

Public Health Services Council of Ohio



2025 ANNUAL REPORT

Building Ohio's Public Health Capacity
TOGETHER

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A snapshot of PHSCO's growth and impact in 2025 and what's in store for 2026

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A Message from PHSCO Leadership

Whether you're a current member, customer, or potential partner - we're delighted to share our 2025 Annual Report with you! The Public Health Services Council of Ohio (PHSCO) is a regional Council of Governments formed in 2017 to help local Boards of Health and health departments tackle common challenges TOGETHER.

Here are just a few of our accomplishments in 2025:

- We expanded our team of service providers from 3 to 8;
- We Added Quality Improvement (QI) Training and Support to our array of services;
- We nearly tripled the number of LHDs directly receiving PHSCO services (from 10 to 26);
- We reached 85% of Ohio's local health departments (LHDs) through Accreditation Learning Community activities that we coordinated on behalf of the Ohio Public Health Institute; and
- We increased our membership by 25% with the addition of Ottawa County Board of Health.

These achievements matter because they illustrate how PHSCO services are increasing local health departments' capacity to provide foundational public health services and strengthening Ohio's public health system.

Even greater things are ahead in 2026!



**Anne Goon,
MS, RD, LD**
PHSCO Executive Director



**Kim Cupp,
RS, MPH**
PHSCO Board President

PHSCO is helping local public health in Ohio do more together than any one department can do alone.

By The Numbers



Members:

Defiance, Fulton, Ottawa, Putnam, Williams, and Wood County Boards of Health



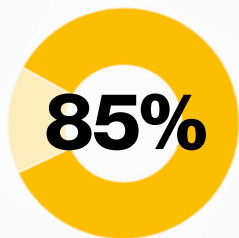
Client Satisfaction:

% of clients rating quality of PHSCO services as "Excellent"



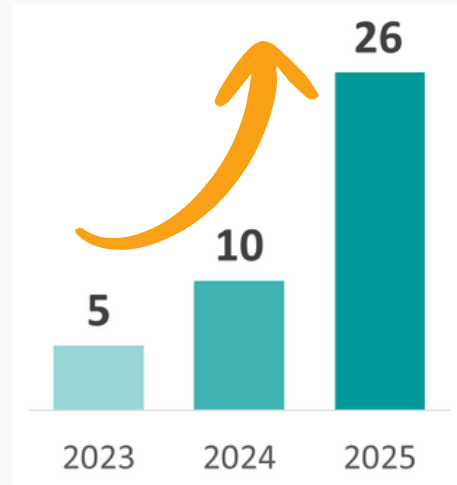
Individuals Reached:

of LHD staff who attended ALC trainings



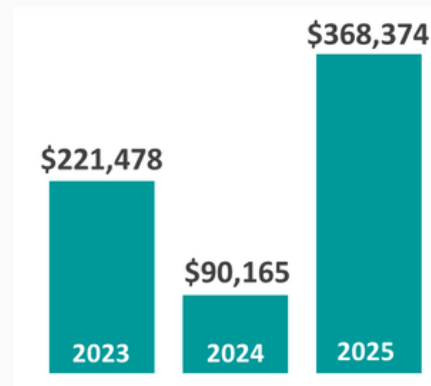
LHDs Reached:

% of LHDs reached through ALC trainings



Agencies served:

directly receiving PHSCO services (420% increase from 2023 to 2025)



Revenues:

PHSCO Income, 2023-2025

“These results reflect PHSCO’s growing reach, stronger service portfolio, and expanding role in Ohio’s public health system.”

Why PHSCO Matters

What is PHSCO?

PHSCO is Ohio's only public health council of governments (COG). Established in 2017 under Ohio Revised Code Chapter 167, it gives local Boards of Health a formal, flexible structure to share costs, build capacity, and access specialized services together.

The Challenges Facing Local Public Health – Workforce. Cost. Capacity.

Ohio's health departments are expected to deliver comprehensive, high-quality public health services despite shrinking budgets, workforce shortages, and rising expectations for continuous improvement.

Smaller and rural agencies are especially strained. When key positions turn over or remain unfilled, services suffer and remaining staff are stretched thin. Accreditation, quality improvement, performance management, and strategic planning all require specialized skills that many agencies cannot afford to build entirely on their own.

Shared Services are the Practical Answer.

When health departments pool resources, they gain access to specialized expertise at a fraction of the cost of maintaining it independently - paying only for what they need, when they need it. This shared model helps fill critical capacity gaps, support service continuity, and strengthen local public health infrastructure.

PHSCO helps local health departments meet today's demands with a collaborative model that is practical, flexible, and built for public health.

PHSCO Helps Health Departments:

- ✓ Expand access to expertise that may be difficult to sustain internally
- ✓ Share costs through practical, flexible service arrangements
- ✓ Strengthen accreditation, quality improvement, and planning capacity
- ✓ Retain local governance while benefiting from collaboration

2025 Impact Highlights

Service: Accreditation Learning Community (ALC) Support

Client: Ohio Public Health Institute

In 2025, PHSCO expanded statewide accreditation learning opportunities for local health departments across Ohio. Planned in collaboration with the ALC Advisory Group, the ALC offers a mix of virtual, regional, and state-wide activities to make them easily accessible to all LHDs. The Accreditation Learning Community is Ohio's primary method for training Accreditation Coordinators and supporting LHDs in their accreditation journeys.

Why This Matters: This work helped more agencies access accreditation support, shared learning, and practical tools without having to build those resources alone.

303 Local and state health department staff participated (unduplicated)

85% Of all LHDs reached through staff's participation in ALC activities

The regional Clear Impact Workshops were highly successful in helping LHDs use Clear Impact software more effectively.

- **167** individuals participated (representing 64% of all LHDs).
- **100%** strongly agreed/agreed that the info was useful and applicable.

"This was absolutely an amazing course and I would retake it again!! Fabulous job by all and thank you all!!!!!!"

- Clear Impact workshop participant

The statewide Training & Networking Day addressed training needs in AI applications, PHAB standards interpretation, and practical strategies for accreditation success.

- **110** individuals (from 62% of LHDs) attended.
- **100%** strongly agreed/agreed the topics were relevant to their work and needs.

"I really enjoyed hearing about the use of AI in public health and how it can be useful in reaccreditation."

- Training & Networking Day attendee

2025 Impact Highlights

Accreditation Support in Action:



PHSCO provides a continuum of accreditation support services based on health department needs – from targeted document reviews and coordinator training to full-services support including document developments, cover sheets, and submission preparation.

The Challenge: Like many health departments, CCBH experienced significant staff turnover during and after the COVID-19 pandemic. The agency entered reaccreditation with limited staff from its initial accreditation effort and experienced turnover in the Accreditation Coordinator role during the process.

PHSCO Support:

- Trained a new Accreditation Coordinator
- Met with domain teams to identify strong documentation examples
- Shared resources to address gaps
- Guided document and cover sheet preparation

The Result: CCBH submitted its reaccreditation documents in December 2024, completed its site visit in August 2025, and was **awarded PHAB reaccreditation in November 2025.**

Key Results:

- ✓ **100%** Documents scored as "Fully" or "Largely Demonstrated"
- ✓ **0** Documents reopened during site visit
- ✓ **10** Documents reopened during pre-site visit review



"PHSCO's consulting services have guided us through improving and strengthening our public health practices and providing the groundwork to build a culture of continuous quality improvement agency wide, leading to the establishment of a standard of higher-level accountability and transparency across the agency."

- Cuyahoga County Board of Health

Impact in Action



Service: Quality Improvement (QI) Training & Support

Performance management and quality improvement are the top training needs cited by accreditation coordinators and health department leaders in Ohio. In response, PHSCO introduced QI Training and Support Services in 2025.



Pilot Project - Cohorts 1 & 2

Client: Ohio Public Health Institute

PHSCO's QI training expanded practical improvement skills in 16 local health departments, through the financial support of the Ohio Public Health Institute.



Outcomes included:

- 100% strongly agreed/agreed they were proud of their QI project and that their knowledge and skills increased.
- 94% strongly agreed/agreed they felt more confident leading QI projects after this experience.

42

Staff from 16 local health departments received Lean Six Sigma Yellow Belt and Green Belt training at no charge

100%

Completion rate for Yellow Belt and Green Belt certification for Cohorts 1 & 2

Why This Matters: This training and support gave participating departments tools they can apply immediately to improve processes, strengthen performance, build a culture of quality, and meet accreditation standards.

"I loved the time provided in class to work on your QI project within your team and get real time feedback."

- Pilot Project Participant

How PHSCO Built Capacity in 2025

Statewide collaboration, shared learning, and workforce development

Featured Impact: Convening Ohio's Public Health Voice on PHAB Standards

Roughly 25% of all nationally accredited health departments are in Ohio. In December 2025, PHSCO convened the Ohio Accreditation Learning Community to develop consensus feedback on PHAB's proposed Version 2026 Standards & Measures for initial accreditation and reaccreditation. PHSCO also structured the process so participating local health departments could use this policy review activity as an example for reaccreditation.

98 staff from 55 local health departments participated

"It's always great to hear other departments' concerns and know we're not working in a vacuum."

- Ohio ALC Participant

Shared QI Training Model Expands Workforce Capacity

After participating in Cohort 1 of the QI Training Pilot Project, Cuyahoga County Board of Health sought Yellow and Green Belt training for its full QI Council. PHSCO responded by developing a shared-services model in which participating health departments share costs on a per-person basis. This approach made high-value workforce development more affordable than private-sector options while expanding regional capacity for continuous quality improvement in public health.

22 additional staff from 5 health departments began Yellow and Green Belt training in 2025

Participating departments: Ashtabula City, Conneaut City, Cuyahoga County, Trumbull County, Zanesville-Muskingum County

Why This Matters: These efforts strengthened Ohio's public health infrastructure by expanding shared learning, supporting standards development, and building workforce capacity across agencies.

Services and Solutions

PHSCO helps local health departments build capacity through flexible shared services tailored to local needs. Current services include:

Service Area	What It Includes	Who It Supports	Example Deliverables
Strategic Planning	Facilitation and support for agency planning and priority setting	Members, clients	Strategic plans, retreat facilitation, planning tools
Performance Management Training & Support	Training and coaching to strengthen performance management systems	Members, clients	Performance measures, dashboards, staff training
Quality Improvement (QI) Training & Support	Lean Six Sigma training, coaching, and project support	Members, clients	Yellow/Green Belt training, QI project storyboards, coaching
Workforce Development	Training and skill-building to strengthen public health workforce capacity	Members, clients, partners	Training series, needs-based skill development, cohort learning
Policy Development & Support	Support for reviewing, drafting, and strengthening public health policies	Members, clients	Policy review, draft policies, policy guidance
Accreditation Support	Hands-on support across the accreditation process	Members, clients	Cover sheet review, document preparation, coordinator training
Accreditation Learning Community Support	Statewide coordination of accreditation-related learning and networking	Ohio local health departments, partners	Webinars, workshops, training days, peer learning events
PHEP Deliverables	Preparedness planning and support for grant-related requirements	Members, clients	Planning support, submission-ready materials
Foundational Public Health Services Support	Flexible services that help fill core public health capacity gaps	Members, clients	Specialized expertise, project support, shared service arrangements

Expertise Behind PHSCO Services

PHSCO combines experienced public health leadership with specialized expertise to help local health departments meet complex needs and deliver results with confidence.

Accreditation, Strategic Planning, & Performance Management

Anne Goon, MS, RD, LD, Executive Director, PHSCO



Anne brings 35+ years of public health leadership, including 12 years as a health commissioner. For over two decades, she has helped health departments strengthen performance management and achieve accreditation. She leads PHSCO's shared services work, including Accreditation Learning Community support, strategic planning, and performance management.

- *Supported agencies in achieving or maintaining accreditation*
- *Led statewide Accreditation Learning Community efforts*
- *Facilitated planning and performance initiatives across Ohio*

Emergency Preparedness Support

Jennifer Sorek, MA, Rethink Response, LLC

Jennifer brings decades of emergency preparedness and readiness experience. She spent 20 years with the Ottawa County (MI) Health Department in crisis communication, planning, and training roles and currently serves as an Assistant Professor of Communication at Hope College. She supports PHSCO in helping health department successfully meet PHEP requirements.



100% PHEP deliverables approved by ODH on first submission

"Jennifer communicates clearly and keeps us on track to meet deliverables."

- Local Health Department

Quality Improvement Training & Support

Brad Hollingsworth, MS, PE, Hollingsworth Consulting, LLC



Brad is a Certified Lean Six Sigma Master Black Belt and Registered Professional Engineer with 20+ years of experience leading improvement initiatives. He trains Yellow, Green, and Black Belts and helps organizations apply structured problem-solving methods to achieve measurable results. He leads PHSCO's QI Training and Support services.

41 Local health department staff trained and certified in 2025

"Brad shared practical tools we could apply immediately."

- QI Training participant

PHSCO Finances

Achieving Financial Goals

Over the past three years, PHSCO has strengthened its financial sustainability by achieving a minimum of one month's operating reserves. This was accomplished by refining service funding models, expanding services, and diversity revenue through grants and non-member contracts.

Revenue

2025: \$368,365

2024: \$145,742

Expenses

2025: \$295,407

2024: \$136,342

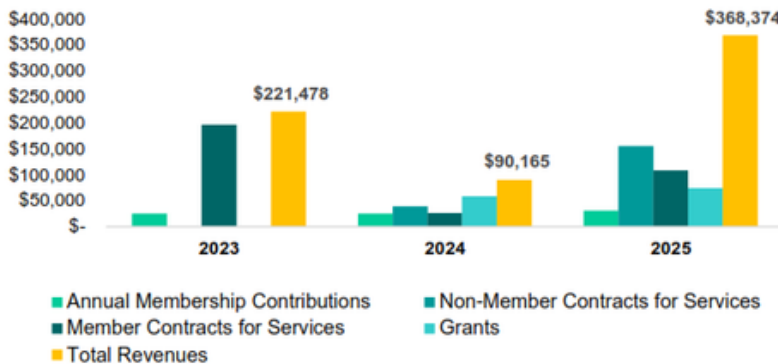
Year-end Cash Balance

2025: \$174,587

2024: \$101,629

What This Means: PHSCO has strengthened its financial foundation while expanding services and reach.

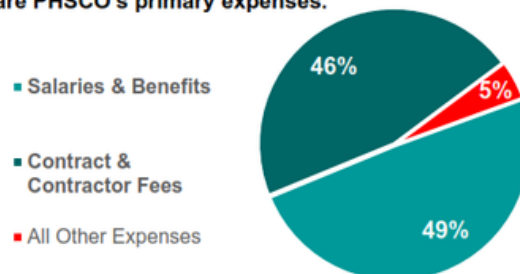
PHSCO has successfully grown its revenues by expanding its services and diversifying its funding sources.



190%
Increase in year-end cash balance (2022-2025)

420%
Increase in agencies directly served (2023-2025)

Like most public service entities, Salaries & Benefits and Contractor Fees are PHSCO's primary expenses.



PHSCO will continue to build on this foundation to support sustainable growth and expanded services in the years ahead.

Looking Ahead

In 2026, PHSCO will focus on workforce development, quality improvement, innovation, and financial sustainability.



Strategic Financial Planning Training & Skill-Building Series

PHSCO has been awarded a \$10,000 grant by the National Association of County and City Health Officials (NACCHO) to offer an advanced fiscal training series January-July 2026. 39 health department staff applied for 10 training slots. We plan to add this to our on-going menu of training services. Future cohorts will be offered using a shared services model with participating LHDs sharing course costs.

QI Basics

This foundational workshop introduces QI principles and provides hands-on practice with essential tools and methods. Participants learn how to identify improvement opportunities, collect and analyze data, and implement small-scale changes in their work areas.

Build, Grow, & Sustain Your QI Culture Through Your QI Council

A strong Quality Improvement (QI) Council is essential for driving and sustaining improvement in a local health department. This six-part series helps LHD teams strengthen their QI Council's capacity to lead measurable progress. Participants gain practical tools, clear frameworks, and peer support to build and sustain a culture of quality.

Cultivating & Accelerating Innovation

This two-part, hands-on interactive workshop helps health departments build the innovation capabilities required for public health accreditation. Participants learn and implement practical approaches to identifying improvement opportunities, testing new ideas, and creating a culture that supports ongoing innovation.

Contact Us



Public Health Services
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(PHSCCO)



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