As one of the largest public health systems in the United States, Grady Health System is a place of big numbers, broad community impacts and expansive plans for the future. Our singular objective is to become the nation’s finest academic public health system. Yet even with our vast size and scale, we know we can only deliver against that objective by providing outstanding, personalized care – one patient at a time – to every person we are honored to serve.

©Cover Nalani Robinson; daughter of Niyasha Robinson; born April 22, 2014 at Grady.
Grady’s Emergency Department had a record number of patient visits in 2013. Many came for our internationally recognized emergency and trauma services. Many more sought high-quality care unavailable to them elsewhere in the community. Whether walking through the ED front door, or arriving as one of the 120,000+ patients transported by Grady EMS last year, the ever-growing patient volume has forced us to revamp and expand our Emergency Department to provide the best care possible for both emergency patients and those with non-emergent needs.
Since opening its doors in 2010, The Marcus Stroke and Neuroscience Center has become a magnet for patients from across the Southeast. Designated a Joint Commission Comprehensive Stroke Center in 2013, the Marcus Center is one of a handful of elite facilities providing complex stroke care in the United States. Our Center and the others are recognized leaders responsible for setting the national agenda in highly specialized stroke care. Last year, the Center performed nearly 3,000 procedures, caring for people from all walks of life and economic backgrounds.
Grady operates one of the nation’s largest and best burn centers. In 2013, we had more than 2,600 patient visits. The quality of burn care we provide was recognized twice last year. First, our burn center was verified by the American Burn Association/American College of Surgeons and the State of Georgia as an adult and pediatric burn center, the “Gold Standard” designation for high-quality burn care. Also, Burn Center Director Dr. Walter Ingram was named the Atlanta Business Chronicle’s Physician of the Year for 2013.
In 2013, 1,200 tiny, fragile patients received the expert care they needed. Our experienced neonatologists and highly skilled staff offer sick and premature babies the best start possible. Grady’s Regional Perinatal Center and Neonatal Intensive Care Unit serves more than 40 counties in Georgia. Our young patients often arrive on the Angel II Neonatal Transport, a specially equipped “mobile ICU” designed to safely transport infants.
Each year thousands of Atlanta-area residents depend on Grady for their primary and specialty health needs. Our network of six neighborhood health centers — all with the highest level Primary Care Medical Home designation possible — makes quality healthcare easily accessible, while our hospital-based specialty centers care for myriad ailments and injuries. Whether it’s regular check-ups or expert care for diabetes, cardiology or any one of our other 100+ specialties, Grady helps keep our community healthy, strong and productive.

NEARLY

600,000

PATIENT VISITS
Message from President & CEO

JOHN HAUPERT
In 2013 Grady reached new milestones in our journey of transformation. We continued our drive for excellence with the opening of more state-of-the-art medical facilities. Our survey metrics indicate significant gains in quality and patient satisfaction. Process improvements were started that will drive increased efficiency, expand access and ultimately reduce wait times for patients. We extended our recent record of prudent management – a priority essential to our future. The engagement of our talented team members – across every department from admissions and billing to emergency services – has never been higher.

Most importantly, all of these gains were secured while maintaining an unwavering focus on Grady’s historic and core mission – to provide vital medical care to the underserved. As we count the contributors to our year of progress, foremost among them were generous donors, the leadership of Grady Health System, a broad range of community stakeholders and the talents of more than 5,000 committed employees.

In the last six years, Grady has undergone a dramatic transformation – from an institution on the brink of bankruptcy to one that’s investing hundreds of millions of dollars in new technologies, facilities, medical specialties and patient care.

Our pace of transformation quickened in 2013 as we opened the state-of-the-art Correll Cardiac Center, finalized plans for a new emergency department and created a better healing environment through renovations of patient rooms and treatment areas. At the same time, we made significant operational changes to improve patient care and staff efficiency.

We did this to expand access to care. An immediate benefit: we can save more lives.

**OUR STEADY MISSION**

From the day Grady opened in 1892, our mission has been to care for those in need. But how we achieve that mission has evolved through the years to keep up with changes in the practice of medicine and the public’s requirements.

Today, we are committed to offering access to medical care that many other Atlanta institutions cannot provide. Of course that still means caring for the underserved. But it also means delivering the care that many other institutions in the region are not equipped or staffed to offer.

Education is critical to motivate healthy behavior and encourage the public to seek proper care. To this end, Grady is committed to becoming the nation’s finest academic, public health system. We do this to train the physicians and nurses who can extend our reach beyond Grady’s walls, to give people throughout the region access to quality care.

Remaining true to Grady’s mission has required us to make many course corrections and investments that no one could have imagined a decade ago – much less in 1892. Those of you who have followed our progress may be familiar with our achievements, but allow me to share with you some of last year’s successes.

**THE VISIBLE ACCOMPLISHMENTS**

In 2013 we continued our commitment to major capital investments that make up for decades without such initiatives.

We opened the 11,000-square-foot, state-of-the-art Correll Cardiac Center, which immediately allowed us to significantly improve Grady’s cardiology care. It has an electro-physiology lab and a catheterization suite that can operate 24/7, 365 days a year – a first for Grady. The center’s technology allows us to perform previously unavailable diagnostic procedures, such as reaching inside the heart to correct rhythm disturbances. The new facility enables Grady to offer cardiac care that’s among the region’s best.

We also finalized plans for a $76 million renovation and expansion of our Emergency Department. The project, financed entirely through philanthropic contributions, will enable us to improve quality, productivity and enhance the patient and family experience.

We began a multiyear initiative to renovate all inpatient rooms, converting them from semi-private accommodations to one that’s investing hundreds of millions of dollars in new technologies, facilities, medical specialties and patient care.

In 2013 we continued our commitment to major capital investments that make up for decades without such initiatives.

We also took steps toward creating a major new Women’s and Infants’ Center, a multi-million-dollar investment that will serve these very important patients by creating a warmer, more comforting care-delivery experience for expectant mothers and their families. The renovation will include a dedicated entrance, expert prenatal care with access to the highest-skilled maternal medicine obstetricians and state-of-the-art labor and delivery suites.

**BEHIND-THE-SCENES IMPROVEMENT**

While the capital investments are important to patient care, the investments we made to provide Grady’s medical staff with cutting-edge tools and training are absolutely critical.

We made process improvements that may not appear to be as exciting as the opening of a new clinical area, but will have dramatic impact on patients and their experiences at Grady. For example, we deployed technology that enables us to share medical health records electronically – both within our institution and with others – allowing us to accelerate the flow of vital information.
Our new MyChart portal gives patients secure, on-line access to their own medical records and enables them to request appointments and prescription renewals, view test results, and communicate directly and securely with physicians and other members of their medical care team.

Outpatient services initiatives will improve our ability to schedule patient visits efficiently and treat patients more quickly. For the Emergency Department we created a Rapid Evaluation Model to perform quick assessments of patient needs, drastically reducing both the average length of stay and the number of patients who depart in frustration before being treated.

We borrowed efficiency and management practices from the private sector by introducing Lean Six Sigma methodologies that will help us eliminate waste while improving quality. Every dollar we save can be reallocated to enhance patient care. We now have 10 teams piloting programs to drive waste out of the organization. We expect their efforts will make Grady a stronger institution that delivers even higher quality care.

AN IMPROVED PATIENT EXPERIENCE
All these investments will help to provide a better experience for every patient – through improved facilities, services, technology and staff. We’ve already begun to see the impact.

To understand the effect, consider what’s happening with patients staying at the hospital for treatment:

- We now have a highly prescribed methodology for conducting rounds with patients and gathering information from them to ensure their needs are met.
- When a nursing shift change occurs, the handoff takes place at the bedside: One nurse reports on the condition of the patient to the nurse taking over the care, while the patient and family are involved in that process.
- In emergency services, we pair highly trained mental health counselors with Grady EMS technicians for in-the-field assessments of patients with mental health concerns. This approach helps to avoid unnecessary emergency room visits and quickly connects patients with care that addresses their immediate needs.

TEAM DELIVERS RESULTS
In 2013 Grady made significant improvements in patient quality outcomes, and we remain focused on further improvements ahead.

Last year, for example, we reduced the incidence of pressure ulcers by half – and it was only one of the many reductions in hospital-acquired conditions. The inconvenient truth is that hospital-acquired conditions are the little-known scourge of American healthcare.

In 2013 the rate of patient falls at Grady was among the lowest in the industry. Moving forward, we will continue to drive safety and quality improvements. Achieving the best outcomes possible for Grady patients is critical to our continued transformation.

It is exciting that this transformation is being driven by a workforce confident in our direction and committed to achieving results. Internal surveys show that employee engagement is at an all-time high. We have made Grady a very desirable place to work. Employee turnover is among the lowest in our industry, and we have no staffing shortages, not even in critical areas like nursing and pharmacy.

ACHIEVING FINANCIAL SUSTAINABILITY
With improvements to quality, efficiency, productivity and the patient experience, we are confident that Grady will remain financially sound in the areas we can control.

However, the American healthcare landscape is changing rapidly. Federal, state and local public policy decisions could severely impact the sustainability of our operations and our ability to carry out Grady’s vital mission. During 2013, we faced severe budget cuts from the state and Fulton County. In the end, most of our government funding was restored, but we know the danger for future cuts remains.

Today’s Grady cannot absorb cuts without corresponding reductions to service. On behalf of the disadvantaged patients we serve, we will remain vigilant and continue to work with leaders of government at all levels to ensure Grady is financially strong and able to fulfill its mission.

Grady’s role in the life of our community is beyond measure, and just as essential as it was when the institution was founded. We’ve made great strides and will report even greater achievements in the future. You have my word on that.

John M. Haupert, FACHE
Chief Executive Officer
THE GRADY OF TOMORROW

Supported in part by contributions from generous donors and the work of the Grady Health Foundation, we are investing today to build the Grady of tomorrow – with enhanced facilities and broader capabilities that will place us at the forefront among academic public health systems.

A STATE-OF-THE-ART EMERGENCY DEPARTMENT
Grady’s Emergency Department is both our operational centerpiece and the “front door” to the hospital. The $76 million renovation and expansion project now underway, made possible by philanthropic funding, will result in a completely new department comprised of nearly 165,000 square feet located at the north side of the main hospital building. The project will boost capacity by 20 percent while reducing wait times and providing an array of enhancements to improve the patient experience. The new Emergency Department will feature private treatment rooms similar to an inpatient room – large enough to accommodate families while a loved one is receiving treatment.

A NEW WOMEN’S AND INFANTS’ CENTER
Grady is making a multi-million-dollar investment in a new Women’s and Infants’ Center that incorporates the latest technologies and industry best practices to enhance the patient experience. This investment will create a warm, comforting care delivery model for expectant mothers and their families. The renovation will include a dedicated entrance, expert prenatal care and state-of-the-art labor and delivery suites. As always, Grady moms have access to the highest trained and skilled maternal fetal experts. In addition, Grady is on a journey to become designated Baby Friendly and to develop a verified centering program for comprehensive, supportive prenatal care.

MULTI-DISCIPLINARY CARE
Building on the highly skilled expertise of our clinical staff, we are working to bring together various services for collaborative care. Physicians in the Marcus Stroke and Neuroscience Center are leading this effort to ensure all components of post-stroke care are integrated – including neurology, interventional, surgery, physical therapy, occupational therapy, psychiatry and social services. Neurosurgeons, otolaryngologists, ophthalmologists, endocrinologists and oncologists are also working together to deliver strong outcomes for those with skull-based tumors. You don’t have to leave Atlanta to receive collaborative care – we deliver it right here at Grady.

SENIOR SERVICES
Grady has always delivered excellent care to seniors through dedicated, board-certified geriatricians. We supplement the clinical care with a dedicated team of Senior Specialists who are available to assist patients over age 60 with scheduling appointments, appointment reminders, navigating Medicare and making the right connections at Grady for an excellent healthcare experience. Grady is working to ensure care delivered to our seniors is tailored to meet their needs.
As Atlanta and Georgia’s premier medical center, we see thousands of patients every year. While these people represent a significant number of patients, to us they represent more than a number.
After a drunk driver hit her as she crossed Piedmont Avenue, paramedics rushed her to Grady.

“My skull cracked. I broke my wrist, my thumb, my collarbone, my Angel’s wing, and my back in four places. I was in Grady’s ICU for a good amount of time. Grady let my family know step-by-step everything that was going on, what testing they were going to do and why, and took great care of them – not just me. They made it home for them. I drive by Grady all the time and I never really gave it a second thought, but now I do. I think about Grady all the time.”
After suffering a massive heart attack at football practice, Coach Watters was taken to Grady.

“I went directly to my knees. It felt like somebody had hit me with a baseball bat. The doctors said I needed surgery. Doctors found I suffered from coronary artery blockage and diabetes – two conditions I need to manage forever. I still see Grady doctors at the hospital and the East Point neighborhood center. I think Grady has some of the best doctors in the world. I’m always going to love Grady because of what they did for me.”

Elmar Watters
Cardiac Patient
Caleb Chiang
Burn Patient

When he burned himself accidentally with a bottle of hot water, his mother rushed him to the hospital.

He was burned over 90 percent of his body. The local hospital staff quickly realized Caleb needed expert pediatric burn care and transferred him to Grady. “It was terrifying, but everyone at Grady was calm,” recalls Laura Chiang, Caleb’s mother. “They said we’ve seen this type of burn hundreds of times. I feel so blessed that we were able to get to such a top-notch hospital and see the experts in burn. The care that Caleb got at Grady was phenomenal.”
On discovering a lump in her breast, she turned to Grady.

“I found a lump, so I went to Grady and had a mammogram. I had Stage II Breast Cancer. I was afraid at first but my team made me feel so comfortable. Dr. Sheryl Gabram, my surgeon, and my other doctors were amazing. I never knew that doctors were like that – they call me on the phone, they check on me constantly. Now I don’t have to be afraid. I’m doing real good. I’m going to be cancer free. I tell everybody if you think something is wrong, go to Grady.”

Dr. Sheryl Gabram
Chief of Surgery

Barbara Watkins
Cancer Patient
"As Chairman and Chief Executive Officer of Coca-Cola Enterprises, I know enough about landmark brands to recognize that Grady is one. ‘Atlanta can’t live without Grady’ is more than a slogan. It’s the simple truth. Grady is critical to both the health of local residents and the well-being of the region’s economy. It offers the first line of care for the region’s underserved and provides state-of-the-art care for all in need that’s unavailable elsewhere in the region. Grady is one of Atlanta’s crown jewels.”
2013
ACCOMPLISHMENTS

AWARDS:
- American Heart Association – Get with the Guidelines – Stroke Gold Plus Performance Award
- America’s Essential Hospitals – 2013 Gage Award Winner for Quality
- American Heart Association – Target Stroke Honor Roll
- Daniel H. Wagner Prize for Excellence in Operations Research – ED patient flow
- Georgia Coverdell Acute Stroke Registry Door to Needle Time Award of Excellence Winner
- Immunization Action Coalition – Hepatitis B Birth Dose Honor Roll
- Leader in LGBT Healthcare Equality in the Healthcare Equality Index
- National Council for Community Behavioral Healthcare Reintegration Award
- Participant in National Best Fed Beginnings Program

NAMED:
- Lindsay Caulfield – American Marketing Association Atlanta Chapter, Marketer of the Year
- Dr. Walter Ingram – Atlanta Business Chronicle’s Physician of the Year
- Deborah Cancilla – Georgia CIO Leadership Association Finalist, CIO of the Year Award
- Georgia Hospital Association – Patient Safety Leaders’ Circle recognition for Hospital Engagement Network
- Hospitals & Health Networks magazine – “Most Wired” Hospitals
- Joint Commission – Comprehensive Stroke Center

FACILITIES:
- American Burn Association – Verified Burn Center
- American College of Surgeons – Accredited Program for Breast Centers
- American College of Surgeons – Adult and Pediatric Burn Center Accreditation
- American College of Surgeons – Cancer Center Accreditation
- NCQA Patient-Centered Medical Homes – Level 3 Designation for all primary care sites
1 GRADY MEMORIAL HOSPITAL
80 Jesse Hill Jr. Drive, SE
Atlanta, GA 30303

2 ASA G YANCEY HEALTH CENTER
1247 Donald Lee Hollowell Pkwy, NW
Atlanta, GA 30318

3 EAST POINT HEALTH CENTER
1595 W. Cleveland Avenue
East Point, GA 30344

4 KIRKWOOD FAMILY MEDICINE
1863 Memorial Drive, SE
Atlanta, GA 30317

5 LINDBERGH WOMEN’S & CHILDREN’S CENTER
2695 Buford Highway, NE
Suite 200
Atlanta, GA 30324

6 NORTH DEKALB HEALTH CENTER
3807 Clairmont Road, NE
Chamblee, GA 30341

7 NORTH FULTON HEALTH CENTER
7741 Roswell Road
Sandy Springs, GA 30350

8 PONCE DE LEON CENTER
341 Ponce De Leon Avenue
Atlanta, GA 30308
## Consolidated Operations

**Grady Health System**

Restated for Presentation of Provision for Uncollectible Accounts (2012 Accounting Treatment Change)

<table>
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<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tr>
<td><strong>Net Patient Service Revenue</strong></td>
<td></td>
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<td>- (Gross of Uncollectible Accounts)</td>
<td>724.6</td>
<td>879.4</td>
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<tr>
<td>- Provision for Uncollectible Accounts</td>
<td>(215.2)</td>
<td>(263.1)</td>
<td>(268.7)</td>
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<td><strong>Net Patient Service Revenue (Net of Provision for Uncollectible Accounts)</strong></td>
<td>509.4</td>
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<td><strong>Other Revenue</strong></td>
<td>79.9</td>
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<td><strong>Total Revenue</strong></td>
<td>589.3</td>
<td>702.0</td>
<td>714.1</td>
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<tr>
<td><strong>Salaries &amp; Benefits</strong></td>
<td>304.7</td>
<td>335.3</td>
<td>338.7</td>
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<tr>
<td><strong>Supplies &amp; Other Expenses</strong></td>
<td>330.2</td>
<td>354.4</td>
<td>372.4</td>
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<tr>
<td><strong>Depreciation &amp; Interest</strong></td>
<td>48.6</td>
<td>48.4</td>
<td>49.4</td>
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<td><strong>Total Expenses</strong></td>
<td>683.5</td>
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<td>760.5</td>
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<td><strong>Shortfall before County Contributions</strong></td>
<td>(94.2)</td>
<td>(36.1)</td>
<td>(46.4)</td>
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<td><strong>County Contributions</strong></td>
<td>64.4</td>
<td>63.3</td>
<td>61.2</td>
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<td><strong>Operating Margin</strong></td>
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<td><strong>Non-Operating Margin</strong></td>
<td>0.4</td>
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<td><strong>Excess or (Shortfall)</strong></td>
<td>(29.4)</td>
<td>27.2</td>
<td>18.9</td>
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OB/GYN, Atlanta Women’s Specialty Group

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Avia Turner-Gray, Esq.
Attorney, Surgical Nurse, Emory University Hospital

*Ex-officio member
Grady’s donors are unsung heroes, finding strength in helping others. The generosity of our donors from the $319 million five-year Greater Grady Capital Campaign, the White Coat Grady Gala and so many other initiatives helped sustain and propel the mission of the institution. It not only elevated the quality of care for the patients Grady serves, but also enabled the health system to provide new services and attract new patients.

Continued support is even more critical now, as we begin to build and execute a sustainable funding plan that can provide ongoing and strategic support for Grady’s future. Our region depends on contributions from the public and private sector to advance the services and research that Grady uniquely provides to our community.

We are all impacted by Grady – whether having personally been to Grady in need of services or having a friend or loved one who has been treated at Grady. Without Grady, Atlanta would not be able to host many of the premier events and conventions that the credibility of a Level 1 trauma center brings to our global city.

We are so grateful that through a partnership of business and community leaders, Grady has not only survived, it is thriving and growing every day. Thank you to all of our donors for their generosity and commitment to the Grady Health System.