



2025 ANNUAL REPORT

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LETTER FROM THE PRESIDENT

Northwest Ohio Community Members and Partners,

2025 marked a meaningful transition for our organization as we shifted from the Hospital Council of Northwest Ohio to the Health Council of Northwest Ohio (HCNO). While the name change is visible, it reflects a deeper shift in how we approach our work by expanding our focus to better meet the evolving health needs of our region. Although hospitals remain strong partners in our work, we have expanded to a broader community health focus comprised of additional public health stakeholders.

Today, HCNO is focused on bringing people, organizations, and resources together to improve health and well-being across our 18-county region. Through services like the Northwest Ohio Pathways HUB, disaster preparedness efforts, and community health initiatives including Partners for Change and the Violence Reduction Council, we are strengthening systems and expanding our collective impact.

What matters most are the outcomes, families finding stability, communities growing more resilient, and partners working together to address complex challenges.

This report reflects the progress we've made and the foundation we're building for the future. As we look ahead, we remain committed to collaboration, innovation, and responding to the needs of our communities.

None of this work happens alone. It is made possible by our staff, our partners, our funders, and the communities we serve. Together, we are building a healthier Northwest Ohio.

With appreciation,

A handwritten signature in black ink that reads "Hayley M. Studer". The signature is fluid and cursive.

Hayley Studer, CPA, FHFMA
President



MISSION, VISION, VALUES

Originally founded in 1972 as the Hospital Council of Northwest Ohio, our organization evolved to become the Health Council of Northwest Ohio, expanding our mission to strengthen community health and collaboration across the region.



Our Mission

To improve the health and well-being of Northwest Ohio by bringing people, organizations, and ideas together.

Through compassionate action, we strengthen communities, address health disparities, and connect residents with the resources and care they need to thrive.



Our Vision

A healthier Northwest Ohio where every person has the opportunity, support, and access needed to live their best life.



Our Values

Collaboration	Integrity
Compassion	Advocacy
Innovation	Resilience

BOARD OF DIRECTORS

Adrienne Bradley
ProMedica

Hayley Studer, CPA, FHFMA
Health Council of Northwest Ohio

Sherri Rutter
Hylant

Carly Salamone
Vantage Healthcare Ohio

Jeff Sprague
Regional Growth Partnership

Stephanie Walters
Senior Resource Network

Charles Callahan, PhD, MBA
University of Toledo

Joy-Ann Ermie, MPH
Henry County Health Department

Toni Green-Cheatwood, DO
Mercy Health

Gayle Lake
LoveMore Consulting

Logan Scheurer
Medical Mutual



FINANCIAL SUMMARY

Revenue

Contract service	\$1,543,310
Grants	\$4,560,564
Contributions	\$3,600
Interest	\$168,484
Reimbursing/Other Income	\$3,760
Total Revenue	\$6,279,718

Expenditures

Salaries and wages	\$1,876,002
Payroll taxes	\$142,230
Employee benefits	\$612,500
Occupancy	\$73,965
Printing & Postage	\$2,206
Equipment Rental & Maintenance	\$22,879
Travel/Mileage	\$21,154
Professional Fees	\$386,098
Board Designated	\$13,481
Office Supplies/IT/Software	\$174,772
Grant & Contract Direct Expenses	\$2,727,611
Patient Outcomes	\$1,196,055
Other Expenses	\$62,484
Total Expenditures	\$7,311,437

Net Revenue Over Expenditures	(\$1,031,72)
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DISASTER PREPAREDNESS

HCNO leads the Northwest Healthcare Coalition (NWHCC), bringing together hospitals, public health agencies, emergency management, emergency medical services, and community partners across 18 counties to strengthen regional disaster preparedness. In 2025, the coalition continued advancing coordinated planning, training, response readiness, and cross-sector collaboration to enhance preparedness capabilities, meet state and federal deliverables, and support a more resilient regional response system.

96 attendees

in the regional Mass Casualty Incident (MCI) tabletop exercise

4 hospitals

hosted in-person Hospital Emergency Response Team (HERT) training components

2 coalition workshops

hosted to strengthen regional engagement

1,177

participants in Disaster Preparedness activities



All Administration for Strategic Preparedness and Response (ASPR) and Ohio Department of Health (ODH) deliverables successfully completed.

NORTHWEST OHIO REGIONAL TRAUMA REGISTRY

Despite data system changes across the region, the Northwest Ohio Regional Trauma Registry (NORTR) continued to play a critical role in sustaining regional trauma system coordination, governance, and performance improvement.

- ✓ Facilitated quarterly NORTR Board meetings and led bylaw revisions that expanded participation, established a “gallery,” and maintained compliance for American College of Surgeons (ACS)-verified trauma centers without added financial burden
- ✓ Maintained operational continuity during registry software conversions through coordination with NORTR leadership and collaboration with HCNO IT and Compliance to evaluate solutions, mitigate risk, and support cost-conscious decision-making
- ✓ Partnered regionally to analyze trauma and violence data, providing actionable insights to support quality improvement and injury prevention efforts



COMMUNITY HEALTH IMPROVEMENT

In 2025, the HCNO Community Health Improvement team helped counties meet mandates, strengthen partnerships, and move community health goals forward. Our impact this year is reflected not only through our partnerships, but also in our reach. The following highlights offer a snapshot of how our work is extending across communities and making a measurable difference.

Facilitated community health improvement processes in

14 counties

across Ohio and Oregon

Partnered with WellLink in Northeast Ohio to lead a

10-county

Social Drivers of Health Community Study

Completed a county-level Community Health Assessment (CHA) and finalized

2 CHIPs

(Community Health Improvement Plans)

HCNO also completed the first year of the **Violence Reduction Council** in partnership with the City of Toledo, conducting quarterly case reviews and an action planning session in December, which established implementation workgroups focused on parent education, early intervention, high-risk youth supports, relocation assistance, and Hospital-Based Violence Intervention Programs.

PARTNERS FOR CHANGE

In 2025, HCNO was awarded the Partners for Change (PFC) initiative through the Governor's Office and funded by the Ohio Department of Children and Youth to support infant mortality reduction efforts in Lucas County using a collective impact framework modeled after Cradle Cincinnati. HCNO serves as the backbone organization for this work in partnership with Mercy Health, Nationwide Children's – Toledo, ProMedica, and the Toledo-Lucas County Health Department.

2025 Focus Areas

- Shared metrics and data-driven decision-making
- Healthcare learning collaborative creation
- Community engagement and partnership alignment
- Coordinated infant mortality reduction strategies

Key Accomplishments

- Established an executive committee
- Launched quarterly stakeholder meetings
- Participated in technical assistance with Cradle Cincinnati
- Developed an infant mortality key driver diagram to guide priorities and interventions

Planning began for community listening and co-creation sessions to ensure community voice informs future strategies and solutions. This work includes partnership with Queens Village Toledo, a community initiative supporting Black women through healing, leadership, advocacy, and systems change. These collective efforts will guide the development of a shared Lucas County Infant Mortality Reduction Framework focused on improving outcomes for families and ensuring all babies in Lucas County have the opportunity to thrive.

NORTHWEST OHIO PATHWAYS HUB

The Northwest Ohio Pathways HUB (the HUB) is a free program that connects individuals with Community Health Workers (CHWs) to improve health outcomes by addressing both medical and social needs. Through personalized support, participants are connected to essential services such as insurance coverage, food, housing, and transportation to improve health outcomes. The following highlights reflect the reach and impact of this work over the past year.

3,546

Northwest Ohio Pathways HUB unique referrals



9,654

health educations

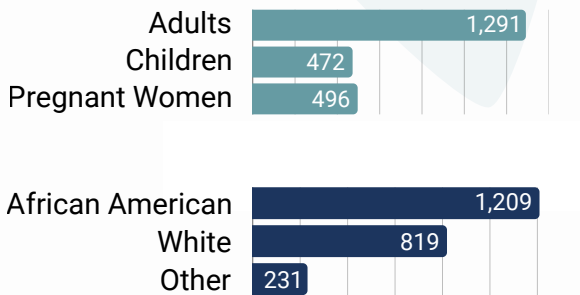


4,612

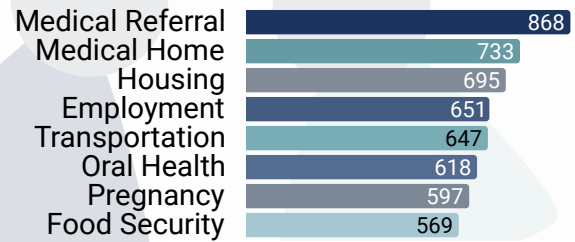
social connection services

Enrollment Breakdown

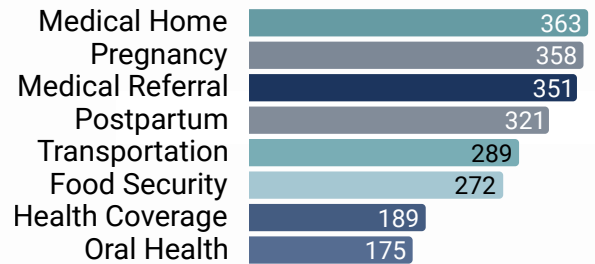
2,259 Total Participants Enrolled



Primary Needs Identified



Primary Needs Met



9,812

home visits



407

families successfully completed all pathways

\$1,570,170

Outcome payments earned for successful service connections

\$1.7+ M

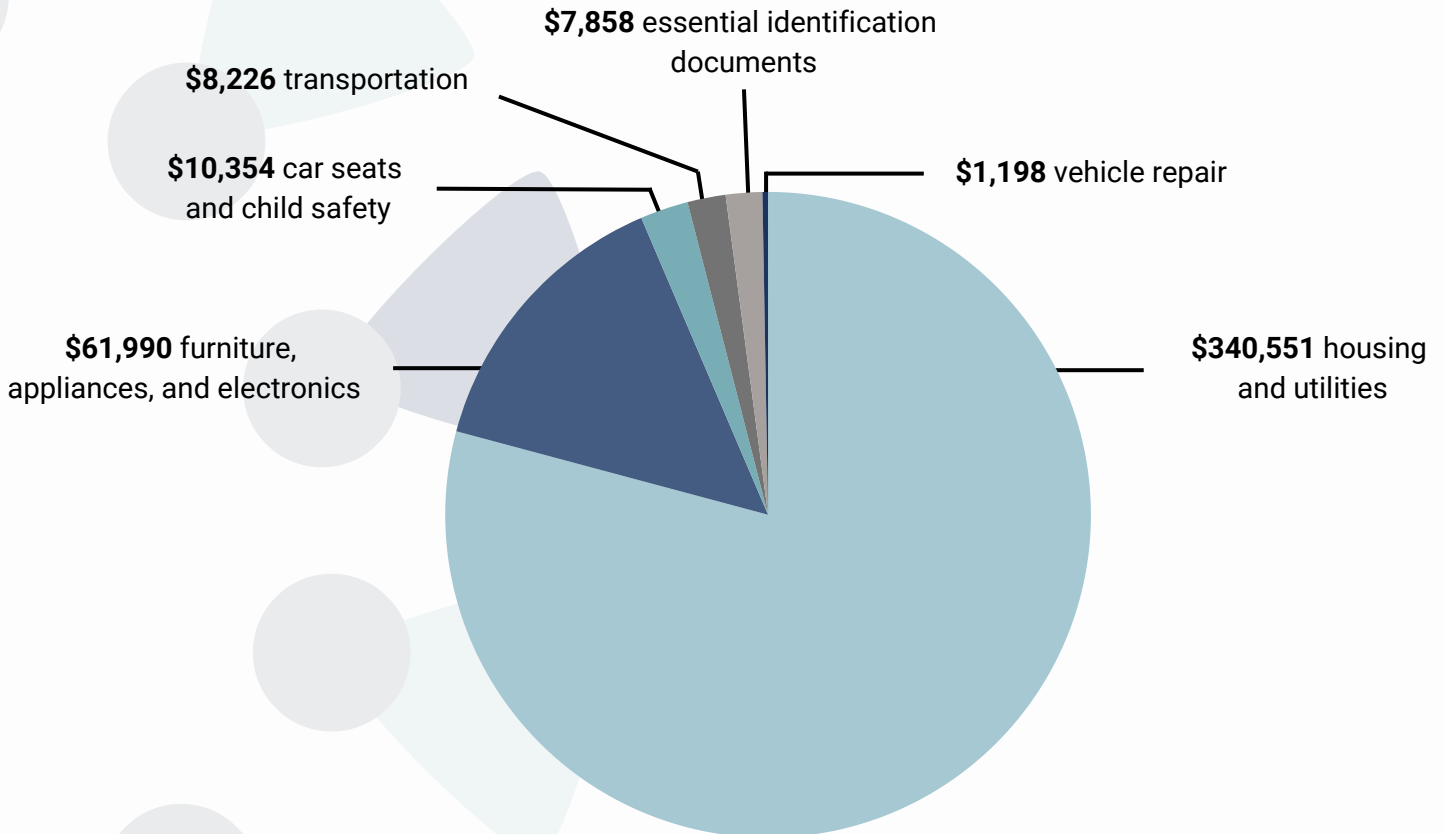
estimated health care savings for Pregnant, Postpartum and first-year pediatric clients

(Estimate based on the 2016 Buckeye Health Plan study, "Lower First Year of Life Costs for Babies through Health Plan and Community HUB Partnership.")



Supportive Services

Social Drivers of Health (SDoH), the conditions in which people live, work, and play, shape up to 50% of a person’s overall health outcomes. While home visitation is central to the HUB model, we also recognize that improving health requires addressing these broader needs. That’s why, in addition to in-home support, HCNO offers a range of supportive services designed to connect individuals with the resources they need to thrive. This past year, HCNO approved 1,139 requests for financial assistance for HUB clients, and Lucas County residents. Funding was invested across key areas of need, including:



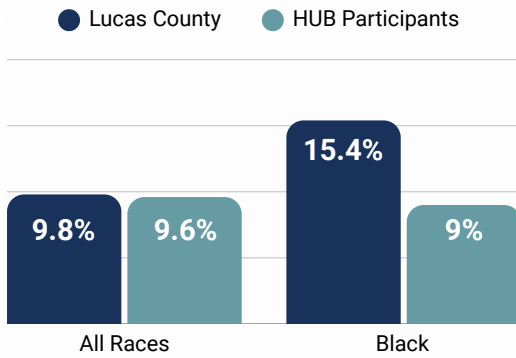
“ *I recently moved into my own place, but I didn’t have beds for myself or my four children. After my baby was born prematurely and spent time in the NICU, I haven’t been able to return to work. We were sleeping on the floor with blankets, and I worried about my children having safe places to sleep. I also didn’t have the basic items needed to support my household. The HUB made sure my children had safe, stable places to sleep.* **”**

-Akia, HUB client

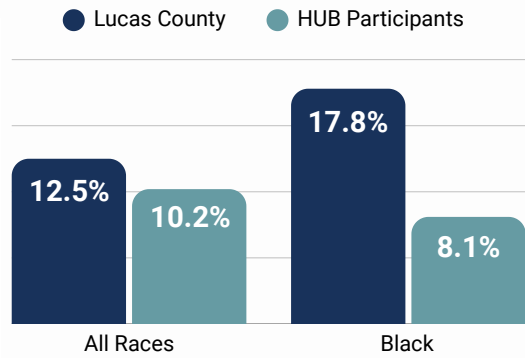
Birth Outcomes

Low birth weight and preterm birth are two of the leading factors associated with infant mortality, making early support and intervention critically important for improving birth outcomes. The HUB is working to address the complex factors that contribute to these outcomes, and the data shows those efforts are making a difference.

Infant Low Birth Weight Outcomes



Infant Preterm Birth Outcomes



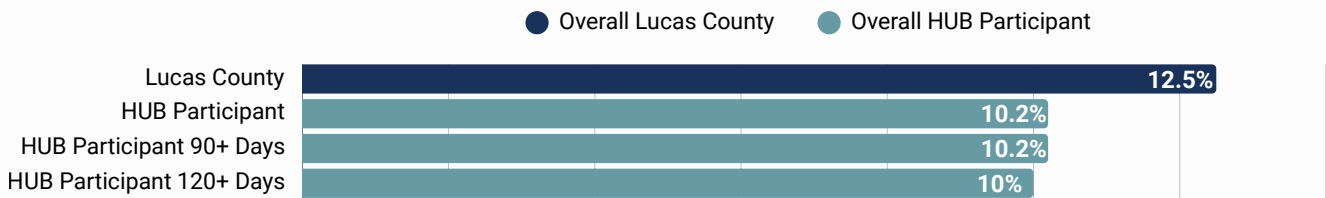
Source: 2024 Ohio Infant Mortality Scorecard Data, Toledo-Lucas County Health Department

Pathways at Work

Individuals who remain engaged in the HUB program for longer periods of time consistently experience better birth outcomes, reinforcing the importance of early enrollment and continued care coordination.

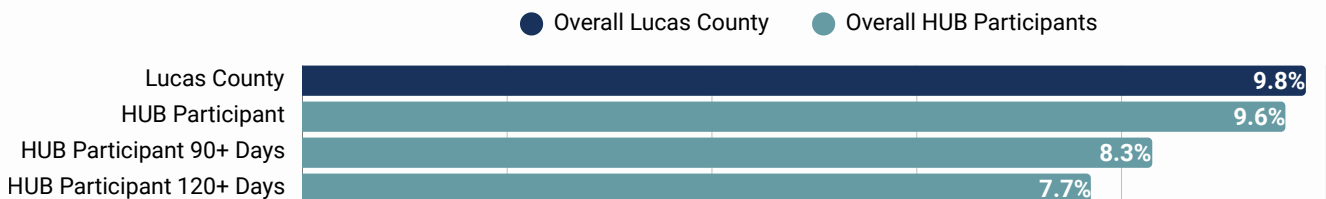
Infant Preterm Birth Outcomes

All Races



Infant Low Birth Weight Outcomes

All Races



Queens Village

Queens Village is a supportive community of powerful Black women who come together to rest, relax, repower and take care of themselves and each other to reduce chronic stress. Black women in the U.S. are up to 3x more likely to experience infant loss regardless of socioeconomic status. Queens Village changes this narrative, creating a safe space for Black women to feel wholly supported.

<p>35 community events hosted</p>	<p>1,600+ participants in community events</p>	<p>15 volunteers trained to assist with creating safe spaces for Black women</p>
<p>78% of Queens saw improved stress and emotional wellness</p>	<p>100% of annual survey respondents say they felt supported by Queens Village this year</p>	<p>64% of Queens reported improved postpartum mental health support, lowering depression and isolation risk</p>
<p>Childcare provided at more than 90% of in-person events, ensuring mothers could fully participate, rest, and receive support</p>		<p>355+ Lyft rides provided, ensuring mothers could safely attend programs, build community, and access support</p>



“
Queen’s Village is amazing! This group is such a blessing, and I am so glad that I have found it. The Queen’s Thrive Fund provided me with the opportunity to take the tax course I have been wanting to take but could not afford, which will allow me to make extra money during the tax seasons and provide future job opportunities for me to better support my family.
 ”



POWERED BY COMMUNITY

Our work is powered by the strength of our community. We are grateful for the funders and care coordination agencies who make this work possible and help drive lasting impact across our region.

2025 Funders



Care Coordination Agencies



LOOKING AHEAD

HCNO is entering an exciting period of growth. Over the past year, we have strengthened our operations, expanded our programs, and built the infrastructure needed to support larger-scale, community-wide impact. This work positions us to reach more individuals, deepen partnerships, and continue advancing health and well-being across our region.

Want to be part of what's next?



Get Involved

Interested in partnering or learning more? Visit hcno.org to contact us today!



LEARN MORE



Support the Work

Your contribution helps drive our work, expanding programs and services to reach more Northwest Ohio families in need.



DONATE

Together, we can continue building stronger, healthier communities in Northwest Ohio.



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