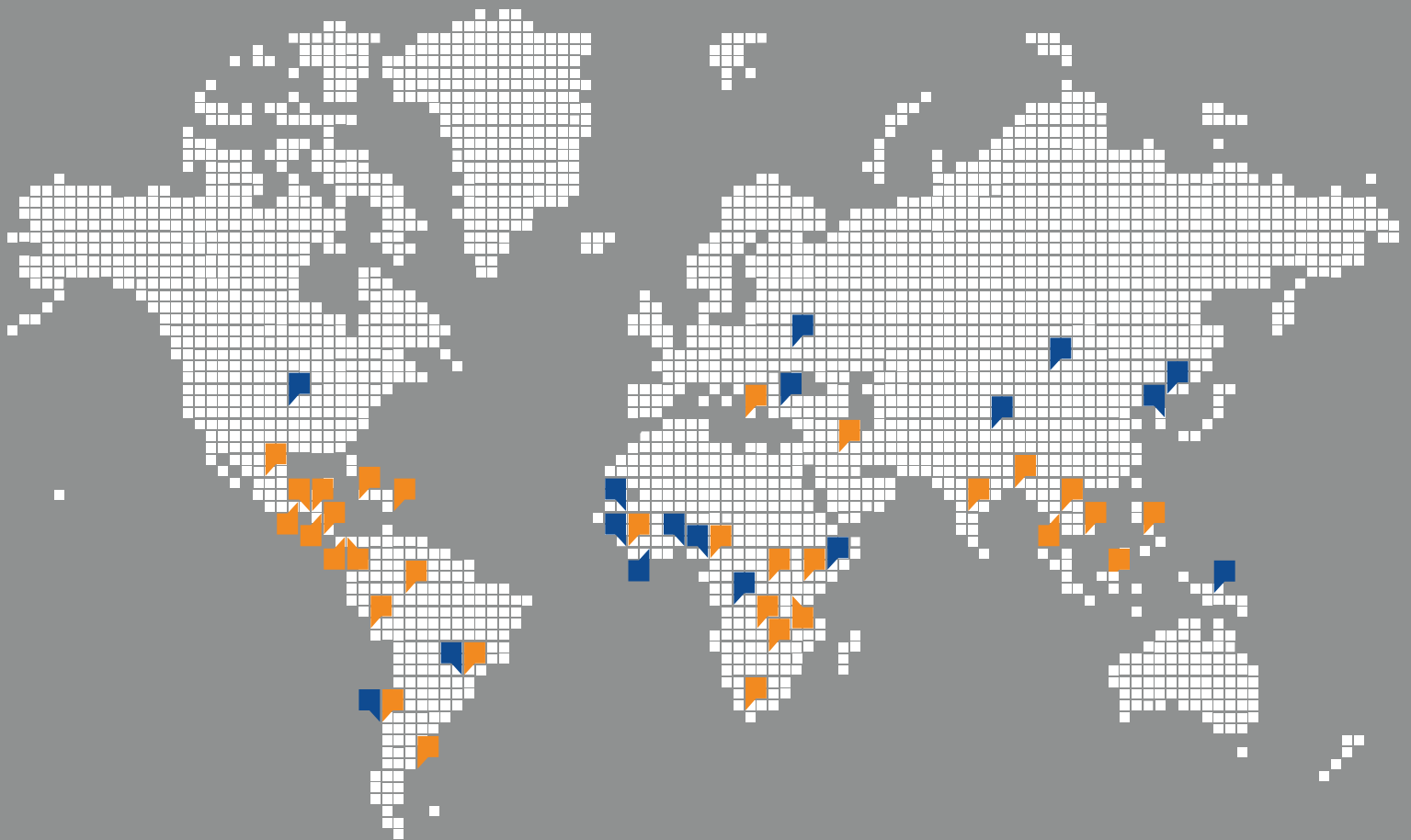
Rev. Chacko also visited Howard when he was in the hospital in Plano a few years ago. Howard's son, John, said his father "really enjoyed the visits. They filled quite a void."

---

*Rev. Paul Chacko provides pastoral care through a program for seniors that promotes the role faith can play in the healing process.* ►







**Countries where BSWH employees on the Fred Roach Scholarship have served:**

- |             |           |              |
|-------------|-----------|--------------|
| Argentina   | Haiti     | Peru         |
| Bangladesh  | Honduras  | Philippines  |
| Belize      | India     | Sierra Leone |
| Brazil      | Indonesia | South Africa |
| Cambodia    | Iraq      | Tanzania     |
| Chile       | Jamaica   | Thailand     |
| Colombia    | Kenya     | Uganda       |
| Costa Rica  | Mexico    | Vietnam      |
| El Salvador | Nicaragua | Zambia       |
| Greece      | Nigeria   | Zimbabwe     |
| Guatemala   | Panama    |              |

**Countries where supplies have been delivered through Faith in Action Initiatives:**

- |                              |                  |
|------------------------------|------------------|
| Afghanistan                  | Nigeria          |
| Brazil                       | North Korea      |
| Chile                        | Papua New Guinea |
| Democratic Republic of Congo | Sierra Leone     |
| Ghana                        | South Korea      |
| Hungary                      | South Sudan      |
| Liberia                      | Turkey           |
| Mongolia                     | Ukraine          |
|                              | USA              |



---

## MEDICAL MINISTRY

---

Bethany Ferguson, a Baylor Scott & White Health operations consultant, always dreamed of visiting Africa. Thanks to a scholarship from Baylor Scott & White's Joel T. Allison Faith in Action Initiatives (FAI), she fulfilled that dream when she took a mission trip to Uganda and Kenya.

In Africa, Bethany engaged students accustomed to a lecture-based teaching style with hands-on science experiments. She also spent time in a local clinic taking vital signs. Her colleagues even added a bonus to the mission work she provided on her trip. They raised enough money to allow her to deliver shoes for 150 students at the Galileo School in Uganda.

"The support I received from Baylor Scott & White allowed me to help others in need and experience a new culture," Bethany said. "Not only did Baylor Scott & White help fund my trip, but they recognized the importance of my ministry efforts."

FAI provided more than 90 scholarships to Baylor Scott & White Health employees in 2015 to serve in developing nations in Southeast Asia and Africa. The organization mobilizes the Baylor Scott & White system and like-minded organizations to address the medical and spiritual needs of communities locally and around the world through education, missions, redirection of resources and disaster relief.

Internationally, FAI has delivered \$400,000 worth of supplies to Syrian refugees in Hungary and 10,000 pounds of supplies and equipment to Sierra Leone and Liberia during the Ebola crisis. The program's Second Life Resources (SLR) has locations in both North and Central Texas, and donates gently used medical equipment and supplies to hospitals and clinics in need. Following a Christmas tornado in Garland, FAI relief efforts included the donation of medical supplies, baby formula and toiletry kits and the enlistment of volunteers for cleanup. Scores of nonprofit organizations benefit from SLR annually.

---

◀ *Former CEO Joel Allison inspired the start of Faith in Action Initiatives in 2010 to maximize Baylor Scott & White's impact locally and worldwide. Since then, it has bettered thousands of lives.*

---

## COMFORT FOR PATIENTS' KIDS

---

Caroline was 5 when her mother, Shannon, had a heart transplant. As her mom struggled to recover in the intensive care unit (ICU) of Baylor University Medical Center at Dallas, Caroline—a budding artist—wanted to do something special for her.

First, she decorated a small mailbox for her mom's room. Then she made get well cards and watched through the window with Baylor Scott & White Health child life specialist Mary Catherine Miller as her father placed them in the mailbox.

This wasn't the first time Miller helped Caroline cope with her mother's condition. Caroline loved coloring with her mother. Whenever she met with Miller, she insisted they color together as well.

"Children's language is play," Miller said. "They often communicate more easily and freely when distracted by play. We read books, too, with characters experiencing similar circumstances. These stories encourage discussion and validate feelings a child might have."

Child life specialists on Baylor Scott & White's supportive and palliative care service ease the experience of children whose parents are seriously ill and help them understand what is happening. They also work with parents, helping them recognize signs of stress and respond to their children's questions and concerns.

The specialists even offer scripts, giving adults the words to initiate difficult conversations with their kids.

Last year, Baylor Scott & White's Child Life program served more than 2,120 children in North Texas. It's free to families and funded by charitable donations.

Shannon's condition declined rapidly after nearly two months in the ICU. Caroline arrived at her mom's bedside to say she loved her and tell her goodbye. Shannon died 30 minutes later. Miller, working closely with Caroline's father, had prepared her for the inevitable. She explained that her mom's new heart wasn't working right and while the medical team was doing everything they could, she couldn't get better. Miller said that Shannon fought hard, but her body was tired and she was going to die.

"While we want to shelter children, they are very resilient," Miller said, "and it's important to be open and honest with them, even in the most difficult circumstances."

To prepare Caroline for her mother's funeral, Miller used a miniature casket as a prop. Caroline then did what she does best. With Miller's help, she made paper flowers for the casket and to adorn her mother's grave.

**"Children's language is play. They often communicate more easily and freely when distracted by play."**

— *Mary Catherine Miller*



# CARING SUPPORT



*Child Life specialists provide caring support to children with a seriously ill parent who is a patient in one of Baylor Scott & White's hospitals.*

---

## THE RECIPE FOR BETTER HEALTH

---

The enticing aroma of simmering garlic and onions wafts through the hallways of the Anita N. Martinez Recreation Center.

Apron-clad Onesima Gutierrez laughs heartily and converses in Spanish with her cousin and sister-in-law as they prepare two savory dishes: cauliflower macaroni and cheese, and easy spinach and chicken pasta. They're learning to cook healthy meals in a program sponsored by Baylor Scott & White Health, United Way of Metropolitan Dallas and the City of Dallas Park and Recreation Department. Gutierrez's sister-in-law spotted a flier about the program and invited the two to join her.

The initiative, called Healthy Cities, is offered for free at three Dallas recreation centers: Anita N. Martinez, Cummings and Samuell-Grand. Healthy Cities is designed to help North Texans manage pre-diabetes, diabetes and other chronic health conditions through healthy nutrition and lifestyle choices. Classes are offered every three months in English or Spanish, depending on the class members.

Approximately 29 million people in the U.S. have diabetes. About one in 12 Dallas-area adults has been diagnosed with diabetes, and another three have elevated blood sugar levels and are likely to develop it.

Griselda Villarreal, a Baylor Scott & White community health worker (CHW), teaches Healthy Cities classes in Spanish. A CHW is a frontline public health worker who helps individuals and communities increase their health knowledge and self-sufficiency. CHWs typically speak the same language and share cultural roots with the people they serve.

Healthy Cities offers public farm stands with fresh produce, plus ingredients for each week's recipes; collaborates with the Dallas Park and Recreation Department on recreation and physical activity programs; and texts tips, tools and resources to reinforce class lessons.

Gutierrez's husband has diabetes. Her classmates' families are grappling with other health issues such as high blood pressure. After they prepare the new recipes at home, they share photos of the food and give one another tips on how to tweak the ingredients.

Gutierrez has three sons ranging in age from 7 to 22. They all approve of her new cooking skills. Another measure of success? Her husband has already lost 10 pounds.





*Demonstrating delicious healthy recipes is just one way the Healthy Cities program helps Dallas residents manage pre-diabetes, diabetes and other chronic conditions.*

# BAYLOR SCOTT & WHITE HOLDINGS BOARD OF TRUSTEES

---

Jim L. Turner, Chair

*Principal, JLT Beverages, L.P.  
Former Owner and CEO of Dr Pepper/Seven Up  
Bottling Group  
Chairman of the Board, Dean Foods  
Ownership Group of Texas Rangers Baseball Team*

Ross McKnight, Chair-Elect

*Rancher; Chairman of the Board  
Olney Bancshares of Texas, Inc.*

James H. Hinton, Ex Officio

*President and CEO  
Baylor Scott & White Health*

Alejandro C. Arroliga, MD

*Chairman, Scott & White Clinic Board of Directors  
Dr. A. Ford Wolf and Brooksie Nell Boyd Wolf  
Centennial Chair of Medicine*

Albert C. Black, Jr.

*President and CEO  
On-Target Supplies & Logistics, Ltd.*

E. R. Brooks

*Retired Chairman and CEO  
Central and South West Corporation*

Ronald L. Carter

*Investor*

Ed Kinkeade

*U. S. District Judge  
Northern District of Texas*

Paul E. Madeley, MD

*Physician  
HealthTexas Provider Network*

Jack Martin

*Global Chairman and CEO  
Hill+Knowlton Strategies*

Drayton McLane, Jr., Immediate Past Chair

*Chairman  
McLane Group, Inc.*

Lyndon L. Olson, Jr.

*Former U.S. Ambassador  
to the Kingdom of Sweden  
Former Chairman and CEO of Travelers  
Insurance Holdings, Inc.*

Anita Perry

*Former First Lady  
State of Texas*

William Rayburn, MD

*Chief Medical Officer  
Baylor Scott & White Health—Central Texas  
College Station Region*

Kenneth W. Starr

*Louise L. Morrison Chair of  
Constitutional Law (Retired)  
Baylor Law School*

David B. Walls

*President and CEO  
Austin Industries, Inc.*

F. David Winter, Jr., MD

*Physician and Chairman/President  
HealthTexas Provider Network*







BaylorScott&White  
HEALTH

*BSWHealth.com*

*For additional copies, contact Public Relations, 2001 Bryan Street, Suite 750, Dallas, TX 75201.*