



HOSPITAL COUNCIL

of Northwest Ohio

2024

ANNUAL REPORT



TABLE OF CONTENTS

01. Mission, Vision, & Values

02. Message to the Trustees

03. Statement of Revenues & Expenditures

04. Community Health Planning & Evaluation

04. Advance Care Planning: Respecting Choices

05. Northwest Ohio Pathways HUB

06. Disaster Preparedness: Northwest Healthcare Coalition

06. Northwest Ohio Regional Trauma Registry

06. Healthy Lucas County

MISSION, VISION, & VALUES



Mission

The Hospital Council of Northwest Ohio is a member-driven regional hospital association that represents and advocates on behalf of its member hospitals and health systems. HCNO also provides collaborative opportunities for its members and community partners to improve the health and well-being of Northwest Ohio's residents.



Vision

We collaborate with stakeholders within our region of hospitals, community partners, and members. We work to improve community health and increase access to critical services by advocating to remove regulatory barriers.



Values

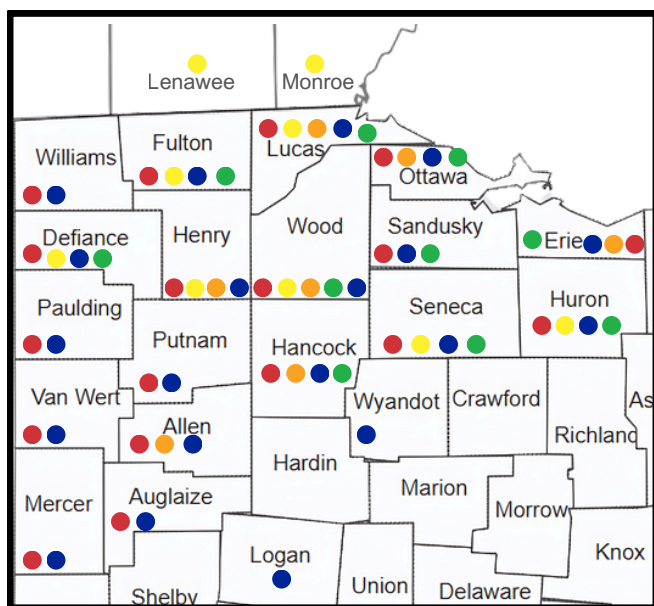
Personal & Organization Integrity, Excellence in Service, Collaborative Partnerships, Innovative Programs, Healthcare Advocacy, & Sustainability.

MESSAGE TO THE TRUSTEES

Trustees,

2024 was a year of change for The Hospital Council of Northwest Ohio (HCNO), as we determined a strategy to meet the needs of both our Members and Northwest Ohio's communities.

This annual report provides highlights of the Hospital Council's core regional programs and community services, all of which serve numerous Members. The map below provides a snapshot of where the Hospital Council's regional programs operated in 2024.



- HCNO council member
- Northwest Healthcare Coalition (Disaster Preparedness)
- Advance Care Planning
- Northwest Ohio Pathways HUB
- Trauma Registry

HCNO's employees also continued to give back to our communities, including serving on more than 20 boards and committees. The photos below highlight staff who volunteered for Connecting Kids to Meals and United Way's "United for the Holidays" meal preparation.



An overview of HCNO's programs, services, and financials are available on the following pages.

Thank you all for your commitment to HCNO as we focus on realignment in 2025. If you have questions regarding this annual report, please contact HCNO's new president, Hayley Studer, at hstuder@hcno.org.

Sincerely,
Pam Jensen, Past President
(Retired)



REVENUE & EXPENDITURES

Hospital Council of Northwest Ohio 2024 Statement of Revenues & Expenditures (ending 12/31/2024)

	<u>Year-To-Date</u>	
	Actual	Budget
Public Support & Revenues		
Membership dues	213,125	211,563
Affiliate dues	11,000	11,000
Contract services	1,545,312	1,659,805
Grant income	4,529,320	4,627,527
Interest/Contributions/Reimbursing	<u>242,486</u>	<u>185,650</u>
Total Support and Revenues	6,541,243	6,695,545
Expenses		
Salary and Wages	2,197,452	2,303,665
Payroll Taxes	169,962	181,329
Employee Benefits	652,946	771,674
Occupancy	68,443	87,400
Printing & postage	13,687	14,000
Equipment Rental & Maintenance	48,640	54,300
Travel/Mileage Reimbursement	26,065	34,500
Professional Fees	260,415	275,470
Office supplies/IT/Software	144,295	170,700
Grant/Incentive/Direct Expenses	2,498,503	2,350,879
Patient Outcomes	927,198	750,000
Other Expenses	<u>59,996</u>	<u>62,249</u>
Total Expenses	<u>7,067,601</u>	<u>7,056,166</u>
Change in Net Assets	(526,357)	(360,621)
Net Assets at Beginning of Period	<u>5,592,864</u>	<u>5,592,864</u>
Net Assets at End of Period	<u>\$5,066,507</u>	<u>\$5,232,243</u>

In 2024, the community health planning & evaluation team:

- Collaborated with 25 counties in Ohio, Michigan, & Oregon
- Completed two community health assessments (CHAs)
- Completed two community health improvement plans (CHIPs)
- Partnered with the Greater Dayton Area Hospital Association to conduct a 10-county community health needs assessment (CHNA)
- Worked with Wood County Hospital to complete a Patient Safety Culture Survey
- Produced secondary data reports for Fayette County
- Partnered with the Lucas County Mayor's Office of Neighborhood Safety and Engagement
- Utilized the new convenience and purposeful sampling methodology with Wood County Hospital, Mercy Health, ProMedica, and University of Toledo Medical Center

25 PROJECTS
IN MICHIGAN,
OHIO, &
OREGON

SERVICES INCLUDE:

- COMMUNITY HEALTH ASSESSMENTS
- COMMUNITY HEALTH IMPROVEMENT PLANS
- COMMUNITY HEALTH NEEDS ASSESSMENTS
- SURVEYS
- DATA ANALYSES



ADVANCE CARE PLANNING: RESPECTING CHOICES

Respecting Choices Northwest Ohio is a regional advance care planning (ACP) initiative that spanned a 5-year period from January 2020 through November 2024. Certified facilitators Pastor Lee Williams, Pastor Carl Jackson, Margaret Parker, and Patrick Niles brought the gift of Advance Care Planning to those least likely to have advance directives.

Respecting Choices Faculty at HCNO provided ACP certification training to health and social service professionals in northwest Ohio and Southeast Michigan. In addition, a digital tool was developed which allowed residents of Ohio and Michigan to complete their advance care planning and legal documents on their own.

"MY SISTER EXPERIENCED A SUDDEN ILLNESS THAT LEFT HER UNABLE TO COMMUNICATE HER WISHES FOR MEDICAL TREATMENT AND I HAD TO MAKE CHOICES FOR HER. I WANT MY ADVANCE DIRECTIVES SO MY SONS WILL NEVER HAVE TO GO THROUGH THE GUILT AND GRIEF I LIVE WITH."

JANUARY-NOVEMBER 2024

CERTIFIED FACILITATORS	44
ACP CONVERSATIONS	4,080
COMPLETED ADVANCE DIRECTIVES	657
RECRUITMENT EVENTS	13
INDIVIDUALS WHO STARTED THEIR ACP	568
INDIVIDUALS WHO COMPLETED THEIR ACP	221

The Northwest Ohio Pathways HUB (the HUB) connects low-income residents to needed medical and social services in Northwest Ohio. The HUB was awarded more than \$2.6 million in funding and managed 21 grant projects in 2024. Putnam County Health Department and Salem Lutheran Church joined the HUB's care coordination network, expanding services to 15 agencies throughout the Northwest Ohio region. Housing remained a large barrier for many Pathways HUB clients, and the Hospital Council obtained grant funding to expand housing assistance to homeless youth receiving home visiting services in Northwest Ohio. In 2024, HCNO's growing housing assistance program provided more than \$143,000 in assistance to 211 local families.



HUB staff volunteering with *Connecting Kids to Meals* in September.



Participants at a Queens Village event.

Queens Village Toledo remains a pillar of support for Black women in Lucas County while combating high infant mortality rates. The supportive community hosted 42 in-person events and sold over 1,000 event tickets to foster community, relieve chronic stress, and improve maternal health outcomes. Six of the events specifically catered to new and expecting mothers, offering a space to find community, access valuable pregnancy and parenting information, and receive wellness supplies. Accessibility to events remained a priority—over 250 Lyft rides were scheduled, and childcare services were provided to remove participation barriers. *Queens Village* assembled 50 care packages to support families in the NICU and launched a Patient Empowerment Toolkit to equip individuals with self-advocacy tools and local resources. Community health workers at 11 organizations across Lucas County shared the toolkit.

The HUB remains committed to enhancing health outcomes through collaboration with community health workers and care coordination agencies across the region. This dedication reflects the HUB's mission to foster health equity and address social determinants of health through innovative care models.

Other 2024 HUB highlights include:

- 124 families assisted with *Temporary Assistance for Needy Families* supportive funding from Lucas County Department of Job & Family Services
- \$1,189,299 earned in Medicaid Managed Care Plan payments (by partnering agencies)
- 8,461 completed care coordination visits
- 15,652 client needs met through completed pathways
- 244 processed birth certificate applications

2024 Northwest Ohio Pathways HUB Team



2024 Northwest Ohio Pathways HUB Care Coordination Network



DISASTER PREPAREDNESS: NORTHWEST HEALTHCARE COALITION

In 2024, the *Northwest Ohio Healthcare Emergency Management Coalition* officially rebranded to the *Northwest Healthcare Coalition* (NW HCC), aligning its name and logo with other regional coalitions across the state. In 2024, the coalition successfully liquidated three long-unused medical caches, reallocating funds to support hospital preparedness for the 2025 grant cycle. This effort also helped to address the IV fluid shortage following Hurricane Helene's destruction of the North Cove Baxter Plant. In partnership with the Ohio Department of Health, NW HCC expanded training and exercise opportunities, including: Incident Command Systems (ICS) sessions, Hospital Emergency Response Training (HERT) sessions, Chemical Hazards Emergency Medical Management (CHEMPACK) trainings, a Chemical Surge Tabletop exercise, a Mass Casualty Incident Tabletop exercise, and a Medical Surge and Response functional exercise. These comprehensive training programs and exercises prepare the region for effective crisis response during a possible disaster situation. The trainings allow participants to work through simulated scenarios, evaluate current plans, and strengthen readiness.



NORTHWEST OHIO REGIONAL TRAUMA REGISTRY

In 2024, the Northwest Ohio Regional Trauma Registry (NORTR), coordinated by the Hospital Council of Northwest Ohio, continued to support improved trauma care through data collection, analysis, and performance evaluation. Nearly 9,000 trauma cases were submitted to the registry, which welcomed Lima Memorial Hospital (Level II) as a new participant late in the year. NORTR provided critical clinical and demographic data to the state trauma database, supporting injury prevention strategies and peer review. The registry also saw increased data requests from external partners, including the Lucas County Coroner's Office and the Toledo Mayor's Taskforce to Reduce Gun Violence, with trauma data informing efforts to address violent deaths. HCNO facilitated quarterly board meetings, bi-monthly registrar education sessions, and ongoing data review by the Performance Improvement Committee.



HEALTHY LUCAS COUNTY

The Healthy Lucas County community health improvement coalition, which includes all Lucas County hospitals and is coordinated by the Hospital Council, completed the 2024 – 2027 Community Health Improvement plan in July 2024. Over 130 community agencies participated in the planning process. The plan consists of strategies in the Priority Health Outcome areas of mental health & addiction, chronic disease, and maternal & infant health. The Plan consists of strategies related to three priority factor areas: community conditions, health behaviors, and access to care. In October of 2024, the Hospital Council transferred coordination of Healthy Lucas County to the Toledo Lucas County Health Department. HCNO will remain a member of the coalition.



Learn more about HCNO, its divisions, and services offered.

419-842-0800 | www.hcno.org
3231 Central Park West Dr. | Suite 200 Toledo, OH 43617