Organizational Accomplishments 2018-19

Improving the Health of our Communities
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I. **VALUE PROPOSITION**

1. HCNO leveraged membership dues to secure more grants and contracts to advance the mission of member hospitals.

2. Helped member hospitals meet IRS requirements for Community Benefit by providing community health assessments, implementation planning services, and coordination of regional projects (Disaster Preparedness, Northwest Ohio Pathways HUB, Northwest Ohio Regional Trauma Registry, Northwest Ohio Opioid Addiction Treatment Task Force, Susan G. Komen Yes Mamm!) that benefit the community and improve health status with a focus on addressing health disparities. (55% of dues support health status improvement programs.)

3. No dues increase for last 10 years.

II. **NOSS (REGIONAL)**

1. Distributed patronage dividends to NOSS members.
2. Returned contract participation rebates and incentives to NOSS members.
3. Continued to provide educational programs and services to meet the specialized needs of the membership. Disciplines covered included Compliance, Information Technology, Materials Management, Pharmacy and Food Service.
4. Continued to aid members in identifying savings opportunities with the Vizient contract portfolio.
5. Continued to promote Vizient Group Buy Purchasing Program.
6. Promoted Vizient member network and committed programs and assisted in analysis.
7. Proposed a growth plan to member hospitals to create synergy and increase member value.

III. **ADVOCACY AND REPRESENTATION (REGIONAL)**

3. Facilitated the Department of Justice (DOJ) meeting regarding the interpretation of HIPAA in dealing with the opioid crisis.
4. Provided a forum for the American Red Cross Bloodmobile solicitation and severe blood shortage information.
5. Sponsored 340B educational meeting with Congressman Robert Latta.
6. AHA – Represented members at Regional Policy Board 5 meetings and the Annual AHA Membership Meeting, providing input and support of the advocacy agenda.

7. OHA – Attended Annual Meetings, Board meetings and Legislative receptions to provide input and support advocacy agenda.

8. Participated in Medicaid Expansion press conference with Ohio Medicaid Director Barbara Sears and was quoted in The Toledo Blade.


10. Chaired an Advance Care Planning Task Force and obtained three-year pledges for regional initiative. Project launched; director hired.

11. Negotiated contract with Respecting Choices to help implement the Advance Care Planning program.

12. Testified before the Ohio House of Representatives and to the Ohio Senate in support of increasing the Ohio Commission of Minority Health Budget to further the certification of Pathways Community HUBs in Ohio.

13. Represented HCNO at the national Communities Joined in Action Conference and presented at the conference on Reducing Health Disparities through the Certified Pathways Community HUB Model.

14. Represented HCNO on the Health Policy Institute of Ohio (HPIO) Board of Directors.

15. Served as chairperson of the Pathways Community HUB Institute (PCHI) Board of Directors.

16. Met with Ohio Senator Theresa Fedor and Ohio Representative Paula Hicks-Hudson on Ohio Budget issues important to the membership.

17. Sponsored in partnership with OHA, “First Responder Incident Response Support Training” to address burnout, resilience and vicarious trauma due to the opioid epidemic at St. Luke’s Hospital and Wood County Hospital.

18. With HRSA funding from the University of Toledo AHEC program, offered Community Health Worker (CHW) Training for 15 employees from Northwest Ohio at no charge.

19. Sponsored Trustees CEO Series, including, “The Importance of the Relationship between Hospital (FRMC) and Community”, “The Overprescribing of Opioids” (FRMC, The Bellevue Hospital, et al.)

20. Co-sponsored the Susan G. Komen Power of the Promise and Race for the Cure events.

21. Attended the YWCA Milestones 2019 Awards as one of 2018’s recipients; acknowledged the role of hospitals in improving community health status.

22. Participated in Chamber of Commerce sponsored Legislative Day in Columbus; interacted with leadership and 5 Northwest Ohio representatives.
23. Attended the Mercy Health Foundation 2018 Service Recognition Celebratory Dinner.
24. Served on the Healthcare Advisory Council for Lourdes University and in a similar capacity for BGSU.
26. Attended the 2019 Impact Ohio Toledo Conference, interacting with the Ohio Governor, Treasurer, and area representatives to the Ohio General Assembly.
28. Spoke on a panel about the importance of transportation to health improvement at a Public Forum on the Ohio Gas Tax and Public Transportation Funding, sponsored by The Ability Center.
29. Provided 50+ media interviews/articles regarding member hospital activities/issues, including, for example, the following publications and media outlets:
   • Interviews/articles (The Blade, WTOL11, NBC 24, Akron Beacon Journal, Cleveland.com, Health Affairs Journal) regarding reducing infant mortality through the Northwest Ohio Pathways HUB.
   • Article/News Conference (The Courier, WTOL11) regarding preparedness for Mercy Health’s expansion of emergency services.
   • Interviews/articles (The Blade, Channel 13ABC) regarding the free open enrollment assistance for the Affordable Care Act marketplace by CareNet’s certified application counsellors.
   • Interview (The Blade) regarding Ohio Medicaid program expansion.

IV. COMMUNITY HEALTH ASSESSMENTS (REGIONAL)
1. Contracted for community health assessments (CHAs), community health improvement plans (CHIPs), evaluation, and strategic planning.
2. Conducted 71 community health improvement projects (including 42 community health assessments, 22 planning processes, and 7 other health improvement projects).
3. Assisted 26 NW Ohio hospitals, as well as 40+ other Ohio hospitals and 40 health departments to meet the new state mandate that requires all non-profit hospitals and health departments to submit their most recent CHA and CHIP to the Ohio Department of Health (ODH).

4. Conducted regional forums for the Ohio Department of Health through a contract with the Health Policy Institute of Ohio in Fall 2018.

5. Provided technical assistance to 3 other regional hospital associations on community health improvement coordination.

6. Assisted 15 health departments in obtaining and maintaining their accreditation through Public Health Accreditation Board (PHAB), with an additional 35+ health departments who submitted HCNO-facilitated documents this year, waiting on PHAB approval.

7. Secured additional funding from ODH to further the infrastructure of the sub-regional Northwest Ohio Opiate Alliance for 7 rural counties in our region. A strategic plan and operating procedures were approved by the newly formed steering committee. A data committee was also formed.

8. Created new products such as health department strategic planning, infographic reports, mapping and integration of hospital utilization and discharge data reports.

9. Presented at the American Hospital Association’s (AHA) and ACHI conference in Chicago in March 2019.

10. Visibility from previous work in Oregon led to three new counties (2 in Oregon and 1 in California) to hire HCNO to complete an opiate assessment through an HRSA grant.

11. Conducted Lucas County Health Assessment and referenced in the Mayor’s Million-Pound Weight Loss Challenge.

12. Conducted assessment for St. Anthony Hospital and Good Shepherd Health Care System and the results were published in the East Oregonian.

13. Assessment conducted for Mahoning and Trumbull counties and the results published in The Vindicator.

V. DISASTER PREPAREDNESS (REGIONAL)
1. HCNO received a Notice of Award for ASPR/HPP funding for FY20. FY20 begins on 07/01/19 and runs through 06/30/20.

2. Successfully met the second year of deliverable-based funding model from ODH for FY19 ASPR funding. HCNO is on track to earn the full proposed allocation.

3. Provided staff support and leadership to the Northwest Ohio Healthcare Emergency Management Coalition (NWO-HEMC).

4. Successfully completed terms of the Ebola and OSP contract with Ohio Hospital Association for which HCNO received.
5. Supported multiple hospitals across the region in preparedness and response efforts for the 2018-2019 flu season. Continuously shared situational information about trends and needs relating to flu season from public health to all regional hospitals.

6. Sustained the regional subcommittee for pharmacy and supply chain shortages in hospitals.

7. Sustained the regional subcommittee of post-acute providers for non-hospital healthcare to share information with each other for real-world events and accreditation visits, with the focus on CMS preparedness rule compliance.

8. Provided onsite Incident Command System training throughout the Northwest Ohio region. OHTrac online patient tracking system training was also conducted for several jurisdictional EMS providers throughout the region.

9. Provided exercise design, evaluation support, and participated in Wood County LEPC full-scale exercise on September 18, 2018, at Mercy Health-Perrysburg Hospital’s Emergency Department.

10. Led the planning and execution of the Coalition Surge Test (CST) functional exercise. The unannounced exercise was held on September 27, 2018 and simulated the immediate evacuation of eight hospitals throughout the region. Partnered with regional public health preparedness planners to provide evaluation for the exercise.

11. Provided exercise design and participated in Lucas County LEPC functional exercise on October 2, 2018, at the Lucas County EOC.

12. Participated in Firelands Regional Medical Center’s full-scale exercise held at Cedar Point on October 10, 2018, where there were more than 500 volunteers as part of the exercise. Participated as a simulated patient, helped surge resources in the Sim Cell by posing as media and family, and helped with volunteer check-in.

13. Planned and conducted a regional functional exercise with interested hospitals and public health on October 24, 2018, for infectious disease and fatality management. Partnered with the Lucas County coroners, local funeral director, and Wood County EMA.


17. Continued project to deploy amateur radios (“HAM” radios) to interested hospitals and healthcare providers as a back-up/redundant communications capability.

18. HCNO has continued its partnership with NWO-HEMC to promote “Stop the Bleed” which is supported by the Department of Homeland Security and encourages bystanders to become trained to help in a bleeding emergency before professional help arrives.


22. Partnered with Lucas County Amateur Radio Emergency Service (ARES) on an antenna replacement project to increase regional amateur radio capabilities for healthcare and public health emergencies.

VI. **NORTHWEST OHIO REGIONAL TRAUMA REGISTRY (NORTR)**

1. NORTR Board membership continues to meet quarterly.

2. Bi-monthly education webinars are being conducted by GoToMeeting with conferencing call-in for both the registrars and the Performance Improvement Committee membership. The registrar webinars are well attended with a total of more than 23 participating at a meeting.

3. The PI Committee and NORTR registrars are collaborating with the other regional registries for a pilot study about the documentation issues regarding ISS for facilities who transfer patients to Level 1 trauma centers.

4. The FAST Exam Regional Protocols are in process with the purpose to: rapidly identify free fluid (usually blood) in the peritoneal, pericardial or pleural spaces in a patient that arrives with a traumatic injury. NORTR’s data specialist has reported improvements and more documentation since the FAST exam was instituted.

5. The regional hospitals continued to work closely with the HCNO contractor and CDC representatives to work through software compatibility issues for data submission between the state and local systems, and now are working toward an alliance between software vendors using cloud capabilities.

6. NORTR is working with CDM to consider modifications to the current data capture system to improve the completeness of patient information entered between referring and receiving facilities.
7. The Performance Improvement Committee continues to meet bi-monthly by conference call/GoToMeeting to monitor ICD-10 coding compliance and to review NORTR data for regional trends.
8. HCNO continued the email reminder process throughout 2018 to facilitate the timely receipt of quarterly trauma registry data uploads.
9. The NORTR bylaws were reviewed, revised, and approved by both the NORTR Board and HCNO Executive Board.
10. The NORTR Data Dictionary was updated in January 2019.
11. The 2019 NORTR Board was voted on and approved at the final meeting in 2018 and approved by the HCNO Executive Committee in February 2019.
12. 2016 Data uploads to the State of Ohio are completed for all reporting facilities, as of May 1, 2019.
13. 2017 Data uploads to the State of Ohio are completed for all reporting facilities.
14. 2018 Data uploads to the State of Ohio are completed except for one facility that received permission to extend the submission date for two more calendar quarters.
15. Drafted, distributed and tabulated a survey to NORTR Board Members and NORTR professionals to determine most preferred information to disseminate before, between and during meetings and webinars.
14. Renewed the contract with KJ Trauma Consulting for one additional year, without any increase in maximum billed charges.

VII. NORTHWEST OHIO PATHWAYS HUB (REGIONAL)
1. Joint news conference with Ohio Department of Health to announce Infant Vitality Pilot Project funding was covered by all major print and broadcast outlets in the area.
2. Health Affairs journal published an article about the Pathways Community HUB model that featured the Northwest Ohio Pathways HUB, the largest nationwide, as part of its series on Health System Transformation.
3. Fifty CHWs at 19 care coordination agencies across 6 counties helped a record 1,615 northwest Ohio residents, including pregnant women (921), non-pregnant women of childbearing age (366), and adults with chronic diseases (328).
4. The Pathways HUB has maintained contracts with all 5 Medicaid Managed Care plans in Ohio to bill them for outcomes achieved by CHWs employed by agencies that contract with the HUB. Additionally, the HUB has maintained its contract with Temporary Assistance for Needy Families (TANF), for Lucas County residents with a child under the age of 18 in the home.
5. The Pathways HUB secured an additional funds from the Ohio Department of Medicaid to certify and hire 13 CHWs in Lucas County, provide continuing education opportunities for all CHWs and Home Visitors in Northwest Ohio, and provide Bridges to Health and Healthcare for Healthcare Professionals, which is scheduled for September 2019.

6. The Pathways HUB was awarded from the Ohio Department of Health for a pilot project that allowed us to create a “Best Babies Zone”, comprised of 7 census tracts in Toledo with the highest rates of poverty, poor birth outcomes, and infant mortality. This project partners with 4 anchor institutions that serve the Zone (Mercy Health, Neighborhood Health Association, ProMedica and the Toledo-Lucas County Health Department) to build relationships with the community and identify their needs in order to improve overall health.

7. Buckeye Health Plan conducted a study of over 3,700 deliveries of Buckeye members in Northwest Ohio and found that high-risk mothers not connected to the Pathways HUB were 1.55 times more likely to deliver a baby needing NICU or special care nursery. Additionally, the study showed that using a HUB produces a 236% return on investment through baby’s first year of life.

8. Partnered with the Lucas Metropolitan Housing Authority (LMHA) to prioritize housing choice vouchers for pregnant women and women with children under 6 months of age. Twenty-five families secured housing through this newfound program in 2018, which helped improve the success rate for housing connections for all pregnant clients in Lucas County to 17% in 2018 from 8.8% in 2017.

9. Over 600 participants secured a free annual bus pass and access to paratransit door-to-door services through the HUBs Baby and Me Ride Free program. This program helped improve the success rate for transportation connections among all pregnant clients in Lucas County, rising to 71.3% in 2018 from 48.8% in 2017.

10. Due to the success of the Baby and Me Ride Free Program, the CareSource Foundation agreed to fund the project for an additional 3 years, beginning April 1, 2019.

VIII. **CARENET (LUCAS COUNTY/REGIONAL)**

1. The Hospital Council continues to provide staffing and operations to Toledo/Lucas County CareNet through a contractual arrangement with the CareNet Board.

2. CareNet has provided Medicaid and Marketplace navigation services in Northwest Ohio since 2013; during reporting period more than 400
individuals received education about or assistance with enrolling/re-enrolling in Marketplace coverage or Medicaid.

3. Since its inception, CareNet has served more than 28,530 low-income residents through its charitable care network of 8 hospitals, 13 primary care sites and over 220 volunteer physicians.
   a. Between July 1, 2018 and May 20, 2019 CareNet has had 653 active members (those not eligible for Medicaid or private insurance).

4. CareNet’s 2018 Annual Fund raised from individuals and corporations. CareNet’s 2019 Annual Fund has raised funds from individuals and corporations.

5. CareNet has 5 certified CHWs assisting residents with unmet needs with a focus on the social determinants of health.
   a. 450 Individuals enrolled into the Pathways Program.
   b. 1966 Opened Pathways.
   c. 1436 Successfully completed Pathways.

IX. FOSTERING HEALTHY COMMUNITIES (LUCAS COUNTY)

Provides a Forum for ProMedica, Mercy, and the University of Toledo Medical Center to leverage resources to improve the health of the community. The Fostering members invested in membership dues in 2018 for Fostering and for CareNet. This investment helped to leverage from Ohio Medicaid, from the Ohio Department of Health, for CareNet’s budget, 25 housing vouchers and in TBRA rental assistance. Every dollar invested in 2018 helped to leverage $5.95+.

X. HEALTHY LUCAS COUNTY (LUCAS COUNTY)

1. Executive Committee comprised of organizational decision makers (with HCNO as the coordinating organization) formed to guide the community health improvement coalition, which performs a triennial community health assessment and corresponding community health improvement plan.

2. Approved and released 2018-2021 Lucas County Community Health Improvement Plan to improve the health status of Lucas County residents and decrease premature death. The plan has action steps for four priority areas – maternal & child health/infant mortality, chronic disease/obesity, mental health, and addiction/drug & opiate use – and 11 cross-cutting strategies that address all 4 areas.

3. Executive Committee formed Facilitating Organizations Committee to implement 2018-2021 Lucas County Community Health Improvement Plan’s priorities and action steps.

4. Executive Committee also formed the Health Equity Committee to focus on outcomes that represent intentional strategies to improve health equity.

6. Executive Committee approved the methodology for the assessment, which includes doing a base assessment for adults, youth and children that oversamples African American and Latino residents, as well as conducting purposeful sampling to collect an additional 200 surveys at community locations from under-represented areas.

7. Healthy Lucas County communications continued to be featured in webinars for current Centers for Disease Control and Prevention (CDC) awardees. CDC’s Partnerships to Improve Community Health award (2014-2017) helped establish the coalition’s communications, including logo, newsletter, social media and website.

XI. MEMBERSHIP RECRUITMENT

Voting Member -- Wyandot Memorial Hospital
Affiliate Member -- Peregrine Health Services, Inc.
Associate Member -- Cousino Restoration

XII. BEST PRACTICES

1. Communities across Ohio reach out to the Northwest Ohio Pathways HUB to contract for technical assistance and billing services to implement the HUB model. Stark County THRIVE is in its second year. Ohio University and the Health Collaborative of Greater Columbus began contracting in 2018 and the Cleveland Better Health Partnership began in 2019.

2. Presented at two National Academy of Medicine national convenings regarding Northwest Ohio Community Health Assessments and community health improvement initiatives.

3. Pathways HUB was featured in Health Affairs, “Charting A Pathway to Better Health”.

4. Interviewed by the American Hospital Association for an article on the Northwest Ohio Pathways HUB; published as a “Members in Action: Case Study”.

5. Served on the National Academy of Medicine CNHA workgroup.

6. Held exploratory discussions with the United Way regarding HCNO assuming the “Health Lead.”

7. Presented at the Association for Community Health Improvement (ACHI) along with Healthy Choices Caring Communities’ Program Director Beth Thomas.
XIII. OPERATIONAL EFFICIENCY

A. ACCOUNTING:
1. Eliminated one staff position, re-allocated duties to existing staff, streamlined processes, improved efficiency, and accuracy, lowered costs and improved cross-training.
2. Assumed control of NOSS accounting operations allowing the implementation of stricter accounting procedures and internal controls. Transferred accounting records from Peachtree accounting to Abila Fund Accounting, providing better audit management and internal controls. Updated financial reports to GAAP format for Board presentation. Transferred employment of a sole employee to HCNO to streamline payroll and tax preparation.
3. Reformatted CareNet financial operations by updating financial reports for Board presentation as well as updating monthly procedures.
4. Established new internal controls for faster processing, and accounts reconciled within 30 days of month end.
5. All funder reports and invoices submitted on time, resulting in the quicker receipt of monies in.
6. Instituted Positive Pay processing with Signature Bank to decrease fraud exposure.
7. Received “Excellent” rating on HCNO audit, as well as individual fund audits: Minority Health & Temporary Assistance to Needy Families.
8. Clean audits for both NOSS and HCNO.

B. COMPLIANCE:
1. Purchased and installed BitLocker, a software which allows our server’s data to be encrypted while at rest.
2. Installed and implemented Hyper-V software for Server Visualization on varied devices to update server access and security.
3. Limited the number of failed pc log-in attempts to 5 to tighten cyber-security policies.
4. Limited the number of log-ins on multiple devices to tighten cyber-security policies.
5. Purchased and installed Splunk software to more tightly monitor users’ activities and guests’ logons and logouts.
6. Redesigned visitors’ badges for specific vendors to gain access to main conference areas.
7. Designed new Visitors’ temporary nametags and log in sheet for limited access to conference rooms to enhance security.
8. Established “Compliance Corner” within Employees’ Newsletter to introduce compliance topics.
9. Attendance and Participation in Toledo Bar Association Lawyers/Doctors Committee to learn and present the most pressing issues affecting our local medical and legal communities.

10. Established HIPAA questions box to enhance awareness of privacy and security needs within the organization.

11. Upgraded the capacity of the server and fully secured server room.

C. HUMAN RESOURCES:

1. Joined The Employers’ Association – which helps organizations with training, seminars, programs for self-development and to operate effectively.


3. Hired a new Compliance and Operations Director, who is an attorney.

4. NOSS COO retired in April 2018 and his position was not replaced.

D. OPERATIONS:

1. Established internal Emergency Procedures Committee for emergency and safety concerns.

2. Updated fire extinguishers and emergency lighting systems in office areas for employees’ safety.

3. Updated copiers/printers to accommodate increased output and maximize productivity.


5. Purchased and disseminated multiple rope ladders and emergency flashlights for employee safety.

6. Updated inclement weather policy to allow working from home and VPN monitoring of same.

XIV. STAFF RECOGNITION

1. Jan Ruma was awarded the Champion for Human Rights and Social Justice Award, from the University of Toledo Human Trafficking and Social Institute for hospitals standardizing screening and reporting protocols.

2. Britney Ward was a recipient of the 2018 20 Leaders Under 40 Award.

3. Carly Salamone was a nominee for the 20 Under 40 award.

XV. MISCELLANEOUS

1. Staff attended to member requests for information on various topics (updates on the legislation of importance to members, data requests, CHIP clarification, member event sponsorship, Utilization, etc.)

2. In partnership with Integrated Healthcare Strategies, a division of Gallagher Benefit Services, Inc., HCNO expanded its Wage and Benefits Reports to
include two other regions in the state. Questionnaires were re-evaluated and enhanced to include more positions and data deemed important to member hospitals.

3. Attended member hospital events, fundraisers, and Grand Opening Ceremonies (Mercy Healthy Perrysburg Hospital Open House, Magruder Grapes and Grains, e.g.).

4. Attended the Medicaid Works conferences examining Medicaid Expansion.

5. Received and/or continued implementation of numerous grants on behalf of member hospitals including:
   - HCNO received funds from Komen for the 2018-19 grant year. These funds provided reimbursement to HCNO member partners for providing 178 screening mammograms, 49 diagnostic services (mammograms, ultrasounds, biopsies), surgical procedures/breast cancer treatment to 9 individuals diagnosed by services utilized through grant funds, provided payment outcomes to CHW agencies for providing pathways care coordination and financial assistance for basic needs to 37 individuals in active treatment for breast cancer who reside in Komen’s 24-county service area with health related social needs. In the 2018-19 grant year, 40 people were enrolled into the CHW program. HCNO conducted Interviews with the Toledo Blade and local television on Komen funding and assistance.
   - NW Ohio Susan G. Komen for the Cure - - HCNO has been awarded funds for the 2019-20 (April – March) grant year. These funds will provide reimbursement to HCNO member partners for breast health services such as mammograms, ultrasounds, biopsies, surgical procedures/breast cancer treatment, provide financial assistance to individuals in current treatment for breast cancer and provide payment outcomes to CHW agencies for providing care coordination to breast health services.

6. Toledo Councilman Sandy Spang and Jan Ruma were recognized in the Toledo Blade for convening a group of community leaders to develop a plan to educate the public on when to call 911 and connect people with resources to assist them with meeting their needs.