
GREATER GRADY TASK FORCE

The Challenge

Grady Memorial Hospital is a critical health resource. With 1,500 beds and more than 1 million patients seen every year, it serves as North Georgia's only Level-1 trauma center and the state's largest teaching hospital.

Like other large, urban public hospitals, Grady has had to face rising costs, rising numbers of patients and flat revenue sources. This has threatened Grady's ability to survive.

While the situation at Grady was nobody's fault, in 2007, the community faced a choice: take bold action or allow Grady to close.

History of Chamber Leadership

In 2007, the hospital hired independent consultants Alvarez and Marsal to help them plan Grady's turnaround. Because of the Chamber's history of harnessing the willpower of the business community to tackle tough issues, the hospital asked business leaders to offer their insights, too.

In March 2007, the Chamber created the Greater Grady Task Force at the request of the Fulton-DeKalb Hospital Authority.

The task force set and met three clear goals:

- **Goal # 1 – Demonstrate the crisis.**
 - Generated \$1 million+ in TV/ radio coverage and 150+ newspaper articles.
- **Goal # 2 – Create turnaround plan to save Grady.**
 - After just 90 days, released final recommendations on July 13, 2007.
- **Goal # 3 – Advocate adoption of recommendations.**
 - On Nov. 26, 2007, the Grady board voted to begin a restructuring process that would turn over daily governance of the hospital to a nonprofit board that was not governed by political appointments.
 - This vote was the culmination of months of work to educate clergy, opinion leaders, media and other community stakeholders about the critical need to change the way Grady was governed so that major investors would step forward.

Success Story

On May 20, 2008, the Grady Memorial Hospital Corporation assumed responsibility for governing the health system. As a direct result of confidence in this new board, the Robert W. Woodruff Foundation pledged \$200 million to Grady over four years. And the board has agreed to raise another \$125 million in a major community fund-raising campaign.

The board's hiring of veteran hospital CEO Mike Young as Grady's new CEO has further strengthened support for this once-failing system.

While Grady is on a much stronger footing than it's been in its most recent history, challenges still remain. One of those challenges is the need for sustainable and dedicated statewide trauma funding to support and grow our trauma network.

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