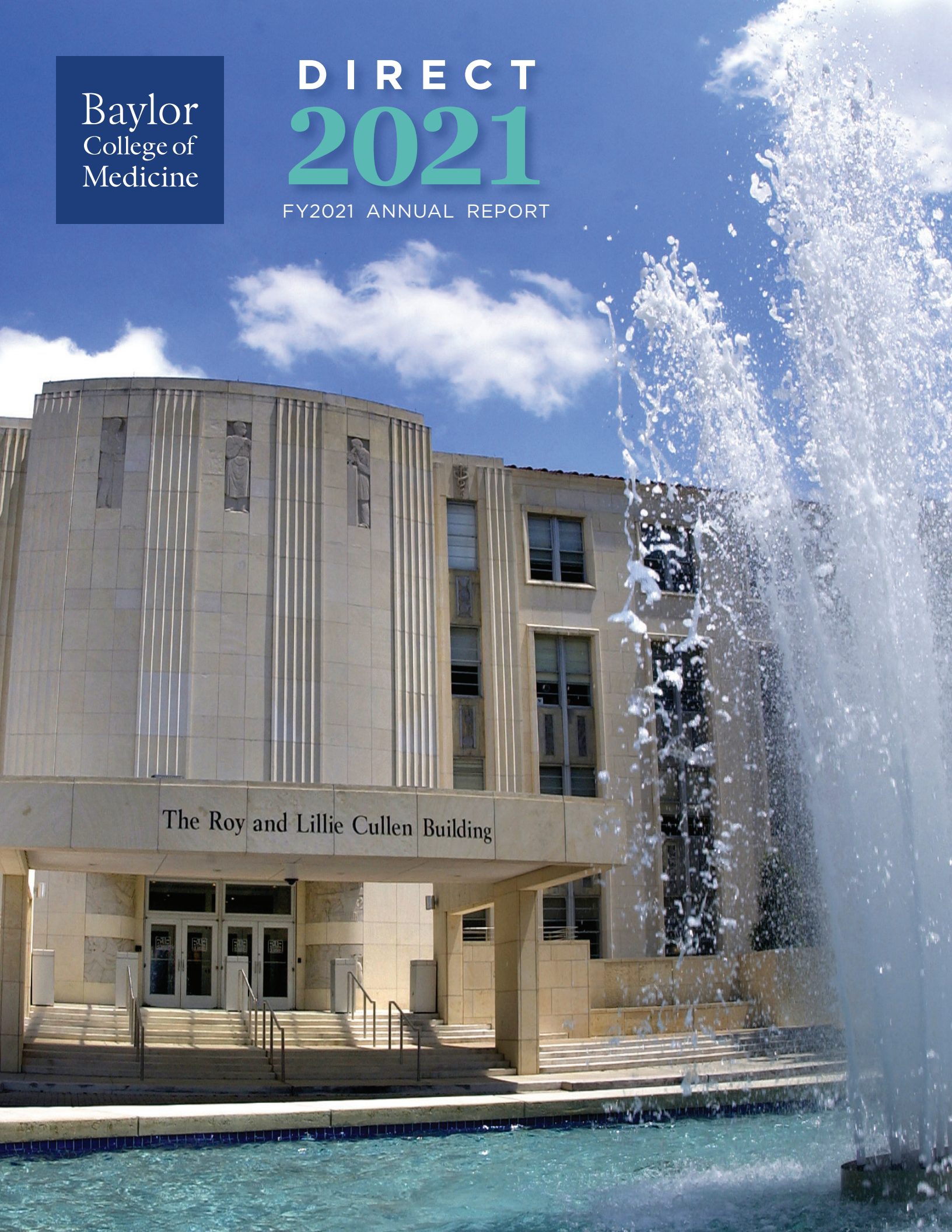


Baylor  
College of  
Medicine

DIRECT  
2021

FY2021 ANNUAL REPORT

The Roy and Lillie Cullen Building

The image shows the exterior of the Roy and Lillie Cullen Building, a large, light-colored stone structure with a curved facade. The building features several windows and decorative elements, including a central entrance with steps and a fountain in the foreground. The fountain is a large, multi-tiered structure with water spraying upwards and outwards, creating a dynamic and energetic scene. The sky is bright blue with scattered white clouds, and the overall atmosphere is clean and professional.

*Discover*



APPLYING BIOMEDICAL DISCOVERIES TO DRIVE NOVEL THERAPEUTIC APPROACHES

---

*Invest*



DEVELOPING A LEARNING HEALTH SYSTEM MODEL THROUGH DATA ANALYTICS, COLLABORATION AND INTEGRATION

---

*Reach*



INTEGRATING CARE NETWORKS AND INNOVATIVE PROGRAMS TO SUPPORT AND IMPROVE THE HEALTH OF INDIVIDUALS AND POPULATIONS

---

*Educate*



PREPARING SCIENTISTS AND HEALTHCARE PROFESSIONALS TO LEAD LEARNING HEALTH SYSTEMS

---

*Create*



DEVELOPING A CULTURE AND CLIMATE OF EXCELLENCE AND INCLUSION TO RECRUIT, RETAIN AND DEVELOP OUTSTANDING FACULTY, STAFF AND LEARNERS

---

*Treat*



CARING FOR INDIVIDUALS UTILIZING AN INNOVATIVE PATIENT-CENTERED CARE MODEL USING A DATA DRIVEN APPROACH TO PREDICTION, DIAGNOSIS, PREVENTION AND CURE OF HUMAN DISEASE.

---

Dear Baylor College of Medicine Friends and Colleagues,

When we published last year's Annual Report, I did not think we would still be in a pandemic a year later. After all, vaccines were in development last fall and the first shots began by the end of the year. Yet, here we are. In the United States, only 58 percent of the population has been vaccinated. It is disappointing that so many people have rejected the easiest solution to ending this crisis.



Why? Mostly misinformation spread on social media or by others. We have tried our best to provide good information. I recently filmed my 85th weekly video update on COVID-19. Unfortunately it said that more than 750,000 people in the United States have died from the disease. In the world there have been more than 5 million deaths. Last year, Dr. Jim McDeavitt, our executive vice president and dean of clinical affairs, put together a "holiday bubble plan." It was very popular and many people across the country used it to safely celebrate the holidays. This year, he has just announced version 2.0.

During this difficult past year and a half, the Baylor College of Medicine Community has stepped up big time. From the frontline workers caring for patients to the researchers who immediately tackled the virus on a number of different levels, to the education team who assured our learners stayed on track in all of our schools, we were leaders. Faculty and staff continued to make sure we fulfilled all mission areas. Some creativity was required, but we did it. Our Board of Trustees, donors and alumni supported us throughout this time.

We handled this like the professionals we are, finding solutions, making things better for the communities we serve. This is the most exciting time since I have been at Baylor. In spite of the challenges at every turn, our faculty, staff and trainees continued to do inspiring work with a collaborative attitude. Everyone can be proud of this work and of our institution. I know that I feel fortunate to work alongside such remarkable people.

Our research missions not only continued to be successful but increased awards. For COVID-19 research alone, we were awarded almost \$50 million in grants. We also have new awards to target disparities and the medically underserved. Our education mission, which moved to virtual training last year, is largely back on campus this year. And we announced our first regional medical school campus in Temple, Texas, that will enroll students in 2023. Baylor also engaged in new community partnerships with Xavier University in Louisiana and St. Mary's University in San Antonio.

Clinically, the quick establishment of a well-organized telehealth system kept us engaged with our patients. We also opened a new Spine Center and a health program, Vera Whole Health, for Baylor employees and their families. Our affiliated hospitals continue to be excellent partners in providing care, conducting clinical research and training our students.

It's been an incredible year in so many ways. Certainly, it has been challenging but it has made us even stronger.

This update on our strategic plan will provide a glimpse of some of our activities during the year. For more news on Baylor, I invite you to visit our website at [bcm.edu](http://bcm.edu).

A handwritten signature in black ink that reads "Paul Klotman". The signature is fluid and cursive.

Paul Klotman, M.D.

# Update on the College's Strategic Plan



## STRATEGIC PRIORITIES



### DISCOVER

Applying biomedical discoveries to drive novel therapeutic approaches



### INNOVATE

Developing a learning health system model through data analytics, collaboration and integration



### REACH

Integrating care networks and innovative programs to support and improve the health of individuals and populations

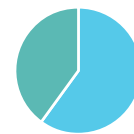
## STRATEGIC ENABLERS

### INTELLECTUAL COMMUNITY (PEOPLE)



Maintain an intellectual community by recruiting, supporting and retaining the most talented individuals with diverse experience and insights.

### ECOSYSTEM OF COLLABORATION (AFFILIATES)



Promote and support an enhanced level of collaboration among academic and health system affiliates and partners that fuses the diverse strengths of our network and creates new possibilities for research, education and solutions for better health in our communities.

### MODERN INFRASTRUCTURE (FACILITIES & TECH)

Expand, build and modernize technology-enabled facilities to better serve the needs of learners and the community.

STRATEGIC PLAN STRUCTURE

**PHILANTHROPY** For over a century, Baylor has benefited from a remarkably generous

LEGEND: ● GOAL NOT STARTED IN FY 21 ● GOAL COMPLETED  
○ ON TRACK ○ DELAYED/AT RISK ● HIGH RISK

E

C

T



**EDUCATE**



Preparing scientists and healthcare professionals to lead learning health systems



**CREATE**



Developing a culture and climate of excellence and inclusion to recruit, retain and develop outstanding faculty, staff and learners



**TREAT**



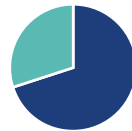
Caring for individuals using an innovative patient-centered care model and a data-driven approach to prediction, diagnosis, prevention and cure of human disease



**INTENTIONAL ENGAGEMENT  
(COMMUNICATIONS)**

Maintain an excellent infrastructure to support the needs of faculty, staff, and the community.

Strengthen communication, alignment and synergy by building a clear and strong identity, leveraging all forms of media, and showcasing our value to the internal and external community.



**SUSTAINABLE OPERATIONS  
(FINANCE & OPERATIONS)**

Align resources with strategic priorities to expand innovation and impact, ensure learner success and enhance community and global engagement through diversified revenue streams to generate long-term sustainability.



our community. Philanthropy is a fundamental component of the strategic plan for the future.

# Discover

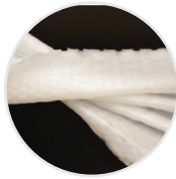
APPLYING BIOMEDICAL DISCOVERIES TO  
DRIVE NOVEL THERAPEUTIC APPROACHES

## Investing in cutting-edge research technology



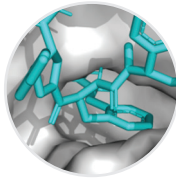
Taking a closer look into the tumor microenvironment with nano-radiomics

Scientists are now developing cellular immunotherapies that attempt not only to promote the anti-cancer activity of the immune system, but also combat the inhibitory effect of the tumor microenvironment.



Engineering meets biology to design innovative multifunctional surgical Biomesh

Complications of mesh implants for repairing hernias include adhesions to the mesh and inflammation. Baylor researchers developed a non-pharmacological approach by designing a novel mesh that also acts as an inflammation modulating system.



The first protease-focused, DNA-encoded chemical library for drug discovery

Baylor is advancing the field of drug discovery through a study that demonstrates that a powerful drug discovery approach, DNA-encoded chemical library technology, can be successfully used for the discovery of drug-like small molecules to inhibit some classes of protease enzymes, which are involved in various processes related to disease or injury.

## Unraveling gene expression

*PolyA-miner accurately assesses the effect of alternative polyadenylation on gene expression*

Researchers with an interest in unraveling gene regulation in human health and disease are expanding their horizons by closely looking at alternative polyadenylation (APA), an under-charted mechanism that regulates gene expression.

## Baylor creates new Center for Alzheimer's and Neurodegenerative Diseases

Baylor  
College of  
Medicine

CENTER FOR  
ALZHEIMER'S &  
NEURODEGENERATIVE  
DISEASES









# Partnership and new commercial opportunities to drive innovation

Allovir*	Harris County	Samyang Biopharma	Tessa*
Ann Lean	Richard Gibbs	Hyun-Sung Lee	Natalia Lateva & Cliona Rooney
<b>\$6M</b>	<b>\$4.5M</b>	<b>\$1.9M</b>	<b>\$3.2M</b>
Virus Specific T-cell Manufacturing	COVID Testing	Targeting of MIC-NKG2D	T-cell development

\*BCM-owned Intellectual Property

## Funding of key programs

FY21

<p><b>HGSC Funding</b></p>  <p>DR. RICHARD GIBBS</p> <p><b>\$50M</b> Up from \$30M NIH <i>All of Us</i> Program</p>	<p><b>Space Medicine</b></p>  <p>DR. DORIT DONOVIEL</p> <p><b>\$21M</b> NASA Research Institute</p>	<p><b>Vaccine Treatment Evaluation Unit</b></p>  <p>DR. HANA EL SAHLY</p> <p><b>\$10M</b> 12 publications COVID, Flu, Dengue</p>	<p><b>Huffington Center on Aging</b></p>  <p>DR. HUI ZHENG</p> <p><b>\$4M</b> P01, RFt</p>
<p><b>Cancer Center Support Grant</b></p>  <p>DR. HELEN HESLOP</p> <p><b>\$4.5M</b> ANNUAL FUNDING RENEWED AUGUST 2020</p>	<p><b>Intellectual and Developmental Disabilities Research Center</b></p>  <p>DR. HUDA Y. ZOGHBI</p> <p><b>\$2.2M</b> ANNUAL FUNDING RENEWED JULY 2020</p>	<p><b>Breast Center SPORE</b></p>  <p>DR. MATTHEW ELLIS</p> <p><b>\$1.3M</b> ANNUAL FUNDING RENEWED AUGUST 2020</p>	<p><b>Center for Aids Research</b></p>  <p>DR. THOMAS GIORDANO</p> <p><b>\$1M</b> ANNUAL FUNDING RENEWED APRIL 2020</p>

## All awards to date for COVID-related research

FY	Non-Genome NIH Awards	Other Federal Awards*	State/Other Awards	Industry Awards	Foundation Awards	Total
2020	\$2,605,649	\$3,515,452	\$16,876	\$1,410,637	\$202,749	\$7,751,363
2021	\$19,209,615	\$540,032	\$5,784,604	\$1,001,363	\$1,357,325	\$27,892,939
2022	\$3,514,987	\$50,330	\$50,224	\$1,204,147	\$7,751	\$4,827,439
<b>Total</b>	<b>\$25,330,251</b>	<b>\$4,105,815</b>	<b>\$5,851,704</b>	<b>\$3,616,147</b>	<b>\$1,567,825</b>	<b>\$40,471,742</b>

MORE THAN 700 PUBLICATIONS BY BAYLOR COLLEGE OF MEDICINE FACULTY ON COVID IN 2020-2021

# Accelerating Clinical Excellence Grants



9 ACE GRANTS

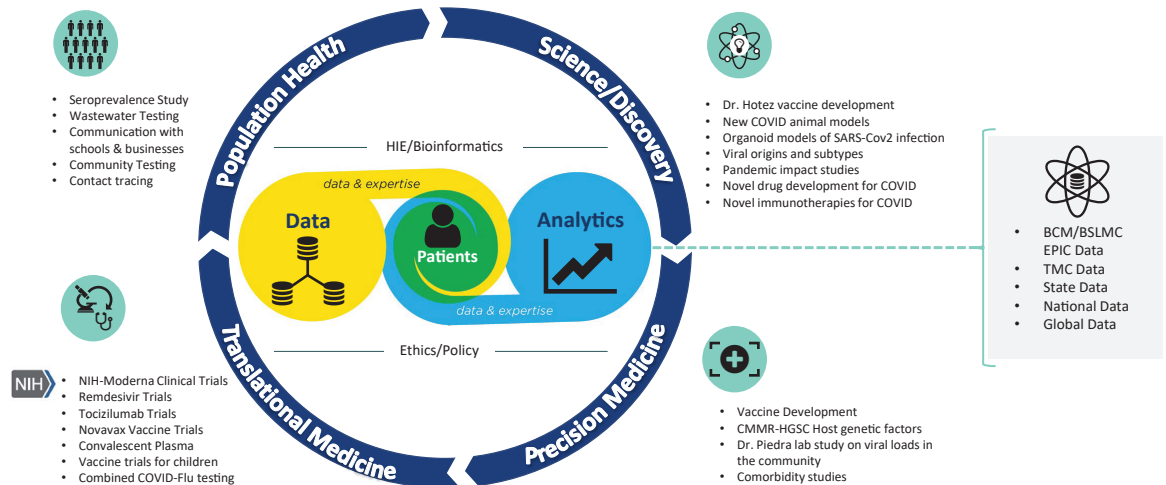
have been awarded to residents and fellows at Baylor St. Luke's Medical Center

# Innovate

DEVELOPING A LEARNING HEALTH SYSTEM MODEL THROUGH DATA ANALYTICS, COLLABORATION AND INTEGRATION

## Develop a common information and technology platform to organize and access research and data generated by our faculty, partners and affiliates across mission areas.

The Baylor *Learning* Health System **The Coronavirus**



### Artificial Intelligence

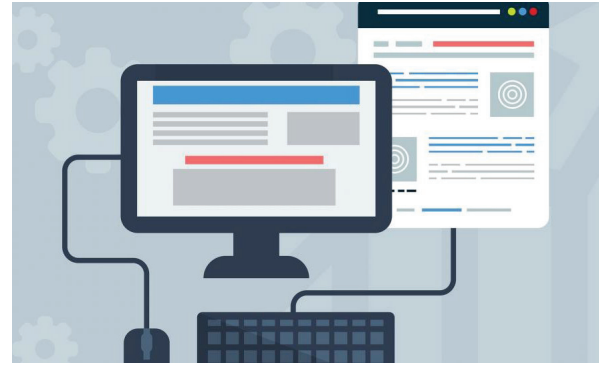
**AI provides clues to understand how we think.** A team led by researchers at Baylor College of Medicine and Rice University has developed artificial intelligence (AI) models that open a window into the brain activity behind thoughts. The researchers first developed a new model that can estimate thoughts by evaluating behavior, and then tested their model on a trained artificial brain where they found neural activity associated with those estimates of thoughts.

**Teaching AI to remember.** Inspired by a brain mechanism that helps people remember, researchers at Baylor College of Medicine have developed a new method to protect deep neural networks found in artificial intelligence from forgetting what they have previously learned. Instead of storing large amounts of data, the new approach teaches AI to generate and replay abstract representations, which helped the process of remembering work.



# Create and share knowledge through enhanced collaboration and communication

**Web resources make COVID-19 research more accessible to the scientific community:** Baylor researchers developed the Signaling Pathways Project, a web-based platform that integrates molecular datasets published in the scientific literature into consensomes, which rank genes according to their rates of differential expression. They recently developed consensomes for genes impacted by infection with three major coronaviruses, including the virus that causes COVID-19. This allows researchers from around the world to have a better understanding of the intricacies of COVID-19 via the two new web resources developed by investigators at Baylor and the University of California San Diego.



## Datathon leverages data across College

**33** PROPOSALS SUBMITTED

**13** SELECTED

PROJECTS WERE RECOGNIZED IN THE FOLLOWING CATEGORIES

**Datathon:** The College's first Datathon was held virtually in 2020 to build an understanding of the data that is available across the College, leverage the data to address questions that arise, identify weaknesses in datasets that need to be overcome and be as inclusive as possible.

- Most overall clinically innovative project
- Most innovative use of Baylor College of Medicine data
- Excellence in collaboration
- Greatest potential for impact on patient care

# Develop ethically focused solutions to issues impacting human health

## Baylor College of Medicine position statements:



EXPANDING OUR ROLE IN PROMOTING TRUST IN SCIENCE FOR COVID-19 VACCINE ACCEPTANCE AND BEYOND



BAYLOR COLLEGE OF MEDICINE CALLS FOR MORE ACCOUNTABILITY AND NEW STRATEGIES TO IMPROVE ORGAN DONATION POLICY



BAYLOR COLLEGE OF MEDICINE SUPPORTS COMPREHENSIVE RESEARCH, TRAINING AND ADVOCACY TO ADDRESS FIREARM SAFETY



BAYLOR COLLEGE OF MEDICINE RESPONDS TO MEASLES OUTBREAK IN UNITED STATES



STRENGTHENING OUR COMMITMENT TO RACIAL JUSTICE TO IMPROVE PUBLIC HEALTH



BAYLOR COLLEGE OF MEDICINE TAKING ACTION TO ADDRESS YOUTH SMOKING AND VAPING

D

## Provide healthcare that supports the comprehensive needs of patients

### Telehealth visits

	Unique Visits	Unique Patients	% of Unique Visits
Face to face	<b>369,402</b>	<b>107,904</b>	<b>83%</b>
Telehealth visits	<b>74,375</b>	<b>32,359</b>	<b>17%</b>
<b>TOTAL</b>	<b>443,721</b>	<b>116,725</b>	<b>100%</b>

I

# Reach

INTEGRATING CARE NETWORKS AND INNOVATIVE PROGRAMS TO SUPPORT AND IMPROVE THE HEALTH OF INDIVIDUALS AND POPULATIONS.

E

C

T



### Creation of a new Family Medicine residency program with CHI Memorial in Lufkin.

This rural training track program is the first Baylor College of Medicine training program with St. Luke's Health that will be outside of Houston and will expose trainees to an urban (Houston) and a rural (Lufkin) setting. The mission of the program is to train skilled physicians who will serve as leaders and innovators in the care of the underserved and vulnerable population of Lufkin, Texas, as well as the diverse population of Houston.



### Increased alignment with Harris Health System through the Joint Operating Committee.

The Harris Health Joint Operating Committee was established as part of the new Operating and Support Agreement between both organizations and serves as the primary forum for collaboration, discussion and resolution of issues between both parties. The committee has an equal number of voting representatives from Baylor and Harris Health.

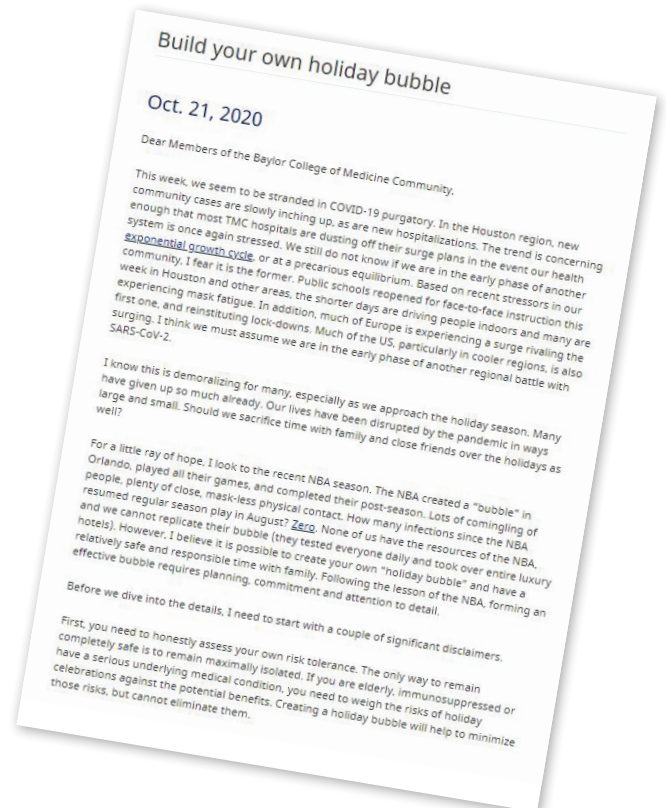
# Communications on COVID find new audiences

## COVID communications

In an effort to communicate accurate health information about the COVID-19 pandemic to the public, the College started a weekly video series with Baylor President, CEO and Executive Dean Dr. Paul Klotman where he highlighted the latest data coming out about the virus. Special appearances from Lily Klotman also helped lift spirits during the weekly updates. Weekly emails from Executive Vice President and Dean of Clinical Affairs Dr. James McDeavitt also provided important updates about College-wide policies as well as important safety advice around various holidays throughout the year.



Baylor participated in a number of national studies in the battle against COVID-19.



# Deliver important information to diverse and remote populations

## Funded molecular tumor board to support interaction of oncologists across CHI Texas Division

The Molecular Tumor Board (MTB) is a clinical collaboration between Baylor College of Medicine, St. Luke's Health, and the Dan L Duncan Comprehensive Cancer Center. This serves as a decision support resource to further clinical insights in complex oncology medical cases where molecular testing may be needed. The MTB supplements existing institutional resources by providing expert guidance to healthcare providers and aids in the facilitation of patient recruitment to clinical trials.



## Accelerate educational innovation and research supporting teaching, learning and discovery

### Video resources to support virtual recruitment

Virtual recruitment toolkits were made for both UME and GME recruitment during the pandemic. Toolkits included videos about training at Baylor, diversity within the Baylor community and life in Houston.



### Pilot awards in education innovation

- **Get the balance right:** Enabling faculty to integrate pharmacology using an innovative curricular and instructional design dashboard (PIs; Munder Zagaar, Ph.D.; Sherita Love, Ph.D.).
- **Giving, Receiving, and Using Feedback Effectively and Inclusively:** An Evidence-Based Curriculum (PIs: Aimee K. Gardner, Ph.D.; Sylvia Hysong, Ph.D.; Tyson Pillow, M.D.).
- **Implementation and Evaluation of a System for Programmatic Assessment of Diagnostic Reasoning Skill in Graduate Medical Education** (PI: Adam Cohen, M.D.)
- **Developing STEM+M Readiness Through an Academic Coach Ecosystem (ACE) Model for Metacognition** (PIs: Beatriz Perez-Sweeney, Ph.D.; Alana Newell, Ph.D.)
- **Two Sides of the Same Coin:** Cultural Humility and Addressing Microaggressions and Discriminatory Requests (Ali Abbas Asghar-Ali, M.D.)
- **Curriculum Development for Advanced Technology Cores (ATC) Workshops** (Daniel Kraushaar, Ph.D.)

# Educate

PREPARING SCIENTISTS AND HEALTHCARE PROFESSIONALS TO LEAD LEARNING HEALTH SYSTEMS

## Support Community-based educational programs

**Signed two new affiliation agreements** as part of a continued effort to increase the pipeline of underrepresented students into careers in medicine.

- Xavier University of Louisiana and Baylor have partnered to establish an initiative that allows qualified Xavier students to participate in a collaborative Medical Track Program that facilitates assured acceptance into the School of Medicine at Baylor.
- Baylor partnered with St. Mary's University in San Antonio in a program that will give three qualified students from the university the opportunity annually to participate in Baylor's Medical Track Program.

**New middle school in Stafford** The Stafford STEM Magnet Academy in the Stafford Municipal School District opened in August 2021 for grades 3-8, and will expand to grades 3-12 by adding one grade level per year. Baylor is collaborating in the development and teaching of a unique health sciences pathway for students.

# New curriculum progresses

The Curriculum Renewal Working Group in the School of Medicine continues to work on the revised four-year curriculum. The guiding principles of the new curriculum include integrating science, competency-based assessment and precision education. The group is currently working on the content and instructional modalities for the revised foundational curriculum.



SCHOOL OF  
MEDICINE  
TEMPLE



One School,  
Two Campuses



One Team,  
Two Locations

BCM SCHOOL  
OF MEDICINE IS  
EXPANDING TO  
TEMPLE, TEXAS

	Total students	Texan	Non-Texan	Female	Male
GRADUATE SCHOOL OF BIOMEDICAL SCIENCES	<b>109</b>	<b>24</b>	<b>86</b> 37 International	<b>64</b>	<b>45</b>
SCHOOL OF MEDICINE*	<b>185</b>	<b>159</b>	<b>26</b>	<b>98</b>	<b>97</b>

\*GPA mean: 3.87 | MCAT mean: 517

	Total students	Texan	Non-Texan	Female	Male
GENETIC COUNSELING PROGRAM**	<b>9</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>1</b>

\*\*Undergraduate colleges and universities represented: 9

## DOCTOR OF NURSING PRACTICE PROGRAM - NURSE ANESTHESIA

MSNDNP student	<b>1</b>
Years of cRNA experience	<b>11</b>
BSN-DNP students	<b>28</b>
RN experience (average years)	<b>4.88</b>
RN experience in an ICU	<b>3.54</b>
Female	<b>20</b>
Male	<b>9</b>
Texan	<b>16</b>
Non-Texan	<b>?</b>

## PHYSICIAN ASSISTANT PROGRAM

Students matriculated	<b>39</b>
Female	<b>29</b>
Male	<b>10</b>
Undergraduate institutions represented	<b>93</b>
Non-science undergraduate majors	<b>5</b>


## ORTHOTICS & PROSTHETICS PROGRAM

Students matriculated	<b>24</b>
Texan	<b>1</b>
Non-Texan	<b>23</b>
Female	<b>18</b>
Male	<b>6</b>
Colleges and universities represented	<b>22</b>

D


## 2021 Healthiest 100 Workplaces

Baylor College of Medicine was ranked third as one of the **2021 Healthiest 100 Workplaces** in America and first in Texas in the extra-large employer category by Healthiest Employers.



# COPING CARD


To care for others,  
we must also take  
care of ourselves.



**Check in on the basics**

When was the last time I:

- Ate?
- Drank water?
- Slept?
- Exercised?



**Coping Statements**


1. I am trained to take care of others. I am doing the best I can.
2. This too will pass.

Add 2 of your own

How are you doing this week? BCM is offering an online self-assessment called the Well-Being Index (WBI) and [other mental health resources](#). The WBI can be taken every 7 days and provides immediate individualized feedback and resources to support your well-being. Visit the [Well-Being Index login page](#) and use your specific invitation code below to sign up.


**Physician Faculty:** BCM PHYSICIAN  
**Scientists (Ph.D. or M.D./Ph.D.):** BCM GSBS  
**Resident and Fellow Physicians:** BCM HOUSESTAFF  
**School of Health Professions Faculty:** BCM HEALTHPROF  
**All Other BCM Clinicians:** OTHER CLINICIAN  
**School of Health Professions Students:** HEALTHPROF STUDENTS  
**Medical Students:** BCM MEDSTUDENT  
**Graduate Students / Postdoctoral Basic Science Research Fellows:** GSBS STUDENT/POSTDOC  
**Educational Staff:** BCM EDUCATION  
**All Other BCM Staff:** BCM STAFF

*\*Please include the spaces in the password*




**Take 1 minute**

Close your eyes or keep them open with a soft gaze. Thinking of a calming place, what do you see, hear and smell? Who is there with you? Take yourself to this place when you need a moment of calm.



**Activities for a 30-second break to calm:**

- Put cold water or an ice pack on your face.
- Slow breathing down by breathing in for 4 seconds and out for 6 seconds.
- Notice 3 things of the same color in the room.
- Send a text to someone you care about.



**If you find that you cannot do anything else, remember to take one deep breath — in through your nose and out through your mouth.**

*All WBI scores are anonymous and respondent answers cannot be traced back to you. Questions about the Well-Being Index? Email: [well-beingteam@bcm.edu](mailto:well-beingteam@bcm.edu)*

*Adapted from NYU Langone Coping Card*

## New professional development resources added



# Create

DEVELOPING A CULTURE AND CLIMATE OF EXCELLENCE AND INCLUSION TO RECRUIT, RETAIN AND DEVELOP OUTSTANDING FACULTY, STAFF AND LEARNERS.

## Foster excellence by applying the principles of continuous quality and performance improvement

Added goals to Employee Performance Reviews to align employee work priorities to department and College objectives and build employee accountability, perseverance and job satisfaction. This will support overall organizational growth, innovation and success.



T

# Addressing health inequities

The Office of the President sought proposals from diverse multidisciplinary research teams to advance initiatives and projects to elucidate racial health disparities and social determinants of health and promote health equity through targeted investment of seed funds. Recipients of the grants included:

Proposal Title	PI & Department
Transforming the Future of Social Determinants of Health Screening: A Medicaid Pilot Program to Address Food Insecurity	Keila Lopez, M.D., <i>Pediatrics</i>
Addressing Social Needs and Behavioral Health Early in the Type 1 Diabetes Course to Mitigate Inequitable Health Outcomes among Socioeconomically Disadvantaged Minority Youth	Ashley Butler, Ph.D., <i>Pediatrics</i>
Technological determinants of health: Factors associated with equitable utilization among minority Adolescents and Young Adults receiving sexual health services	Meghna Sebastian, M.D. Allyssa A. Abacan, M.P.H., Ph.D. candidate, <i>Pediatrics</i>
Concordance Between The Race Of Patients And Their Care Team: Overcoming Chronic Health Outcome Disparities In Primary Care	Sylvia J. Hysong, Ph.D., <i>Medicine, Health Services, IQuEST, VA</i>
It Takes a Village: A Project to Reach Mothers in Need	Lucy Puryear, M.D., <i>Ob/Gyn</i>
Potential Racial Bias During Pediatric Emergencies: A Simulation Study	Kellie Williams, M.D., <i>Pediatrics</i>
Utilization of Computed Tomography Pulmonary Angiography Imaging for Suspected Pulmonary Embolism Based on the Patient's Race and Sex	Ynhi Thomas, M.D., M.P.H., <i>Emergency Medicine</i>
Perspectives of Mexican Americans about precision medicine for Alzheimer's disease: implications for dementia education and outreach	Jamie Fong, M.S., CGC, <i>Center for Alzheimer's and Neurodegenerative Disease, Molecular and Human Genetics</i>

## New Leadership Recruitment



**Dr. Daniel Hamstra**  
*Chair of Department  
Radiation Oncology*



**Dr. Nancy Moreno**  
*Chair of Department Education  
Innovation & Technology*



**Dr. James McDeavitt**  
*Executive Vice President  
Baylor College of Medicine*



**Dr. Sandeep Markan**  
*Chief of Staff  
Ben Taub Hospital*



**Dr. Robert Boland**  
*Chief of Staff  
Menninger Clinic*



**Dr. Alejandro "Alex" Arroliga**  
*Regional Dean  
Temple Campus*



**Dr. Catherine Gordon**  
*Chair of Pediatrics and  
Physician-in-Chief,  
Texas Children's Hospital*



**Dr. Biykem Bozkurt**  
*Associate Provost of Faculty Affairs  
& Senior Associate Dean of Faculty  
Development*

Enrolled the most diverse medical school class in history.

**185**  
STUDENTS



98 WOMEN



87 MEN

AGE RANGE: 19-31 YEARS

**57**

UNDERREPRESENTED IN MEDICINE (URM) STUDENTS

**35** LATINX STUDENTS

**22** BLACK STUDENTS

D

I

R

E

C

## Develop high reliability clinical enterprise

**Spine Center now open:** The Baylor Medicine Spine Center provides the full continuum of care for patients experiencing back and neck pain — from the common to the most complex. From diagnosis to the latest in evidence-based treatment options, the team of spine experts is committed to improving your quality of life through care tailored to a patient’s specific spinal condition.

### Spine Center

The Center is co-located on the 9th Floor of Baylor Medicine on the McNair Campus as of July 12, 2021

**1,547** Total new patients

**436** Total surgeries

**574** Procedures

*Key Stats January-July 2021*



## Build care delivery systems primarily and explicitly around the needs of patients

Continued support for affiliates during pandemic through surge planning and research protocols.



*Treat*

CARING FOR INDIVIDUALS UTILIZING AN INNOVATIVE PATIENT-CENTERED CARE MODEL USING A DATA DRIVEN APPROACH TO PREDICTION, DIAGNOSIS, PREVENTION AND CURE OF HUMAN DISEASE.



# Strategically support signature programs to accelerate advances in healthcare.

## Vera Health

A dedicated healthcare clinic for Baylor employees and dependents and a collaboration between Baylor Medicine and Vera Whole Health opened in July 2021. It is built on the advanced primary care model that offers longer appointments, empathetic listening by providers and insight on whole patient health through risk identification, health coaching and more.



- 345** Appointments since launch on July 14, 2021
- 245** Total provider visits
- 100** Total coaching visits

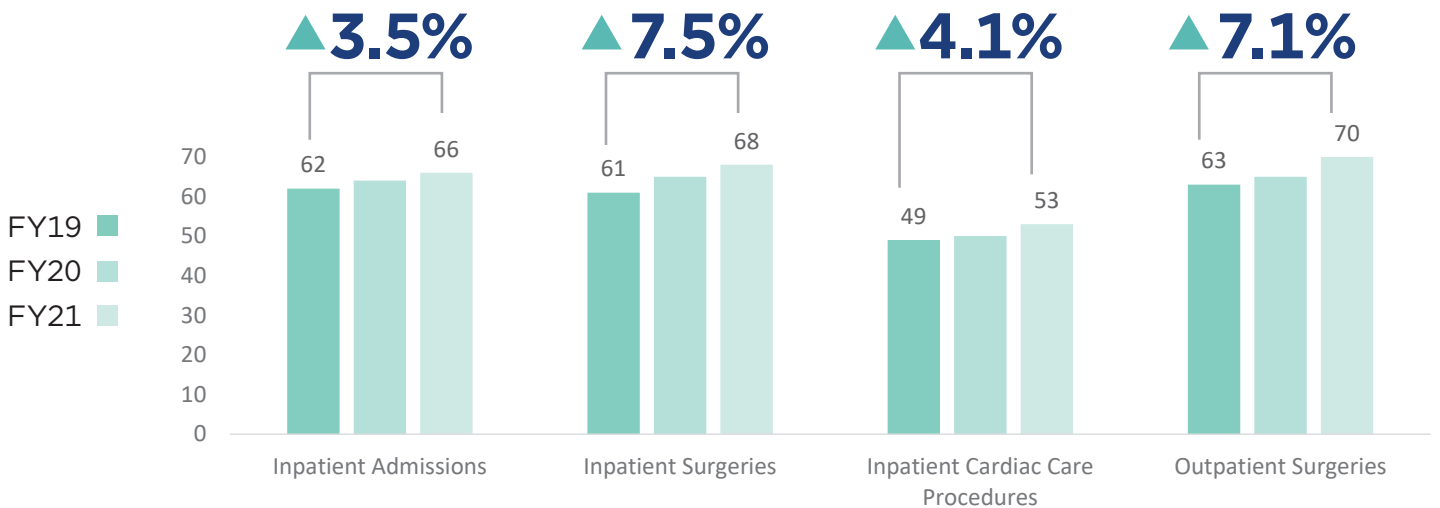
*\*Stats as of Aug. 27, 2021*

## COVID Long-haul clinic:

In March 2021, Baylor Medicine opened the Post COVID Care Clinic specifically designed for patients suffering from lingering symptoms or new side effects after having the virus. Long-term symptoms of COVID-19 can affect several organ systems in the body, but the most concerning are those that affect the lungs, heart and brain. The Post COVID Care Clinic will provide a questionnaire that will assess how COVID-19 has affected the patient. This is followed by a visit with a pulmonary specialist who will provide an evaluation and a management plan personalized to each case.

## Baylor Medicine providers make up the majority of volumes at Baylor St. Luke's Medical Center

**FY 19-FY 21 Jan YTD Annualized**



FY 2021 Jan YTD Annualized	Baylor Medicine	14,582 (66%)	5,256 (68%)	1,195 (53%)	8,402 (70%)
	Kelsey Seybold Clinic	4,248 (19%)	1,505 (19%)	233 (10%)	1,464 (12%)
	CHI St. Luke's Health	9 (.04%)	33 (.42%)	—	46 (.38%)
	Privates	3,363 (15%)	933 (12%)	823 (37%)	2,131 (18%)

Source: ESPI; MD Group based on physicians' estimated group status as of June 2019, June 2020 or February 2021

# Enablers

**Philanthropy**—a fundamental component of the strategic plan for the future. Here are some ways that generous donors are supporting Baylor's mission.

---

## Community Mentorship

For 26 years, the volunteers of Baylor Research Advocates for Student Scientists (BRASS) have supported students in Baylor's Graduate School of Biomedical Sciences. *BRASS members serve as community mentors to promising young investigators and raise funds that advance scholarship and research, including four endowed scholarships in the graduate school and the William R. Brinkley BRASS Endowed Chair for the graduate school. Overall, BRASS has gifted more than \$5 million in endowed funds to the graduate school at Baylor. Major donors to BRASS programs include the Houston Livestock Show & Rodeo, the David and Eula Wintermann Foundation and dedicated BRASS members and community leaders.*

---

## Alumni Giving

Married alumni Abida Taher, M.D., Ph.D., and Nuruddin Jooma, M.D., (Residents '08), have continued the strong Baylor tradition of giving back with a \$1 million pledge supporting a research partnership between Baylor and Aga Khan University in Pakistan. *Led by cardiology professor and fellow alumnus Salim Virani, M.B.B.S, Ph.D., '12, the project leverages smartphones and text-messaging to improve health literacy and medication compliance in some of the world's poorest locations.*

---

## Scholarships for Students in Need

Trustee Melanie Gray and husband Mark Wawro are devoted friends and supporters of Baylor. The couple wanted to help talented under-resourced students who aspire to attend Baylor but can only accept an offer of admission if they secure need-based financial aid. *Mrs. Gray and Mr. Wawro established a need-based endowed scholarship fund that will generate revenue each year to support tuition and fees for a student enrolled in any of Baylor's schools.*

---

## A Generous Planned Gift

Trustee Chuck Watson and his wife, Kim, have long been champions of Baylor and leaders in the Houston community. *Their devotion to Baylor is reflected in their designating the College as a beneficiary of their estate. Through this generous planned gift, Mr. and Mrs. Watson will fund key research and patient care initiatives in neurology and establish an endowed chair that will support Baylor's efforts in this field for generations to come.*

---

## Legacy Donor - The Albert and Margaret Alkek Foundation

The Alkek family's long-standing support of Baylor has served as a cornerstone to the College's ability to catalyze its national reputation for advancing the most cutting-edge scientific discovery and training. *For more than half a century, family members and the Albert B. and Margaret C. Alkek Foundation have annually made significant, transformational contributions to the College to fuel innovative research, recruit and retain world-renown faculty and train the next generation of up-and-coming physicians and scientists. The Foundation's powerful investments brought the College's greatest and most talented recruits to the Texas Medical Center in several areas, including the Margaret M. and Albert B. Alkek Department of Medicine, molecular virology and microbiology, ophthalmology and otolaryngology as well as the Center for Precision Environmental Health, Therapeutic Innovation Center (THINC) and many others. Additionally, these contributions sparked Baylor's impressive rise in NIH rankings, to 30th in 2020 from 41st in 2015..*

---

## Helping to End Alzheimer's Disease

Mike Loya's \$1 million gift to the Center for Alzheimer's and Neurodegenerative Diseases (CAND) supports a unique resource in our region. *CAND has incredible potential to develop highly personalized strategies for diagnosis, risk prediction, treatment and prevention for these devastating diseases. The work of CAND is a major Baylor priority, and Mr. Loya's gift and other support, such as a corporate partnership with the Chevron Corp., are laying the groundwork to one day make these illnesses a distant memory.*

---

## Precision Medicine in the Rio Grande Valley

The Goradia Foundation and the A.R. "Tony" and Maria J. Sanchez Family Foundation funded the first-of-its-kind Cardiometabolic Precision Health Pilot in the Texas Rio Grande Valley. *This initiative will test the clinical practice of genomic medicine in an under-resourced population to improve diagnosis and management of cardiometabolic diseases. Unique to this pilot is the use of a telehealth platform called Project ECHO, which allows Baylor disease experts to work directly with local doctors and patients. The pilot is key to accelerating Baylor's application of precision medicine in adult clinical evaluation and treatment.*

---

## Donor Base FY 21

TOTAL RAISED

**\$67,167,261.20**

DONORS FROM TEXAS



New donors acquired: **1,788**

Active alumni donors: **750**

FY21 ENDOWMENT STATS

Endowments established	<b>13</b>
New faculty appointments <i>(including new recruits Dr. Robert J. Boland, Dr. Wei Li and Dr. Hemant Roy)</i>	<b>11</b>
Total endowed chairs	<b>144</b>
Total endowed professorships	<b>38</b>
Total endowed fellowships	<b>18</b>
Total endowed scholarships	<b>268</b>

## Communications

The Office of Information Technology and the Office of Communications and Community Outreach collaborated to improve the employee experience by launching the InTouch intranet site in July 2021. InTouch provides a new way to collaborate, communicate and connect through apps, personalization and improved access to information. More than 11,000 users have accessed the site since its launch, and it will continue to evolve with additional features and improvements in InTouch 2.0.



Media Coverage

FY 21

TOTAL **71,116**

\*COVID-19 RELATED **45,750**

# In Memoriam

---

## **Dr. Ed Young**

(1937 - 2020)

Dr. Young served as chief of infection control at the Michael E. DeBakey Veterans Affairs Medical Center and head of VA COVID response. He developed a career as an expert on brucellosis, eventually becoming consultant to the WHO on this zoonotic disease. He taught the physician assistants students at Baylor and was awarded in 2001 the VA Physician Assistant Association Outstanding Physician Educator Award. He also received the Baylor Master Clinician Award for Excellence in Patient Care.

---

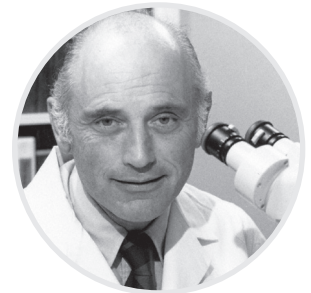


## **Dr. Melvin Spira**

(1925- 2020)

Dr. Spira began his career as a dentist before completing medical training to become a plastic surgeon in order to help people with more serious head and neck injuries. He completed his plastic surgery residency at Baylor and then joined the faculty. In 1976, he became the head of the Division of Plastic Surgery and served in that role for 20 years. He was also a former president of the Association of Plastic Surgeons.

---



## **Dr. David Sears**

(1931 - 2021)

Dr. Sears was a leader in hematology at Baylor and nationally. He organized the hematology service at Ben Taub and provided a center for care patients with sickle cell disease. He was very active in the American Cancer Society; in 2005 he was honored as a Life Member of the Texas Division. As chief of medicine at Ben Taub, he helped guide and train hundreds of residents in internal medicine and oversaw the growth of the Medicine Section through the early years of the HIV epidemic.

---



---

## **Dr. William R. Brinkley**

**(1936 - 2020)**

Dr. Brinkley served as senior vice president and dean of the Graduate School of Biomedical Sciences at Baylor for 20 years. He was an advocate for science and dedicated to training future leaders in biomedical research. A distinguished service professor of molecular & cellular biology, his research focused on cell division and genomic instability in tumor cells. He was a member of the National Academy of Medicine and the Academy of Medicine, Engineering and Science of Texas.



---

## **Dr. Margaret “Peg” Nosek**

**(1952-2020)**

Dr. Nosek was the founder and executive director of the Center for Research on Women with Disabilities (CROWD) and tenured full professor in the Department of Physical Medicine and Rehabilitation at Baylor. As a woman with a severe congenital physical disability, Dr. Nosek was an ardent activist in the independent living and disability rights movement. She worked closely with Justin Dart, Jr., on the preparation and support of the passage of the Americans with Disabilities Act



---

## **Dr. Brian Joseph Wisnoski**

**(1980-2021)**

Dr. Wisnoski worked in Family and Community Medicine at Harris Health’s Martin Luther King Jr. Health Center, where he trained medical residents and advocated for his patient population. He also taught and mentored Baylor medical school students. His passion for teaching earned him the Norton Rose Fulbright Faculty Excellence Award for Teaching and Evaluation and the 2021 MLK Faculty of the Year award voted on by the medical residents



In the 2021-2022 *U.S. News & World Report* annual list of top graduate schools, Baylor remains among the top 25 medical schools of the 154 medical schools and 38 D.O. programs in the nation at No. 22, and in the primary care category, at No. 17.

Baylor  
College of  
Medicine

TOP

15%

These rankings place Baylor College of Medicine in the top 15% of all U.S. medical schools.

For the first time, Baylor is ranked nationally in all of these specialty programs by *U.S. News & World Report*

#7

PEDIATRICS

#10

SURGERY

#16

PSYCHIATRY

#16

RADIOLOGY

#19

FAMILY MEDICINE

#19

OBSTETRICS & GYNECOLOGY

#21

ANESTHESIOLOGY

#25

INTERNAL MEDICINE



*U.S. News & World Report* also added a new category of most diverse medical schools and Baylor ranked 56th in this category. The ranking is based on a four-year rolling average.

Baylor College of Medicine has outstanding hospital affiliates that contribute greatly to the success of the institution. All provide excellent patient care to serve the needs of the Houston community and far beyond.



*U.S. News & World Report did not conduct new surveys for the Graduate School of Biomedical Sciences, ranked 26th, or the School of Health Professions nurse anesthesia program, ranked 2nd, or the physician assistant program, ranked 3rd.*

## Mission

Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare and community service locally and globally.

## Vision

Improving health through science, scholarship and innovation.

## Values

With input from the Baylor College of Medicine community, supporting goals were written for each of the College's value statements.

---

### *Respect*

Value others and treat them with courtesy, politeness and kindness  
Promote and support diversity, inclusion and equity  
Encourage civil dialogue that considers diverse opinions and ideas

---

### *Integrity*

Interact with honesty, consistency and transparency  
Operate in ways that demonstrate ethical behaviors  
Foster personal accountability to build trust

---

### *Innovation*

Cultivate creative ideas and unique talents across the organization  
Embrace a culture of continuous improvement  
Inspire the creation and application of new knowledge

---

### *Teamwork*

Sustain a culture that values collaboration  
Communicate openly to enhance understanding  
Establish effective partnerships

---

### *Excellence*

Promote the highest standards of safety, quality and service  
Strive to excel in every aspect of our mission  
Support an environment that inspires the best from our people

---

Contact Dr. Klotman at [✉president@bcm.edu](mailto:president@bcm.edu).

To find out more about Baylor, visit [🖱bcm.edu](http://bcm.edu).

For Giving, see [🖱BCM.edu/give](http://BCM.edu/give)

**RESPECT**  
Integrity  
INNOVATION  
**Teamwork**  
*Excellence*



BCM.EDU