



COMMUNITY BENEFIT REPORT 2020-2022

2020 Update

At Grady and around the world, we experienced a year like no other. The COVID-19 pandemic brought us the most incredible challenges and offered us new opportunities to protect and care for our community. Like every other hospital, Grady became the epicenter of the pandemic response. Grady staff continued to show up day in and day out to care for patients, despite knowing the very real risks to themselves and their families. Grady leaders moved quickly to adjust operations and implement new protocols to ensure safety while continuing to provide life-saving care. COVID took too many lives and left a devastating wake of grief and economic hardship in its wake. But thanks to the bravery and dedication of frontline workers at Grady and around the globe, many lives were saved.

Grady leaders understood early in the pandemic that many of our patients would be among the most vulnerable to the virus and the most susceptible to its impact on daily life. As caregivers, *with our arms always open wide*, this required us to think creatively to support our patients in ways never utilized before. While COVID was undoubtedly our top priority in 2020, Grady also made gains in addressing all our community health priorities including HIV, social determinants of health, access to care, cardiometabolic syndrome, violence and injury, mental health, maternal and child health, and cancer.

As a founding member of the Atlanta Regional Collaborative for Health Improvement (ARCHI), we apply ARCHI's collective impact model to our community benefit work. Grady participates in a collaborative Community Health Needs Assessment (CHNA) process with other health systems, and prioritize solutions that align with ARCHI's health improvement strategies: Care Coordination, Healthy Behaviors, Access to Care, and Family Pathways to Advantage.

Care Coordination

- **Senior Outreach Calls**

To support those most at risk of COVID-19 and its impact on daily life, several Grady teams devised a plan and mobilized a team of volunteers to better support older adults. In collaboration with graduate health students from Emory University and Morehouse School of Medicine, Grady launched a phone-based education and support program for both patients and seniors in the community. Partners at affordable senior housing communities identified residents that would benefit from the program and in a few short weeks, calls to hundreds of seniors began.

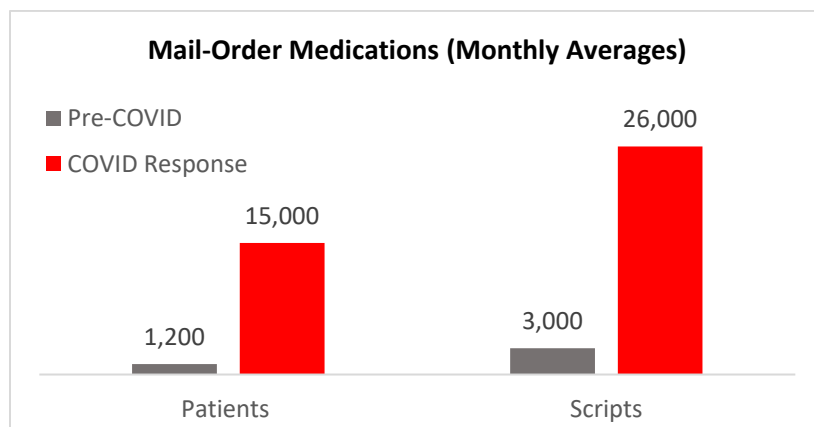


850	300	500
Senior Grady patients contacted	Additional senior residents contacted	Referrals to community services

Over 50 students participated in training and they contacted 850 Grady patients and 300 seniors in the community across multiple facilities from April 2020 into 2021. These truly meaningful and critical conversations, which were the only human contact for some residents, included a wide range of topics including education on COVID-19 prevention, symptom identification, self-care and medical monitoring at home, and medication delivery. Additionally, students taught many seniors how to have groceries and other essentials delivered to their doorstep. Over 500 seniors received community referrals to address food insecurity, utility assistance, transportation needs, legal and financial assistance, and behavioral health support during COVID. The calls were so well received that a second phase of the program is continuing in 2021.

- **Mail-Order Medications**

In an effort to reduce face-to-face contact while ensuring access to care was Grady's expansion of mail-order medication. With support from the Greater Atlanta COVID-19 Response and Recovery Fund, Grady quickly expanded the mail order pharmacy program. The pharmacy launched a text and phone campaign to enroll more patients, particularly those with co-morbidities associated with COVID complications.



The most common prescriptions were for management of blood pressure, diabetes, mental health conditions, heart failure and HIV, but there were a wide array of medications dispensed. Approximately 19% of prescriptions were for hypertension medication and another 19% for diabetes medications and supplies, two of Grady's community health priorities. The program expansion also resulted in a lower return to stock rate; decreasing from a monthly average of 12.5% to 5% from May-June 2020. This change indicates that patients received their medications more often and thus are better able to be compliant with their therapies.

- **Trauma Recovery Center**

In 2020, Grady launched a new initiative to address the impact of violence, the Grady Trauma Recovery Center (TRC). Every year in the US, there are an estimated 5.4 million incidents of violent crime among people 12 and older. The consequences of interpersonal violence on physical and emotional health can be devastating, and few survivors receive mental health treatment or other forms of support. Grady TRC, one of 35 centers in the US, is a transformative model of care for survivors of violent crime and the first of its kind in the Southeast.

Grady TRC is funded through the Georgia Victims of Crime Act fund to provide trauma-informed clinical case management, psychotherapy, crisis intervention, medication management, legal advocacy, and more at no cost to survivors. The Grady TRC serves survivors and secondary victims of firearm violence, domestic violence, human trafficking, and sexual assault, and works closely with other Grady programs and services to ensure patients receive comprehensive care.

- **Women's Health and Mobile Integrated Health**

In response to a major flood in December 2019 that resulted in the Women's Service's department losing 32 beds, the team developed an innovative partnership with Grady's Mobile Integrated Health (MIH) service. They designed an intervention to reduce length of stay and provide care at home for postpartum mothers with hypertensive disorders, who would normally have a 72-hour minimum stay postpartum. MIH completed home visits to mothers after discharge, which helped mothers with the transition home, provided critical BP monitoring, and ensured continuity of care until their follow up clinic visit.

The collaboration resulted in a LOS even lower than the initial target, dropping to a mean of 2.96 days from 3.38 days, or a total reduction of 12.4%. The new process served about 70 mothers per month in 2020, and was vital to keeping mothers healthy, ensuring access to care at Grady, and promoting patient safety during the pandemic. The OB MIH partnership successfully bridged the gap in a crisis and Grady will continue to offer this service in the future.

Healthy Behaviors

- **Pre-exposure Prophylaxis (PrEP) Clinic**

The Grady PrEP program aims to provide access to HIV pre-exposure prophylaxis (PrEP), sexual health services, and prevent HIV in communities with limited access to care. The PrEP program accepts referrals from all departments across Grady and community partners. Since its launch in 2018, the program has received 638 referrals and has started 332 patients on PrEP. **Grady's PrEP program is reaching those most at risk of HIV.** Among patients referred:

- **99%** are sexually active
- **77%** are African American
- **56%** are uninsured

Patients in the program receive HIV testing and counseling, same-day PrEP and long term PrEP provision, counseling, lab monitoring, symptomatic STI evaluation and treatment, quarterly STI testing, and sexual health counseling. The program also connects patients to other health services, wellness offerings, and social services. In 2020, the program began accepting community referrals, a critical strategy to continue increasing access to PrEP across our community.

- **Food as Medicine Partnership**

Since 2017, the Food as Medicine (FAM) partners, Grady, the Atlanta Community Food Bank and Open Hand Atlanta, have been working to address food insecurity and chronic disease at Grady. As the economic impact of the pandemic became clear, the partners understood this meant an even greater urgency to address growing food insecurity. Thus, despite construction delays and significant operational interruptions caused by COVID-19 for all partners, the FAM leadership team pushed to open Jesse Hill Market, a food pharmacy, teaching kitchen and healthy café and farmers market on Grady's main hospital campus, in 2020. The teams worked diligently to prioritize safety for patients and staff with new operational plans, and in August 2020, Grady enrolled its first patient into the comprehensive food prescription program and invited employees to take advantage of new healthy cooking classes and meal options.



Jesse Hill Market Teaching Kitchen



Grady Food Pharmacy

By the end of 2020, Grady enrolled 236 patients into the food prescription program. Among these patients, they received nearly 20,000 pounds of primarily fresh produce, participated in 40 cooking classes, and completed 186 visits with a Registered Dietitian. In addition, more than 100 Grady employees had participated in 30 cooking classes. The kitchen also held weekly food demonstrations open to the employees, patients and even the public. The café and farmers market grew their customer base month over month despite much lighter volumes of people around the hospital and the downtown community.

At our Brookhaven Neighborhood Health Center, the twice-monthly Fresh Food Cart (FFC) distributing fresh produce to patients more than doubled in the early months of the pandemic. In order to keep patients, staff and volunteers safe, Grady adjusted operations to a drive-through model. With growing demand and support from donors, Grady expanded the FFC to two additional

clinics, the Ponce Center and Asa Yancey Neighborhood Health Center in May 2020. At the 39 FFCs in 2020, we distributed more than 240,000 pounds of food across 10,488 patient visits. All three FFCs will continue in 2021 and are financially sustainable thanks to the FAM Partnership.



Asa Yancey Fresh Food Cart



Prepared Produce Boxes for Patients

The FAM Partners also continued providing home-delivered meals after discharge from the hospital for patients experiencing food insecurity. Open Hand's medically-tailored meals support patients during a critical time of healing when food procurement and preparation can be very challenging. In 2020, 292 patients received 2,920 meals. Based on a follow up call to patients who received meals, the meal program achieved the following outcomes:

- **95%** reported the meals helped them **follow their doctor's discharge instructions**
- **92%** reported the meals **helped them take their medications** as directed
- **86%** reported they were **very likely or extremely likely to recommend the program** to a friend or relative

Finally, Grady also had an opportunity to address food insecurity and health among Grady employees, frontline workers bearing the brunt of the pandemic. From childcare challenges, family members losing jobs or getting ill, fear and stress, and personal illness, Grady employees had increasing needs to support their health and wellbeing. In partnership with Common Market, Grady offered an employee nutrition program for frontline staff that provided over 12,000 boxes of produce and nutrition education to 3,330 employees. The program utilized the USDA Farmers to Families grant program and was launched within 3 weeks of grant initiation. Not only did employees report eating more fruits and vegetables, they also stated how valuable the support was during a very challenging time.

Fresh Food Cart	Food Pharmacy	Home-Delivered Meals	Employee Nutrition
10,488 patient visits 240,898 lbs. of fresh produce distributed	236 patients enrolled 19,669 lbs. of fresh produce distributed	292 patients served 2,920 meals delivered to patient homes	3,330 employees served 128,800 lbs. of local produce distributed

- **Post-Overdose Program**

Grady's Mobile Integrated Health division started a Post Overdose Program (POP) that provides peer support in a home visitation model to opioid overdose survivors. The goal is to meet survivors where they are, provide support and strategies for harm reduction, and connect them with the appropriate community resources, including treatment. The POP team consists of a Peer Support Specialist, Advanced EMT, and a Nurse Practitioner. The team provides therapeutic outreach visits to discuss concerns related to opioid use and strategies to reduce risk of future overdose.



In 2020, the program served 49 patients; these patients received 55 referrals to services including 12-step meetings, residential recovery programs, inpatient treatment centers, and medication for opioid use disorder clinics. Among the 12 patients who completed the one-month follow-up survey:

- 50% reported that they had not used opioids in the last month
- 75% reported that they were currently changing their opioid use habits

Additionally, the program distributed 31 Naloxone kits and conducted a SOAR training, covering substance use disorder, first-responder self-care, and naloxone administration, for law enforcement

- **Lung Cancer Screening**

In November 2020, Grady launched an awareness campaign to increase low dose CT lung screenings. The campaign targeted adults 55 years and older, smokers, and former smokers who quit within last 15 years around Grady's Camp Creek Care Center and in several target ZIP codes within Grady's service area: 30311, 30331, 30349, and 30303.

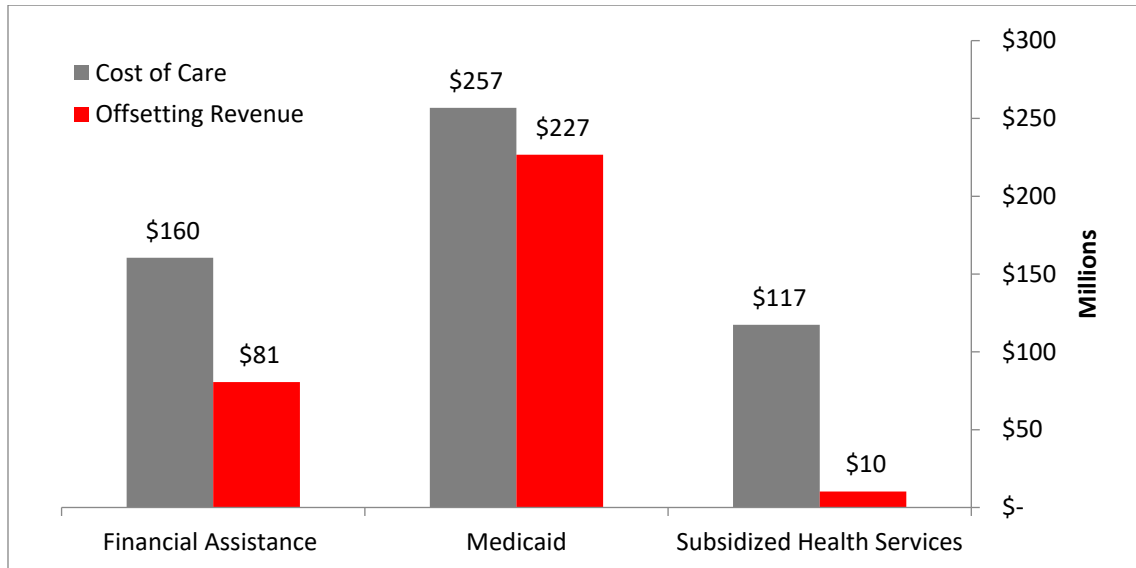
The digital campaign included articles and social media ads. The campaign resulted in more than 1 million impressions and nearly 4,000 clicks. Ultimately, 206 individuals at risk based on age and smoking history completed the assessment.

A three-panel digital campaign graphic for lung cancer screening. Each panel features a portrait of a diverse individual and a call to action. The first panel shows a man with glasses and a cap, with the text "If a LUNG SCREENING". The second panel shows a woman wearing a patterned face mask, with the text "could SAVE YOUR LIFE". The third panel shows a man in a medical uniform, with the text "would you DO IT?". Below each panel is a red button with the text "LEARN MORE". At the bottom of each panel is a small text box with a title and a brief description: "KNOW YOUR RISK Just 3 questions.", "LOW DOSE CT SCAN It's safe and effective.", and "TALK TO A DOCTOR Schedule your screening." respectively.

Access to Care

- Financial Assistance and Uncompensated Care**

Since our founding, Grady's mission has been to provide excellent care to anyone who enters our doors. In 2019, Grady provided more than \$534 million in care to our uninsured and low-income neighbors. Medicaid reimbursement and the Indigent Care Trust Fund covered 59% of these costs, while the remaining \$217 million was a shortfall Grady had to cover.



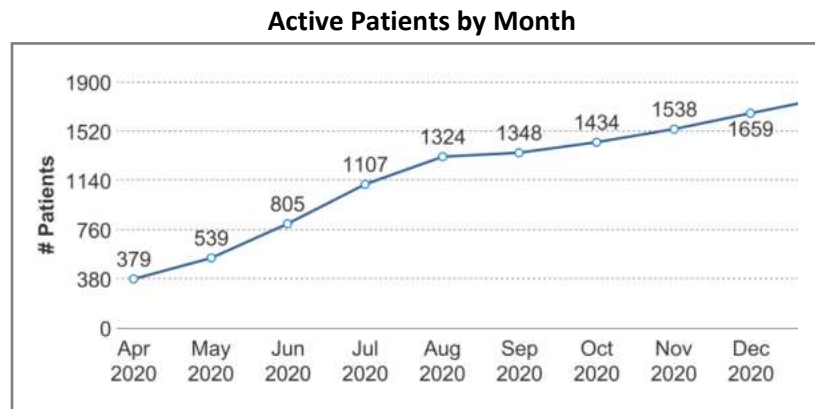
- COVID-19 Care**

Access to testing and care for those infected with the SARS-CoV2 virus was of critical importance to Grady given the disproportionate burden of COVID-19 cases and death in the communities Grady serves. Grady launched COVID-19 testing at all primary care locations and even made in-home testing, and later vaccination, available through the Mobile Integrated Health unit performing over 35,000 Polymerase Chain Reaction (PCR) tests in 2020. Grady patients received high touch care following a COVID-19 diagnosis with twice weekly calls if the patient was able to safely be at home and, if additional monitoring was clinically warranted, patients could participate in a 24/7 remote patient monitoring program. Grady patients had access to numerous clinical trials and advanced therapies like monoclonal antibody treatment. Additionally, Grady partnered with the State of Georgia to operate the Georgia World Congress Center overflow hospital to ensure all patients could access acute care if needed.

- Remote Patient Monitoring**

In an effort to provide continuous care to high-risk patients while keeping them safe and out of the hospital during the pandemic, Grady launched a remote monitoring program in May 2020. The monitoring kits include a blue tooth enabled pulse ox and blood pressure monitor, a tablet with internet connectivity embedded, tablet stand and power cord, and were given to patients and

employees with COVID as well as patients with Chronic Heart Failure (CHF). CHF patients also received a scale and they manually entered their weights. Grady used 89 kits for COVID and 12 for CHF in 2020. Among the thousands of individuals who received kits, Grady nurses and providers managed 11,335 alerts regarding patient vital signs, messages, etc. to ensure patients had the care they needed at the right time.



Public Benefits Enrollment

With face-to-face interactions limited during COVID, Grady's financial services and many of the benefits screening initiatives transitioned to telephone based support. ***In 2020, Grady completed Medicaid enrollment for an estimated 3,170 patients.*** Grady also continued to refer patients to the Atlanta Community Food Bank and Wholesome Wave Georgia for assistance with SNAP enrollment. However, we were unable to track referrals or the number of patients assisted during COVID.

Beyond Health: Social and Economic Impact

- **Housing Support - Community Health Workers**

In 2020, Grady collaborated with Mercy Care, Partners for HOME and United Way to pilot an integrated care permanent supportive housing program for chronically homeless high utilizers. Grady enrolled 32 patients into the voucher program and two thirds were housed despite COVID-19 delays. In addition, Grady was selected to provide rapid rehousing case management services to homeless individuals as part of the City of Atlanta's COVID response for the homeless population.

- **Community Resource Hub**

In partnership with ARCHI, Mercy Care and various community partners, Grady established a Community Resource Hub (CRH). The CRH matches Community Health Workers with patients and utilizes a closed loop partner network to address housing, food, transportation, legal and employment needs. The goal of the CRH is to successfully connect patients to resources critical to their health outside of the health system, build relationships between health systems and community partners, and ultimately scale successful interventions across Grady. As ARCHI continues

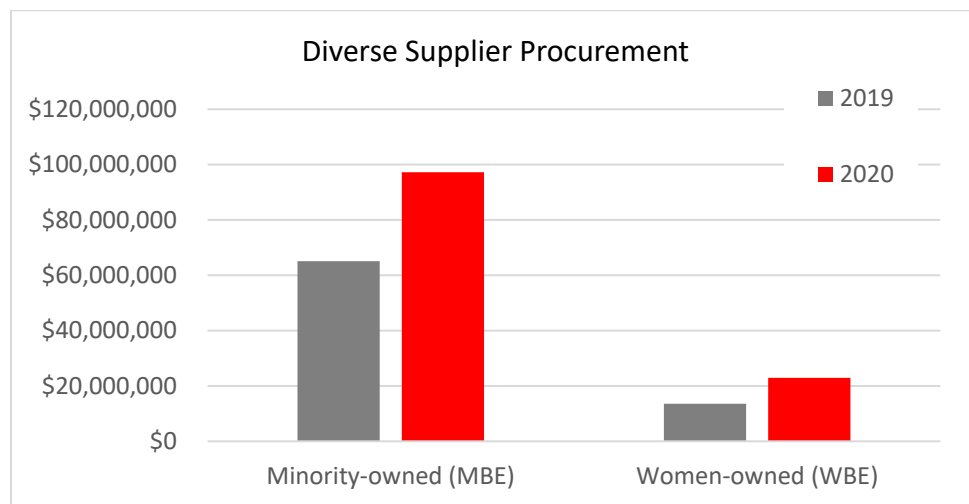
growing the partner network and Grady enrolls more patients, the partnership will be tracking patient health outcomes and cost of care for the health system.

- **Supplier Diversity**

Grady's commitment to providing care in a culturally competent, ethical and fiscally responsible manner extends to our procurement process, and a cornerstone of those efforts is our supplier diversity program. Grady committed to inclusion in our procurement activities. In 2020, Grady increased both the number and percentage of spend with minority and women-owned enterprises.

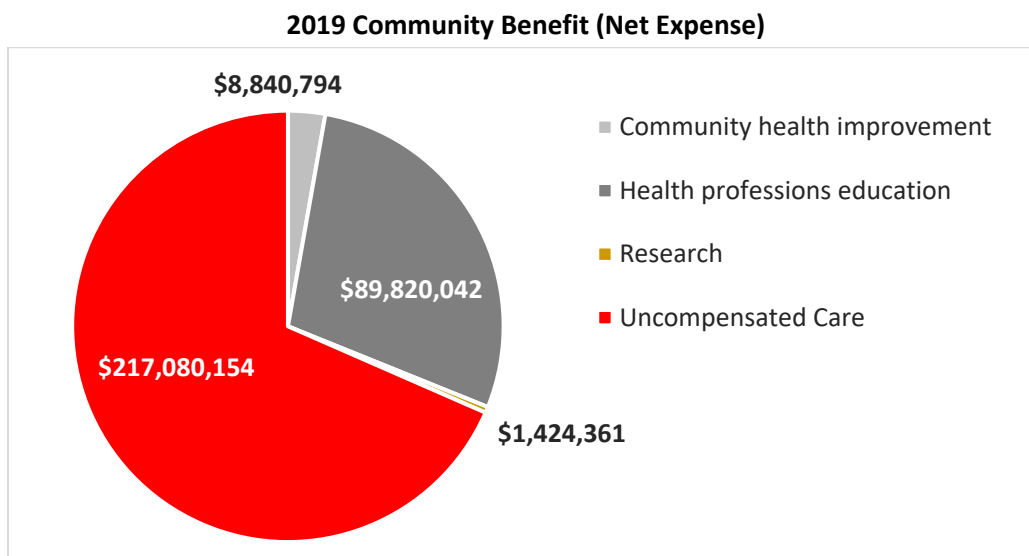
Organizations that Grady purchased from in 2020 included 100 Black Men of Atlanta, National Coalition of 100 Black Women, Atlanta Business League, Georgia Hispanic Chamber of Commerce, United States Pan-Asian American Chamber of Commerce, Georgia Minority Supplier Development Council, National Minority Supplier Development Council, and Greater Women's Business Council, among others.

255
Diverse Suppliers
\$120,199,755
Total Spend
20.19%
Diverse Supplier Utilization



Community Benefit by the Numbers

In 2019, Grady provided more than \$677 million in Community Benefit services. Grady's net Community Benefit, which totaled more than \$360 million, accounted for 24% of total health system expenses.



Community Health Improvement includes the cost of services to improve access to care or enhance the public's health. Grady's CHNA informs new activities in this category.

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.

Uncompensated Care is the cost of care provided to patients that remains unreimbursed, including financial assistance, Medicaid shortfalls, and other subsidized services. Grady's bad debt is not included.

