



COMMUNITY BENEFIT REPORT 2020-2023

2023 Update

In 2023, Grady Health System has remained steadfast in upholding its core values of prioritizing safety, anticipating needs, and surpassing expectations despite new and ongoing challenges. These challenges include the continued effects of the 2022 closure of the Atlanta Medical Center and the lingering impacts of the COVID-19 pandemic. Grady remains committed to making a lasting impact in critical health areas in the greater Atlanta community. In 2023, as we moved beyond the initial pandemic phase, our hospital system transitioned into a standard operational year. This report not only highlights Grady's achievements in 2023 but focuses on advancements in care innovations. In areas such as addressing HIV, social determinants of health (SDOH), access to care, cardiometabolic syndrome, violence and injury, mental health, maternal and child health, and cancer. This report delves into the challenges faced and the strategies implemented, providing a comprehensive view of our community benefit work.

This report is a platform to showcase the health systems' collective benefits to the community. As a founding member of the Atlanta Regional Collaborative for Health Improvement (ARCHI), we embody the spirit of collaboration in our community benefit work. Grady participates in a collaborative Community Health Needs Assessment (CHNA) process with other health systems every three years. We prioritize solutions that align with ARCHI's health improvement strategies: Care Coordination, Healthy Behaviors, Access to Care, and Family Pathways to Advantage. Throughout this report, we will delve into specific examples and statistics to demonstrate our programs' tangible impact and benefit, the challenges faced, and the strategies implemented, providing a detailed and comprehensive view of our community benefit work.

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 include food security, education, neighborhood/physical environment, and economic stability. Based on our Community Health Needs Assessment data, SDOH has been Grady's main priority for the past six years. In October 2019, Grady began initiating SDOH screening with nine questions covering food and housing insecurity topics. However, the process was paused during the pandemic. The screening process was relaunched in April 2022, covering 19 clinics throughout the health system.

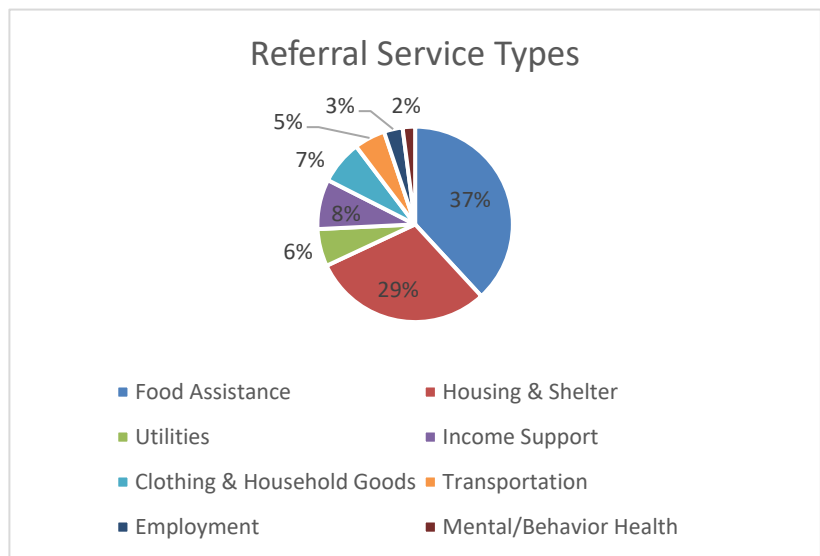
In 2023, our organization made significant progress in screening for SDOH needs across the health system. By the end of 2023, 31 outpatient clinics were trained and actively screened 99,486 patients. Additionally, 200 employees received training on a person-centered approach to SDOH screening. One of our greatest accomplishments was onboarding our inpatient hospital units. All units were successfully launched for SDOH screening from October to December 2023, with 160 inpatient care coordination employees trained. By providing this training, Grady is positioned to identify the social needs of our patient population and direct our patients to programs that can help alleviate some of those needs. **In 2023, Grady had a system-wide outpatient screening rate of 70%, a 40% increase from 2022. Inpatient units at the hospital had a 45% 3-month screening rate.**

31	99,486	200
Clinics launched SDOH screening	Patients screened for SDOH	Employees trained

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

In 2022, Grady developed a multi-pronged approach to linking patients with identified health-related social needs in the SDOH screening to resources in the community. In 2023, we have continued to utilize the approaches. We have maintained the utilization of referrals through the online platform Unite Us and direct patient referrals to link patients with identified health-related social needs to resources in the community. 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. **In 2023, 982 referrals were made on the Unite Us platform. Patients were linked to various services, such as food assistance, housing, and income support.**



Additionally, Grady provided direct patient support to address the social determinants of health. Patients screening positive for food insecurity were given food vouchers to the East Point Farmers Market, or a local grocery store called Eden Fresh to purchase fresh produce. **Approximately 160 vouchers were distributed from January to July, and 262 grocery store gift cards were given from September to December.** Grant funds were also used to provide patients with MARTA

transportation vouchers if they screened positive for transportation insecurity. In 2023, 137 patients were assisted with either a 10-trip or roundtrip MARTA card for transportation to their medical appointments.

In 2023, Grady continued its work with the Atlanta Regional Collaborative for Health Improvement (ARCHI) on a Community Resource Hub Pilot project. The goal of the project is to simplify the process of navigating the health and social services landscape linking patients with uncontrolled hypertension and diabetes to community resources to address health-related social needs. This pilot project has provided support to 71 patients with the help of Community Health Workers (CHWs) and has enhanced connections to local community organizations that support Grady patients.

Healthy Behaviors

- **IVVY Program**

Grady is Atlanta's only nationally accredited Level 1 trauma center. Since 2019, Grady has seen a sharp increase in gun violence, with 72% of violent injuries occurring because of gun use. Trauma admissions due to violent crime have increased 50% at Grady since May 2020, and 84% of victims of violent injuries are male.

The Interrupting Violence in Youth and Young Adults (IVVY) was created in late 2022 to address this issue. IVVY is a hospital-based violence intervention program that uses evidence-based, trauma-informed care to reduce re-injury among young adults in Atlanta.

The IVVY Program at Grady has three pillars:

- **Bedside Response** - bedside response for patients presenting at Marcus Trauma Center with firearm injury because of interpersonal violence. Our focus is on ages 14-24. The intervention includes case management and peer coaching to support patients as they heal.
- **IVVY Clinic** - weekly outpatient clinic for IVVY enrolled patients.
- **Circle of Safety** - community engagement with a quarterly meeting.

In 2023, the IVVY program team had 543 consults with patients and enrolled 276 of those patients into the program. Program participants were 83% male, the majority Black/African American, and the average age was 23 years old. Last year was a strong year for the program. IVVY received a 2-million-dollar DOJ grant, the Kaiser Permanente Center for Gun Violence Research and Education Award and was recognized by Everytown for Gun Safety. The IVVY program is supported by its dedicated staff, who have won awards and recognition in the media. In 2023 alone, Atlanta News First and the AJC featured stories on the IVVY program and its success in the community.

- **Pre-exposure Prophylaxis (PrEP) Clinic and nPEP Program**

Grady's PrEP program, launched in 2018, provides Human Immunodeficiency Virus (HIV) pre-exposure prophylaxis (PrEP). This preventive medication is available to sexually active individuals who are HIV-negative, regardless of sexual orientation or gender identity. Patients residing in Fulton or DeKalb County can receive PrEP at no cost, irrespective of their insurance status. The program has enrolled 639 participants, with 416 new patients joining in the first quarter of 2024. Additionally, 222 patients have accessed non-occupational post-exposure prophylaxis (nPEP). These efforts demonstrate Ponce Center's

dedication to not only treating HIV but also preventing new infections. Notably, the cost of PrEP to patients in DeKalb County was zero, ensuring accessibility for all.

- **HIV Treatment**

In 2023, Ponce Center provided care to 7,997 patients living with HIV, representing every 5th person living with HIV in Atlanta and every 7th person living with AIDS in Georgia. The retention rate in care increased from 72% in January to 80% in December, with 91% of retained patients achieving viral load suppression. The comprehensive care at Ponce Center includes primary and specialty care, oral health, mental health, and social work support programs. The demographics at Ponce Center in 2023 showcased the center's reach and inclusivity, with 67% male, 31% female, and 2% transgender patients. The racial distribution included 89% Black, 9% White, and 7% Latinx patients. The age demographics encompassed 8% of patients aged 24 or below, 37% aged 25-44, and 55% aged 45 or above, reflecting the center's diverse and comprehensive approach to care.

- **Ponce Center Achievements**

Ponce Center achieved several milestones, including launching the BRAVE (Barriers Removed for HIV-positive Individuals to Achieve Viral Suppression and Engagement in Care) program, securing grant funding to expand HIV treatment access, and commencing long-acting injectable prevention and treatment programs. Moreover, the center's innovative approach led to improved access through patient-centered hours and the opening of a newly renovated pharmacy with extended hours. This commitment to innovative care and patient access demonstrates Ponce Center's dedication to improving the lives of individuals affected by HIV.

7,997	639	91%	\$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

- **Stop the Bleed**

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

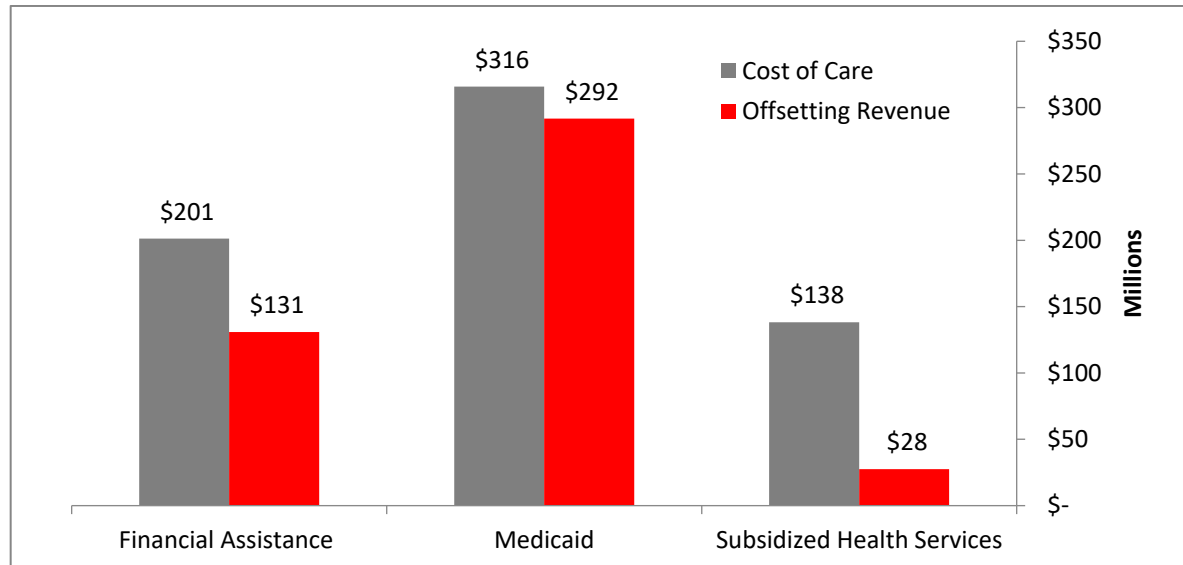
1. **Using your hands to apply pressure to a wound**
2. **Packing a wound to control bleeding**
3. **Applying a tourniquet**

Stop the Bleed is a national awareness campaign supported by the American College of Surgeons, the Department of Defense, and several other entities. The goal is to train the public on how to intervene in a bleeding emergency before professional medical help can arrive. In 2023 Grady trained 1,364 people in the community on Stop the Bleed. Within the Grady system, 610 clinical and nonclinical employees received training. 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 2022¹, Grady provided more than \$655 million in care to our uninsured and low-income neighbors. Medicaid reimbursement and the Indigent Care Trust Fund covered 69% of these costs, while the remaining \$205 million was a shortfall Grady absorbed.



- **Public Benefits Enrollment**

In 2023, Grady completed Medicaid enrollment for an estimated 6,080 patients (4,764 for medical/surgical and 1,316 for OB/newborn services) – a 25% increase compared to the estimated 4,846 patients who completed enrollment in 2022.

Grady continued to refer patients to the Atlanta Community Food Bank and Wholesome Wave Georgia for assistance with SNAP enrollment. Grady also initiated a text message campaign to remind patients when a SNAP screener would be available at the Neighborhood Health Centers, and in 2023, we saw a **26% increase** in SNAP enrollments across all centers.

- **Virtual on Demand Visits**

Grady introduced Virtual on Demand Visits in the last quarter of 2022, bringing care and convenience to patients to address access concerns with the closure of two hospitals and related outpatient clinics in Fulton County in 2022. 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. With

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2023 being the first full year of Virtual on Demand, Grady served many patients and increased access to care for over 4,000 patients in DeKalb and Fulton. **Virtual on Demand clinic volume for 2023 was 5,989, and on average, the clinic saw 499 clinic visits a month.**

- **Expansion of Outpatient Clinics**

In 2023, Grady announced the expansion of new primary care clinics into four new geographical locations in DeKalb and Fulton counties. The health system revealed plans for new clinic sites on Cascade Rd, Lee and White Rd, Flat Shoals, and Candler Rd. The Cascade clinic opened part of the clinic in July of 2023, focusing on Family Medicine. Progress is well underway, with construction on the Cascade clinic expansion with a planned go-live date in August 2024, offering increased access to primary care and dermatology services. Similarly, the Lee and White clinic is scheduled to welcome its first patients in early September 2024, following construction progress. While Candler and Flat Shoals are slated for an opening in 2025, provider recruitment across the outpatient centers is progressing smoothly, with several providers expected to start in the spring and summer of 2024.



Size of Facility	Exam Rooms	Other Services
6,000 sq. ft.	5 exam 1 treatment	Primary Care Rotating Specialties OP Rehab

- **Mobile Screening Services**

The Cancer Center at Grady has made significant strides in providing accessible healthcare services to medically underserved communities. With 88% of Grady patients belonging to racial or ethnic minorities, the health system has sought to address the pressing need for equitable healthcare access. The launch of the Mobile Screening Unit in October 2023 marked a milestone, with 1,678 mammograms completed so far at Grady Neighborhood Health Centers and community events in targeted zip codes across Fulton and DeKalb counties.



In March 2024, cervical cancer screening services were added to the Mobile Screening Unit, so women have a one-stop-shop for cancer screenings. Additionally, the health system is planning for a second mobile unit focused on increasing access to Primary Care services demonstrating Grady's commitment to

comprehensive care. In 2023 alone, 28,582 breast cancer screenings exemplify the program's dedication to early detection and preventive care.

- **Addressing Access to Mental Health Services at Grady**

Grady's Behavioral Health Department has implemented various initiatives to address mental health challenges, especially within the criminal justice system. One of the key initiatives is implementing the Screening and Re-Entry Unit in the Fulton County Jail, which aims to identify individuals with mental health challenges at intake/booking and provide referrals to the appropriate re-entry teams. This initiative, in partnership with the program Woman on the Rise, specifically focuses on supporting women over the age of 24 to facilitate their release and successful reintegration into society after incarceration.

In addition to jail-based interventions, Grady Behavioral Health Department has significantly expanded its outpatient services, with the North Clinic serving 372 unique clients in 2023, and the South Clinic catering to 806 unique clients for a total of 3,095 appointments. These clinics offer a range of services, including assessment, psych treatment, medication management, and individual therapy. In 2023, we had a total of 12 clinics. Our Park place clinic had a clinic volume of 56,873. Moreover, Grady has enhanced its crisis response capabilities with the introduction of the Community Co-Response team, which served 921 individuals within its first year, resulting in 377 diversions from emergency departments and 78 diversions from jails. These numbers demonstrate the department's proactive approach to addressing mental health challenges within the community.

The department has also taken proactive steps to support individuals experiencing homelessness and behavioral health concerns by becoming a Housing Support Provider for the Georgia Department of Behavioral Health. These efforts highlight Grady's comprehensive approach to addressing mental health concerns across various settings, from the criminal justice system to community-based care.

Beyond Health: Social and Economic Impact

- **Addressing Maternal Health and Postpartum Care**

In 2023, our women's services have made significant strides in addressing maternal mortality and improving care for high-risk pregnancies. With 3,211 deliveries, our center has seen a higher prevalence of hypertensive diagnoses (40%) compared to other Regional Perinatal Centers in Georgia (28%). Additionally, 40% of our patients have received inadequate prenatal care, and 19.8% speak a primary language other than English. We have implemented programs such as the Postpartum Hypertension Program, Remote Monitoring Program, and Hypertensive Nurse Navigator services to address these challenges. These initiatives have resulted in 1,318 hypertensive nurse navigator encounters and 1,513 OB hypertensive Mobile Integrated Health (MIH) referrals in 2023, reflecting our commitment to providing comprehensive and equitable care for all patients.

- **Food as Medicine**

At Grady, patients who have identified as having uncontrollable diabetes or are hypertensive can take part in our Food as Medicine program. In this program, patients can receive fresh produce, nutritional guidance, and cooking classes. In 2023, the Food as Medicine program demonstrated significant growth and impact. The program saw a 70% increase in referrals, with 3,223 individuals

being referred for participation. Enrollment numbers also rose, with 795 individuals enrolling in the program, marking a 21% increase. Notably, there was a 31% increase in Food Pharmacy pick-ups, reaching 5,917, reflecting the program's growing reach and influence. Cooking classes also saw increased engagement, with 177 classes held, and a 25% increase in attendees, totaling 1,197. Additionally, the program distributed a substantial amount of food, with a 23% increase in pounds distributed, indicating a heightened commitment to addressing food insecurity. Furthermore, the program's volunteer engagement remained strong, with 3,981 volunteer hours contributed and 751 volunteers utilized, which corresponds to a labor cost of \$60,080. Importantly, the program participants achieved a 2.1% decrease HgbA1c, showcasing positive health outcomes among participants.

Looking ahead, Food as Medicine aims to expand its impact by partnering with Atlanta Community Food Bank and launching the Neighbor Program, which will enable any patient experiencing food insecurity to access fresh produce and whole grains at Jesse Hill Market, effectively addressing food insecurity for Grady patients in a health-conscious manner.

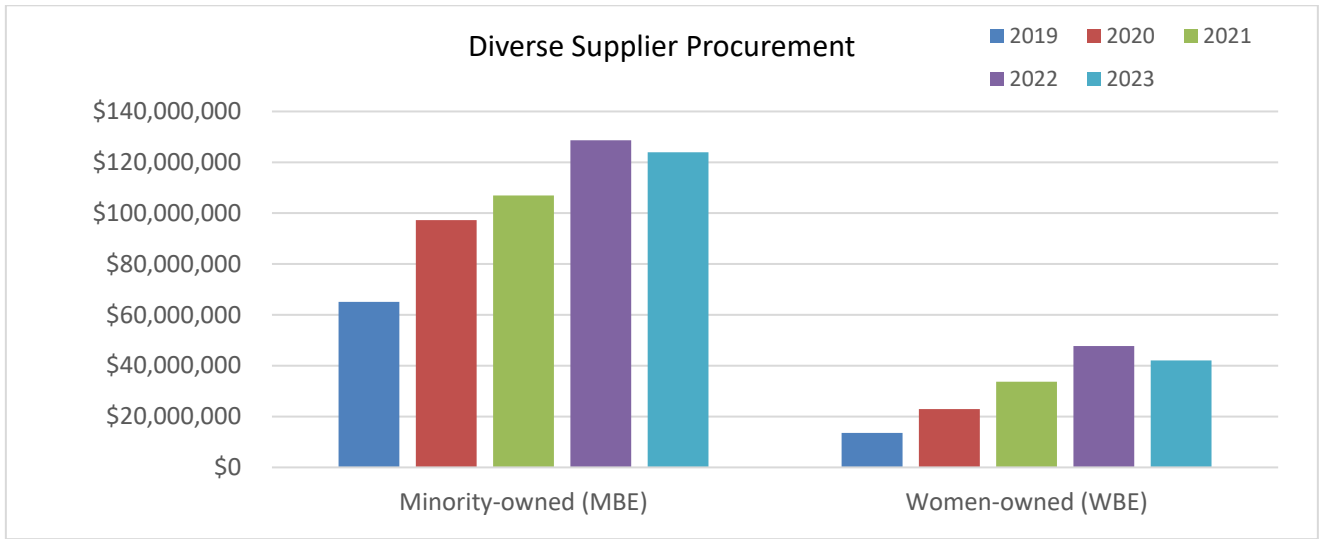
- **Supplier Diversity**

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 is committed to inclusion in our procurement activities.

In 2023, we had the opportunity to collaborate with 142 diverse suppliers, including organizations such as 100 Black Men of Atlanta – Metro Atlanta Chapter, National Coalition of 100 Black Women – Metro Atlanta Chapter, Atlanta Business League, Bronze Lens Film Festival, Georgia Hispanic Chamber of Commerce, Latin American Chamber of Commerce, Mogul Con, One Million Dreams Foundation for Black Women and Girls, 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, Out Georgia Business Alliance, National Veteran-Owned Business Association (NaVOBA), and the Healthcare Supplier Diversity Alliance - HSDA.

142 Diverse Suppliers
\$166,009 Total Spend
20.65% Diverse Supplier Utilization

Diverse Supplier Procurement



- ### Health Equity

Grady established its Office of Health Equity (OHE) in October of 2021, dedicated specifically to investigating health disparities at Grady and in the communities Grady serves. Health disparities disproportionately affect African Americans. Given that 75% of patients served at Grady identify as Black/African American, it is crucial that Grady take the lead in identifying issues around health disparity, analyzing the accompanying data, and developing effective action plans to close the health disparity gaps that exist.

The action steps to address health disparities can be vast. In 2023, the OHE focused on using life expectancy as a focal point to address health disparities. By analyzing life expectancy in ZIP Codes across Fulton and DeKalb counties, the OHE identified neighborhoods with the lowest life expectancy rates. This analysis revealed higher rates of chronic illness, challenges with social determinants of health, and lower rates of preventive care and screening in these areas. As a result, the OHE is now prioritizing access to preventive services and primary care in ZIP Codes with low life expectancy.

Increasing access to preventive services, primary care, and health awareness can significantly improve health equity. Armed with this information, we have intentionally instituted community outreach programs. These efforts include mobile mammogram van services, fairs for health care education and health screening, back-to-school “bashes,” community presentations, and town halls. The Office of Health Equity has partnered with 12 departments at Grady to assist in achieving the goal of increasing access to services for our patients significantly.

Other Office of Health Equity accomplishments in 2023

- OHE participated in 127 community engagement activities in over 20 ZIP Codes, partnering with 32 organizations to fulfill its mission and increase visibility in the community.
- Led seven access-improvement projects where Health Equity Access Coordinators (HEAC) provided services directly to patients.
- From September 2022 to April 2024, the HEACs made over 23,000 calls and scheduled

approximately 7,500 patient visits.

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

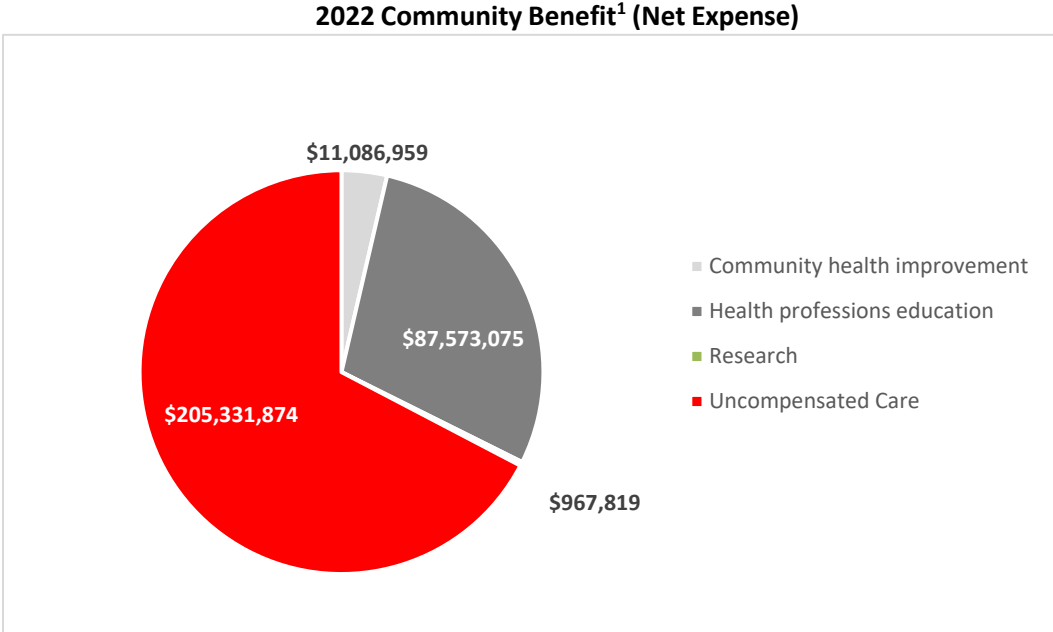
One characteristic success of the Office of Health Equity's work is the Teen Experience and Leadership Program (TELP) begun in 2022. TELP engages high school teens who are interested in learning about and gaining experience in the health care field. TELP is a seven-week program in which teens can shadow on clinical and non-clinical units at Grady. In this, the participants gain exposure to and experience with the activities and skills involved in a health care worker's daily schedule. Grady also hosts work-based learning experiences in partnership with Westlake High School and the Atlanta Public School's Atlanta College and Career Academy for its patient care tech program.

Teen Experience and Leadership Program 2024 Suturing Workshop



Community Benefit by the Numbers

In 2022, Grady provided more than \$797 million in Community Benefit services. Grady’s net Community Benefit, which totaled more than \$304 million, accounted for 18% of total health system expenses.

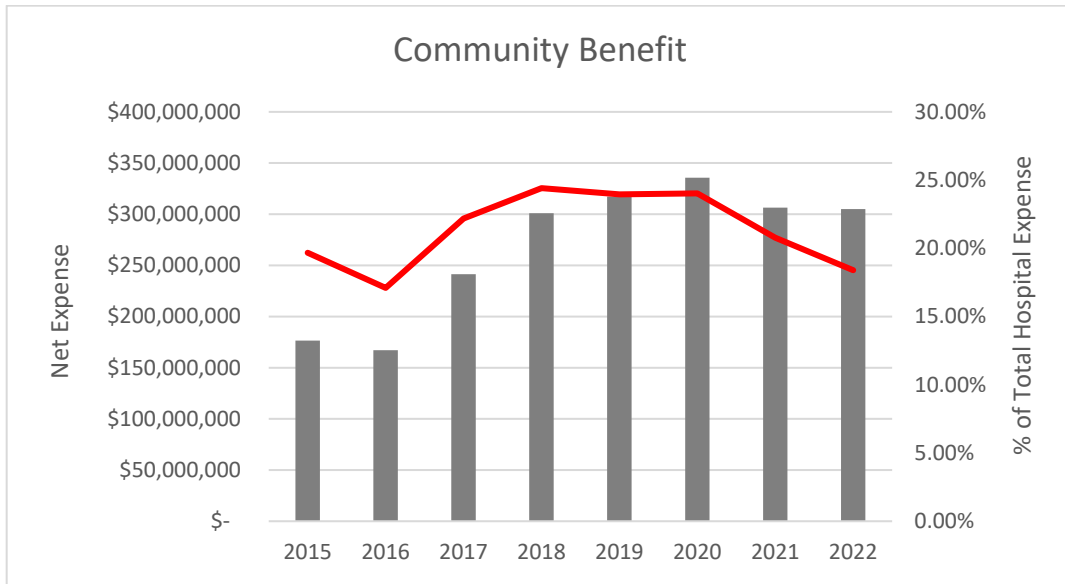


Community Health Improvement includes the cost of services to improve access to care or enhance the public’s health. Grady’s CHNA informs new activities in this category.

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.



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