



See a Social Security Number? Say Something!
Report Privacy Problems to <https://public.resource.org/privacy>
Or call the IRS Identity Theft Hotline at 1-800-908-4490



Form 990

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2008

Open to Public Inspection

A For the 2008 calendar year, or tax year beginning 07-01-2008 and ending 06-30-2009

B Check if applicable
☐ Address change
☐ Name change
☐ Initial return
☐ Termination
☐ Amended return
☐ Application pending

C Please use IRS label or print or type. See Specific Instructions.
C Name of organization BAYLOR UNIVERSITY MEDICAL CENTER
Doing Business As
Number and street (or P O box if mail is not delivered to street address) Room/suite 2001 BRYAN STREET
City or town, state or country, and ZIP + 4 DALLAS, TX 75201

D Employer identification number 75-1837454
E Telephone number (214) 820-4135
G Gross receipts \$ 1,272,704,898

F Name and address of Principal Officer JOHN MCWHORTER
3600 GASTON AVENUE SUITE 150
DALLAS, TX 75246
H(a) Is this a group return for affiliates? ☐ Yes ☒ No
H(b) Are all affiliates included? ☐ Yes ☐ No
(If "No," attach a list See instructions)
H(c) Group Exemption Number

I Tax-exempt status ☒ 501(c) (3) ☐ (insert no) ☐ 4947(a)(1) or ☐ 527

J Web site: WWW.BAYLORHEALTH.COM

K Type of organization ☒ Corporation ☐ trust ☐ association ☐ other
L Year of Formation 1981 M State of legal domicile TX

Part I Summary

Activities & Governance
1 Briefly describe the organization's mission or most significant activities
Faith based acute care hospital providing exemplary patient care, medical education, medical research and community service to residents of the Dallas/Fort Worth ten county region since 1903
2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its assets
3 Number of voting members of the governing body (Part VI, line 1a) 3 5
4 Number of independent voting members of the governing body (Part VI, line 1b) 4 3
5 Total number of employees (Part V, line 2a) 5 5,135
6 Total number of volunteers (estimate if necessary) 6 641
7a Total gross unrelated business revenue from Part VIII, line 12, column (C) 7a 124,314
7b Net unrelated business taxable income from Form 990-T, line 34 7b 47,479

Revenue
8 Contributions and grants (Part VIII, line 1h) 19,675,113 21,936,023
9 Program service revenue (Part VIII, line 2g) 939,610,726 1,046,143,350
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 32,311,432 4,572,984
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 0 16,470
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 991,597,271 1,072,668,827

Expenses
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 26,750 30,868,966
14 Benefits paid to or for members (Part IX, column (A), line 4) 0 0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 315,141,092 347,220,454
16a Professional fundraising fees (Part IX, column (A), line 11e) 0 0
16b (Total fundraising expenses, Part IX, column (D), line 25 0)
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f) 572,685,897 579,876,368
18 Total expenses—add lines 13–17 (must equal Part IX, line 25, column (A)) 887,853,739 957,965,788
19 Revenue less expenses Subtract line 18 from line 12 103,743,532 114,703,039

Net Assets or Fund Balances
20 Total assets (Part X, line 16) Beginning of Year End of Year 1,316,460,972 1,336,061,574
21 Total liabilities (Part X, line 26) 216,915,146 171,917,313
22 Net assets or fund balances Subtract line 21 from line 20 1,099,545,826 1,164,144,261

Part II Signature Block

Please Sign Here
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge
Signature of officer JASON M WHITFIELD VP, FINANCE
Date 2010-05-13
Type or print name and title

Paid Preparer's Use Only
Preparer's signature Date Check if self-employed
Firm's name (or yours if self-employed), address, and ZIP + 4 ERNST & YOUNG US LLP
1901 SIXTH AVENUE NORTH SUITE 1200
BIRMINGHAM, AL 35203
EIN Phone no (205) 251-2000

Part III

Statement of Program Service Accomplishments (See the instructions.)

1

Briefly describe the organization’s mission

FOUNDED AS A CHRISTIAN MINISTRY OF HEALING, BAYLOR UNIVERSITY MEDICAL CENTER EXISTS TO SERVE ALL PEOPLE THROUGH EXEMPLARY HEALTH CARE, EDUCATION, RESEARCH AND COMMUNITY SERVICE

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

YesNo

If “Yes,” describe these new services on Schedule O

3

Did the organization cease conducting or make significant changes in how it conducts any program services?

YesNo

If “Yes,” describe these changes on Schedule O

4

Describe the exempt purpose achievements for each of the organization’s three largest program services by expenses
Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code) (Expenses \$ 824,723,773 including grants of \$ 20,221,318) (Revenue \$ 1,031,189,505)
BAYLOR UNIVERSITY MEDICAL CENTER (BUMC), A 1025 BED NON-PROFIT FAITH BASED ACUTE CARE HOSPITAL, IS THE FLAGSHIP HOSPITAL OF THE NATIONALLY ACCLAIMED BAYLOR HEALTH CARE SYSTEM (BHCS) BUMC IS A MAJOR PATIENT CARE, RESEARCH AND MEDICAL EDUCATION CENTER OF THE SOUTHWEST AND SERVES PATIENTS IN NORTH TEXAS, FROM ACROSS THE NATION AND INTERNATIONALLY BUMC PROVIDES INPATIENT AND OUTPATIENT MEDICAL SERVICES TO TREAT INDIVIDUALS WITH DISEASES, ILLNESSES AND INJURIES OF VARYING COMPLEXITIES SOME OF THOSE CLINICAL SERVICES ARE PROVIDED DESPITE A FINANCIAL LOSS TO BUMC SERVICES INCLUDE ALL OF THE COMPREHENSIVE HEALTH CARE SERVICES TYPICAL OF A QUALITY TEACHING AND RESEARCH HOSPITAL WITH MULTIDISCIPLINARY INTERACTION AMONG PHYSICIANS, PROVIDING PATIENTS WITH INNOVATIVE METHODS OF PREVENTION, DIAGNOSIS, TREATMENT, EDUCATION AND SUPPORT THESE SERVICES INCLUDE COMPREHENSIVE CARE FOR ALL STAGES OF ILLNESS THROUGH ALL STAGES OF LIFE BUMC OPERATES AN EMERGENCY DEPARTMENT AND LEVEL 1 TRAUMA CENTER ENCOMPASSING 78,000 SQUARE FEET WITH 87 PATIENT ROOMS, INCLUDING FOUR MAJOR TRAUMA CARE BEDS THIS LEVEL 1 TRAUMA CENTER IS ONE OF ONLY TWO PROVIDING ADULT TRAUMA SERVICES IN DALLAS COUNTY DURING FISCAL YEAR 2009, BUMC PROVIDED INITIAL FINANCIAL SUPPORT FOR THE DIABETES HEALTH AND WELLNESS INSTITUTE AT JUANITA J CRAFT RECREATION CENTER (INSTITUTE), SCHEDULED TO OPEN IN FISCAL YEAR 2010 THIS INSTITUTE WILL MEET THE NEEDS OF THE UNDERSERVED AND UNDERINSURED OF SOUTH DALLAS, BY OPENING A NEIGHBORHOOD INSTITUTE PROVIDING COMPREHENSIVE PRIMARY, SECONDARY AND TERTIARY DIABETES CARE FOR A POPULATION WITH THE HIGHEST INCIDENCE OF DIABETES IN THE NATION DURING THE FISCAL YEAR ENDED JUNE 30, 2009, BUMC ADMITTED 39,002 TOTAL PATIENTS RESULTING IN A TOTAL OF 241,230 DAYS OF CARE, 4,851 BABIES WERE DELIVERED AND THERE WERE 78,302 EMERGENCY DEPARTMENT VISITS DURING THE SAME PERIOD, BUMC PROVIDED \$170,911,456 IN UNREIMBURSED COST OF CHARITY CARE, MEDICAID, AND OTHER GOVERNMENT SPONSORED HEALTH CARE SERVICES IN ACCORDANCE WITH TEXAS HEALTH AND SAFETY CODE SECTION 311

4b

(Code) (Expenses \$ 18,149,491 including grants of \$ 0) (Revenue \$ 4,274,115)
BAYLOR UNIVERSITY MEDICAL CENTER (BUMC) PROVIDED MEDICAL RESIDENCY PROGRAMS FOR THE TRAINING OF FUTURE PHYSICIANS, NURSES AND OTHER HEALTH PROFESSIONALS IN AN EFFORT TO INCREASE THE SUPPLY OF HEALTH CARE PROFESSIONALS NATION-WIDE DURING THE YEAR, BUMC PROVIDED MEDICAL RESIDENCIES FOR OVER 200 MEDICAL STUDENTS ASSISTING WITH THE PREPARATION OF FUTURE NURSES AT ENTRY AND ADVANCED LEVELS OF NURSING IS CRITICAL IN ESTABLISHING A WORKFORCE OF QUALIFIED NURSES BAYLOR STRENGTHENED AND INCREASED THE NUMBER OF AFFILIATIONS WITH SCHOOLS OF NURSING, THROUGH THEIR WORK WITH SIX DALLAS COUNTY SCHOOLS OF NURSING DURING THE YEAR, BUMC INVESTED 66,804 HOURS IN THE TRAINING OF 634 UNDERGRADUATE NURSES TOTAL UNREIMBURSED COST OF THESE PROGRAMS IS \$13,875,376

4c

(Code) (Expenses \$ 10,647,648 including grants of \$ 10,647,648) (Revenue \$ 0)
MOVING SCIENTIFIC THEORY FROM THE RESEARCH BENCH TO CLINICAL TRIALS AND, ULTIMATELY, TO THE PATIENT'S BEDSIDE IS CENTRAL TO THE BAYLOR MISSION OF PATIENT-CENTERED MEDICAL RESEARCH DURING THE YEAR, BUMC SUPPORTED CLINICAL RESEARCH DEVELOPMENT COSTS, RESEARCH PAPERS, AND STUDIES THROUGH BAYLOR RESEARCH INSTITUTE AT A COST OF \$10,647,648 AT BAYLOR RESEARCH INSTITUTE ALONE, MORE THAN 800 PATIENT FOCUSED RESEARCH PROJECTS ARE UNDER WAY PIONEERING AND INNOVATION IN RESEARCH WITHIN MORE THAN 20 MEDICAL SPECIALTIES ARE UNIQUE CHARACTERISTICS THAT RESEARCH FUNDED BY BUMC BRINGS TO NORTH TEXAS COMMUNITIES

4d

Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e

Total program service expenses \$ 853,520,912 Must equal Part IX, Line 25, column (B).

Form 990 (2008)

Part IV Checklist of Required Schedules

		Yes	No	
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> 	1	Yes	
2	Is the organization required to complete Schedule B, Schedule of Contributors? 	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> 	3		No
4	Section 501(c)(3) organizations Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II</i> 	4	Yes	
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III</i>	5		
6	Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> 	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II</i> 	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> 	8		No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> 	9		No
10	Did the organization hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> 	10		No
11	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? <i>If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable</i> 	11	Yes	
12	Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i> 	12		No
13	Is the organization a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13		No
14a	Did the organization maintain an office, employees, or agents outside of the U S ?	14a		No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U S ? <i>If "Yes," complete Schedule F, Part I</i> 	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Part II</i> 	15		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Part III</i> 	16		No
17	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? <i>If "Yes," complete Schedule G, Part I</i>	17		No
18	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18		No
19	Did the organization report more than \$15,000 on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19		No
20	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H</i> 	20	Yes	
21	Did the organization report more than \$5,000 on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> 	21	Yes	
22	Did the organization report more than \$5,000 on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> 	22		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? <i>If "Yes," complete Schedule J</i> 	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to question 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> 	25a		No
b	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? <i>If "Yes," complete Schedule L, Part I</i> 	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> 	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> 	27		No

Part IV Checklist of Required Schedules *(Continued)*

		Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee		
a	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? <i>If "Yes," complete Schedule L, Part IV</i> 		No
b	Have a family member who had a direct or indirect business relationship with the organization? <i>If "Yes," complete Schedule L, Part IV</i> 		No
c	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? <i>If "Yes," complete Schedule L, Part IV</i> 	Yes	
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> 		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> 	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> 	Yes	
36	501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> 		No
37	Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> 		No

Part V

Statements Regarding Other IRS Filings and Tax Compliance

			Yes	No
1a	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable	1a616		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return	2a5,135		
b	If at least one is reported in 2a, did the organization file all required federal employment tax returns? . . . Note: <i>If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return.</i>	2b		
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		No
b	If "Yes," enter the name of the foreign country _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts .			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
c	If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ?	5c		
6a	Did the organization solicit any contributions that were not tax deductible?	6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	<i>Organizations that may receive deductible contributions under section 170(c).</i>			
a	Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more?	7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		No
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	7h		
8	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</i> Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8		
9	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.</i>			
a	Did the organization make any taxable distributions under section 4966?	9a		
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b		
10	<i>Section 501(c)(7) organizations.</i> Enter			
a	Initiation fees and capital contributions included on Part VIII, line 12	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11	<i>Section 501(c)(12) organizations.</i> Enter			
a	Gross income from members or shareholders	11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b		
12a	<i>Section 4947(a)(1) non-exempt charitable trusts.</i> Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		

Part VI

Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)

Section A. Governing Body and Management

For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

		Yes	No
1a	Enter the number of voting members of the governing body . . .		
1b	Enter the number of voting members that are independent . . .		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . .	3	No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? . . .	4	No
5	Did the organization become aware during the year of a material diversion of the organization's assets? . . .	5	No
6	Does the organization have members or stockholders?	6	Yes
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	7a	Yes
7b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons? . . .	7b	Yes
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
8a	the governing body?	8a	Yes
8b	each committee with authority to act on behalf of the governing body?	8b	Yes
9a	Does the organization have local chapters, branches, or affiliates?	9a	No
9b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	9b	
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990	10	Yes
11	Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	11	No

Section B. Policies

		Yes	No
12a	Does the organization have a written conflict of interest policy? If "No", go to line 13 . . .	12a	Yes
12b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes
12c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	Yes
13	Does the organization have a written whistleblower policy?	13	Yes
14	Does the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision		
15a	The organization's CEO, Executive Director, or top management official?	15a	Yes
15b	Other officers or key employees of the organization?	15b	Yes
	Describe the process in Schedule O		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	Yes
16b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?	16b	Yes

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed _____
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you make these available. Check all that apply. ☐ own website ☐ another's website ☒ upon request
19	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization. JAY WHITFIELD 3500 GASTON AVENUE SUITE 220 DALLAS, TX 75246 (214) 820-1913

Section A Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

☐ Check this box if the organization did not compensate any officer, director, trustee or key employee

[illegible]

[illegible]

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	No
4	For any individual listed online 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization

(A) Name and business address	(B) Description of services	(C) Compensation
Baylor Health Care System 2001 Bryan Street Suite 2200 DALLAS, TX 75201	Management Services	112,619,794
Medco Construction LLC 2001 Bryan Street Suite 2200 DALLAS, TX 75201	Construction Svcs	39,253,526
Aramark Services Inc P O Box 651009 CHARLOTTE, NC 282651009	Engineerng/Food Svc	18,546,481
HealthTexas Provider Network 2001 Bryan Street Suite 2200 DALLAS, TX 75201	Clin/Admin Svcs	15,649,841
Northstar Anesthesia PA 2000 E Lamar Blvd Ste 400 ARLINGTON, TX 76006	Anesthesia Services	6,821,157
2 Total number of independent contractors (including those in 1) who received more than \$100,000 in compensation from the organization		115

Part VIII

Statement of Revenue

				(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns 1a						
	b	Membership dues						
		1b						
	c	Fundraising events 1c						
	d	Related organizations 1d		18,674,434				
	e	Government grants (contributions) 1e		3,113,283				
	f	All other contributions, gifts, grants, and similar amounts not included above 1f		148,306				
	g	Noncash contributions included in lines 1a-1f \$						
	h	Total (Add lines 1a-1f)		21,936,023				
Program Service Revenue	2a	PATIENT CARE REVENUE	Business Code 621,990	969,395,397	969,395,397			
	b	AFFILIATE INCOME	621,990	45,061,015	45,057,364	3,651		
	c	RENT	531,120	12,920,269	12,920,269			
	d	EDUCATION	900,099	1,109,754	1,109,754			
	e	CAFETERIA	722,210	9,716,487			9,716,487	
	f	All other program service revenue		7,940,428	5,646,932	120,663	2,172,833	
	g	Total. Add lines 2a-2f						
		\$ 1,046,143,350						
	Other Revenue	3	Investment income (including dividends, interest other similar amounts)		30,474,458	1,341,057		29,133,401
4		Income from investment of tax-exempt bond proceeds		0				
5		Royalties		16,470			16,470	
6a		Gross Rents	(i) Real	(ii) Personal				
b		Less rental expenses						
c		Rental income or (loss)						
d		Net rental income or (loss)						
7a		Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
			174,131,167	3,430				
			200,036,071	0				
			-25,904,904	3,430				
b		Less cost or other basis and sales expenses						
c		Gain or (loss)						
d		Net gain or (loss)		-25,901,474			-25,901,474	
8a		Gross income from fundraising events (not including \$ of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000 a						
					0			
b		Less direct expenses b						
c		Net income or (loss) from fundraising events						
9a		Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000 a						
				0				
b	Less direct expenses b							
c	Net income or (loss) from gaming activities							
10a	Gross sales of inventory, less returns and allowances a							
				0				
b	Less cost of goods sold b							
c	Net income or (loss) from sales of inventory							
	Miscellaneous Revenue	Business Code						
11a								
b								
c								
d	All other revenue							
e	Total. Add lines 11a-11d \$ 0							
12	Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e			1,072,668,827	1,035,470,773	124,314	15,137,717	

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).					
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U S See Part IV, line 21	30,868,966	30,868,966		
2	Grants and other assistance to individuals in the U S See Part IV, line 22	0			
3	Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16	0			
4	Benefits paid to or for members	0			
5	Compensation of current officers, directors, trustees, and key employees	2,807,704		2,807,704	
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7	Other salaries and wages	277,266,348	274,906,015		
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	8,580,601	8,441,693	138,908	
9	Other employee benefits	38,346,746	38,020,305	326,441	
10	Payroll taxes	20,219,055	19,466,445	752,610	
11	Fees for services (non-employees)				
a	Management	270,869	270,869		
b	Legal	460,304		460,304	
c	Accounting	0			
d	Lobbying	0			
e	Professional fundraising See Part IV, line 17	0			
f	Investment management fees	0			
g	Other	202,608,191	113,923,714	88,684,477	
12	Advertising and promotion	3,341,460	201,626	3,139,834	
13	Office expenses	188,182,933	186,583,964	1,598,969	
14	Information technology	27,074,882	27,074,882		
15	Royalties	0			
16	Occupancy	40,200,497	36,735,589	3,464,908	
17	Travel	901,181	821,450	79,731	
18	Payments of travel or entertainment expenses for any Federal, state or local public officials	0			
19	Conferences, conventions and meetings	1,018,481	966,293	52,188	
20	Interest	1,860	1,860		
21	Payments to affiliates	0			
22	Depreciation, depletion, and amortization	37,772,187	37,772,187		
23	Insurance	4,181,799	3,807,882	373,917	
24	Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a	BAD DEBT	70,047,678	70,047,678		
b	LAUNDRY	2,242,980	2,242,980		
c	SPECIAL FUNCTIONS	568,367	472,535	95,832	
d	DUES & MEMBERSHIPS	372,341	337,867	34,474	
e	RECRUITING	323,025	272,523	50,502	
f	All other expenses	307,333	283,589	23,744	
25	Total functional expenses. Add lines 1 through 24f	957,965,788	853,520,912	104,444,876	0
26	Joint Costs. Check ☐ if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X **Balance Sheet**

		(A)		(B)		
		Beginning of year		End of year		
Assets	1 Cash—non-interest-bearing	145,669	1	112,588		
	2 Savings and temporary cash investments		2			
	3 Pledges and grants receivable, net		3			
	4 Accounts receivable, net	113,732,138	4	122,460,118		
	5 Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i>		5			
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i>		6			
	7 Notes and loans receivable, net	24,391,727	7	24,073,382		
	8 Inventories for sale or use	7,307,963	8	11,222,566		
	9 Prepaid expenses and deferred charges	3,673,808	9	538,754		
	10a Land, buildings, and equipment cost basis	<table><tr><td>10a</td><td>725,744,903</td></tr></table>	10a	725,744,903		
	10a	725,744,903				
	b Less accumulated depreciation <i>Complete Part VI of Schedule D</i>	<table><tr><td>10b</td><td>440,907,949</td></tr></table>	10b	440,907,949	269,723,964	10c 284,836,954
	10b	440,907,949				
	11 Investments—publicly traded securities	700,996,554	11	668,226,902		
	12 Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i>		12			
	13 Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i>	102,908,999	13	129,003,749		
14 Intangible assets	2,320,306	14	2,270,150			
15 Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i>	91,259,844	15	93,316,411			
16 Total assets. Add lines 1 through 15 (must equal line 34)	1,316,460,972	16	1,336,061,574			
Liabilities	17 Accounts payable and accrued expenses	107,655,456	17	61,375,026		
	18 Grants payable		18			
	19 Deferred revenue	8,429,335	19	12,475,735		
	20 Tax-exempt bond liabilities	100,433,219	20	97,722,176		
	21 Escrow account liability <i>Complete Part IV of Schedule D</i>		21			
	22 Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i>		22			
	23 Secured mortgages and notes payable to unrelated third parties		23			
	24 Unsecured notes and loans payable		24			
	25 Other liabilities <i>Complete Part X of Schedule D</i>	397,136	25	344,376		
	26 Total liabilities. Add lines 17 through 25	216,915,146	26	171,917,313		
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here ☒ and complete lines 27 through 29, and lines 33 and 34.					
	27 Unrestricted net assets	1,015,883,341	27	1,077,763,763		
	28 Temporarily restricted net assets	44,893,495	28	47,655,295		
	29 Permanently restricted net assets	38,768,990	29	38,725,203		
	Organizations that do not follow SFAS 117, check here ☐ and complete lines 30 through 34.					
	30 Capital stock or trust principal, or current funds		30			
	31 Paid-in or capital surplus, or land, building or equipment fund		31			
	32 Retained earnings, endowment, accumulated income, or other funds		32			
	33 Total net assets or fund balances	1,099,545,826	33	1,164,144,261		
	34 Total liabilities and net assets/fund balances	1,316,460,972	34	1,336,061,574		

Part XI **Financial Statements and Reporting**

			Yes	No
1	Accounting method used to prepare the Form 990 ☐ cash ☒ accrual ☐ other			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
b	Were the organization's financial statements audited by an independent accountant?	2b		No
c	If "Yes" to lines 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		No
b	If "Yes," did the organization undergo the required audit or audits?	3b		

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.
Attach to Form 990 or Form 990-EZ. See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization BAYLOR UNIVERSITY MEDICAL CENTER	Employer identification number 75-1837454
--	--

Part I Reason for Public Charity Status (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only **one** organization)

1	☐	A church, convention of churches, or association of churches described in Section 170(b)(1)(A)(i).
2	☐	A school described in Section 170(b)(1)(A)(ii). (Attach Schedule E)
3	☒	A hospital or a cooperative hospital service organization described in Section 170(b)(1)(A)(iii). (Attach Schedule H)
4	☐	A medical research organization operated in conjunction with a hospital described in Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state
5	☐	An organization operated for the benefit of a college or university owned or operated by a governmental unit described in Section 170(b)(1)(A)(iv). (Complete Part II)
6	☐	A federal, state, or local government or governmental unit described in Section 170(b)(1)(A)(v).
7	☐	An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in Section 170(b)(1)(A)(vi) (Complete Part II)
8	☐	A community trust described in Section 170(b)(1)(A)(vi) (Complete Part II)
9	☐	An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See Section 509(a)(2). (Complete Part III)
10	☐	An organization organized and operated exclusively to test for public safety See Section 509(a)(4). (See instructions)
11	☐	An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See Section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 11e through 11h a ☐ Type I b ☐ Type II c ☐ Type III - Functionally Integrated d ☐ Type III - Other
e	☐	By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
f	☐	If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box
g	☐	Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons? (i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization? (ii) a family member of a person described in (i) above? (iii) a 35% controlled entity of a person described in (i) or (ii) above?
h	☐	Provide the following information about the organizations the organization supports

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of Supported Organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (See Instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Public Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add line 1-3						
5 The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f)						
6 Public Support subtract line 5 from line 4						

Total Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
11 Total Support (Add lines 7 through 10)						
12 Gross receipts from related activities, etc (See instructions)					12	
13 First Five Years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Computation of Public Support Percentage						
14 Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f))		14				
15 Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f		15				
16a 33 1/3% Test - 2008. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization						
b 33 1/3% Test - 2007. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization						
17a 10% Facts and Circumstances Test - 2008. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization						
b 10% Facts and Circumstances Test - 2007. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization						
18 Private Foundation. If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions						

Part IIISupport Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3Gross receipts from activities that are not an unrelated trade or business under section 513						
4Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5The value of services or facilities furnished by a governmental unit to the organization without charge						
6Total Add lines 1-5						
7aAmounts included on lines 1, 2, and 3 received from disqualified persons						
bAmounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000						
cTotal of lines 7a and 7b						
8Public Support (Subtract line 7c from line 6)						

Total Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
9Amounts from line 6						
10aGross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
bUnrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975						
cAdd lines 10a and 10b						
11Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13Total Support (Add lines 9, 10c, 11 and 12)						
14First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Computation of Public Support Percentage			
15	Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f))	15	
16	Public Support Percentage for 2007 Schedule A, Part IV -A, line 27g	16	

Computation of Investment Income Percentage			
17	Investment Income Percentage for 2008 (line 10c column (f) divided by line 13 column (f))	17	
18	Investment Income Percentage from 2007 Schedule A, Part IV -A, line 27h	18	
19a	33 1/3% Tests - 2008. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		
b	33 1/3% Tests - 2007. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		
20	Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions		

Part IV

Supplemental Information. Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide and any other additional information. (see instructions)

Facts and Circumstances Test

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

To be completed by organizations described below. Attach to Form 990 or Form 990-EZ

OMB No 1545-0047

2008

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities)

- Section 501(c)(3) organizations complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990EZ, Part VI, line 47 (Lobbying Activities)

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) complete Part II-A Do not complete Part II-B
 - Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A
- If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax)
- Section 501(c)(4), (5), or (6) organizations complete Part III

Name of the organization BAYLOR UNIVERSITY MEDICAL CENTER	Employer identification number 75-1837454
--	--

Part I-A To be completed by all organizations exempt under section 501(c) and section 527 organizations. (See the instructions for Schedule C for details.)

- 1

Provide a description of the organization's direct and indirect political campaign activities in Part IV
- 2

Political expenditures

\$
- 3

Volunteer hours

Part I-B To be completed by all organizations exempt under section 501(c)(3). (See the instructions for Schedule C for details.)

- 1

Enter the amount of any excise tax incurred by the organization under section 4955

\$
- 2

Enter the amount of any excise tax incurred by organization managers under section 4955

\$
- 3

If the organization incurred in a section 4955 tax, did it file Form 4720 for this year?

☐ Yes

☐ No
- 4a

Was a correction made?

☐ Yes

☐ No
- b

If "Yes," describe in Part IV

Part I-C To be completed by all organizations exempt under section 501(c), except section 501(c)(3). (See the instructions for Schedule C for details.)

- 1

Enter the amount directly expended by the filing organization for section 527 exempt function activities

\$
- 2

Enter the amount of the filing organization's internal funds contributed to other organizations for section 527 exempt funtion activities

\$
- 3

Total of direct and indirect exempt function expenditures Add lines 1 and 2 and enter here and on Form 1120-POL, line 17b

\$
- 4

Did the filing organization file **Form 1120-POL** for this year?

☐ Yes

☐ No
- 5

State the names, addresses and Employer Identification Number (EIN) of all section 527 political organizations to which payments were made Enter the amount paid and indicate if the amount was paid from the filing organization's own internal funds or were political contributions received and promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's internal funds. If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-

Part II-A

To be completed by organizations exempt under section 501(c)(3) that filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

A

Check

☐

if the filing organization belongs to an affiliated group

B

Check

☐

if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures— (The term "expenditures" means amounts paid or incurred.)	(a) Filing Organization's Totals	(b) Affiliated Group Totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount Enter the amount from the following table in both columns— If the amount on line 1e, column (a) or (b) is: Not over \$500,000 Over \$500,000 but not over \$1,000,000 Over \$1,000,000 but not over \$1,500,000 Over \$1,500,000 but not over \$17,000,000 Over \$17,000,000 The lobbying nontaxable amount is: 20% of the amount on line 1e \$100,000 plus 15% of the excess over \$500,000 \$175,000 plus 10% of the excess over \$1,000,000 \$225,000 plus 5% of the excess over \$1,500,000 \$1,000,000		
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a Enter -0- if line g is more than line a		
i Subtract line 1f from line 1c Enter -0- if line f is more than line c		
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		☐ Yes ☒ No

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 1a through 1f of the instructions.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line d, column (e))					
f Grassroots lobbying expenditures					

Part II-B

To be completed by organizations exempt under section 501(c)(3) that have NOT filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?		No	
b	Paid staff or management (include compensation in expenses reported on lines c through i)?	Yes		
c	Media advertisements?		No	
d	Mailings to members, legislators, or the public?		No	
e	Publications, or published or broadcast statements?		No	
f	Grants to other organizations for lobbying purposes?	Yes		36,205
g	Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		230,365
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means?		No	
i	Other activities If "Yes," describe in Part IV		No	
j	Total lines 1c through 1i			266,570
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
b	If "Yes" enter the amount of any tax incurred under section 4912			
c	If "Yes" enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?		No	

Part III-A

To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6). (See the instructions for Schedule C for details.)

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1	
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?	3	

Part III-B

To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" OR if Part III-A, question 3 is answered "Yes." (See the instructions for Schedule C for details.)

1	Dues, assessments and similar amounts from members	1 \$
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).	
a	Current Year	2a \$
b	Carryover from last year	2b \$
c	Total	2c \$
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3 \$
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4 \$
5	Taxable amount of lobbying and political expenditures (line 2c total minus 3 and 4)	5 \$

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
SUPPLEMENTAL INFORMATION		STATEMENT REGARDING LEGISLATIVE ACTIVITY Health care policy is critical to all Americans, and Baylor University Medical Center ("BUMC") believes that health care providers must participate in forming health care policy by interacting with national, state and local representatives and their staff members to help them better understand the complexities and ramifications of key health care policies including, without limitation, those related to uninsured and indigent patient needs as well as the legislative and regulatory needs to assure the delivery of cost-efficient, quality health care. BUMC has established relationships with persons and industry associations that often communicate BUMC's positions on major health care issues. These contacts may include direct contact, telephone conversations and/or letters. Also, BUMC may attempt to educate the local community on certain legislative initiatives that may impact BUMC's ability to provide quality health care services to the community through direct mailings, media advertising or broadcast statements. The amount of resources (time and money) involved in these activities is insubstantial. BUMC has not intervened in any political campaign.

Supplemental Information

Identifier	Return Reference	Explanation
------------	------------------	-------------

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

► Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

Name of the organization
BAYLOR UNIVERSITY MEDICAL CENTER

Employer identification number
75-1837454

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate Contributions to (during year)	
3	Aggregate Grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit? ☐ Yes ☐ No	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Preservation of an historically importantly land area

☐ Protection of natural habitat

☐ Preservation of certified historic structure

☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ►

4

Number of states where property subject to conservation easement is located ►

5

Does the organization have a written policy regarding the periodic monitoring, inspection, violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff or volunteer hours devoted to monitoring, inspecting and enforcing easements during the year ►

7

Amount of expenses incurred in monitoring, inspecting, and enforcing easements during the year ► \$

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization’s financial statements that describes the organization’s accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

► \$

(ii) Assets included in Form 990, Part X

► \$

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

► \$

b

Assets included in Form 990, Part X

► \$

For Paperwork Reduction Act Notice, see the Intructions for Form 990

Cat No 52283D

Schedule D (Form 990) 2008

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Trust, Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain why in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a Beginning of year balance					
b Contributions					
c Investment earnings or losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Term endowment ▶

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations

(ii)

related organizations

3a(i)

Yes

No

3a(ii)

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land		9,842,901		9,842,901
b Buildings		469,046,704	252,859,226	216,187,478
c Leasehold improvements				0
d Equipment		246,855,298	188,048,723	58,806,575
e Other				0
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) ▶				284,836,954

Schedule D (Form 990) 2008

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives and other financial products		
Closely-held equity interests		
Other		
Total. (Column (b) should equal Form 990, Part X, col (B) line 12)		

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
INVESTMENTS IN EXEMPT ORGS	3,469,178	C
INV IN CONTROLLED PARTNERSHIPS	125,534,571	F
Total. (Column (b) should equal Form 990, Part X, col (B) line 13)	129,003,749	

(a) Description	(b) Book value
GRANTOR TRUST	5,853,881
BUMC ASSETS AT BHCS FOUNDATION	86,380,498
PHYSICIAN GUARANTEE RECEIVABLE	344,376
BOND ISSUE COSTS	737,656
Total. (Column (b) should equal Form 990, Part X, col.(B) line 15.)	93,316,411

(a) Description of Liability	(b) Amount
Federal Income Taxes	
PHYSICIAN GUARANTEE LIABILITY	344,376
Total. (Column (b) should equal Form 990, Part X, col (B) line 25)	344,376

Schedule D (Form 990) 2008

Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	
9	Total adjustments (net) Add lines 4 - 8	9	
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Losses reported on Form 990, Part IX, line 25	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

Identifier	Return Reference	Explanation
FIN 48 DISCLOSURE STATEMENT		The filing organization does not have separate individual audited financial statements, however, the organization is included in Baylor Health Care Systems combined audited financial statements (System) The System adopted the provisions of FASB Interpretation No 48, Accounting for Uncertainty in Income Taxes-an Interpretation of FASB Statement 109, or FIN 48, on July 1, 2007 As of June 30, 2009, there were no gross unrecognized tax benefits related to the filing organization

OMB No. 1545-0047
2008
**Open to Public
 Inspection**

▶ Attach to Form 990. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

Employer identification number

75-1837454

3 Activites per Region (Use Schedule F-1 (Form 990) if additional space is needed)

For Paperwork Reduction Act Notice, see the instructions for Form 990. **Cat No 50082W** **Schedule F (Form 990) 2008**

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 ☐ ☐
Use Schedule F-1 if additional space is needed.

[illegible]

2 Enter total number of organizations that are recognized as charities by the foreign country or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ► _____

3 Enter total number of other organizations or entities 

Complete this part to provide the information required in Part I, line 2, and any other additional information.

Schedule F (Form 990) 2008

Software ID:

Software Version:

EIN: 75-1837454

Name: BAYLOR UNIVERSITY MEDICAL CENTER

Form 990 Schedule F Part II - Grants and Other Assistance to Organizations or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
--------------------------	--	------------	----------------------	--------------------------	---------------------------------	-----------------------------------	--	---

SCHEDULE H
(Form 990)

Department of the Treasury
Internal Revenue Service

Hospitals

OMB No 1545-0047

2008

Open to Public Inspection

► Attach to Form 990. To be completed by organizations that answer "Yes" to Form 990, Part IV, line 20.

Name of the organization
BAYLOR UNIVERSITY MEDICAL CENTER

Employer identification number
75-1837454

Part I

Charity Care and Certain Other Community Benefits at Cost (Optional for 2008)

		Yes	No
1a	Does the organization have a charity care policy? If "No," skip to question 6a	1a	
b	If "Yes," is it a written policy?	1b	
2	If the organization has multiple hospitals, indicate which of the following best describes application of the charity care policy to the various hospitals ☐ Applied uniformly to all hospitals ☐ Applied uniformly to most hospitals ☐ Generally tailored to individual hospitals		
3	Answer the following based on the charity care eligibility criteria that applies to the largest number of the organization's patients a Does the organization use Federal Poverty Guidelines (FPG) to determine eligibility for providing <i>free</i> care to low income individuals? If "Yes," indicate which of the following is the family income limit for eligibility for free care ☐ 100% ☐ 150% ☐ 200% ☐ Other _____ % b Does the organization use FPG to determine eligibility for providing <i>discounted</i> care to low income individuals? If "Yes," indicate which of the following is the family income limit for eligibility for discounted care ☐ 200% ☐ 250% ☐ 300% ☐ 350% ☐ 400% ☐ Other _____ % c If the organization does not use FPG to determine eligibility, describe in Part VI the income based criteria for determining eligibility for free or discounted care Include in the description whether the organization uses an asset test or other threshold, regardless of income, to determine eligibility for free or discounted care 4 Does the organization's policy provide free or discounted care to the "medically indigent"?	3a	
5a	Does the organization budget amounts for free or discounted care provided under its charity care policy?	5a	
b	If "Yes," did the organization's charity care expenses exceed the budgeted amount?	5b	
c	If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?	5c	
6a	Does the organization prepare an annual community benefit report?	6a	
6b	If "Yes," does the organization make it available to the public?	6b	
Complete the following table using the worksheets provided in the Schedule H instructions Do not submit these worksheets with the Schedule H			

7

Charity Care and Certain Other Community Benefits at Cost

Charity Care and Means-Tested Programs	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
a Charity care at cost (from <i>worksheets 1 and 2</i>)						
b Unreimbursed Medicaid (from <i>worksheet 3, column a</i>)						
c Unreimbursed costs—other means-tested government programs (from <i>worksheet 3, column b</i>)						
d Total Charity Care and Means-Tested Programs						
Other Benefits						
e Community health improvement services and community benefit operations (from <i>worksheet 4</i>)						
f Health professions education (from <i>worksheet 5</i>)						
g Subsidized health services (from <i>worksheet 6</i>)						
h Research (from <i>worksheet 7</i>)						
i Cash and in-kind contributions to community groups (from <i>worksheet 8</i>)						
j Total Other Benefits						
k Total (line 7d and 7j)						

Part IICommunity Building Activities

(Complete this table if the organization conducted any community building activities) (Optional for 2008)

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1	Physical improvements and housing					
2	Economic development					
3	Community support					
4	Environmental improvements					
5	Leadership development and training for community members					
6	Coalition building					
7	Community health improvement advocacy					
8	Workforce development					
9	Other					
10	Total					

Part IIIBad Debt, Medicare, & Collection Practices

(Optional for 2008)

Section A. Bad Debt Expense

1	Does the organization report bad debt expense in accordance with Heathcare Financial Management Association Statement No. 15?	1	Yes	No
2	Enter the amount of the organization's bad debt expense (at cost)	2		
3	Enter the estimated amount of the organization's bad debt expense (at cost) attributable to patients eligible under the organization's charity care policy	3		
4	Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense. In addition, describe the costing methodology used in determining the amounts reported on lines 2 and 3, or rationale for including other bad debt amounts in community benefit.			

Section B. Medicare

5	Enter total revenue received from Medicare (including DSH and IME)	5		
6	Enter Medicare allowable costs of care relating to payments on line 5	6		
7	Enter line 5 less line 6—surplus or (shortfall)	7		
8	Describe in Part VI the extent to which any shortfall reported on line 7 should be treated as community benefit and the costing methodology or source used to determine the amount reported on line 6 and indicate which of the following methods was used: ☐ Cost accounting system ☐ Cost to charge ratio ☐ Other			

Section C. Collection Practices

9a	Does the organization have a written debt collection policy?	9a		
9b	If "Yes," does the organization's collection policy contain provisions on the collection practices to be followed for patients who are known to qualify for charity care or financial assistance? Describe in Part VI	9b		

Part IVManagement Companies and Joint Ventures

(Optional for 2008)

(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership%	(e) Physicians' profit % or stock ownership %
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				

Part V

Facility Information (Required for 2008)

Name and address	Licensed hospital	General medical & surgical	Children's hospital	Teaching hospital	Critical access hospital	Research facility	ER-24 hours	ER-other	Other (Describe)
Baylor University Medical Center 3500 Gaston Avenue Dallas, TX 75246	X	X		X		X	X		SEE PART VI
Baylor Heart & Vascular Center LLP 621 N Hall Dallas, TX 75226	X	X							
Irving Coppell Surgical Hospital LLP 440 West I-35 Irving, TX 75063	X	X					X		
North Central Surgical Center LLP 9301 North Central Expressway Suit Dallas, TX 75231	X	X					X		
Trophy Club Medical Center LLP 2800 South Hwy 114 Trophy Club, TX 76262	X	X					X		
Ft Worth Surgicare Partners Ltd 750 13th Avenue Ft Worth, TX 76104	X	X					X		
Frisco Medical Center LLP 5601 Warren Parkway Frisco, TX 75034	X	X					X		
MSH Partners LLP 3515 Howell Street Dallas, TX 75204	X	X					X		
Arlington Orthopedic and Spine Hospital 707 Highlander Blvd Arlington, TX 76015	X	X					X		

Part VI **Supplemental Information** *(Optional for 2008)*

Complete this part to provide the following information

1 Provide the description required for Part I, line 3c, Part I, line 7, Part III, line 4, Part III, line 8, and Part III, line 9b

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

2 Needs Assessment. Describe how the organization assesses the health care needs of the communities it serves

3 Patient Education of Eligibility for Assistance. Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's charity care policy

4 Community Information. Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves

5 Community Building Activities. Describe how the organization's community building activities, as reported in Part II, promote the health of the communities the organization serves

6 Provide any other information important to describing how the organization's hospitals or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.)

PART V - DESCRIPTION OF OTHER FACILITIES - 1 Asthma Center, 3 Senior/Geriatric Centers, 3 Imaging Centers, 3 Diagnostic Centers, 1 Wound Care Center, 1 Weight Loss Center, 3 Pain Centers, 1 Sleep Center, 1 Rehabilitation Clinic, 1 Diabetes Center, 1 Cancer Center, 1 Spine Center, 1 CHF Clinic, and 15 Ambulatory Surgery Centers

7 If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served

8 If applicable, identify all states with which the organization, or a related organization, files a community benefit report

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
BAYLOR UNIVERSITY MEDICAL CENTER

Grants and Other Assistance to Organizations,
Governments and Individuals in the U.S.

Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. Attach to Form 990.

OMB No 1545-0047

2008

Open to Public
Inspection

Employer identification number
75-1837454

Part I

General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 if additional space is needed ☐

1(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV , appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
SOUTHERN SECTOR HEALTH INITIATIVE2625 Elm Suite 212 DALLAS,TX 75226	26-3087442	501(C)(3)	400,000		N/A	N/A	GENERAL SUPPORT
BAYLOR RESEARCH INSTITUTE3434 LIVE OAK DALLAS,TX 75226	75-1921898	501(C)(3)	10,647,648		N/A	N/A	MEDICAL RESEARCH
DALLAS ACAD OF MED DBA PROJ ACC DALLAS140 E 12TH STREET DALLAS,TX 75203	75-0223610	501(C)(3)	389,615		N/A	N/A	INDIGENT CARE
DALLAS COUNTY INDIGENT CARE CORPORATIONPO BOX 655999 DALLAS,TX 75265	26-0610562	501(C)(3)	19,431,703		N/A	N/A	INDIGENT CARE

2

Enter total number of section 501(c)(3) and government organizations

4

3

Enter total number of other organizations

0

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Use Schedule I-1 (Form 990) if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e) Method of valuation (book, FMV , appraisal, other)	(f)Description of non-cash assistance

Part IV

Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.
See Additional Data Table

Identifier	Return Reference	Explanation
Schedule I, Lines 1 & 2	Monitoring Grants & Other Assistance	As part of its mission, the organization provides grants and other assistance to related and/or unrelated not-for-profit organizations which are religious, charitable, scientific, or educational in nature, within the meaning of Internal Revenue Code Section 501(c)(3), but only when the use will further one or more tenets of Baylor's charitable mission and one or more of the following criteria for use of these funds is met (1) fulfills a need identified by a community needs assessment conducted by Baylor Health Care System (BHCS) or a third party (such as Community Health Check Up or by the United Way) and adopted as a priority by BHCS's Community Service Advisory Council, (2) serves an under-served community or group of people through medical mission work to improve their health status For related organizations, all grants and other assistance are subject to the policies and procedures set forth by BHCS which ensures all funds are used in accordance with the guidelines set forth above and in accordance with the related organization's exempt purpose Grants and other assistance provided to unrelated organizations are typically monitored by personal inspection Examples include providing assistance to entities where the filing organization's employee serves as a board member for the recipient organization or through attendance at community events where the filing organization employees work as volunteers or to help coordinate these events

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

► Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
BAYLOR UNIVERSITY MEDICAL CENTER

Employer identification number
75-1837454

Part I		Questions Regarding Compensation	
		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	☐ First class or charter travel		
	☒ Travel for companions		
	☒ Tax idemnification and gross-up payments		
	☒ Discretionary spending account		
	☒ Housing allowance or residence for personal use		
	☐ Payments for business use of personal residence		
	☒ Health or social club dues or initiation fees		
	☐ Personal services (e g , maid, chauffeur, chef)		
b	If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	☒ Compensation committee		
	☒ Independent compensation consultant		
	☐ Form 990 of other organizations		
	☐ Written employment contract		
	☒ Compensation survey or study		
	☒ Approval by the board or compensation committee		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a		
a	Receive a severance payment or change of control payment?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	501(c)(3) and 501(c)(4) organizations only must complete lines 5-8.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a	The organization?	5a	No
b	Any related organization?	5b	No
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a	The organization?	6a	No
b	Any related organization?	6b	No
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	Yes
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	No

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
William Boyd	(i)	0	0	0	0	0	0	0
	(ii)	497,626	186,425	23,353	53,499	34,331	795,234	0
John McWhorter	(i)	397,677	249,062	14,988	97,837	30,117	789,681	90,004
	(ii)	0	0	0	0	0	0	0
James Thaxton	(i)	152,554	93,509	6,194	20,087	12,721	285,065	0
	(ii)	192,814	42,269	8,446	20,087	15,579	279,195	42,269
Janie Wade	(i)	126,152	25,185	377	11,678	14,519	177,911	25,185
	(ii)	80,525	36,865	235	8,341	9,640	135,606	0
Jason Whitfield	(i)	82,816	23,030	24,659	8,380	11,983	150,868	0
	(ii)	112,015	0	3,663	0	15,723	131,401	0
Janeene Jones	(i)	206,167	47,613	1,829	20,372	20,995	296,976	0
	(ii)	25,617	19,861	239	1,852	2,373	49,942	19,861
Gail Maxwell	(i)	170,010	48,526	2,663	16,661	19,003	256,863	18,584
	(ii)	0	0	0	0	0	0	0
Claudia Wilder	(i)	188,038	34,190	44,391	16,467	24,580	307,666	0
	(ii)	0	0	0	0	0	0	0
Christopher York	(i)	187,426	34,190	21,163	16,467	32,242	291,488	0
	(ii)	0	0	0	0	0	0	0
Michael Ramsay MD	(i)	535,753	66,048	12,289	46,739	28,048	688,877	66,048
	(ii)	0	0	0	0	0	0	0
Irving Prengler MD	(i)	393,483	126,473	4,812	47,541	34,118	606,427	36,252
	(ii)	0	0	0	0	0	0	0
Ronald Jones MD	(i)	437,556	48,301	24,634	0	26,139	536,630	0
	(ii)	0	0	0	0	0	0	0
Michael Emmett MD	(i)	405,665	77,627	10,035	41,696	27,937	562,960	41,690
	(ii)	0	0	0	0	0	0	0
William Sutker MD	(i)	294,928	47,328	490	0	29,997	372,743	0
	(ii)	0	0	0	0	0	0	0
	(i)							
	(ii)							

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Schedule J (Form 990) 2008

Software ID:
Software Version:
EIN: 75-1837454
Name: BAYLOR UNIVERSITY MEDICAL CENTER

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
William Boyd	(i)	0	0	0	0	0	0	0
	(ii)	497,626	186,425	23,353	53,499	34,331	795,234	0
John McWhorter	(i)	397,677	249,062	14,988	97,837	30,117	789,681	90,004
	(ii)	0	0	0	0	0	0	0
James Thaxton	(i)	152,554	93,509	6,194	20,087	12,721	285,065	0
	(ii)	192,814	42,269	8,446	20,087	15,579	279,195	42,269
Janie Wade	(i)	126,152	25,185	377	11,678	14,519	177,911	25,185
	(ii)	80,525	36,865	235	8,341	9,640	135,606	0
Jason Whitfield	(i)	82,816	23,030	24,659	8,380	11,983	150,868	0
	(ii)	112,015	0	3,663	0	15,723	131,401	0
Janeene Jones	(i)	206,167	47,613	1,829	20,372	20,995	296,976	0
	(ii)	25,617	19,861	239	1,852	2,373	49,942	19,861
Gail Maxwell	(i)	170,010	48,526	2,663	16,661	19,003	256,863	18,584
	(ii)	0	0	0	0	0	0	0
Claudia Wilder	(i)	188,038	34,190	44,391	16,467	24,580	307,666	0
	(ii)	0	0	0	0	0	0	0
Christopher York	(i)	187,426	34,190	21,163	16,467	32,242	291,488	0
	(ii)	0	0	0	0	0	0	0
Michael Ramsay MD	(i)	535,753	66,048	12,289	46,739	28,048	688,877	66,048
	(ii)	0	0	0	0	0	0	0
Irving Pregler MD	(i)	393,483	126,473	4,812	47,541	34,118	606,427	36,252
	(ii)	0	0	0	0	0	0	0
Ronald Jones MD	(i)	437,556	48,301	24,634	0	26,139	536,630	0
	(ii)	0	0	0	0	0	0	0
Michael Emmett MD	(i)	405,665	77,627	10,035	41,696	27,937	562,960	41,690
	(ii)	0	0	0	0	0	0	0
William Sutker MD	(i)	294,928	47,328	490	0	29,997	372,743	0
	(ii)	0	0	0	0	0	0	0

Schedule L
(Form 990 or 990-EZ)

OMB No 1545-0047

2008

Open to Public Inspection

Transactions with Interested Persons

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.
▶ To be completed by organizations that answered
"Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c,
or Form 990-EZ, Part V lines 38b or 40b.

Name of the organization BAYLOR UNIVERSITY MEDICAL CENTER	Employer identification number 75-1837454
--	--

Part I Excess Benefit Transactions (section 501(c)(3) and section 501 (c)(4) organizations only).

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1	(a) Name of disqualified person	(b) Description of transaction	(c) Corrected?	
			Yes	No

2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 ▶ \$

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$

Part II Loans to and/or From Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

(a) Name of interested person and purpose	(b) Loan to or from the organization?		(c) Original principal amount	(d) Balance due	(e) In default?		(f) Approved by board or committee?		(g) Written agreement?	
	To	From			Yes	No	Yes	No	Yes	No
Total ▶ \$										

Part III Grants or Assistance Benefitting Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of grant or type of assistance

Part IV Business Transactions Involving Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
Texas Heart Hospital of SW LLP TH	SEE SCHEDULE O	1,737,355	SEE SCHEDULE O		No
Baylor Health Enterprises LP BHE	SEE SCHEDULE O	158,559	Purchased Services		No
Baylor Heart Vascular Center BHV	SEE SCHEDULE O	4,591,221	SEE SCHEDULE O		No
Baylor Heart Vascular Center BHV	SEE SCHEDULE O	17,916,754	Clinical Services		No
Baylor Heart Vascular Center BHV	SEE SCHEDULE O	4,591,221	SEE SCHEDULE O		No
Baylor Heart Vascular Center BHV	SEE SCHEDULE O	17,916,754	Clinical Services		No
See Additional Data Table					

efile GRAPHIC print - DO NOT PROCESS

As Filed Data -

DLN: 93493137009410

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

► Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
BAYLOR UNIVERSITY MEDICAL CENTER

Employer identification number
75-1837454

Identifier	Return Reference	Explanation
SUPPLEMENTAL INFORMATION		IRC 6038 STATEMENT BAYLOR UNIVERSITY MEDICAL CENTER (BUMC) IS CONTROLLED BY BAYLOR HEALTH CARE SYSTEM (BHCS), EMPLOYER IDENTIFICATION NUMBER 75-1812652 BHCS ALSO OWNS CHURCH UNIVERSITY INSURANCE COMPANY, LTD (CUIC) AND HEALTH CARE INSURANCE COMPANY OF TEXAS, LTD (HCIC) CUIC AND HCIC ARE CONTROLLED FOREIGN CORPORATIONS BHCS FURNISHES ALL INFORMATION REQUIRED OF BUMC BY IRC SECTION 6038 AND THE REGULATIONS THEREUNDER WITH RESPECT TO CUIC AND HCIC THEREFORE, PURSUANT TO TREASURY REGULATION SEC 1 6038-2(J)(2), BUMC IS EXCEPTED FROM PROVIDING SUCH INFORMATION BHCS FILES ITS RETURN OF ORGANIZATION EXEMPT FROM INCOME TAX IN OGDEN, UTAH FORM 990, PART VI, QUESTION 6 MEMBERS OR STOCKHOLDERS The organization is a Texas nonprofit membership organization in w hich Baylor Health Care System, a tax exempt, Texas nonprofit corporation, is the sole member FORM 990, PART VI, QUESTION 7A ELECTION OF MEMBERS OF GOVERNING BODY BY MEMBERS, STOCKHOLDERS, OR OTHER PERSONS The sole member, Baylor Health Care System, elects and removes the members of the governing body FORM 990, PART VI, QUESTION 7B GOVERNING BODY DECISIONS SUBJECT TO APPROVAL All rights and pow ers are reserved to the sole member, Baylor Health Care System, except only those rights and pow ers expressly set forth in the bylaw s, required by state or federal law , or to meet the requirements and standards promulgated by Joint Commission For example, the member's reserved rights and pow ers include, w ithout limitation, approval of the organization's articles of incorporation and bylaw s and amendments thereto, appointment and removal of members of the organization's governing body, approval of dissolutions and mergers, and other similar decisions over the organization FORM 990, PART VI, QUESTION 10 PROCESS USED TO REVIEW THE FORM 990 The Form 990 is prepared and review ed by the Baylor Health Care System's tax department w ith assistance from a national public accounting firm During the return preparation process the tax department w orks w ith other functional areas including finance, accounting, treasury, legal, human resources, and corporate compliance for advice, information and assistance to prepare a complete and accurate return Upon completion, the Form 990 is review ed by the organization's President, financial officer and/or other key officers The Form 990 is then review ed by the organization's governing body and a complete final copy of the return is provided to the organization's governing body prior to filing w ith the IRS FORM 990, PART VI, QUESTION 12C PROCESS USED TO MONITOR AND ENFORCE COMPLIANCE WITH THE ORGANIZATION'S CONFLICT OF INTEREST POLICY Persons w ith the actual or perceived ability to influence the organization have the duty to disclose annually and otherw ise promptly as potential conflicts are identified, any famlial, professional or financial relationships w ith entities or individuals that do, or seek to do business w ith the organization or that compete w ith the organization These individuals include the organization's officers, governing body, management, physicians w ith administrative services agreements and other key personnel w ho interact w ith outside organizations or businesses on behalf of the organization The Baylor Health Care System ("BHCS") Board of Trustees Audit and Compliance Committee and the BHCS Corporate Compliance Committee review all relevant disclosures submitted by these individuals to determine w hether a conflict of interest exists and to determine an appropriate resolution, if necessary Any individual w ith a perceived or potential conflict is prohibited from voting or participating in the decision making process regarding such transaction w ith that individual FORM 990, PART VI, QUESTIONS 15A & 15B PROCESS FOR DETERMINING COMPENSATION The organization, a controlled affiliate of Baylor Health Care System ("BHCS"), recognizes that those chosen to lead the organization are vital to its ongoing success and grow th Thus, it must attract, retain and engage the highest quality officers and key employees to lead the organization and help BHCS maintain its national reputation for hitting high targets for medical quality, patient safety, and patient satisfaction A significant portion of the organization's officers' and key employees' total compensation is based on significant performance achievements This strategy, know n as the Performance Award Program, works to put a greater emphasis on the importance of the organization achieving targeted improvements in the areas of People, Quality, Patient Satisfaction and Financial Stew ards hip, annually Total executive compensation is part of an integrated talent management strategy developed by the BHCS Board of Trustees and its Compensation and Governance Committee (Committee) to attract, motivate, and retain the best leadership resources for the organization Executive compensation is determined pursuant to guidelines outlined in the intermediate sanction rules under IRC Section 4985 including taking steps to meet the rebuttable presumption standard of reasonableness under Treasury Regulation 53 4598-6, as summarized below When making compensation decisions, the organization compares itself to similar-sized, and structured businesses including similar entities in other integrated health care service systems and other similar sized organizations both locally and nationally The BHCS Board of Trustees and Committee, on behalf of the organization, w orks directly w ith an independent compensation expert to identify reasonable and competitive market rates as w ell as provide an annual review of the total compensation of the organization's top management officials and key employees The Committee is made up of members of the BHCS Board of Trustees, w ho are independent, community volunteers Guided by the information provided by the independent compensation expert, the Committee approves and recommends to the BHCS Board of Trustees salary increases, earned incentives, and benefit offerings for the organization's President, other officers and/or key employees to be comparable to similar organizations for similar services and/or positions Furthermore, the Committee is charged w ith the responsibility of review ing annually the major elements of the executive compensation program to assure designs remain consistent w ith the business needs, market practices, and compensation philosophy As part of the decision making process, the Committee w ill often meet in executive session to discuss and review recommendations made by the independent compensation expert During the executive session no officer or key employee w hose compensation is being review ed is present during these discussions All decisions are contemporaneously documented in the Committee minutes w hich are timely review ed and approved by the Committee FORM 990, PART VI, QUESTION 19 PROCESS FOR MAKING GOVERNMENT DOCUMENTS, CONFLICT OF INTEREST POLICY, & FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC The organization's articles of incorporation and amendments thereto are made available to the public by the filing of those documents w ith the Texas Secretary of State Also, the organization is included w ithin the combined financial statements of Baylor Health Care System that are made available to the public by the posting of those documents through DAC Bond The organization's other governing documents and conflicts of interest policy are not made available to the public Form 990, Part VII Hours w orked for related organizations The persons listed below transferred to or from a related organization during the year They w orked an average of 40 hours per w eek both before and after the transfer Janeene Jones James Thaxton Janie Wade Jay Whitfield The persons listed below also serve either as a voluntary member of the governing body or an employed officer of a related organization The average hours per w eek devoted to the related organizations is listed below William Boyd (40 Hours) Albert Black, Jr (8 Hours) Ron Carter (6 Hours) Walker Harman (8 Hours) John McWhorter (2 Hours) Robert Mundlin (8 Hours) Tim Ow ens (6 Hours) Michael Ramsay, M D is compensated by the filing organization (as the common paymaster) for his roles at the filing organization and related organizations for a total of 36 hours per w eek of w hich 16 hours is attributable to related organizations FORM 990, PART XI, QUESTION 2B AUDITED FINANCIAL STATEMENTS The filing organization does not have separate individual audited financial statements, how ever, the organization is included in Baylor Health Care System's (Parent Organization) combined audited financial statements w hich are prepared in accordance w ith Generally Accepted Accounting Principles Baylor Health Care System's Board of Trustees Audit and Compliance Committee has responsibility for oversight of the audit and the selection of an independent accountant

Identifier	Return Reference	Explanation
SUPPLEMENTAL INFORMATION		FORM 990, SCHEDULE L, PART IV, COLUMN B DESCRIPTION OF RELATIONSHIPS BETWEEN INTERESTED PERSONS AND THE ORGANIZATION Bob Mundlin, organization's volunteer board member, also serves as volunteer chair of the THHSW board THHSW is a controlled affiliate of the organization Bob Mundlin was appointed by the organization to serve as a community board representative of THHSW and receives no director fees for this service John McWhorter, organization's President, serves as a Board Member of BHE and receives no additional compensation for this service BHE is a wholly controlled affiliate of Baylor Health Care System John McWhorter, organization's President, serves as a board member of BHVC and receives no additional compensation for this service BHVC is a controlled affiliate of the organization Tim Owens, organization's volunteer board member, also serves as a volunteer board member of BHVC BHVC is a controlled affiliate of the organization Tim Owens was appointed by the organization to serve as a community board representative of BHVC and receives no director fees for this service FORM 990, SCHEDULE L, PART IV, COLUMN D DESCRIPTION OF TRANSACTION TRANSACTION AMOUNT \$1,737,355 Provision of Charity Care from THHSW to BUMC TRANSACTION AMOUNT \$4,591,221 Rental of real property, management services, provision of charity care to BUMC from THHSW

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Attach to Form 990. To be completed by organizations that answerd "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.
▶ See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
BAYLOR UNIVERSITY MEDICAL CENTER

Employer identification number
75-1837454

Part I Identification of Disregarded Entities					
(A) Name, address, and EIN of disregarded entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Total income	(E) End-of-year assets	(F) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations					
(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Exempt Code section	(E) Public charity status (if section 501(c)(3))	(F) Direct controlling entity
See Additional Data Table					

Part III

Identification of Related Organizations Taxable as a Partnership

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Predominant income(related, investment, unrelated)	(F) Share of total income	(G) Share of end-of- year assets	(H) Disproporionate allocations?		(I) Code V—UBI amount on Box 20 of K-1	(J) General or managing partner?	
							Yes	No		Yes	No
See Additional Data Table											

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Type of entity (C corp, S corp, or trust)	(F) Share of total income	(G) Share of end-of-year assets	(H) Percentage ownership
See Additional Data Table							

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Software ID:

Software Version:

EIN: 75-1837454

Name: BAYLOR UNIVERSITY MEDICAL CENTER

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

(A) Name, address, and EIN of related organization	(B) Primary Activity	(C) Legal Domicile (State or Foreign Country)	(D) Exempt Code section	(E) Public charity status (if 501(c)(3))	(F) Direct Controlling Entity
Baylor Health Care System (BHCS) 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1812652	MGMT SVCS	TX	501(c)(3)	11,Type III	N/A
Baylor Medical Center at Garland 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1037591	ACUTE CARE	TX	501(c)(3)	3	BHCS
Baylor Medical Center at Irving 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-2586857	ACUTE CARE	TX	501(c)(3)	3	BHCS
Baylor Medical Center at Waxahachie 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1844139	ACUTE CARE	TX	501(c)(3)	3	BHCS
Baylor Regional Medical Center at Plano 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 82-0551704	ACUTE CARE	TX	501(c)(3)	3	BHCS
Baylor Regional Medical Ctr at Grapevine 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1777119	ACUTE CARE	TX	501(c)(3)	3	BHCS
BIR at Gaston Episcopal Hospital 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1037226	REHAB HOSP	TX	501(c)(3)	3	BHCS
Baylor Specialty Health Centers 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1765385	LT CARE HOSP	TX	501(c)(3)	3	BHCS
Baylor All Saints Medical Center (BASMC) 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1008430	ACUTE CARE	TX	501(c)(3)	3	BHCS
Baylor Health Care System Foundation 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1606705	FUNDRAISING	TX	501(c)(3)	7	BHCS
All Saints Health Foundation 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1947007	FUNDRAISING	TX	501(c)(3)	7	BASMC
HealthTexas Provider Network 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-2536818	PHYS PRACT	TX	501(c)(3)	3	BHCS
Baylor Health Services 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1917311	ASC/SSH	TX	501(c)(3)	3	BHCS
Baylor Research Institute 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1921898	RESEARCH	TX	501(c)(3)	4	BHCS
Southern Sector Health Initiative 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 26-3087442	DIABETIC HLTH	TX	501(c)(3)	11, Type I	NA
Baylor Medical Center at McKinney 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 26-3604064	ACUTE CARE	TX	501(c)(3)	3	BHCS
BHCS Employee Benefit Trust 2001 BRYAN STREET SUITE 2200 DALLAS, TX75201 75-1848557	VEBA	TX	501(c)(9)		BHCS

Form 990, Schedule R, Part III - Identification of Related Organizations Taxable as a Partnership

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal Domicile (State or Foreign Country)	(D) Direct Controlling Entity	(E) Predominant income(related, investment, unrelated)	(F) Share of total income (\$)	(G) Share of end-of-year assets (\$)	(H) Disproportionate allocations?		(I) Code V-UBI amount on Box 20 of Schedule K-1 (Form 1065) (\$)	(J) General or Managing Partner?	
							Yes	No		Yes	No
MEDCO Construction LLC 2001 Bryan Street Suite 2200 Dallas, TX75201 20-5965871	Construction	TX	NA	N/A							
Baylor Affiliated Services LLC 2001 Bryan Street Suite 2200 Dallas, TX75201 26-0614730	Benefit Plans	TX	NA	N/A							
Baylor Heart and Vascular Center LLP 2001 Bryan Street Suite 2200 Dallas, TX75201 75-2834135	Specialty Hosp	TX	NA	RELATED	18,954,023	27,777,927		No	7,303	Yes	
Texas Heart Hospital of Southwest LLP 2001 Bryan Street Suite 2200 Dallas, TX75201 41-2101361	Specialty Hosp	TX	NA	N/A							
HTPN-Gastroenterology Services LLP 2001 Bryan Street Suite 2200 Dallas, TX75201 73-1697736	Specialty Hosp	TX	NA	RELATED	597,597	655,844		No	0	Yes	
Trinity MC LLC 2001 Bryan Street Suite 2200 Dallas, TX75201 20-8889358	Acute care hosp	TX	NA	N/A							
Texas Health Venture Group LLC 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2696845	Interest-ASC/SSH	TX	NA	RELATED	13,536,383	115,619,680		No	0	Yes	
Dallas Surgical Partners LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 72-2183815	Ambul Surgery Ctr	TX	NA	N/A							
Valley View Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2900902	Ambul Surgery Ctr	TX	NA	N/A							
Denton Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2708579	Ambul Surgery Ctr	TX	NA	N/A							
Bellaire Outpatient Surgery Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 56-2297308	Ambul Surgery Ctr	TX	NA	N/A							
Grapevine Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2854711	Ambul Surgery Ctr	TX	NA	N/A							
Lewisville Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2862263	Ambul Surgery Ctr	TX	NA	N/A							
North Garland Surgery Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 56-2399993	Ambul Surgery Ctr	TX	NA	N/A							
Garland Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2764855	Ambul Surgery Ctr	TX	NA	N/A							
Arlington Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2748040	Ambul Surgery Ctr	TX	NA	N/A							
Rockwall Ambulatory Surgery Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 20-5506447	Ambul Surgery Ctr	TX	NA	N/A							
Metroplex Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2567179	Ambul Surgery Ctr	TX	NA	N/A							
Baylor Surgicare at Plano LLC 15305 Dallas Parkway Suite 1600 Addison, TX75001 26-0308454	Ambul Surgery Ctr	TX	NA	N/A							
RockwallHeath Surgery Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 20-0334166	Ambul Surgery Ctr	TX	NA	N/A							
Irving Coppel Surgical Hospital LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 54-2086863	Short Stay Hosp	TX	NA	N/A							
North Central Surgical Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 20-1508140	Short Stay Hosp	TX	NA	N/A							
Trophy Club Medical Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 48-1260190	Short Stay Hosp	TX	NA	N/A							
Ft Worth Surgicare Partners Ltd 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2658178	Short Stay Hosp	TX	NA	N/A							
Frisco Medical Center LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2865177	Short Stay Hosp	TX	NA	N/A							
MSH Partners LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 75-2829613	Short Stay Hosp	TX	NA	N/A							
Arlington Orthopedic & Spine Hosp LLC 15305 Dallas Parkway Suite 1600 Addison, TX75001 26-1578178	Short Stay Hosp	TX	NA	N/A							
Univ Surgical Partners of Dallas LLP 15305 Dallas Parkway Suite 1600 Addison, TX75001 55-0823809	Ambul Surgery Ctr	TX	NA	N/A							
Baylor Surgicare at Granbury LLC 15305 Dallas Parkway Suite 1600 Addison, TX75001 26-3896477	Ambul Surgery Ctr	TX	NA	N/A							

Form 990, Schedule R, Part IV - Identification of Related Organizations Taxable as a Corporation or Trust

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal Domicile (State or Foreign Country)	(D) Direct Controlling Entity	(E) Type of entity (C corp, S corp, or trust)	(F) Share of total income (\$)	(G) Share of end-of-year assets (\$)	(H) Percentage ownership
Baylor Health Enterprises 2001 Bryan Street Suite 2200 Dallas, TX75201 75-1997378	FITNESS, PHARMACY	TX	NA	C-Corp			
Baylor Health Network Inc 2001 Bryan Street Suite 2200 Dallas, TX75201 75-2463251	Billing/Collect	TX	NA	C-Corp			
BMP Inc 2001 Bryan Street Suite 2200 Dallas, TX75201 75-1436779	Post Office	TX	NA	C-Corp			
Church University Insurance 41 Cedar Avenue HAMILTON BD 98-0352108	Investments	BD	NA	C-Corp			
Health Care Insurance Co PO Box GT 720 W Bay Road GRAND CAYMAN CJ 98-0403182	Investments	CJ	NA	C-Corp			
BMC at Grapevine Condo Owner 2001 Bryan Street Suite 2200 Dallas, TX75201 75-2747555	Condo Association	TX	NA	C-Corp			
BUMCRoberts Condo Owners 2001 Bryan Street Suite 2200 Dallas, TX75201 75-2897806	Condo Association	TX	NA	C-Corp	0	0	100 %
BASMC at Ft Worth Condo Owne 2001 Bryan Street Suite 2200 Dallas, TX75201 26-1661900	Condo Association	TX	NA	C-Corp			
ODC Therapy Inc 2001 Bryan Street Suite 2200 Dallas, TX75201 20-0749021	Research	DE	NA	C-Corp			

Form 990, Schedule R, Part V - Transactions with Related Organizations

(A) Name of other organization		(B) Transaction type(a-r)	(C) Amount Involved (\$)
(1)	Baylor All Saints Medical Center	k	553,153
(2)	Baylor Health Care System	a	28,998,169
(3)	Baylor Health Care System	j	2,647,579
(4)	Baylor Health Care System	l	116,723,040
(5)	Baylor Health Care System	o	5,653,395
(6)	Baylor Health Care System	r	2,640,604
(7)	Baylor Health Care System Foundation	c	10,141,592
(8)	Baylor Health Enterprises LP	k	158,559
(9)	Baylor Heart & Vascular Center LLP	a	1,247,776
(10)	Baylor Heart & Vascular Center LLP	c	2,333,214
(11)	Baylor Heart & Vascular Center LLP	g	1,323,000
(12)	Baylor Heart & Vascular Center LLP	k	1,010,231
(13)	Baylor Heart & Vascular Center LLP	l	17,916,754
(14)	Baylor Heart & Vascular Center LLP	r	16,734,956
(15)	Baylor Institute for Rehabilitation	k	1,178,065
(16)	Baylor Medical Center at Garland	a	1,260,830
(17)	Baylor Medical Center at Garland	k	406,980
(18)	Baylor Medical Center at Irving	k	363,488
(19)	Baylor Medical Center at Waxahachie	k	322,979
(20)	Baylor Regional Medical Center at Grapevine	c	1,891,269
(21)	Baylor Regional Medical Center at Grapevine	k	577,500
(22)	Baylor Regional Medical Center at Plano	c	2,571,004
(23)	Baylor Regional Medical Center at Plano	k	165,946
(24)	Baylor Research Institute	b	10,647,648
(25)	Baylor Research Institute	k	728,890
(26)	Baylor Specialty Health Centers	k	1,983,005
(27)	HealthTexas Provider Network	a	33,828
(28)	HealthTexas Provider Network	l	15,733,187
(29)	Medco Construction LLC	l	27,913,785
(30)	Southern Sector Health Initiative	b	400,000

Form 990, Schedule R, Part V - Transactions with Related Organizations

(A) Name of other organization		(B) Transaction type(a-r)	(C) Amount Involved (\$)
(31)	Texas Heart Hospital of the Southwest LLP	c	1,737,355
(32)	Texas Heart Hospital of the Southwest LLP	k	191,125
(33)	TEXAS HEALTH VENTURES GROUP LLC	b	4,091,785
(34)	TEXAS HEALTH VENTURES GROUP LLC	r	3,599,411

Additional Data

Software ID:
Software Version:
EIN: 75-1837454
Name: BAYLOR UNIVERSITY MEDICAL CENTER

Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Albert Black Jr , Trustee	1 0	X						0	4,217	0
Ron Carter , Trustee	1 0	X						0	0	0
Walker Harman , Chair	1 0	X						0	6,652	0
Robert Mundlin , Trustee	1 0	X						0	4,514	0
Timothy Owens , Trustee	1 0	X						672	0	0
William Boyd , Secretary	1 0			X				0	707,404	9,500
John McWhorter , President	40 0			X				661,727	0	127,954
James Thaxton , Chief Operating Officer	40 0			X				252,257	243,529	68,474
Janie Wade , VP Finance/Hosp Fin Off	40 0			X				151,714	117,625	44,178
Jason Whitfield , VP Finance/Hosp Fin Off	40 0			X				130,505	115,678	36,086
Janeene Jones , VP Transplant	40 0				X			255,609	45,717	45,592
Gail Maxwell , VP Administration	40 0				X			221,199	0	35,664
Claudia Wilder , VP/Chief Nursing Officer	40 0				X			266,619	0	41,047
Christopher York , VP Surgical Services and Ors	40 0				X			242,779	0	48,709
Michael Ramsay MD , Chief Anesthesiology/Pres BRI	36 0					X		614,090	0	74,787
Irving Prengler MD , VP Medical Affairs	40 0					X		524,768	0	81,659
Ronald Jones MD , Chief of Surgery	40 0					X		510,491	0	26,139
Michael Emmett MD , Chief of Internal Medicine	40 0					X		493,327	0	69,633
William Sutker MD , Medical Director	40 0					X		342,746	0	29,997

Form 990, Part VIII - Statement of Revenue - 2a - 2g Program Service Revenue -

	Business Code	(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
a PATIENT CARE REVENUE	621,990	969,395,397	969,395,397		
b AFFILIATE INCOME	621,990	45,061,015	45,057,364	3,651	
c RENT	531,120	12,920,269	12,920,269		
d EDUCATION	900,099	1,109,754	1,109,754		
e CAFETERIA	722,210	9,716,487			9,716,487