

TOP WORK PLACES --- 2024

THE BLADE

SUNDAY, JANUARY 28, 2024



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CHRISTIAN HOME HEALTH CARE

Top workplaces make adjustments to meet a changing job environment

By **DAVID BARKHOLZ**
BLADE STAFF WRITER

In the middle of the production and shipping area of Midwest Tape hoopla in Holland sits a giant poster board with the photos of every one of the company's employees smiling back at visitors.

The ones tinted in yellow are for employees with 10 or more years of service.

It's a small but important tip of the cap to the more than 300 people who move the needle every day to grow Midwest Tape hoopla and support nearly 3,700 public library systems across the country that the fast-growing company serves by providing DVDs, audiotapes, and, within the past few years, movie streaming and digital media on its hoopla digital platform.

"The lifeblood of any company is that you're adding value, that you're growing your customer base, and you're growing sales," said CEO Jeff Jankowski. "Then you can take care of your employees."

Midwest Tape hoopla is one of five large companies named to the list of The Blade's 2024 Top Workplaces in Toledo. The large companies have 300 or more employees, including Danberry Co. Realtors. Twenty-six small companies and 27 midsize companies made the list.

This is the 11th year that Toledo businesses have competed for the recognition. Toledo is one of the smallest markets that has a Top Workplaces contest of the 65 cities where it runs. And Toledo is the first market every year to announce winners.

Labor and economic conditions have changed markedly during the past two years regionally and nationally, economists say.

Gone is the so-called Great Resignation, said Gus Faucher, chief economist with PNC Financial Services Group in Pittsburgh. Its name signified workers re-evaluating life during and after the pandemic and quitting jobs in droves for ample new ones that paid more or offered the hope of



THE BLADE/JONATHAN AGUILAR

CEO Jeff Jankowski stands near an employee recognition wall at Midwest Tape hoopla.

more challenge or satisfaction.

Wages ballooned during the two years, peaking at 8.5 percent year over year in mid-2022 versus average annual increases of 3 percent between 2010 and 2020, said Brian Pietrangelo, a senior strategist at KeyBank in Cleveland.

Today, wages have re-entered the Earth's atmosphere at about 5 percent annual growth — still elevated but not enough to encourage rampant job swapping.

So employers are looking for other ways to differentiate themselves from competitors in the endless search for talent.

Mr. Jankowski, who has been with Midwest Tape hoopla for more than 30 years, said the company has been transitioning to a tech company during the past 10 years as the public libraries it serves have increasingly offered remote media and books rather than physical ones.

The hoopla app created 10 years ago allows hundreds of thousands of library patrons free virtual access to 1.7 million titles of books, movies, audiotapes, and other media.

The 3,700 public library systems that the company works with nationally operate in

about 12,000 buildings or three quarters of the 16,000 in operation. Clients include the Toledo Lucas County Public Library system and the San Francisco Public Library system, which is the largest in the country, Mr. Jankowski said.

The libraries' move to virtual media caused a major shift in the skills that Midwest Tape hoopla needs to succeed, with corresponding changes in the manner in which the company recruits and seeks to retain talent, he said.

When the pandemic chased patrons out of libraries and public spaces, the company's virtual products exploded.

Whereas the company's tech team of app designers, programmers, and artificial intelligence developers stood at 20 before the pandemic, the number is 100 today, Mr. Jankowski said.

More than half of the tech staff works remotely and in 20 different states versus four states pre-pandemic, the vast majority of whom work at the Holland production complex, he said.

Similarly, 62 percent of revenue now comes from activity on the hoopla app compared with 17 percent before the

pandemic, he said.

To lure those tech workers, Midwest Tape hoopla has had to offer competitive wages, flexible and hybrid schedules, and other benefits. In fact, Mr. Jankowski, 57, says he tries to operate the business as a meritocracy, in which employees of every stripe and station can earn extra rewards, including time off or flexible schedules, by being a top performer.

Those perks are helping. The company has increased employee retention to 92 percent this year compared with 79 percent during the pandemic and period of the Great Resignation, he said.

He said two other wildcards are assisting with recruiting and retention. The company is growing, he said, and that's a lure to potential employees who want to stake a future and have opportunities to move through the ranks.

Of equal importance, the company has a mission aspect, in that it helps public libraries reach patrons with free content in a manner easy to use.

"Uniting on our mission, our purpose really is to build better communities," Mr. Jankowski said. "Libraries are one of the last great places where it's a

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INSIDE

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great equalizer in society.

"You can go into a library and really be empowered to discover what you're interested in whether it's entertainment, a book, or you want a new career. So if we can make libraries better places, we win."

Bryan Keller, CEO of Defiance-based Keller Logistics Group Inc., said culture is a big part — along with competitive wages and benefits, of course — that makes Keller a more attractive place to work.

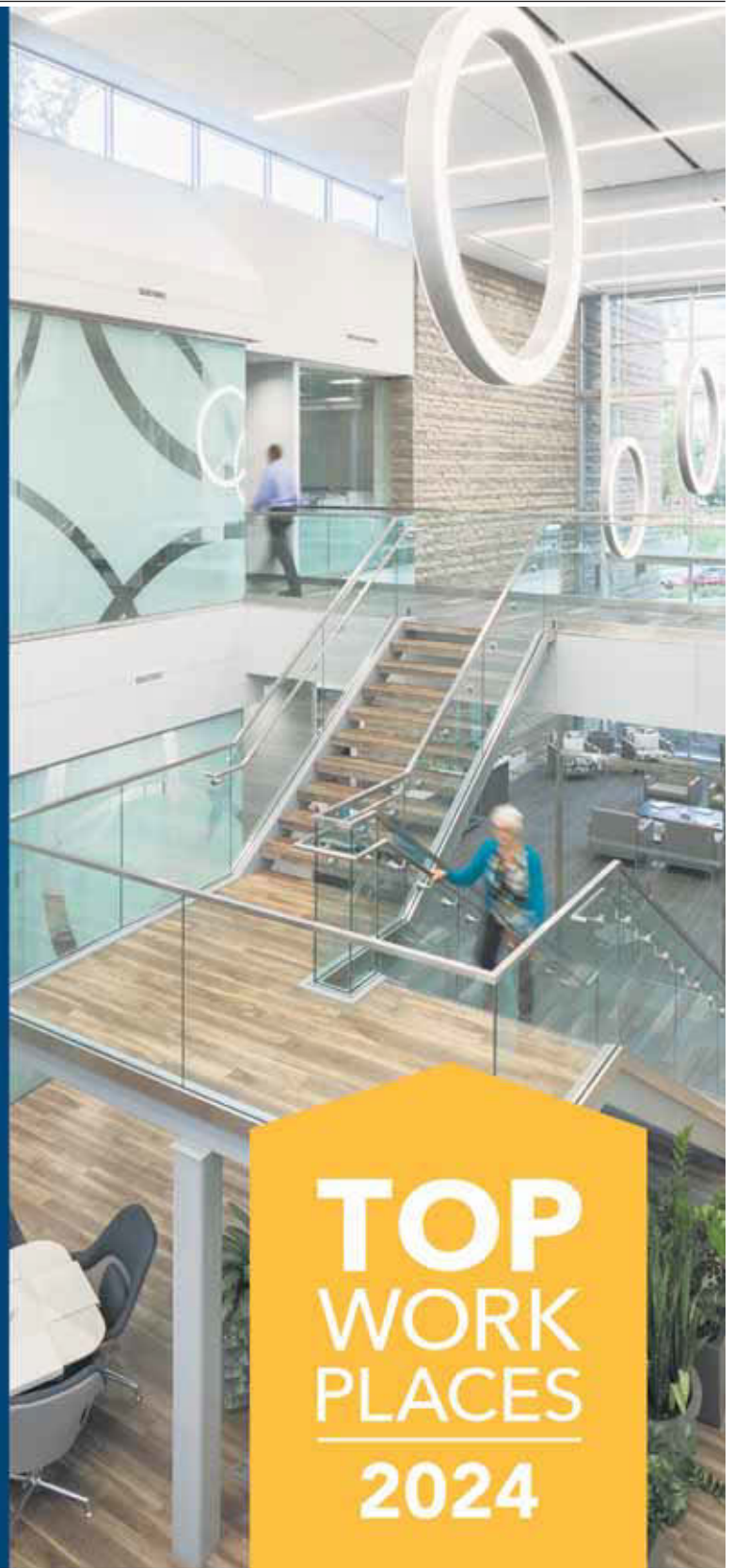
The growing trucking and warehousing company donates a percentage of annual profits in cities across the country where it has concentrations of employees, Mr.

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PROUD TO BE A TOP WORKPLACE FOR THE EIGHTH CONSECUTIVE YEAR.

LARGE COMPANIES (300+ EMPLOYEES IN THE REGION)						
Rank	Company	Founded	Ownership	Sector	Locations	Employees
1	The Danberry Co. Realtors	1962	Private	Agents / Brokers	5	385
2	Hylant	1935	Private	Insurance Consultants & Brokers	1	320
3	Midwest Tape Hoopla	1983	Private	Wholesale Distribution	1	326
4	Yark Automotive Group	1981	Private	Auto Dealerships	8	547
5	Toledo-Lucas County Public Library	1838	Government	Public Library	1	379
MID-SIZE COMPANIES (75 TO 299 EMPLOYEES)						
1	Wood Haven Health Care	1919	Government	Skilled Nursing Facilities	1	110
2	Rosary Care Center	1975	Private	Skilled Nursing Facilities	1	80
3	Savage and Associates	1957	Private	Financial Advisers	2	162
4	RE/MAX Preferred Associates	2001	Private	Agents / Brokers	4	109
5	CedarCreek Church	1995	Nonprofit	Religion	6	79
6	William Vaughan Company	1959	Private	Certified Public Accountants & Consultants	3	94
7	Northwood Local Schools	1938	Public	Primary / Secondary Schools	2	130
8	Integrity Home Exteriors	2000	Private	Roofing & Siding	1	80
9	Cronin Auto, Inc. / Perrysburg Automall	1938	Private	Auto Dealerships	2	149
10	Home Instead-Toledo	1995	Private	Home Healthcare Services	1	85
11	CLA	1983	Partnership	Certified Public Accountants & Consultants	1	130
12	Wurtec	1985	Private	Other - Intermediate Goods	2	100
13	Matrix Technologies, Inc.	1980	Private	Engineering	3	237
14	Epilepsy Center of Northwest Ohio	1977	Nonprofit	Non-profit - Other	1	133
15	Ohioans Home Healthcare	2011	Private	Home Healthcare Services	2	172
16	Master Fluid Solutions	1951	Private	Chemicals / Paint	2	127
17	GenoaBank	1902	Private	Banks	9	123
18	Raising Cane's Chicken Fingers	1996	Private	Restaurants	0	82
19	Dynamic Dies, Inc.	1971	Private	Other - Other	2	110
20	Middough	1950	Private	Engineering	1	91
21	MBC Holdings of Ohio, Inc.	1945	Private	Heavy Construction & Civil Engineering	2	230
22	ProHealth Partners, Inc.	2007	Private	Home Healthcare Services	3	104
23	White Family Dealerships	1915	Private	Auto Dealerships	5	199
24	Worthington Industries	1955	Public	Metal Products	0	215
25	Foundation Steel, LLC	2008	Private	Construction - Other	1	91
26	Otsego Local Schools	1959	Public	Primary / Secondary Schools	2	206
27	Fifth Third Bank	1858	Public	Banks	1	255
SMALL COMPANIES (74 EMPLOYEES OR FEWER)						
1	Christian Home Care LLC	2009	Private	Home Healthcare Services	1	44
2	Northwestern Mutual	1857	Cooperative/Mutual	Life Insurance, Annuities, & Retirement Investments	1	68
3	PERRYproTECH	1965	Public	Information Appliances / Devices	1	42
4	GBQ Partners LLC	1953	Private	Certified Public Accountants & Consultants	2	47
5	Plante Moran	1924	Partnership	Certified Public Accountants & Consultants	1	38
6	Stapleton Insurance Group	1927	Private	Insurance Consultants & Brokers	6	47
7	Kripke Enterprises	1993	Private	Metal Products	1	52
8	Total Quality Logistics - TQL	1997	Private	Logistics	1	51
9	Lott Industries	1956	Nonprofit	Human & Social Services	1	42
10	Knight Insurance Group	1859	Private	General Insurance	1	42
11	The JDI Group	2002	Private	Architecture	1	71
12	Double A Solutions	2003	Private	Mass Market Apps / Software	1	66
13	Tranztec Solutions	2001	Private	Information Technology - Other	1	46
14	Cardinal Staffing Services	1994	Private	Staffing	1	55
15	Integrated Talent Strategies	1984	Private	Staffing	1	35
16	DGL Consulting Engineers	1926	Private	Consulting	2	45
17	MadAveGroup	1989	Private	Marketing & Branding	1	42
18	Catholic Charities Diocese of Toledo	1914	Private	Human & Social Services	3	60
19	Autotec Corporation	1972	Private	Other - Other	1	73
20	The University Of Toledo Foundation	1872	Nonprofit	Education - College / University	1	56
21	Aktion Associates, Inc.	1979	Private	Value Added Reseller	1	40
22	Habitec Security	1972	Private	Security & Protection	1	71
23	PERFICIENT	1997	Public	Information Technology - Other	0	35
24	The Lathrop Company	1895	Public	Building Construction	0	65
25	Arista Home Care Solutions	2014	Private	Home Healthcare Services	1	64
26	Med1Care	1998	Public	Home Healthcare Services	1	55

NOTE: Employee count reflects employees in the Toledo metro area.

NO. 1 LARGE EMPLOYER: DANBERRY CO. REALTORS

Danberry employees 'set up for success'

By **MIKE BRICE**
BLADE STAFF WRITER

Danberry Co. Realtors was named the Top Workplace in the large company category by serving employees and the communities where they live and work.

Lindsey Boyers joined Danberry as an agent about six months ago and is thrilled with the environment the company offers.

"It is a place where they care about you holistically," she said. "You are set up for success."

"They see people and hear people really well," Ms. Boyers said.

Tyler Gill has been with the company for two years and is glad the environment allows him to be himself.

The self-described job hopper believes the leadership team's personal attention sets the company's tone.

"There hasn't been a birthday, anniversary, or big mo-

ment in my life that these leaders have not reached out directly," he said.

"I have never worked at a place with 30 people, let alone 300, where you get that personalized attention from your leadership team," Mr. Gill said.

"The reason why we get the workplace award we do. It's not because we are a magnificent sales force, it is because we are focused on our culture, and a big element of our culture that appeals to our sales force and staff is that we are a very giving company, and we live by the rule that we are here to serve," CEO Lynn Fruth said.

The organization's treasure chest, which is a partnership

See **DANBERRY**, Page T23



Fruth



THE BLADE/MIKE BRICE

From left, Danberry owners Dan McQuillen, Maggie Fawcett, and Kevin Warren at their Toledo office. "We have become much more than a real estate company. We are a people company now," Mr. Warren says. "Everything we do is about the person."



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WORKPLACE RANKING EXPLAINED

Surveys gather authentic feedback from the experts – the employees

By **BOB HELBIG**
ENERGAGE

How do you judge the quality of a workplace? Ask the experts: The employees.

For the 11th year, employee survey firm Energage has partnered with The Blade to determine the best places to work in the Toledo metro area. It's not a popularity contest, and not everyone gets a blue ribbon. A select few are honored based on a scientific survey process.

Energage administers an employee survey that covers 24 factors and takes just a few minutes to complete. The survey asks employees to offer feedback about such things as pay and benefits, direction, leadership, meaningfulness, and appreciation. Energage crunches the feedback data and scores companies based on the responses.

There is no cost to participate in Top Workplaces and no obligation to purchase any product or service. For 2024, 1,177 organizations were invited to survey their employees, and 74 agreed to do so. Based on the survey feedback, 58 have earned recognition as Toledo Top Workplaces.

"Being honored with a Top Workplaces award is a distinctive mark of excellence, setting companies apart in a recognizable way," said Eric Rubino, Energage CEO. "Top Workplaces embody the highest



standards, and this award, rooted in authentic employee feedback, is a point of immense pride for company leaders."

The award is open to any employer with 35 or more employees in metro Toledo. Survey results are valid only if 35 percent or more employees respond; employers with fewer than 85 employees have a higher response threshold, requiring responses from at least 30 employees.

Employers earn Top Workplaces recognition if their aggregated employees feedback score exceeds national benchmarks. Employers are grouped into similar sizes to best compare similar employee experiences. Energage has established those benchmarks based on feedback from about 30 million employees over 18 years. They are ranked within those groups based on the strength of the survey feedback.

There are a few reasons why you might not find a particular company on the list. Perhaps the organization chose not to participate. Or the employee survey feedback might not have been strong enough to merit recognition. It also might not have been large enough to meet participation standards, or not enough employees responded.

Energage runs tests on survey feedback and in some cases may choose to disqualify organizations, for example, if a high number of employees said they felt pressured into answering positively.

To participate in the 2025 Top Workplaces awards, or for more information, go to the nomination page at toledoblade.com/nominate.

Bob Helbig is media partnerships director at Energage, a Philadelphia-based employee survey firm. Energage is the survey partner for Top Workplaces.



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NO. 1 MIDSIZE EMPLOYER: WOOD HAVEN HEALTH CARE

Sense of purpose abounds in ‘family environment’



Aspen Short, community relations director, helps residents play UNO at Wood Haven Health Care, a nonprofit overseen by the Wood County Commissioners. Administrator Jeff Orłowski pairs worker training with contests to boost morale. ‘If we take care of the employees, then they are going to take care of our residents, and everything else will fall into place,’ he says.

THE BLADE/JONATHAN AGUILAR

By **DEBBIE ROGERS**
BLADE STAFF WRITER

Stephanie Owens enjoys being a nurse at Wood Haven Health Care so much that after 22 years of employment there, she wanted her daughter to also work at the facility.

“When I did my first interview, I walked in holding Hannah, my baby,” she said. “I started the next day, and I’ve been here ever since. And now, my baby also works here as a nurse.”

Wood Haven has been named one of The Blade’s 2024 Top Workplaces — specifically No. 1 midsize employer — an honor it has received numerous times in the past.

“It’s a family environment. I enjoy being with the residents,” Ms. Owens said. “They give me purpose, as much as I give them.”

Like Ms. Owens, Administrator Jeff Orłowski has been with Wood Haven since early in his career. He volunteered there while a student at Bowling

Green State University and came on as administrator nine years ago.

Wood Haven first opened in the 1800s as an infirmary on what is now the Wood County Museum grounds, according to the Wood Haven website.

At today’s facility on East Gypsy Lane Road, Wood Haven offers short-term rehabilitation, physical therapy, occupational therapy, speech therapy, long-term care, a specialized Alzheimer’s and dementia program, and a specialized Parkinson’s disease program.

Wood Haven, which is non-profit and overseen by the Wood County Commissioners, has 93 beds and is usually near capacity. There are approximately 110 employees, who are called heroes.

“The hero is part of our empathy culture,” Mr. Orłowski said. “The way we look at it, is that these people don’t have a

See **WOOD**, Page T21



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NO. 1 SMALL EMPLOYER: CHRISTIAN HOME CARE

Employees' well-being key to exceptional service

By **NANCY GAGNET**
BLADE STAFF WRITER

Christian Home Care has fostered a work environment in which the staff and clients feel valued and respected.

The locally owned Toledo company providing care for seniors and individuals with disabilities has intentionally created a business culture focused on providing exceptional service to clients with enhanced emphasis on employee well-being, said business owner Sue Wendt.

"Boss is a four letter word to me," Ms. Wendt said recently. "I try not to be bossy. I say that I am a co-worker with a different title and responsibilities, but I will go out to clients when needed, roll up my sleeves, and get the work done. Honoring and respecting the front line, our carepros, and the staff is crucial."

Christian Home Care has earned first place in The Blade's 2024 Top Workplace list for smaller companies with

less than 75 employees. This is the second time earning the top spot in the category, as the business garnered first place in 2021, while also consistently placing in the top five spots. Ms. Wendt also earned a leadership award in the small business category.

"This [award] is the thing that means the most to me," she said. "Because it's the employees grading us. They are telling us how we are going, and that's the most important thing to me."

With a team of approximately 45 caregivers — or as Ms. Wendt likes to call them, "carepros" — the company provides services to approximately 45 Toledo-area clients with a variety of nonmedical needs such as personal hygiene care, socializing and companionship, cleaning, cooking, and running errands.

The services are a stress reliever for the family members

See **CHRISTIAN**, Page T22



THE BLADE/KURT STEISS

From left, Cindy Kuhman, scheduler; Sue Wendt, manager/owner; Cheryl Smith, accounting supervisor; and Ann Nelson, human resources administrator lead the team at Christian Home Care in Toledo. 'Boss is a four letter word to me,' says Ms. Wendt. 'I try not to be bossy. I say that I am a co-worker with a different title and responsibilities.'



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SPECIAL AWARDS

Chosen based on standout scores for employee responses to specific survey statements.
Leadership: D.J. Yark, Yark Automotive Group; J.R. Toland, Savage and Associates; and Sue Wendt, Christian Home Care LLC
Direction: Wood Haven Health Care
Managers: Hylant
New Ideas: Rosary Care Center
Doers: Northwestern Mutual
Meaningfulness: Lott Industries

Values: Home Instead-Toledo
Clued in Senior Management: Integrity Home Exteriors
Communication: GBQ Partners LLC
Appreciation: Kripke Enterprises
Work/Life Flexibility: Midwest Tape hoopla
Training: William Vaughan Company
Benefits: Toledo Lucas County Public Library

EMPLOYERS ON LIST MULTIPLE YEARS

11 YEARS
 Yark Automotive Group
 Cronin Auto Inc. / Perrysburg Automall
 William Vaughan Company
 Master Fluid Solutions
 Christian Home Care LLC
 Plante Moran
10 YEARS
 Fifth Third Bank
 Ohioans Home Health Care
 The JDI Group
9 YEARS
 Wood Haven Health Care
 RE/MAX Preferred Associates
 CedarCreek Church
8 YEARS
 The Danberry Co. Realtors
 Savage and Associates
 GenoaBank
 Wurtec, Inc.
 Cardinal Staffing Services
 Habitec Security
7 YEARS
 MBC Holdings of Ohio, Inc.
 (Miller Bros. Const. Inc.):
 Matrix Technologies Inc.
6 YEARS
 Lott Industries
 Knight Insurance Group
 Louisville Title Agency for N.W.
 Ohio Inc.
 Middough

ProHealth Partners Inc.
 PERRY proTECH
 Hylant
 The Lathrop Company
5 YEARS
 Worthington Industries
 Northwood Local Schools
 White Family Dealerships
 Madison Avenue Marketing Group Inc.
4 YEARS
 Foundation Steel, LLC
 Med1Care
 Stapleton Insurance Group
 Home Instead-Toledo
 Total Quality Logistics – TQL
3 YEARS
 Rosary Care Center
 Midwest Tape hoopla
 Autotec Corporation
 GBQ Partners LLC
 Dynamic Dies, Inc.
2 YEARS
 Integrity Home Exteriors
 Epilepsy Center of Northwest Ohio
 Otsego Local Schools
 Kripke Enterprises
 Double A Solutions
 Integrated Talent Strategies
 Aktion Associates, Inc.
 Arista Home Care Solutions

EMPLOYERS ON LIST CONSECUTIVE YEARS

11 YEARS
 Yark Automotive Group
 Cronin Auto Inc. / Perrysburg Automall
 William Vaughan Company
 Master Fluid Solutions
 Christian Home Care LLC
 Plante Moran
10 YEARS
 Fifth Third Bank
 Ohioans Home Health Care
9 YEARS
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Northwood Local Schools
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 Rosary Care Center
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 Worthington Industries
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 Med1Care
 PERRY proTEC
 Autotec Corp.
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 Integrity Home Exteriors
 Epilepsy Center of Northwest Ohio
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 Aktion Associates, Inc.
 Arista Home Care Solutions
 GBQ Partners LLC

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Kristin Hunt
 Office Managing Partner
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Metro Toledo's best workplaces at a glance

Information for these profiles and summaries of the winning companies are based on submissions by the companies and were provided by Energage.

Aktion Associates, Inc.: Headquarters: Maumee. Founded in 1979, the company is a value-added reseller and is involved in information technology with 209 employees, including 47 in metro Toledo.

Arista Home Care Solutions: Headquarters: Toledo: As an in-home healthcare and personal care agency, the company offers professional services throughout Toledo and the surrounding area. It provides both in-home nursing services and non-medical personal and companion care services to the elderly, and people with disabilities and chronic illnesses.

Autotec Corp.: Headquarters: Toledo: The company, which is in the automation sector, has 56 employees in the Toledo area. Autotec is a value-driven automation



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To rank Toledo-area companies, employees to offer feedback about such things as pay and benefits, direction, leadership, meaningfulness, and appreciation.

company dedicated to providing solutions, execution, and results. It creates custom solutions to challenging problems with a mission of solving customers' manufacturing problems. It is a second-generation family owned business.

Cardinal Staffing Services: Headquarters: Maumee: Cardinal Services, Inc. takes great pride in its leadership role within the staffing industry. "Our expertise allows us to better assist our business customers to

expand their operations and our candidates to build a better quality of life and future," the company states. Cardinal Services was established in 1994 in Port Clinton. "We have continued to grow in northwest Ohio, Florida, and



Michigan, strategically located where the marketplace has demanded our Human Resource management expertise," the company states.

See GLANCE, Page T11



**We put our team first.
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Glance

Continued from Page T10

Catholic Charities Diocese of Toledo: Headquarters: Toledo: Catholic Charities Diocese of Toledo makes real the love of Jesus Christ and the Catholic Church by serving those, regardless of faith or background, with physical, emotional, and spiritual needs; assisting the neglected and forgotten; respecting and promoting life from conception to natural death; and nurturing and supporting the institution of family.

CedarCreek Church: Headquarters: Perrysburg: The mission of CedarCreek Church is to introduce people to Jesus and the life-changing adventure with Him. "CedarCreek Church exists to help everyone, no matter who they are or what they believe," it states. "We do this through irresistible weekend experiences and transformational personal connections to make a positive and lasting impact in our communities and beyond."

Christian Home Care LLC: Headquarters: Toledo: Christian Home Care is a pre-



THE BLADE

Mechanic Marcus White checks underneath the hood of a 2015 GMC Acadia in the service garage at Cronin GMC of Perrysburg.

nces out of its commercial division. Established in 1962, The Danberry Co. Realtors is the region's leading real estate brokerage based on sales volume and transactions. Its 317 agents work out of seven offices in northwest Ohio and southeast Michigan.

DGL Consulting Engineers: Headquarters: Maumee: DGL Consulting Engineers, has been providing engineering excellence for nearly a century to a wide range of public and private sector clients, including developers, architects, contractors and owners. Specializing in all facets of the civil and structural engineering industry.

Double A Solutions: Headquarters: Toledo: Founded in 2003, the company is in the software as a service/software development business with 125 employees, including 74 in the United States.

Dynamic Dies Inc.: Headquarters: Holland: Founded in 1971, Dynamic Dies is a leading manufacturer of printing plates and cutting dies for the packaging industry.

See **GLANCE**, Page T12

mier provider of in-home services. "Its mission is to enhance the quality of life for people who need assistance and their families by providing exceptional personal care, companionship, compassion, respect, and the spiritual encouragement people need and deserve in the comfort and familiarity of their own home."

CLA: Headquarters: Minneapolis: CLA exists to create opportunities for our clients, our people, and our communities through indus-

try-focused wealth advisory, digital, audit, tax, consulting, and outsourcing services. With more than 8,500 people, nearly 130 U.S. locations, and a global vision, we promise to know you and help you.

Cronin Auto Inc. / Perrysburg Automall: Headquarters: Perrysburg: The Cronin Auto family of dealerships includes Perrysburg Automall, Cronin Buick GMC of Bowling Green, and Hillsdale Chrysler Dodge Jeep and Ram in Hillsdale, Mich.

The Perrysburg Automall location includes Cronin GMC of Perrysburg, Volkswagen of Perrysburg, Volvo of Perrysburg, an incredible selection of pre-owned vehicles, and The Wreck Center for all collision repair needs.

The Danberry Co. Realtors: Headquarters: Toledo: Danberry Realtors assists consumers in selling, buying, renting, and managing residential and commercial properties. It also provides complete construction and development management ser-

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Glance

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Epilepsy Center of Northwest Ohio: Headquarters: Maumee: Founded in 1977, the nonprofit employs 128 in metro Toledo.

Fifth Third Bank: Headquarters: Cincinnati: Fifth Third Bancorp is a diversified financial services company headquartered in Cincinnati, the indirect parent company of Fifth Third Bank, National Association, a federally chartered institution. As of Sept. 30, 2021, it had \$208 billion in assets and operates 1,100 full-service Banking Centers, and 2,336 Fifth Third branded ATMs in Ohio, Kentucky, Indiana, Michigan, Illinois, Florida, Tennessee, West Virginia, Georgia, North Carolina, and South Carolina. Fifth Third provides customer access to approximately 52,000 fee-free ATMs across the United States and operates four main businesses: commercial banking, branch banking, consumer lending, and wealth and asset management. It is among the largest money managers in the Midwest.

Foundation Steel LLC: Headquarters: Swanton: Foundation Steel is a highly regarded structural steel/metal building systems erector, reinforcing steel installer, fabricator, overhead crane, install/maintenance, and rigging/machinery mover with the ability to deliver turnkeys projects throughout Ohio, Michigan, and surrounding states.

GBQ Partners LLC: Headquarters: Sylvania: The company is a top tax, accounting, and consulting firm for more than 67 years. It is "driven by the outcomes that we know can change the lives of those we work with and for. We've learned that this is what matters most to our stakeholders."

GenoaBank: Headquarters: Genoa: GenoaBank, founded in 1902, is a locally owned, independent community bank that provides a broad range of banking services to business and private customers in Lucas, Ottawa, Sandusky, and Wood counties. Since the time GenoaBank first opened its doors, it has continued to expand and now operates branches in Elmore, Maumee, Millbury, Oregon, Perrysburg/Rossford, Port



THE BLADE/REBECCA BENSON

Collin Wallace, right, walks to check on a shipment at Kripke Enterprises in Toledo.

Clinton/Catawba, Sylvania, and downtown Toledo.

Habitec Security: Headquarters: Holland: Habitec Security, founded in 1972, has two full-service branches in Columbus and Charlevoix, Mich. Habitec is ranked as the 52nd largest electronic security company in the country according to the top 100 rankings compiled by the Security Distributing & Marketing (SDM). Habitec, one of the largest family owned and operated security companies in the Midwest, monitors all of its 17,000 customers from its own monitoring center. The Habitec Security team consists of more than 80 employees with an average of 20 plus years in the security industry. They are leaders in home and business security systems, access control, fire alarm design/installation, and video surveillance.

Home Instead-Toledo: Headquarters: Toledo: Home Instead is powered by people. From the relationship between our very first CAREGiver and client to the tens of thousands of CAREGiver-client relationships worldwide today, the company knows that their people are what makes them who they are.

Hylant: Headquarters: Toledo: Hylant is one of the largest privately held brokerage firms in the country with 20 offices throughout the United States. A member of the Worldwide Broker Network, Hylant offers complete risk management, employee



THE BLADE/REBECCA BENSON

Alejandro Salazar breaks apart metal frames at Kripke Enterprises in Toledo.

benefits consultation, property & casualty, healthcare management, and insurance solutions for businesses and individuals.

The JDI Group: Headquarters: Maumee: We are an architectural and engineering design firm. Our multi-design disciplines include; civil engineering, structural engineering, architecture, facility mechanical engineering, process mechanical engineering, electrical engineering, chemical engineering, IT consulting and instrumentation and controls. Our clients are in the manufacturing, chemical, refining/petrochemical, commercial, institutional, government, automotive, food, pharmaceutical/ healthcare, glass, transportation, and energy business sectors.

Integrated Talent Strategies: Headquarters: Holland:

The company has been a leader in the engineering, technical, and professional recruiting field since 1984. "The mission of ITS, Inc. is to remain the leading provider of technical and professional staffing and consulting services to our clients," it states.

Integrity Home Exteriors: Headquarters: Toledo: Founded in 2000, Integrity is in the roofing and siding business, and has 80 employees in the Toledo area.

Knight Insurance Group: Headquarters: Toledo: Knight Insurance Group is an independent insurance agency offering risk management and insurance solutions to businesses and families. Its staff values exceptional standards, enduring relationships, and has a relentless focus to serve business and family clients.

Kripke Enterprises: Headquarters: Toledo: Established in 1993, the company has grown into one of the country's premiere nonferrous brokerages, recycling metal by reselling it to manufacturers that use the material to create new everyday items and essential infrastructure that everyone depends on. In 2017, Kripke acquired Mid South Aluminum Inc., one of the country's leading aluminum coil distributors for home building, sign and lighting manufacturing, outdoor sheds, and patio enclosures.

The Lathrop Company: Headquarters: Cleveland: The Lathrop Company has continued to build Toledo's skyline and become northwest Ohio's most established and trusted general builder and construction management firm. It has earned recognition by undertaking complex projects of all sizes from \$50,000 to \$350 million, fostering innovation, embracing emerging technologies, and making a difference for our clients, employees and community with the support of our local business staff of more than 150 personnel.

Lott Industries: Headquarters: Toledo: Lott is a nonprofit, 501(c)3 organization, which has provided meaningful educational and vocational opportunities for those with developmental disabilities since 1956. "We are passionate about serving people with any barrier, and we seek to provide purposeful work to everyone in our reach," it states. Lott serves business customers locally and throughout the United States.

Madison Avenue Marketing Group Inc.: Headquarters: Toledo: MadAveGroup is an affiliation of globally recognized marketing agencies, each with its own unique specialty. Those agencies include BusinessVoice, SensoryMax, design2influence, MadAve Marketing Management, TouchStone Digital, and the MadAveCollective. Our clients benefit from the convenience that comes with having direct access to a diverse group of marketing agencies; the consistency of working with one account team for all their marketing needs; and from the confidence of partnering with seasoned professionals to manage their strategic, tactical, and brand marketing.

See GLANCE, Page T14

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Glance

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Master Fluid Solutions: Headquarters: Perrysburg: Master Fluid Solutions aspires to be the masters of the metalworking-chemical universe. They provide high-quality metalworking fluids to the global market. As innovators, they offer specialty cutting/grinding fluids, cutting oils, concentrated washing and cleaning compounds, and rust preventatives under the TRIM® and Master STAGES™ trademarks.

Matrix Technologies Inc.: Headquarters: Maumee: What can you expect from Matrix? The company says it provides a consistent and reliable team to help clients achieve their goals project after project. Their recruiting practices find and attract the best talent the industry has to offer and core values and culture keep them engaged and empowered. They proudly celebrated a 40th anniversary in 2020 and will continue to build a bright future for dedicated and talented employees.

Med1Care: Headquarters:

Holland: With a five-star patient home healthcare rating, services include skilled nursing, physical, occupational, and speech therapy, personal care service, home health aides, and companionship. Med1Care also provides staffing support services to hospitals, long-term care facilities, and doctors' offices.

Middough Inc.: Headquarters: Cleveland: Middough Inc. is a privately held, nationally ranked engineering, architectural, and management services company providing full service from major projects to consulting for a range of requirements between small and global organizations for more than 71 years. Middough provides a full range of traditional and specialized design, technical, and management services in eight industries.

Midwest Tape hoopla: Headquarters: Holland: Midwest Tape repackages and distributes shelf-ready DVDs, CDs, and audiobooks to public libraries across the United States and Canada. Midwest Tape's new digital service, hoopla digital, partners with public libraries across North America and beyond to provide online and mobile access to thousands of movies,



THE BLADE/REBECCA BENSON

Junior high teacher Roger Myers helps students with their work at Northwood High School.

TV shows, videos, music, and audiobooks. With hoopla digital, patrons can borrow, instantly stream, and download free dynamic content with a valid library card.

MBC Holdings of Ohio, Inc. (Miller Bros. Const. Inc.): Headquarters: Archbold: Miller Bros. Const., Inc. is more than a company with

a family name. They're a family owned business with a commitment to integrity, safety, and innovation. They take pride in workmanship, as well as the legacy they leave behind.

Northwestern Mutual: Headquarters: Milwaukee: Northwestern Mutual financial advisers and representa-

tives have a wide range of best-in-class products and industry-leading expertise to help people at different life stages, in different career fields, and with different financial goals.

See GLANCE, Page T15



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Glance

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Northwood Local Schools: Headquarters: Northwood: Northwood Local Schools serves the community of Northwood in Wood County with a focus on student achievement, student growth, and student well-being. With an enrollment of approximately 950 students. Northwood Elementary School serves grades PK-6 and Northwood High School serves grades 7-12.

Ohioans Home Healthcare: Headquarters: Perrysburg: Ohioans Home Healthcare is a locally owned and operated, CHAP Accredited, Managed Care, Medicare and Medicaid certified agency that currently provides exceptional skilled nursing and therapy services throughout Ohio and southeastern Michigan. They are committed to helping pediatric through geriatric patients rehabilitate, improve overall health quality and remain independent in their homes by being a highly skilled, comprehensive healthcare partner in the community.

Otsego Local Schools: Headquarters: Bowling Green: Otsego Local Schools is a public school district serving students in preschool through 12th grade.

PERFICIENT: Headquarters: St. Louis: PERFICIENT is a global digital consultancy transforming how the world's leading enterprises and biggest brands connect with customers and grow their businesses. With more than 20 years in the industry and 7,000+ colleagues worldwide, we bring experience and expertise, speed and agility, and a healthy dose of pragmatism to drive our clients' businesses forward.

PERRY proTECH: Headquarters: Lima: Established in 1965, PERRY proTECH is recognized as a leading provider of business technology solutions and products throughout Ohio, northeastern Indiana, and southern Michigan. PERRY proTECH serves thousands of companies of all sizes in a variety of industries, including financial services, healthcare, manufacturing, education, non-profits, and utilities. The company offers a wide-range of services including multi-function printers and office products, managed network services, IT solutions, physi-

cal security solutions, cloud services, and managed print services.

Plante Moran: Headquarters: Southfield, Mich: In more than 95 years in business, Plante Moran has grown to be one of the nation's largest audit, tax, consulting, and wealth management firms. Its more than 3,000 professionals are committed to exemplary client service every day.

ProHealth Partners Inc.: Headquarters: Perrysburg: ProHealth Partners, Inc. is a mobile services company specializing in physical, occupational, and speech therapy for the home-bound patient. ProHealth provides mobile diagnostic services to include X-rays, EKG's, and ultrasounds. ProHealth works directly with home health agencies, long-term care facilities as well as rehab and step-down hospitals to provide fast and thorough comprehensive care.

Raising Cane's Chicken Fingers: Headquarters: Plano, Texas: Raising Cane's Chicken Fingers is one of America's fastest-growing restaurant companies with more than 700 restaurants in 36 states and five countries, with more than 50 new restaurants under construction. It features craveable chicken finger meals – using only the highest-quality ingredients with a handmade, cook-to-order system that ensures meals are served hot and fresh, while having fun.

RE/MAX Preferred Associates: Headquarters: Toledo: It is the premier provider in residential real estate purchases and sales. It is a business that helps others build businesses. They focus on continuous education with some great conventions from several industry leaders. Also, provided are many local opportunities to learn and grow with just a bit of fun mixed in.

Rosary Care Center: Headquarters: Sylvania: Rosary Care Center is a skilled nursing facility for the Sisters of St. Francis, other vowed religious women and men, and lay people in need of senior living services.

See GLANCE, Page T16



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Librarian Adrienne Amborski conducts a cookbook club at the Toledo Lucas County Public Library's Waterville branch.

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Leatha Borisenko prepares food during a tour of Wood Haven Health Care in Bowling Green. Wood Haven has been named one of The Blade's 2024 Top Workplaces — specifically No. 1 midsize employer — an honor it has received numerous times in the past.

THE BLADE/JONATHAN AGUILAR

Glance

Continued from Page T15

Savage and Associates: Headquarters: Maumee: Savage & Associates has spent more than 65 years serving the Toledo community. Its advisers partner with personal and commercial clients alike to offer advice on Investments, insurance as well as employee benefits. With over 60 dedicated advisers, they ensure the ability to live up to

the mission: "To provide an environment where our advisers and employees can make a difference in the lives of the clients we serve by providing only the highest quality advice, services, and solutions."

Stapleton Insurance Group: Headquarters: Toledo: Founded in 1927, Stapleton Insurance Group is a privately held family owned insurance agency that through commitment to clients has expanded offices and services throughout northwest Ohio and south-

east Michigan.
The University of Toledo Foundation: Headquarters: Toledo: The University of Toledo Foundation is the official gift receiving and fund management organization for the University of Toledo. Our purpose is to support the university's broad educational mission by receiving, managing, and distributing generous gifts to benefit students and enhance faculty

and program efforts.
Toledo Lucas County Public Library: Headquarters: Toledo: Toledo Lucas County Public Library is a winner of the National Medal for Museum and Library Service. This is the highest honor that can be awarded to a library system or museum in the United States.
Total Quality Logistics - TQL: Headquarters: Cincinnati: Total Quality Logistics

(TQL) creates greater supply chain efficiencies for its customers by combining industry-leading technology with unmatched customer service. Through its comprehensive portfolio of logistics services and network of 160,000+ carriers, we move 3 million loads of freight annually.

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THE BLADE/JONATHAN AGUILAR

Mechanic Jordan McKee works on a tire at Yark BMW.

Glance

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Tranztec Solutions: Headquarters: Perrysburg: Tranztec, a logistics leader since 2001, prioritizes communication as the cornerstone of its mission. It specializes in connecting businesses with vital data and individuals, driven by an unyielding passion. It uses an industry-leading transportation integration platform, renowned for its ability to link businesses with smarter, more accessible data via its innovative freight cloud platform.

White Family Dealerships: Headquarters: Sylvania: White Family Dealerships is a group of four automotive dealerships in the Toledo metropolitan area and employs 250 in the same area.

William Vaughan Company: Headquarters: Maumee: William Vaughan Company is a full-service accounting and consulting firm serving many large and small businesses throughout the region, and throughout the world. "Our clients rely on us for typical business financial services, including audits and accounting services, and they also rely on our expertise to mitigate their income and other tax liabilities," it states. The firm serves many types of businesses, including more than 100 manufacturing or distribution companies and their operations throughout the United States and Canada, construction companies, professional service businesses, healthcare entities and the hospitality industry.

Wood Haven Health Care: Headquarters: Bowling Green: Wood Haven Health Care, a not-for-profit 93-bed

short-term rehabilitation and long-term health care center, provides skilled and intermediate levels of care and services. It offers skilled short term care with private rehabilitation rooms and therapy treatments for seniors who need to be temporarily away from home.

Worthington Industries: Headquarters: Columbus: Worthington Industries is a leading industrial manufacturing company that operates more than 50 facilities globally. Worthington is North America's premier value-added steel processor and producer of laser welded solutions and electrical steel laminations that provide lightweight, safety-critical and emission-reducing components to the market. The company's Delta, Ohio, facility and its 200-plus employees provide value-added steel processing for a variety of markets, including automotive, construction and agriculture

Wurtec Inc.: Headquarters: Toledo: Elevator people serving elevator people is Wurtec. Leveraging more than 36 years of experience, capabilities in engineering and manufacturing, and partnerships with leading suppliers, the company has eight branches worldwide and distributors on six continents.

Yark Automotive Group: Headquarters: Toledo: The car dealerships boast a collective inventory of more than 2,500 cars and offers flexible auto financing options. Yark has more than 57 factory-trained service technicians on-site, including 25 master service techs, and the largest parts inventory in the greater Toledo area. Yark Automotive Group is proud to be the largest volume-selling dealership in northwest Ohio and southeast Michigan.



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Employees answer: 'I love my job because ...'

As part of the Enerage process, comments were solicited from employees of the participating companies that began with certain phrases. Below are samples of unnamed comments to the phrase "I love my job because ..."

Aktion Associates, Inc.: I am treated with respect, given daily encouragement, and very flexible with scheduling.

Arista Home Care Solutions: I feel I am making a positive difference for seniors in our community. Keeping them safe and independent in their own homes.

Autotec Corporation: I get to work with great people in a team environment where everyone is focused on growth and improvement rather than blame and division.

Cardinal Staffing Services: I get to see both sides to both placing candidates and how much we have helped improve their lives.

Catholic Charities Diocese of Toledo: I feel that I am helping people in need. I love my job and what I do for the organization. The staff is very kind and caring.

CedarCreek Church: I can see how my work positively impacts others, and I get to work with passionate and gifted people along the way.

Christian Home Care LLC: I work with amazing, creative, and compassionate people. We work as a cohesive team to provide excellent service to our clients while also looking out for the best interests of our caregivers and staff.

CLA: All my interactions are positive with clients and family members. I feel we make a positive impact to our clients' business. I am encouraged to expand my career and feel well supported in doing so.

Cronin Auto Inc. / Perrysburg Automall: It is a friendly environment with people who care about the customers who come in and their fellow employees.

The Danberry Co. Realtors: Danberry has a bottom-up, top-down leadership style, and I've never worked for a company whose leadership team values and cares for their company the way Danberry does. Everyone has a voice here, and ideas and opinions are valued, here, at Danberry. Our company continues to grow and shines a light on Toledo's real estate market because of this way of thinking and doing things.

See **COMMENTS**, Page T19

We would like to thank our dedicated team, your hard work, loyalty, and ability to rapidly adjust to changing market demands is greatly appreciated!



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THE BLADE/REBECCA BENSON

Jeff Agan teaches class at Northwood High School.

Comments

Continued from Page T18

DGL Consulting Engineers: DGL encourages me to wear many hats. This allows me to gain all sorts of experience, meet new people, and never results in a boring day of work.

Double A Solutions: I feel that there is room for growth and that I am truly appreciated.

Dynamic Dies, Inc.: It gives me the opportunity in my role to connect with those at all levels of the company. Everyone from our company leader to our hourly employees make this place very special and positive.

Epilepsy Center of Northwest Ohio: I love working with the clients and Epilepsy center management are very responsive and helpful in many ways.

Fifth Third Bank: I am empowered to make decisions and solutions that best impact employees, customers, and communities.

Foundation Steel, LLC: Foundation is a family atmosphere where you can speak your mind and get honest feedback.

GBQ Partners LLC: I have the freedom and encouragement to service clients and bring value to them.

GenoaBank: Everyone has an important role with the bank and Genoa Bank makes you feel important no matter what position you are in. This is something you won't get from a lot of other banks, and it is a good feeling to feel included.

Habitec Security: At Habitec, employees are treated like humans. Our lives outside of work matter. Our thoughts matter. We aren't just cogs spinning in a machine here, and it's a breath of fresh air compared to other employers I've worked for.

Home Instead-Toledo: Everyone sincerely cares about enhancing the lives of aging adults and their family. We also work very hard to be an employer of choice and give people in the community an opportunity to have a rewarding career.

Hylant: Hylant treats me like

family. Leadership goes out of their way to be friendly and approachable, and values everyone's input and point of view.

The JDI Group: I'm encouraged to push myself to try new things while putting my learned skillset into action. I have creative freedom and full independence in my work.

Integrated Talent Strategies: We have a great group working that creates a fun work environment.

Integrity Home Exteriors: I get to work with quality individuals who share similar beliefs and work ethic.

Knight Insurance Group: I get to make relationships with my co-workers, and all stakeholders, and it gives me an opportunity to support my local community.

Kripke Enterprises: Every day is a new adventure and is very rewarding. I am able to form great relationships with my co-workers and others in the industry.

The Lathrop Company: I feel valued, respected, and that my work matters to the team. I love the clients that we build for and the projects we are a part of. I'm routinely challenged, but always placed in a position to succeed.

Lott Industries: The CEO genuinely cares about my input in developing services. He helps bring out the best in people. Lott is a leader in services to individuals with disabilities and it's exciting to be a part of this. This company cares about all of its employees.

Madison Avenue Marketing Group Inc.: I have all the support I need, but also the freedom and trust to do my job the best way that I know how.

Master Fluid Solutions: I am given the tools and trust that I need to excel in my position.

Matrix Technologies Inc.: I enjoy the challenges and the variety the job provides, and I feel the projects I work on carry a lot of significance.

Med1Care: It is rewarding having the opportunity to make such a positive impact in the lives of our patients. Seeing and hearing stories of patients' lives changing is fulfilling.

See **COMMENTS**, Page T20



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Comments

Continued from Page T19

Middough: Challenging work with interesting technical aspects.

Midwest Tape hoopla: I am able to work independently most of the time, and my work makes me feel successful. Sharing my ideas is encouraged, and I can explore other areas within the company. I believe in the company and the people at the top. I feel valued and welcome.

MBC Holdings of Ohio, Inc. (Miller Bros. Const. Inc.): I have freedom and flexibility in performing my job, and have total support of the owner of the company. I am provided opportunities to make a difference.

Northwestern Mutual: I get to help people achieve their goals for the future. Helping others make money and protect their family while doing the same for mine is more than you can ask for from typical jobs/careers.

Northwood Local Schools: I feel like I am making a difference in the lives of others. The school is the center of our community, and parents genuinely trust us to educate their children. I am constantly learning new aspects of my job and how to be more of an advocate for students' and parents' needs.

Ohioans Home Healthcare: Because I have seen firsthand

the difference that is made in our patients' lives for the better and how appreciative they are for the outstanding care we provide them.

Otsego Local Schools: I feel like I am making a difference in the lives of my students. Not just academically, but personally, by helping them develop life skills and confidence that will allow them to become contributing citizens in their community.

PERFICIENT: Freedom to express my concerns if I may have any. Open door with managers and leads, and opportunity to grow.

PERRY proTECH: I am growing and learning every single day. Along with this I always have someone I can go to when I need help with something.

Plante Moran: Allows me to work with people I like and clients that appreciate our work.

ProHealth Partners Inc.: I am given independence to perform my job well and professionally.

Raising Cane's Chicken Fingers: All my co-workers are friendly and helpful. I enjoy being able to serve customers in this type of refreshing and fun environment where everyone works together and has a purpose.

RE/MAX Preferred Associates: I am able to learn & excel. I am a new agent & I have been given so much support from the first day.

Rosary Care Center: I get rewarded on a daily basis by staff and residents.



THE BLADE/JONATHAN AGUILAR

A BMW M4 is parked in front of Yark BMW of Toledo.

about the industry, the market, the leadership goes above and beyond to ensure the success of the employees in my office.

Tranztec Solutions: I love my job because I can passionately pursue my interests in a positive and supportive work environment, where I feel like a valuable part of a bigger mission.

White Family Dealerships: It has given me the opportunity to learn, grow, and meet amazing people.

William Vaughan Company: I work with great people who truly care about me as a person not just as an employee. WVC goes above and beyond to create a fun work environment where I feel appreciated and respected.

Wood Haven Health Care: I love it when I can make the residents smile. I also like listening to their stories.

Worthington Industries: Worthington feels like a family oriented facility and I feel empowered to control my own future. Worthington lets me own my development plan and allows me to be a solid individual contributor.

Wurtec Inc.: I feel like my opinion is taken into consideration when making large impacts at Wurtec.

Yark Automotive Group: I love my job here at Yark because they make me feel like more than an employee number. The events they hold that are geared towards the employees and their families mean a lot to me.

Savage and Associates: Clients come first, and we work hard to make sure each client is provided the best service possible.

Stapleton Insurance Group: Stapleton is a positive, friendly work environment. Someone is always willing to help no matter the situation. Someone is always available to answer questions and/or resolve issues.

The University of Toledo Foundation: I work with great

colleagues at the Foundation. We work together to accomplish our goal, which is to help support the students and staff at UT. There is the appropriate amount of flexibility that allows me to adjust my schedule if need be.

Toledo Lucas County Public Library: As a new leader, when asked, I've received coaching and mentoring from experienced leaders on every level.

Total Quality Logistics — TQL: It has taught me in depth



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THE BLADE/JONATHAN AGUILAR

Amber Bankey speaks with a patient during at Wood Haven Health Care in Bowling Green.

Wood

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choice to get sick.”

“They need a hero. They don’t need an employee — they need a hero,” he said. “That’s what we emphasize in our training and our culture.”

Each employee undergoes three hours of EMPATHY training. The acronym EMPATHY stands for: Empowerment, Memorable Experience, Positive Attitude, Always Be Amazing, the Details Matter, Heroes, Yes!

At the end of the training, each employee chooses a superhero logo name/badge holder to remind them that they have been transformed into a Wood Haven hero.

The hero theme is continued with a contest every six months, Mr. Orlowski said.

There is a customer satisfaction survey completed twice a year and the top department gets to hoist the Traveling Heroes Cup and keep the trophy in its office.

“It’s just friendly competition for providing great customer service,” Mr. Orlowski said.

Earlier this year, the community relations department held the trophy. Aspen Short, community relations director, likes to run programs in Bowling Green, putting Wood Haven and the residents in the spotlight.

“Then they come in here, and they know you from the community, so there’s already that connection,” Ms. Short said. “They feel they’re part of the family before they even come here.”

Mr. Orlowski said there are 30 different positive catch phrases they use around Wood Haven. They include: Be better than your best, whatever it takes, and the details matter.

“We believe in putting the employees first. If we take care of the employees, then they are going to take care of our residents, and everything else will fall into place,” Mr. Orlowski said.

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THE BLADE/JONATHAN AGUILAR

Administrator Jeff Orlowski pets Chip the therapy dog.



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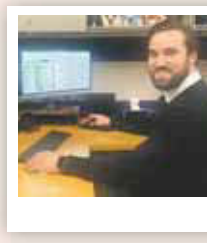


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Christian

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of the loved one in need of care, Ms. Wendt said. And because the business is locally owned, greater flexibility in the structure of service care hours is offered, and there is no minimum hour requirement.

“Sometimes we schedule a one hour shift because sometimes just an hour or two once or twice a day can make a big difference in someone’s ability to stay home,” Ms. Wendt said. “We try to go beyond what people come to expect. We do basically anything that a family member would do, and I do think we have a higher dedication to our clients.”

Ms. Wendt, who is 69, worked a variety of other jobs, including music teacher and lay minister at a Lutheran church, before joining Christian Home Care in 2010, one year after Jonette (Braden) Crabtree founded the business.

In 2018, after eight years with the company, Ms. Wendt purchased Christian Home Care, where she has focused efforts on running the business in a God-centered way.

“Every day and every moment gets turned over to Him,” Ms. Wendt said. “I have my agenda for the day but I told Him in 2000 that if something comes up, and I know that’s what you need me to do [then] God comes first. So that’s the compass I go by, and if there is an issue, or someone that needs immediate help, I drop what I am doing and immediately help.”

Among the top priorities when it comes to the staff is to respond quickly to any need that may come up, said Ann Nelson, human resources administrator. It’s also routine to express appreciation by handing out gift cards or gas cards to the staff who have gone “above and beyond,” such as taking a shift quickly, she said.

“That’s one nice thing about working here is that we are all



THE BLADE/KURT STEISS

Sue Wendt, who is 69, worked a variety of other jobs, including music teacher and lay minister, before joining Christian Home Care in 2010. In 2018, she purchased the company and has focused on running it in a God-centered way.

one big family,” Ms. Nelson said. “We always pray for each other, look out for each other.”

Some of the caregivers have been with Christian Home Care for more than a decade, while others have been with the business for three to five years, and there are some newly hired staff, Ms. Nelson said.

Since 2018, Marilyn Mack, 75, of South Toledo has worked as a caregiver for Christian Home Care, serving primarily as a companion to clients who need friendship and socialization.

“It’s a wonderful place, I have never worked for a place that is so accommodating, so loving, and so caring,” Ms. Mack said.

Working approximately 20 hours per week, Ms. Mack assists clients by running errands, helping them grocery shop, or playing games. And once every few months she and her fellow co-workers gather for fellowship and meetings. She also stops in the office every week to drop off paperwork.

“I love it, it’s just such a blessing to be there,” Ms. Mack said. “This name stands for everything it means. They believe what they say.”

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Danberry

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with ProMedica Russell J. Ebeid Children's Hospital, gives to those affected by illness, particularly children. The amount given is approaching \$2 million.

Along with Mr. Fruth, the other owners who run the company's day-to-day operation include COO Kevin Warren, Maggie Fawcett, and Dan McQuillen.

"I don't think it was intentional, but we have become much more than a real estate company. We are a people company now," Mr. Warren said. "Everything we do is about the person."

Part of being a people-focused company is being transparent even if the news isn't great, he said.

"We are not afraid of failure," Mr. Warren said. "We try to build trust at all times."

It isn't a complicated strategy, Ms. Fawcett said.

"We really look at the well-being of everyone who works here and try to make right by

them, and it has come back tenfold really," Ms. Fawcett said.

"If we take care of the people, the money and the profits will follow," Mr. McQuillen said.

While some realtor offices are closed off and don't share tips, tricks, or resources, Danberry agents are the opposite.

The Ironworks program, where agents lead training sessions, creates a collaborative instead of a competitive environment.

It is based on a principle of abundance as opposed to scarcity, Mr. Fruth said.

"There is plenty of business for everybody if we all cooperate," Mr. Fruth said.

While it is a great place to work, those that work there aim to keep it that way.

"Agents have become some of our best recruiters," Mr. McQuillen said.

Mr. Warren said, "agents are very protective of our culture," only wanting positive, like-minded agents to join the team.

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Top

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Keller said. For instance, Keller Logistics and its affiliated companies have truck drivers in 12 states, he said.

Giving back to communities where people work is gratifying to employees beyond the perks of a job, Mr. Keller said.

Jeff Orlowski, administrator at Wood Haven Health Care in Bowling Green, said wages were a problem in attracting workers coming out of the pandemic, so the Wood County-owned skilled nursing home made changes.

Wood Haven, for example, has raised pay for nursing assistants, those professionals who help patients with baths, feeding, and getting dressed, from \$14-\$15 an hour in 2021 to \$22 an hour today, Mr. Orlowski said.

The pay increases have helped the skilled nursing home boost staff and cut expensive agency help that contributed heavily to the facility operating in the red. The approximately 110 employees at Wood Haven voted to make the facility one of Toledo's top workplaces.

Wood Haven, Mr. Orlowski said, also has boosted daily patient totals because it has more staff, and returned to an operating profit in October.

PNC's Mr. Faucher said job growth is still robust, with 200,000 nonfarm jobs created in November. But that's down from 300,000 per month at the start of 2023 and 600,000 coming out of the pandemic as employers scrambled for workers.

And even with wage growth moderating, Mr. Faucher said, "workers still have the upper hand now."

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