



CEO Report

Board of Directors Meeting

March 8, 2010



2009 Performance Evaluation

- **Vision**

Grady Health System will become the leading public healthcare system in the United States.

2009 Performance Evaluation

- **Mission**

Grady Health System improves the health of the community by providing quality, comprehensive healthcare in a compassionate, culturally competent, ethical and fiscally responsible manner. Grady maintains its commitment to the underserved of Fulton and DeKalb counties, while also providing care for residents of metro Atlanta and Georgia. Grady leads through its clinical excellence, innovative research and progressive medical education and training.

2009 Goals/Results

1. Increasing productivity by at least 10 percent.

Overall volume in 2009 was up 5% over 2008 while FTEs were reduced by 185. Length of stay was reduced by 12% to 5.9 days.

2009 Goals/Results

2. **Bringing patient quality into the 90th percentile across the nation.**

Grady made significant improvements in quality during 2009. We saw a 0.5% decrease in mortality and the Health System is well below national benchmarks for common diseases (pneumonia, stroke, heart failure) and in the top 10th percentile for heart attack mortality.

2009 Goals/Results

- 3. Reducing expenses by \$20 million.**
Despite our volume/growth related cost increases, the hospital reduced expenses by \$19 million in 2009.

2009 Goals/Results

- 4. Developing clinical programs that will increase revenue by \$5 million.**
We have more work to do in growing specific service lines like stroke, burn and oncology but 2009 still saw net patient service revenue grow by more than \$40 million.

2009 Goals/Results

5. Increase net revenue growth by \$45 million.

Grady's operating margin before county contributions improved by \$55 million in 2009.

2009 Goals/Results

- 6. Improving physician relationships.**
In 2009, the Health System began negotiations with our medical school partners on a new contract that should clearly establish a framework for mutual growth. The schools have also been engaged more closely in the strategic planning process for the Health System.

2009 Goals/Results

- 7. Raising at least \$10 million for the health system through fund-raising.**
The Greater Grady Campaign has been a success, thus far raising more than \$300 million to invest in Grady's renaissance. In 2009 alone, the campaign raised more than \$50 million.

2009 Goals/Results

- 8. Improving Grady's image through public relations, marketing and community projects.**
Last year saw Grady's first advertising campaign in years, a renewed push for positive media coverage and a rebuilding of some critical community relationships. Our 2009 image survey shows that Grady has grown in unaided awareness from 73% to 99% and we have also seen gains in awareness of specific services including stroke, orthopedics and trauma. The percentages of patients who say they are likely to use Grady in the future – while still relatively small – have grown over the past year.

2009 Goals/Results

9. Increasing patient satisfaction at a level of 85 percent or higher.

Grady management used 2009 to put processes in place to help resolve customer complaints and work with employees to provide top-quality customer service.

Patient satisfaction improved to 76% in 2009 and certain months came very close to the 80% satisfaction threshold..

Miami-Dade commissioners seek answers for Jackson's woes

At Wednesday's meeting, Miami-Dade commissioners expressed concern about Jackson's financial woes and asked for more information.

The Miami Herald – March 5, 2010

Jackson Health System faces long odds for government funds

Jackson Health System's attempts to get more money from the state and federal governments appear to face huge difficulties.

The Miami Herald – March 4, 2010