



COMMUNITY BENEFIT REPORT 2020-2022

2022 Update

It was another unprecedented year at Grady, full of challenges but also filled with hope, innovation, strength, and inspiration. As the COVID-19 began to wane, a new threat emerged with a new virus outbreak and later, a hospital closure. However, Team Grady once again rose to the challenges and quickly partnered with public health, community partners, and other healthcare entities to serve the community and protect patients. Team Grady uses the core values of ensuring safety, anticipating needs, and exceeding expectations as its true north. Grady continued to achieve notable impact in our community health priority areas. This report highlights both Grady's COVID-19 care and innovations to address HIV, social determinants of health (SDOH), 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 the organization's collective impact model to our community benefit work. Grady participates in a collaborative Community Health Needs Assessment (CHNA) process every three years with other health systems. We prioritize solutions that align with ARCHI's health improvement strategies: Care Coordination, Healthy Behaviors, Access to Care, and Family Pathway to Advantage.

Care Coordination

- **Social Determinants of Health (SDOH) Screening**

According to the World Health Organization, the Social Determinants of Health (SDOH) are the economic, educational, political, and environmental circumstances in which people are born, grow up, live, work and age. These factors can include food security, education, neighborhood/physical environment, and economic stability. For the past six years, SDOH has been a main priority for Grady, based on data from the Community Health Needs Assessment. In October 2019, Grady began initiating SDOH screening with a series of nine questions that covers topics such as food and housing insecurity. However, the process was paused during the pandemic. The screening process was relaunched in April 2022, covering 19 clinics throughout the Grady Health System. Over 150 employees have been trained on how to conduct screening in a culturally sensitive manner. As of December 31, 2022, over 39,600 patients have been screened for food, transportation, financial, and/or housing insecurity.

19	39,600	150
Clinics launched SDOH screening	Patients screened for SDOH	Employees trained

- **Community Referrals to Address Health-related Social Needs**

Grady developed a multi-pronged approach to linking patients with identified health-related social needs in the SDOH screening to resources in the community. Two new approaches include referrals through the online platform, Unite Us, and direct patient referrals. First, Unite Us is an electronic bi-directional referral platform that connects patients to resources to address their needs. The software allows healthcare workers to track, manage, and follow-up on community referrals to SDOH needs. *This referral platform was launched in April 2022 and impacted 339 patients over a 9-month period. In total, 2,962 referrals were made.*

Additionally, Grady provided direct patient supports to address the social determinants of health. Patients screening positive for food insecurity were given food vouchers to the East Point Farmers Market to purchase fresh produce. Between October to December 2022, approximately 1,160 of these vouchers were distributed. Grant funds were also used to provide patients with MARTA transportation vouchers if they screened positive for transportation insecurity. Over three-months, eight patients were assisted with either a 10-trip or roundtrip MARTA card for transportation to their medical appointments.

Healthy Behaviors

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

Launched in 2018, the Grady PrEP program offers Human Immunodeficiency Virus (HIV) pre-exposure prophylaxis (PrEP), which can be used by any sexually active person who's HIV-negative, regardless of sexual orientation or gender identity. Patients living in Fulton or DeKalb County receive PrEP at no cost, independent of insurance status. In 2022, the Ponce De Leon Center served 5,631 patients living with HIV. Four-hundred and forty-seven new patients were enrolled into the PrEP program. The viral load suppression rate was over 80%.

5,631	447	>80%	\$0
Patients living with HIV	New patients enrolled in the PrEP program	Reported viral load suppression rate	Cost of PrEP to patients in Fulton or DeKalb County

- **Mpox Vaccinations**

Mpox, also commonly called monkeypox, is a viral disease caused by the monkeypox virus, which causes skin rashes with possible additional symptoms of fever, headache, muscle aches, back pain, low energy, and swollen lymph nodes. An outbreak of this disease was confirmed in May 2022. The Grady teams quickly mobilized. *The Ponce De Leon Clinic administered 1,829 doses of Mpox vaccine to 1,092 persons from July through December 2022.*

In addition to vaccine administration, the Grady EMS Biosafety Transport team prepared for the increased cases of Mpox in the community by training its team on how to safely transport patients with suspected infection. The inside of the ambulance was wrapped and protected with blue tarps, which contained particulates. The specially trained transportation team consisted of 15 members, who were on-call 24 hours a day, every day of the week. Team members were highly specialized with backgrounds in areas such as hazardous materials and critical care.

- **Stop the Bleed**

Stop the Bleed is a course that teaches the community how to prevent someone from bleeding out through three techniques:

1. **Using your hands to apply pressure to a wound**
2. **Packing a wound to control bleeding**
3. **Applying a tourniquet**

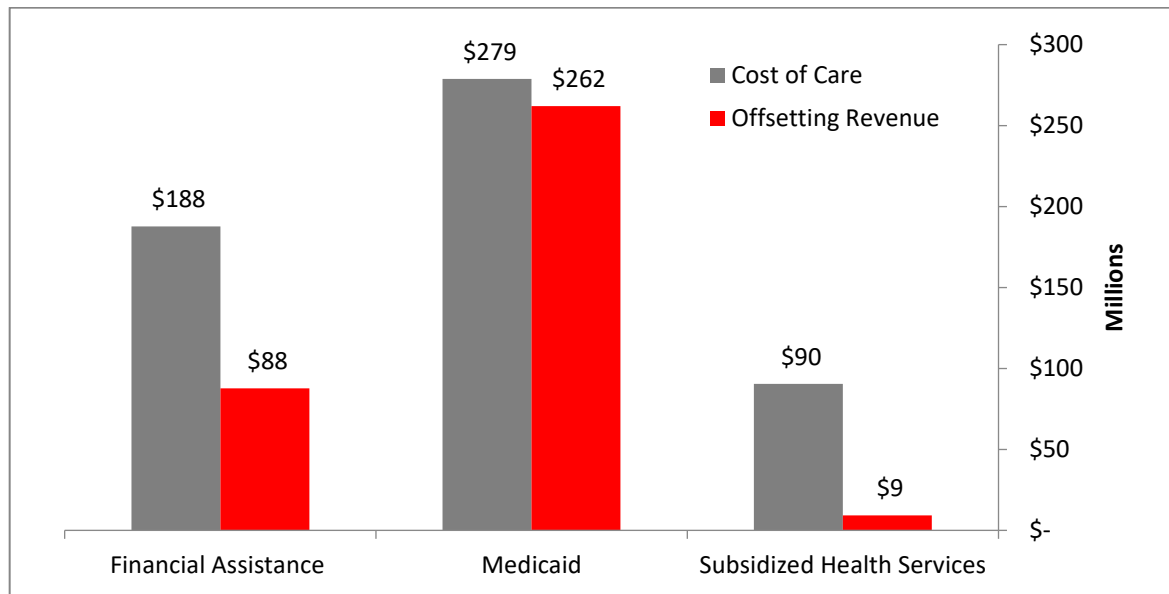
In 2020 and 2021, Grady wasn't able to offer many Stop the Bleed courses due to the pandemic. However, starting January 2022 Grady began offering Stop the Bleed training in new nursing orientation. Approximately 13 courses were completed. Six additional courses were offered in the community, with more scheduled in collaboration with the Mayor's Office of Violence Reduction.

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 2021¹, Grady provided more than \$556 million in care to our uninsured and low-income neighbors. Medicaid reimbursement and the Indigent Care Trust Fund covered 65% of these costs, while the remaining \$197 million was a shortfall Grady had to cover.

¹ Community Benefit expenses are reported on tax forms submitted at the end of the following fiscal year. Thus, 2021 expenses were finalized at the end of 2022 and are included in the 2022 Community Benefit Report.



- Public Benefits Enrollment**

In 2022, Grady completed Medicaid enrollment for an estimated 4,846 patients – a 100% increase compared to the estimated 2,235 patients who completed enrollment in 2021. Grady continued to refer patients to the Atlanta Community Food Bank and Wholesome Wave Georgia for assistance with SNAP enrollment. In the fall, Grady also initiated a text message campaign to remind patients when a SNAP screener would be available at the Neighborhood Health Centers.

- Virtual on Demand Visits**

With the closure of Wellstar Atlanta Medical Center (AMC) on November 1, 2022 Grady became Atlanta’s only Level 1 Trauma Center. Rising to continue addressing patients’ needs, Grady created a 29-bed unit adjacent to the Emergency Department and continues its efforts in adding more beds.

Grady also introduced Virtual on Demand Visits in the last quarter of 2022, bringing care and convenience to patients. With this resource patients can remotely receive care for routine, non-emergency health issues through their video-enabled computer, tablet, or smartphone instead of coming into a clinic for an appointment. Besides saving patients time and providing convenience, the visits are cost effective with costs as low as \$0 and as high as \$20. *In the three-month period following its launch, Virtual on Demand Visits served 214 patients over 229 visits.*

Beyond Health: Social and Economic Impact

- Addressing Mental Health with Enhanced Housing Support for Patients**

In 2022, case management’s support helped 110 community members maintain tenancy. Services provided included financial support for food, housing goods, and unpaid bills (failure to pay would have resulted in eviction). Forty-nine individuals were able to find housing with rental assistance.

Through collaboration with Partners for Home and funding from the Substance Abuse and Mental Health Services Administration (SAMHSA), Grady provides 24/7 peer support in a transitional hotel. This hotel has housed 67 guests and helped transition 24 individuals into permanent housing. Fourteen guests have been approved for rental assistance and are seeking housing while ten have submitted applications to receive rental assistance.

- Grady/Georgia State University Byrdine Partnership**

Recognizing the need to expand opportunities in nursing education, Grady Health System partnered with Georgia State University’s Byrdine F. Lewis College of Nursing and Health Professions and established a scholarship program. This scholarship will help up to 120 students over three years with education costs. Grady will draw on the expertise of the state’s top teaching hospital as the primary clinical training site for these students. Beyond creating more opportunities for students, this scholarship will help address the nursing shortage exacerbated by the COVID-19 pandemic and allow Grady to continue providing excellent care to its patients.

- 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 2022, Grady increased the spend with minority and women-owned enterprises by over \$35 million.*

Organizations that Grady partnered with in 2022 included 100 Black Men of Atlanta, National Coalition of 100 Black Women, Atlanta Business League, Georgia Hispanic Chamber of Commerce, Latin American Chamber of Commerce, Mogul Con, United States Pan-Asian American Chamber of Commerce, Georgia Minority Supplier Development Council, National Minority Supplier Development Council, Greater Women’s Business Council, Women’s Business Enterprise Council, and Out Georgia Business Alliance, among many others.

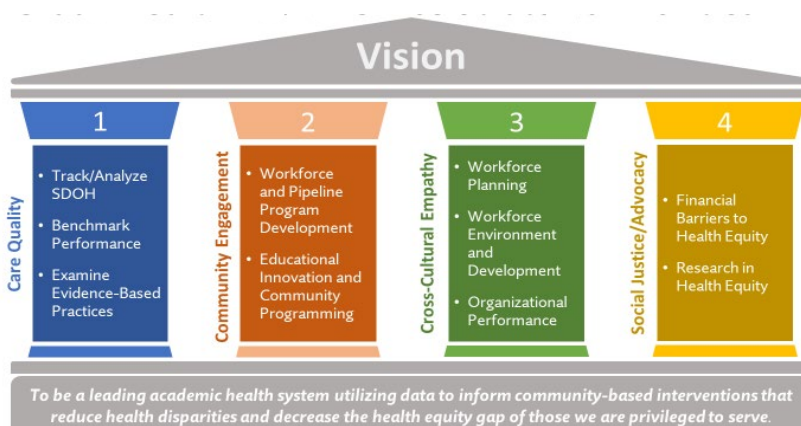
<p>127</p> <p>Diverse Suppliers</p>
<p>\$176,391,328</p> <p>Total Spend</p>
<p>23.5%</p> <p>Diverse Supplier Utilization</p>

Diverse Supplier Procurement



- **Health Equity**

The Office of Health Equity was formed in October 2021. Grady Health System’s Office of Health Equity committed itself to integrate comprehensive health equity into all Grady Health System operations. To do this effectively, the office formed coalitions to identify and combat structural inequities, and address the impact of inequity on Grady Health System, its people, and the communities it is privileged to serve. The Office developed a strategic plan is the roadmap for the office with the four pillars as the guidepost. **Approximately 65% of our work to date has involved community engagement.** Our asset map is robust and growing in support of our capacity to address inequitable policies and practices. In addition, our actionable strategies will measure efforts from the lens of a newly developed health equity dashboard.



- **Teenage Experience and Leadership Program (TELP)**

TELP is designed to introduce teens and young adults to various healthcare fields through direct exposure to working professionals. The program is based on the premise that first-hand experience with those working in the field can be life changing. As a result of this exposure, the program generates keen excitement in the participants about possible careers in healthcare, and therefore, develops potential leaders committed to equitable healthcare and its related issues. For many Teen Leaders, the summer session was their first time at Grady Health System. As an ancillary benefit, this priceless experience extended beyond the Teen Leaders. Through TELP, more people in the community can experience the exciting and necessary work Grady does as we eagerly welcome the community into our hospital to experience firsthand the quality of care, we provide those we are privileged to serve.



TELP Leaders in Action at a Suturing Workshop

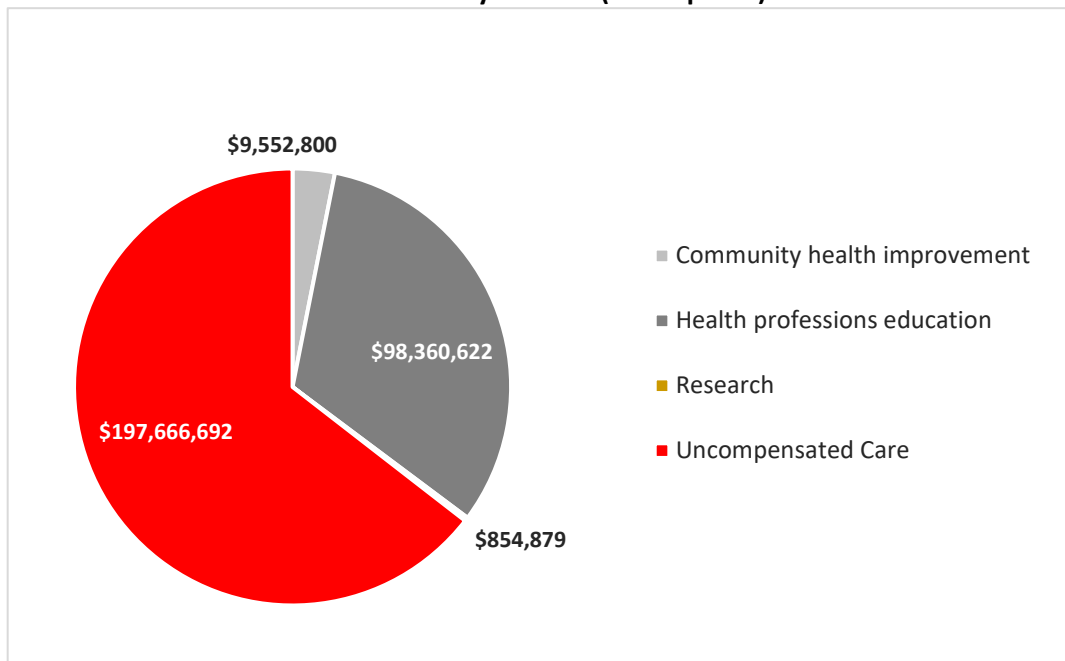
The program in Summer 2022 included 129 applicants with 80 active Teen Leader participants. Those participants completed over 2,000 hours of volunteer work in only six weeks. Teen Leaders came from 72 different high schools in Georgia, 84% of them from the public school system. They represented 43 Georgia counties, approximately 50% residing in Fulton and DeKalb. During the summer session, TELP offered exposure to 29 different departments and Grady’s clinical and administrative offices. As dedicated mentors, the department site leaders and staff ensured that Teen Leaders had a once-in-a-lifetime experience and that they were treated with the respect afforded potential leaders.

80	2,000	29
TELP Participants	Hours of volunteer work over six weeks	Grady departments served

Community Benefit by the Numbers

In 2021, Grady provided more than \$707 million in Community Benefit services. Grady’s net Community Benefit, which totaled more than \$206 million, accounted for 20.8% of total health system expenses.

2021 Community Benefit¹ (Net Expense)

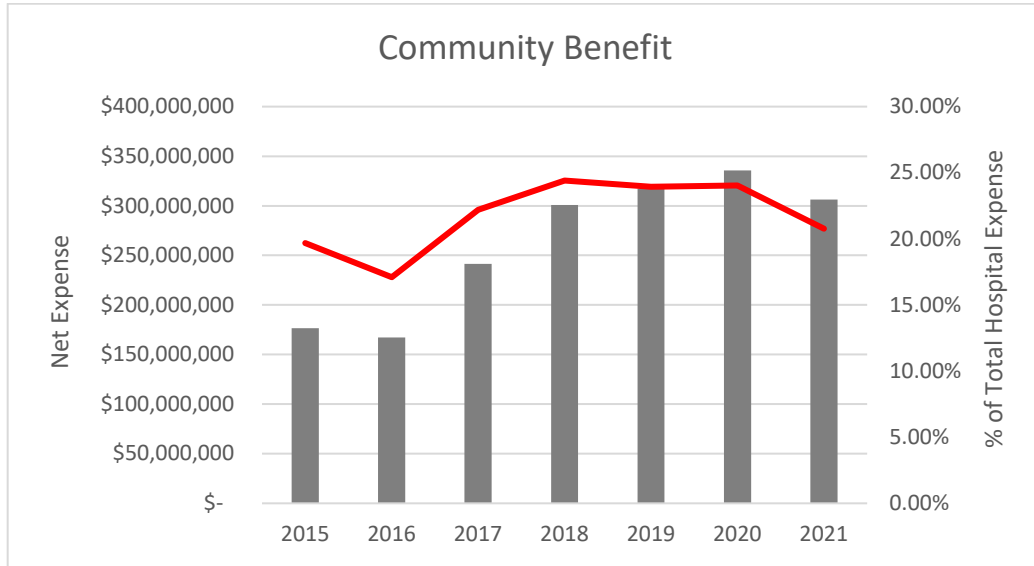


Community Health Improvement includes the cost of services to improve access to care or enhance the public’s health. Grady’s CHNA informs new activities in this category.

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.



¹ Community Benefit expenses are reported on tax forms submitted at the end of the following fiscal year. Thus, 2020 expenses were finalized at the end of 2021 and are included in the 2021 Community Benefit Report.

