



COMMUNITY BENEFIT REPORT 2020-2022

2021 Update

The year was yet again unprecedented, full of hope and celebration, but interrupted by new challenges and unknowns. At Grady, 2021 required endurance. With the rollout of COVID vaccines, the year began with optimism. Grady joined with our public health, healthcare, and community partners to get our frontline workers, loved ones and neighbors vaccinated. With this long-awaited protection, our community continued to open, and we were able to gather once again.

Yet like all viruses, COVID continued to adapt, and with it we did the same. Just when we were ready to take a breath, the pandemic required another full force effort from our healthcare heroes. Team Grady again stepped up to ensure access to services, deliver high quality care, and lead in innovation and community impact. While it had been nearly unthinkable at the outset of the pandemic that we would still be in the trenches of COVID in 2021, Grady continued to confront the pandemic head on as well as achieve notable impact in our other community health priority areas. This report highlights both Grady's COVID care and innovations to address 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 prioritizes solutions that align with ARCHI's health improvement strategies: Care Coordination, Healthy Behaviors, Access to Care, and Family Pathways to Advantage.

Care Coordination

- **Life Care Specialists**

Grady's orthopedic surgeons are leading the way in developing a new position in health care to provide trauma-informed care and comprehensive pain management focused on physical and mental wellness. Life Care Specialists (LCS), a critical part of Grady's ortho-trauma team, are helping to prevent opioid dependence. LCSs attend patient appointments for up to a year to assess the need for resources and pain management strategies. Based on the individual patient needs, the LCS will provide a variety of support from education to referrals and care coordination to training on evidence-based nonpharmaceutical pain management techniques. Grady completed a pilot study in

2020 and began a randomized control trial with more than 200 patients in 2021. Preliminary results show positive outcomes.

25%	88%	75%	71%
reduction in opioid discharge medication needs	report understanding risks and side effects of opioids at discharge (vs 80% in the control group)	report that the education helped them understand risks and side effects of their pain medication	report that resources and training provided to them by the LCS were helpful

- Black Women First Initiative**

Grady’s Ponce de Leon Center specializes in comprehensive care of patients with HIV. To better support African American women with HIV who have multiple co-morbidities, have missed appointments, and are having difficulties sustaining viral suppression, Ponce launched the Black Women First Initiative. Better known as Black Women Organized for Wellness, this two-part bundled intervention is comprised of patient navigation and self-efficacy.

The program leverages a mobile app, Positive Links, to foster increased patient engagement in the care plan and a Patient Navigator to support the patient. The Navigator orients the patient on the app, provides structured education sessions, interacts with patients through messaging on the app, helps schedule appointments, and acts as a liaison between the patient and the entire care team. The app also offers an opportunity for enrolled participants to interact and uplift each other and learn about resources for employment and housing support. **By the end of 2021, Ponce had enrolled 43 patients. All were reporting a high level of medication adherence and reduced viral load, and 25 had achieved viral suppression.**

- Trauma Recovery Center**

Since launching in 2020, Grady’s Trauma Recovery Center (TRC) has provided behavioral health counseling and wrap around services to more than 50 patients who are survivors of violent crime. Grady TRC provides trauma-informed clinical case management, psychotherapy, crisis intervention, medication management, and legal advocacy at no cost to survivors and secondary victims of physical assault, firearm violence, domestic violence, human trafficking, and sexual assault. In 2021, the TRC team moved into its own clinical space, hired additional providers, and collaborated with many Grady departments to train staff on how to identify and refer eligible patients.

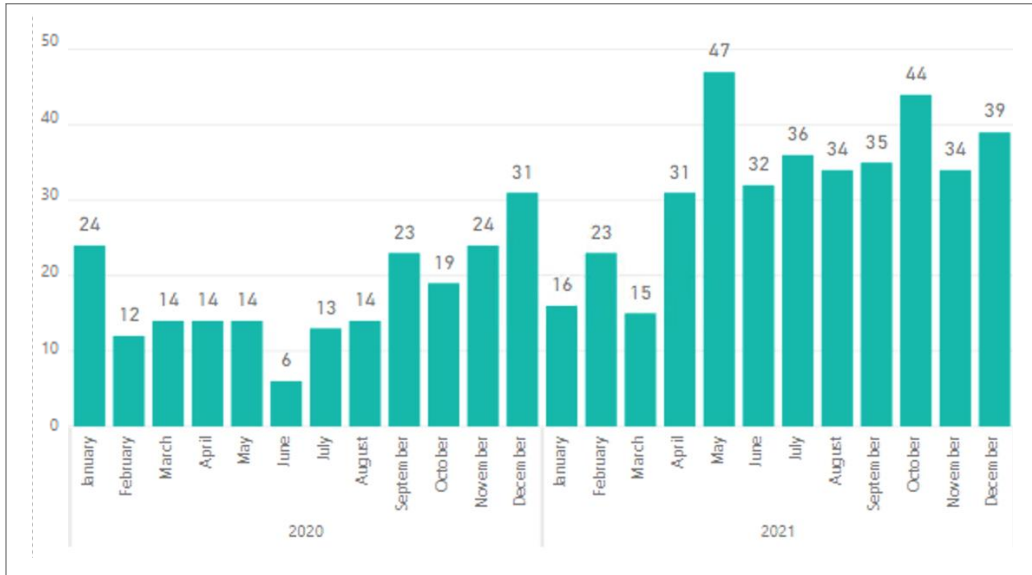
Healthy Behaviors

- Pre-exposure Prophylaxis (PrEP) Clinic**

With Atlanta at the center of the HIV epidemic, Grady continues to provide critical access to HIV pre-exposure prophylaxis (PrEP) and sexual health services to prevent HIV. In 2021, Grady’s PrEP program achieved notable growth and quality improvement leading to greater impact. Streamlined

processes improved both medication refills and net margin. Updated and expanded web and social media marketing efforts contributed to volume growth. By November and December, the PrEP program was seeing its highest numbers yet. Also in 2021, the PrEP program was awarded the Emory at Grady Community Impact Award and received new grant funding from the Emory Medical Care Foundation. With these successes, the program plans to further expand in 2022 by hiring a Medication Access Coordinator and a Navigator integrated into Grady’s Walk-in Center focused on connecting high-risk negative patients.

PrEP Referrals by Month



- **Breast Cancer Screening**

After many cancer screenings were delayed during the first year of the COVID pandemic, Grady prioritized getting our community back up to date on these critical preventive care services. Through an American Cancer Society and NFL Crucial Catch grant, Grady took a multi-pronged approach to increasing access to breast cancer screenings. 2021 screening efforts included:

- **11,375** screening mammograms
- **2,680** orders for diagnostic imaging
- **115** breast cancer diagnoses

Overall, *these efforts resulted in a 42% improvement in breast cancer screening compliance,* increasing from 31% of patients being up to date to 44% by December 2021.

Crucial Catch grant funds were used to cover the cost of screening procedures, as well as support enhanced patient engagement efforts including patient navigators and transportation support. Navigators sent more than 11,000 reminders, assisted with rescheduling, and provided patient education. The Cancer Center also held six virtual education events with community partners and one internal event educating other Grady providers on the breast cancer screening referral process.

Grady also expanded Saturday screening events to specifically target patients that had gone over one year without a screening. Between June and September, nearly 100 patients were screened at these events. An overwhelming majority of the patients expressed gratitude for the flexible options as many noted barriers like childcare and transportation.

Grady also continues to partner with the state of Georgia to offer the Breast and Cervical Cancer Program providing greater access to cancer screening and affordable treatment. In 2021, Grady screened 802 patients of which eight had breast cancer diagnosis. The screenings were 128% of the target for the year, making Grady the highest performer in state of Georgia.

<i>Crucial Catch: Breast Cancer</i>	<i>Saturday Mammograms</i>	<i>Breast & Cervical Cancer Program</i>
<i>6 virtual education events</i> <i>130 community members attended</i>	<i>96 patients screened</i> <i>14 referred for further diagnostic testing</i>	<i>802 patients screened</i> <i>128% of annual target</i>

- Lung Cancer Screening**

Grady received a second American Cancer Society and NFL Crucial Catch grant to increase access to lung cancer screening. Similar comprehensive patient engagement efforts were implemented throughout 2021 to identify high risk patients and connect them to low-dose CT screenings. Patient Navigators made reminder calls, scheduled and rescheduled appointments, educated patients, and provided transportation support when needed. Several Cancer Center team members also participated in community events to provide education on the risks associated with lung cancer and proper prevention and detection methods.

2,088 Patient Reminders Sent	833 Patients Supported by Navigator	1,231 Low Dose CT Screenings
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Grady will continue to improve our rates of screening in 2022. Efforts will focus on developing stronger screening initiatives within the Primary Care Clinics, reinforcing the importance of annual lung screenings and the appropriate processes for referring patients for follow-up work. Grady also plans to reinstate in-person smoking cessation classes in 2022.

- **Food as Medicine Partnership**

Grady’s Food as Medicine partnership continued to grow in 2021. By opening up referrals to the Food Pharmacy from Grady’s Heart and Vascular clinics and Women’s Services, more patients experiencing food insecurity and managing chronic conditions were able to connect to the food prescription program. The Food as Medicine team also worked closely with a group of primary care physicians as part of a quality improvement project to examine and improve the clinics screening and referral process. This effort led to positive changes in the workflow, greater awareness of the service among physicians, and ultimately increased patient referrals.

More than 400 patients were enrolled in the food prescription program and the food pharmacy increased food distribution from 6,500 to 10,000 pounds per month.



Grady Food Pharmacy



Grady Fresh Food Cart

Fresh Food Carts (FFCs) also made healthy eating easier for patients at our neighborhood health centers. **That program distributed more than 356,000 pounds of produce across 47 events with nearly 12,000 patient visits.** As part of our partnership with the Food Bank, Grady began using Hands on Atlanta to recruit and manage volunteers for the FFCs. Their tools and additional support have been critical to maintaining the large number of volunteers needed to sustain this program.

Finally, **Grady provided more than 12,000 home-delivered meals to over 600 patients after discharge from the hospital.** In addition to patients experiencing food insecurity, Grady expanded the service to patients admitted with COVID-19. The medically tailored meals purchased through Open Hand support patient health, food access and safety during a critical recovery period.

<i>Fresh Food Cart</i>	<i>Food Pharmacy</i>	<i>Home-Delivered Meals</i>
11,800+ patient visits 356,000+ lbs. of fresh produce distributed	414 patients enrolled 95,500+ lbs. of fresh produce distributed	621 patients served 12,458 meals delivered to patient homes

- **Injury & Violence Prevention**

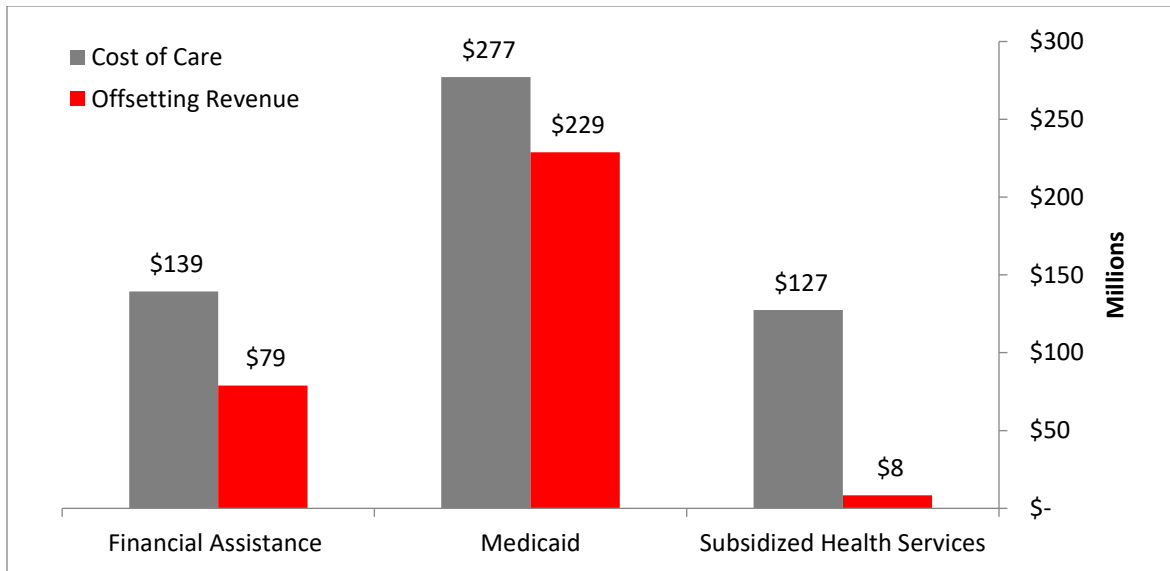
In 2021 Grady’s Injury and Violence team engaged community members in various events to promote injury and violence prevention. Grady hosted a Gun Violence Awareness event and

participated in Peace Week ATL and Midnight Basketball with the Mayor's Office. Our experts also did numerous webinars, lectures, and panel discussions for academic institutions and community partners, podcasts and radio shows on the root causes of injury. And shared expertise on intimate partner violence and hospital-based solutions in op-eds featured in the AJC and USA Today.

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 2020, Grady provided more than \$543 million in care to our uninsured and low-income neighbors. Medicaid reimbursement and the Indigent Care Trust Fund covered 58% of these costs, while the remaining \$227 million was a shortfall Grady had to cover.



- COVID-19 Vaccine Outreach**

Grady has worked diligently to support the community and our patient population in understanding the benefits of obtaining the COVID-19 vaccine and improving access to the vaccine. Grady employed COVID-19 navigators to conduct outreach campaigns with patients and host community events. *The navigators were able to connect with over 10,000 patients* via text and phone calls to share information about vaccine availability, schedule appointments and transportation, and answer questions.

Additionally, an initiative launched in 2020 to contact seniors at high risk of COVID in 2020 grew substantially in 2021. *Medical students from Emory University and Morehouse Schools of Medicine contacted 2,200 patients in 2021.* They provided phone-based health and safety education, social support, and resource connection.

- **COVID-19 Vaccine Access**

Vaccines were available in all clinics, in the Emergency Department and a temporary clinic built out in the hospital lobby. Additionally, our Mobile Integrated Health team in collaboration with the COVID navigators hosted 20 community events to increase access to vaccines in the hardest hit communities. Overall, **Grady administered over 41,000 COVID-19 vaccines to patients and community members in 2021.**

- **MIH COVID-19 Response**

During this pandemic, MIH expanded its services to care for Grady patients, employees, and community members impacted by COVID. The COVID related services evolved as the treatment and management for COVID-19 evolved. At the onset, the focus was screening and avoiding unnecessary exposure. As clinics were limiting the number of in-person visits, MIH was able to offset access concerns by providing in-home PCR testing for symptomatic patients and in-home follow up visits from concerning telehealth visits. As COVID vaccines were developed, MIH began administering vaccines in the home environment for Grady's frail, elderly, and mobility challenged patients.

Through collaboration with Population Health and Strategy, MIH's impact extended into the community. Onsite vaccine events were held at senior living facilities (Berean Village, Heritage Station) and local organizations (MARTA, Focused Community Strategies, and Sheltering Arms) where over 900 vaccines were administered to both residents and employees. The emergency use authorization of monoclonal antibody (MAB) in the outpatient setting created additional opportunity for MIH provide COVID-related treatment in the home for both Grady patients and employees. Close to 150 patients received MAB treatment in the home.

- **Public Benefits Enrollment**

With in-person services still limited in 2021, Grady's financial services and many of the benefits screening initiatives continued to be offered primarily via telephone support. **In 2021, Grady completed Medicaid enrollment for an estimated 2,235 patients.** Grady also continued referring patients to the Atlanta Community Food Bank and Wholesome Wave Georgia for assistance with SNAP enrollment. However, we were still unable to track referrals or number of patients assisted.

Beyond Health: Social and Economic Impact

- **Housing Surge Project**

Grady participated in a City-wide effort to rapidly rehouse 800 individuals on the housing queue in the City of Atlanta. This collaborative effort led by Partners for HOME included 10 different case management agencies, Open Doors, Project Community Connections Inc. (PCCI), and City of Atlanta. **The collaborative housed about 700 clients of the 800 goal in 2021.** Three Grady case managers successfully housed 74 households, most of whom were chronically homeless.

- **Housing Support Navigator**

This initiative helps to connect patients experiencing homelessness with various community resources based on the individual’s needs. The navigator in this role assists social workers with coordinated entry referrals through the City of Atlanta Continuum of Care’s Homeless Management Information System (HMIS), a first for Grady, and a significant improvement in care coordination between the health and homelessness systems. Grady has built new skills and capacity to address the housing needs of our patients through this program. In the first 8 months of the program:

- **323 referrals** were reviewed and assessed
- **286 patients received resources** from the housing support navigator
- **65 patients were connected** to a 90-day transitional housing program

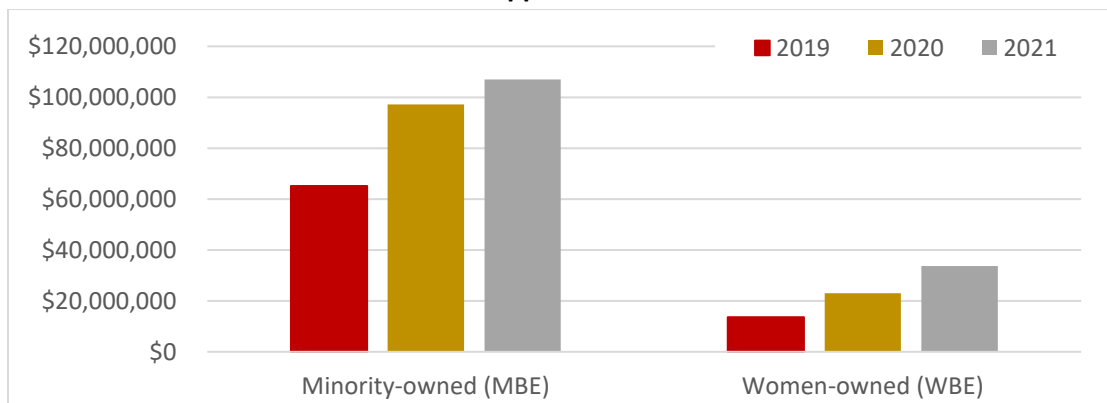
- **Supplier Diversity**

Grady’s commitment to providing culturally competent care extends to our procurement process, and a cornerstone of those efforts is our supplier diversity program. In 2021, Grady increased the percentage of spend with minority and women-owned enterprises.

Organizations that Grady purchased from in 2021 included Morehouse Innovation and Entrepreneurship Center, Bronze Lens Film Festival, Georgia Mentor Protégé Connection, Latin American Chamber of Commerce, Mogul Con, Progressive Techniques – Transforming Women’s Entrepreneurs, Women’s Business Enterprise Council, Out Georgia Business Alliance, United Negro College Fund, among others.

163 Diverse Suppliers
\$140,631,831 Total Spend
25.74% Diverse Supplier Utilization

Diverse Supplier Procurement



- **Cardiff Expansion**

In 2019, Grady’s Injury Prevention Team was awarded federal funds to facilitate the statewide expansion of the Cardiff Model for Violence Prevention. The Cardiff model allows stakeholders to create local maps of where violence occurs by combining anonymous information about the location and timing of violent events reported at the hospital with existing law enforcement records. This

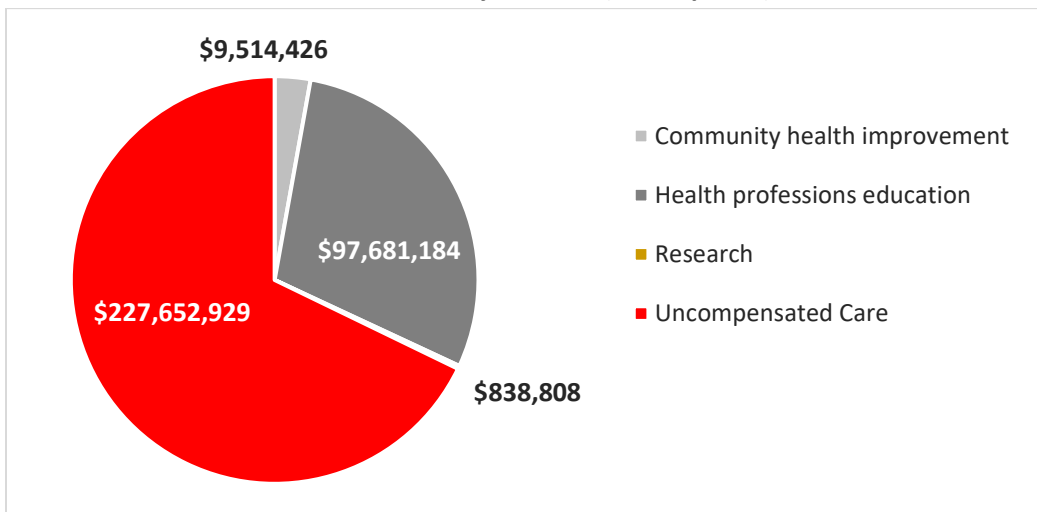
information and predictive analysis are then used to develop public health strategies and environmental approaches to address violence.

Since 2020, Grady and the Atlanta-based Cardiff team have initiated interviews with four health systems and one police department in Georgia – surveying centers and their community partners for their readiness to implement Cardiff. Supported by the Georgia Trauma Commission, the team has also been involved in more than 20 conversations with health systems, police departments, city governments, public health partners, and researchers throughout the country that are beginning to implement or are interested in the Cardiff model.

Community Benefit by the Numbers

In 2020, Grady provided more than \$693 million in Community Benefit services. Grady’s net Community Benefit, which totaled more than \$335 million, accounted for 24% of total health system expenses.

2020 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.

Community Benefit 2017-2020

