

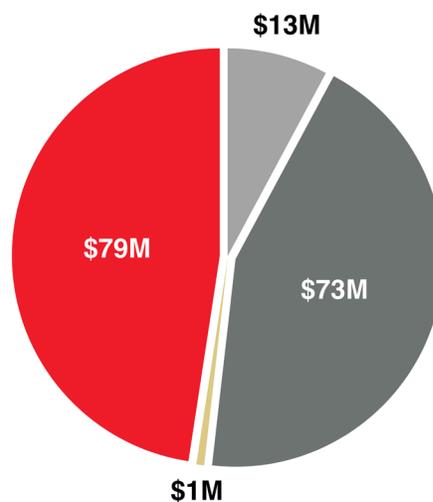
COMMUNITY BENEFIT REPORT 2016



At Grady, our mission extends far beyond the walls of the hospital. We are committed to providing excellent care for our patients as well as enhancing the health of our community. We are continually innovating to improve patient care, prevent disease and injury, and promote well-being. The core of our community, Fulton and DeKalb counties, benefit most directly from Grady's Community Benefit services, but our impact is evident throughout Metro Atlanta and the entire state of Georgia.

In 2016, Grady provided more than \$493 million in Community Benefit services. Grady's net Community Benefit, which totaled more than \$167 million and accounted for 17% of total health system expenses.

Grady's Community Benefit
(Net Expense)



- **Community Health Improvement** includes the cost of services to improve access to care or enhance the public's health. Grady's Community Health Needs Assessment informs new activities in this category.
- **Uncompensated Care** is the cost of care provided to patients that remains unreimbursed, which includes financial assistance, Medicaid shortfalls, and other subsidized services. Grady's bad debt, which totaled more than \$415 million in 2016, is not included.
- **Health Professions Education** includes the unreimbursed cost of operating a teaching institution. Grady is a training site for two medical schools and various other health professions programs.
- **Research** includes the costs of medical research conducted by Grady and indirect costs of research conducted by partner institutions at Grady.

COMMUNITY HEALTH IMPROVEMENT

The health priorities identified in Grady's Community Health Needs Assessment (CHNA) and the framework established by the Atlanta Regional Collaborative for Health Improvement (ARCHI) guide our community health efforts. ARCHI's collective impact model focuses on improving care coordination, enabling healthy behaviors, and expanding health insurance coverage. Grady is one of more than 60 partner organizations who have committed to ARCHI's 28 year plan.

Care Coordination

Care coordination efforts work to ensure that all providers, both within a health care system and throughout the community, are working together to provide high quality, effective care. As Atlanta's safety net institution, Grady is committed to improving the quality and coordination of services within our health system, as well as working with partners to improve the coordination of care for all community members.



- **Georgia Community Health Worker (CHW) Initiative**

Grady was a lead partner in establishing a statewide CHW convening with the purpose of creating a common understanding among stakeholders on the definition, roles, and value of CHWs. This Initiative was launched in 2016 and is working to foster alignment of CHW efforts to improve health outcomes and access to care in Georgia.

- **Mobile Integrated Health**

Grady's Mobile Integrated Health (MIH) service conducts home visits for patients who are at high risk of readmission or frequently use 911 for non-emergent care. In 2016, this service expanded from one shift per week to three to four shifts per week and added new providers to the team. MIH is a unique and critical component of keeping our patients healthy.

Healthy Behaviors

Grady's CHNA identified hypertension, diabetes, injuries, and violence as priorities best addressed through behavior change. Through innovative new programs and services, Grady is equipping patients to better manage chronic diseases and working with the community to prevent injuries and violence.

- **Fruit and Vegetable Prescription (FVRx) Program**

Thirty patients with diet-related chronic diseases participated in the first cohort of Wholesome Wave Georgia's FVRx program at Grady. FVRx is a nutrition program intended to increase access to healthy foods among low-income patients. For six months, patients met with a clinician for a monthly nutrition class, attended six cooking classes, and received a weekly prescription for fresh fruits and vegetables. Patients redeemed more than \$9,000 in locally grown produce and reported increases in knowledge and consumption of fruits and vegetables.

- **Cardiff Violence Prevention Program**

Less than half of all violent crime in the US is reported to law enforcement, making violence difficult to understand and prevent. Through an innovative partnership with the DeKalb County Police Department and the Centers for Disease Control and Prevention, Grady is piloting an evidence-based program to fill this information gap in Atlanta. In 2016, more than 200 trained nurses screened over 86,000 patients and identified about 2,000 violent injuries. After removing all patient information, violent injury data and hotspot maps were shared with DeKalb Police allowing law enforcement and communities to make informed decisions about violence prevention.

- **Injury Prevention Education**

In 2016, the injury prevention team educated more than 1,500 individuals about safe driving, fall prevention, violence prevention, child physical abuse prevention, and general trauma awareness at 50 events across the state. Grady partnered with agencies including the Centers for Disease Control and Prevention, Georgia EMS, Latin American Association, senior centers, schools, and other health care organizations to reach teens, parents, older adults, health care providers, and community leaders.

Health Insurance Coverage

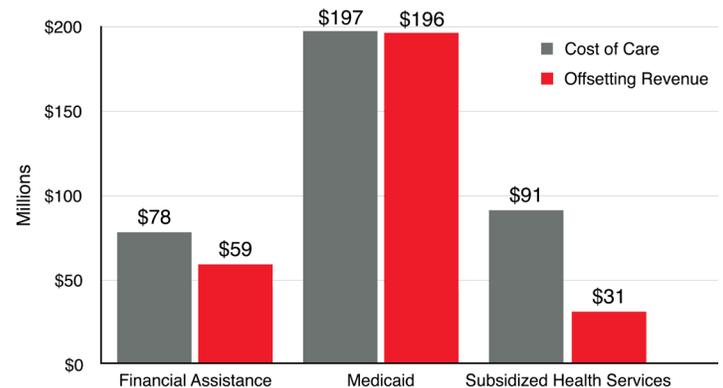
Health insurance is critical to an individual's ability to access timely, affordable health care. At Grady, we are assisting uninsured patients with insurance eligibility screening and enrollment. In 2016, more than 4,000 individuals gained access to health insurance through these efforts.

- **3,277 adults were approved for Medicaid**
- **889 children were approved for Medicaid**
- **234 individuals were enrolled in Marketplace insurance**

Although Grady is proud to carry on its mission of caring for the uninsured, health insurance coverage goes beyond an individual's ability to access care. With one of the nation's highest rates of uninsured residents, Georgia's community health and economic vitality suffer. Thus, Grady is committed to federal and state efforts to expand insurance coverage, advocating on behalf of our community through efforts such as the Georgia Chamber's health care task force and the Georgia Department of Public Health's Access to Care Advisory Group.

UNCOMPENSATED CARE

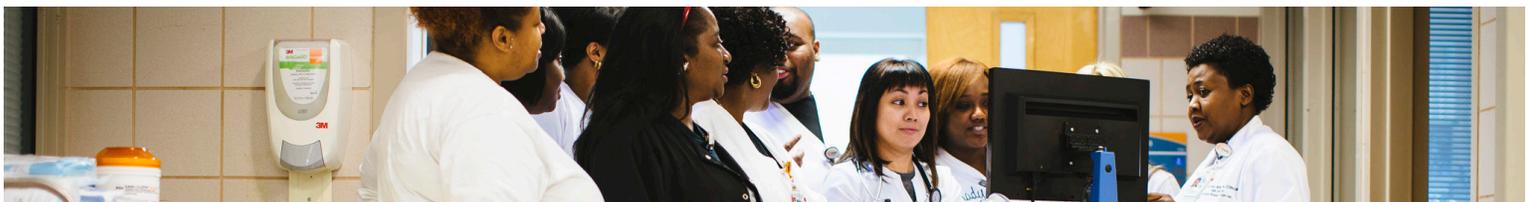
Since our founding more than 100 years ago, Grady's mission has been to provide excellent care to anyone who enters our doors. In 2016, about 35% of patients who sought care at Grady were uninsured and 25% were covered by Medicaid. Grady provided more than \$365 million in care to our uninsured and low-income neighbors. Medicaid reimbursement and the Indigent Care Trust Fund covered 78% of these costs, while the remaining \$79 million was a shortfall Grady had to cover.



HEALTH PROFESSIONALS EDUCATION

Grady is an institution committed to preparing the next generation of health care providers. While physicians make up the majority of students trained at Grady, we also train EMTs, paramedics, radiation therapist, CT technologist, physician assistants, and pharmacists. In 2016, Grady was a training site for more than 3,000 future health professionals.

- **1,300+ medical residents**
- **500+ medical fellows**
- **900+ medical students (clerkships and visiting)**



INNOVATION AND STEWARDSHIP

Grady is consistently selected to receive grants that allow us to serve more people and provide new services. To truly meet the needs of our community, Grady often provides services in excess of grant funds. In 2016, Grady received more than \$9.5 million in grants and provided more than \$12.6 million in services through the grant-funded programs. A few of these programs include:

- **Georgia Poison Center (GPC)**

Grady provided more than \$4.9 million in services through the GPC in 2016. The GPC, housed within Grady and in operation since 1970, serves the entire state of Georgia. It provides free assistance and expertise to diagnose and manage human and animal poisonings. GPC also coordinates poison prevention and first aid education and serves as a training site for healthcare professionals.

- **ACT Teams**

Through three Assertive Community Treatment (ACT) teams, Grady provided more than \$2.8 million in psychiatric care for patients with chronic and severe mental illnesses. ACT team providers bring intensive outpatient care and support services to patients in the community setting. Each team, comprised of social workers, counselors, nurses, certified peer specialists, vocational rehabilitation specialists, and case managers, serves up to 100 patients at a time.

- **Family Planning**

For more than 20 years Grady has made comprehensive family planning services accessible to our community. Through a Family Planning grant, Grady patients can get affordable contraception and pregnancy and STD testing regardless of ability to pay. In 2016, Grady provided more than \$1.3 million in family planning services over 5,400 patient visits.

- **WIC Program**

Grady operates a Department of Public Health Women, Infants, and Children (WIC) office onsite. WIC provides supplemental nutritious foods, nutrition education, counseling, health screenings, and social services to low-income pregnant, postpartum, and breastfeeding women and their children up to five years old. In 2016, Grady provided more than \$400,000 in WIC services to women and kids.

ECONOMIC IMPACT

Not only is Grady critical to the health of our community, but Grady is also essential to the economic vitality of our city and region. Grady is a significant employer in the region with nearly 6,000 staff. And as one of the largest health systems in the region, Grady's extensive purchasing power provides financial benefits to many other businesses contributing to the region's economic success.

Annually, Grady generates:

- **\$788 million in household earnings**
- **\$1.7 billion in economic output**

Finally, without Grady's Level I Trauma Center, Atlanta could not host large events and conferences that bring significant economic activity to our region like the Olympics, Super Bowl, or Final Four.

