

2022 ANNUAL REPORT





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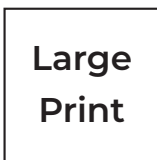
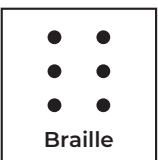


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Letter from the Commissioner of Health

My fellow Milwaukeeans,

Amidst continued COVID-19 pandemic response, 2022 was a year of incredible growth, increased structure, and improved culture within the Milwaukee Health Department. Our resilient, passionate, and hard-working staff have continued to rise to the challenge and bring accessible, safe, and affordable health services to our community.

One of the biggest accomplishments in 2022 was the completion of the Milwaukee Health Department 2022-2027 Strategic Plan. It will enhance the Health Department's ability to promote and improve the health of Milwaukeeans now and into the future. The plan was developed by a steering team of MHD leaders and informed by hundreds of community stakeholders. Our plan paves the department's path forward. It was critically important that the strategic planning process was inclusive and rooted in equity principles. Our commitment to become an anti-racist organization is apparent in the strategic plan as a consistent thread. The plan recognizes the mental and emotional toll the pandemic has taken on public health professionals. It allows MHD to focus our initial efforts on establishing foundational capabilities in culture, management, and people before implementing a Public Health 3.0 model. I encourage anyone who has not had the opportunity to view our [strategic plan](#) on the MHD website.

The Milwaukee Health Department MHD achieved multiple successes in 2022 that deserve applause. In August 2022, we received our 140 Designation from the State of Wisconsin Department of Public Health and maintained our Level III Health Department status. The Lead Program has received two consecutive scores of 100 by the U.S. Department of Housing and Urban Development and continue to invest ARPA funds in community partner organizations. While we continue to improve, I am extremely proud of the work being done to protect our community's children from lead poisoning.

The department also received the Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems Grant from the Centers for Disease Control & Prevention in December 2022. This \$8.1 million grant emphasizes building a diverse public health workforce and strengthened alignment with public health foundational capabilities. With this funding, we can ensure we have a robust staff of dedicated public health professionals representative of the community we serve and the continued capacity to bring programs and services to Milwaukeeans.

I want to take a moment to thank former Health Commissioner Kirsten Johnson for her dedicated work to rebuild and strengthen the Milwaukee Health Department. I also want to thank former Interim Commissioner Tyler Weber for stepping up to continue the department's work and providing stability during a time of transition. Transition in leadership is never easy to navigate, but I'm honored to serve as the next health commissioner. I'm encouraged by the work that has been done, the passion of MHD staff, and support of our community partners. We could not have an impact on the Milwaukee community without this collaboration. As a department, we are committed to keeping the momentum of the past two years moving forward. This 2022 Annual Report celebrates even more of our department's successes while acknowledging our challenges and areas for continued growth.

Thank you for the opportunity to serve this community,

A handwritten signature in black ink that reads "Michael F. Totoraitis". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Michael Totoraitis, PhD
Commissioner of Health

Letter from the Board of Health

Dear Community,

The City of Milwaukee's Board of Health brings you greetings and shares brief comments regarding the 2022 Milwaukee Health Department Annual Report.

In 2022, the City of Milwaukee and the Milwaukee Health Department (MHD) continued to face its share of challenges during the third year of the COVID-19 pandemic, the outbreak of mpox (formerly called monkeypox), and the devastating reality of increased gun violence in Milwaukee's communities. Despite these issues, public health remains a priority due in large part to the committed leadership of Commissioner Kirsten Johnson and the entire MHD team. MHD hit some foundational milestones during 2022 that we anticipate will result in creative and community-driven solutions to the problems that ail our city. The City of Milwaukee's Board of Health is confident that the Milwaukee residents will be healthier if we all remain focused on the issues of public health and supporting MHD through another year of leadership transition.

It has been wonderful to see MHD set the stage for good public health work, including developing key guiding documents and reports like the 2022-2027 Strategic Plan, 2022-2027 Community Health Assessment, and the 2022-2025 Civil Rights Compliance Plan. The pandemic delayed many of these efforts, but the plans are now current and implemented. In August 2022, the Wisconsin Department of Health Services (DHS) acknowledged MHD's compliance and quality of service as the Milwaukee Health Department received its DHS 140 Level III Designation, the highest level that a health department can achieve.

Through significant funding from the American Rescue Plan Act (ARPA), MHD also attained notable successes in the Home Environmental Health Division, where the Lead Program programmatically resides. This funding allowed for the finalization of lead abatement contracts with three major partnering organizations - Social Development Commission, Revitalize Milwaukee, and Habitat for Humanity - and together they converted over 550 housing units to be lead safe. The MHD Home Environmental Health Division is also a major collaborator on the citywide document "The Children's Wisconsin Lead Care Management Guideline". This was created for clinical providers and staff to ensure consistent care delivery for best practices regarding blood lead screening, testing, and responding to results across all of Milwaukee's various hospital and clinic health systems.

The City of Milwaukee's Board of Health wants to thank Commissioner Kirsten Johnson for her two years of service and expertise as she takes on the role of Secretary of the Wisconsin Department of Health Services. We are confident that the MHD staff will sustain the high-quality of public health services and community-driven MHD initiatives. The Milwaukee Board of Health thanks Interim Health Commissioner Tyler Weber for stepping up to serve while the city finds its next Health Commissioner. The Board recognizes the level of skill and talent MHD currently holds and we will continue to support and promote the exceptional work of the entire MHD team.

To learn more about and / or contact the City of Milwaukee Board of Health Members, please visit our website at milwaukee.gov/boardofhealth. We encourage you to look for ways to get more involved as we collectively strive for a healthier Milwaukee.

Yours in Health,

Caroline Gomez-Tom, MSW - Chair

Ruthie Weatherly - Vice Chair

Bria Grant - Board Member

Ian B.K. Martin, MD, MBA - Board Member

Julia Means, RN - Board Member

Ericka Sinclair, MS, MPH - Board Member

Wujie Zhang, PhD - Board Member

Alderwoman JoCasta Zamarripa - Board Member

How to use the Annual Report

The City of Milwaukee Health Department's 2022 Annual Report includes information on each division, office, and program within the department, with specific key indicators highlighted for each program.

A comprehensive presentation of each program's metrics is included in the 2022 Annual Report Data Supplement, which can be found at milwaukee.gov/AnnualReports.

Program information is organized under five primary sections: Commissioner's Office, Community Health, Environmental Health, Medical Services, and Policy, Innovation, and Engagement (PIE). Each of these branches has several programs or special initiatives embedded within them.

Use this report to:

Learn about each public health program

Each program or special initiative includes a brief description of the program, the target population, target geographic area, priority health areas, and evidence-based practices utilized.

Access 2022 operations data

Operations data, including 2022 expense information, staffing structure, and active grants received over the course of the year, is included.

Review data on each program's performance

Each program includes five years of performance measure data which highlights key deliverables. Most programs also include population or program outcome data to describe the impact of the program on Milwaukee or the clients served.

Learn about each department's 2022 accomplishments and challenges

MHD departments celebrated many accomplishments in 2022. Departments also experienced a number of challenges due to the COVID-19 pandemic.

Department Overview

Since 1867, the City of Milwaukee Health Department (MHD) has served the residents of Milwaukee by seeking to improve and protect the health of all who live, work, and play within the city. Although most of the department's programs and interventions have changed, over 150 years later the department remains steadfast in this mission. Today, as the largest local health department in Wisconsin, the MHD now serves nearly 600,000 residents through direct services, evidence-based programs, partnerships, and policy development.

MHD's work centers around four goals:

- Control and prevent disease
 - Promote health and wellbeing across the lifespan
 - Assure safe and healthy living environments
 - Conduct public health planning and policy development
-

Vision

Living your best life, Milwaukee.

Mission

Advance the health and equity of Milwaukee through science, innovation, and leadership.

Values

Innovation: We believe in nurturing creativity and new ideas that challenge us to do our everyday work better.

Equity: We acknowledge historic and current injustices in our community and strive to cultivate an environment where everyone in our community has equal opportunity to be healthy.

Collaboration: We convene community members, partners, and elected officials to meet the needs of our community.

Courage: We take strategic risks and bold initiatives to advocate for and prioritize the needs of our community.

Accountability: We act with transparency and integrity to advance the health of Milwaukee.

Quality: We continuously improve and adapt to create sustainable and positive health outcomes.

Structure

The City of Milwaukee Health Department consists of five branches containing 12 divisions.

Four of the branches are managed by Deputy Commissioners, with operational direction from the Chief of Staff, who serve not only as cornerstones of the foundation of the MHD but are also primed to serve in an “on call rotation” capacity to the Commissioner of Health.

The need for this back up support was realized during the leadership changes of early 2018. MHD is aiming to address these gaps in order to enhance our ability to provide essential public health services per state of Wisconsin and federal laws and regulations.

Commissioner's Office	Community Health	Environmental Health	Medical Services	Policy, Innovation, & Engagement (PIE)
Chief of Staff	Maternal & Child Health (MCH)	Consumer Environmental Health (CEH)	Clinical Services	Data & Evaluation
Administration & Human Resources		Emergency Preparedness & Response	MKE Health Department Lab (MHDL)	Health Communications
Office of Violence Prevention (OVP)		Home Environmental Health (HEH)		Health Strategy

Department Accomplishments

- The [2022-2027 Strategic Plan](#) was published. The Strategic Plan uses Public Health 3.0 as its framework and is grounded in MHD's mission of becoming an anti-racist organization.
- MHD launched a Racial Equity Initiative and offered racial equity training to build cultural humility for all staff in partnership with Nurturing Diversity Partners.
- MHD leadership developed and utilized a priority-based budgeting tool, which uses the Public Health 3.0 framework to assess programmatic budgetary decisions.
- The [2022-2027 Community Health Assessment \(CHA\)](#) was published.
- MHD Received a \$8.1 million grant: Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems. This grant emphasizes building a diverse public health workforce and strengthened alignment with the Public Health Foundational Capabilities.
- The 2022-2025 Civil Right Compliance Plan was submitted to the WI Department of Health Services (DHS).
- The Clinical Operations Assessment was completed. Implementation of recommendations and feedback will occur in 2023.
- Key Performance Indicators (KPI) work was completed for all department programs.
- In August of 2022, MHD was awarded the DHS 140 Level III Designation by the WI Department of Health Services.
- Development and recruitment for key clinical leadership roles were implemented
- MHD's Emergency Response Division maintained testing and vaccination sites.
- MHD's Emergency Preparedness Division launched a door-to-door testing and vaccination effort in underserved communities disproportionately impacted by COVID-19.
- MHD sustained the COVID-19 hotline, providing support and resources to the Milwaukee Community.
- The Lead Program achieved a score of 100 for two consecutive quarters by the U.S. Housing and Urban Development (HUD).
- **Division reclassifications:** HEH successfully reclassified the Lead Risk Assessors position to Home Environmental Health Inspectors. Retention rates are now above 90% with only one inspector position unfilled. This reclass also removed barriers for entry and recruitment by allowing more under-skilled candidates to enter and be "upskilled" as a lead risk associate while providing in-house training towards advancing into the HEH inspector role. A management reclass also added a court enforcement manager and quality control manager for programmatic support in deficient areas.
- **Programmatic improvements:** HEH rewrote the lead hazard ordinances to be in line with council requests. The ordinance had not been updated for over a decade. Stronger enforcement language and tools were provided to MHD to gain larger contributions from landlords for lead abatement. Stronger retaliation language was added to protect renters. HEH instituted a more robust Land Management System (LMS) presence for anticipated new reporting metrics with cases, written orders, and permits records for better transparency for the public. Adequately budgeted for nurse case management lead screening supplies and community education and outreach with DHS's consolidated contract.

- **ARPA implementation:** HEH successfully spent over \$250,000 ARPA-funded equipment and supplies. The equipment purchased included water pitchers, filters, and non-radiation source XRF scanners to assist HEH inspectors in the field during inspections. HEH also finalized contracts for ARPA-funded lead abatement with SDC, Revitalize Milwaukee, and Habitat for Humanity to complete over 550 units with lead-safe housing at lower intervention rates under 15 mg/dl.
- Developed “Children’s Wisconsin Lead Care Management Guideline” for clinical providers and staff to ensure consistent care delivery across the system for best practices regarding blood lead screening, testing, and responding to results. This was developed in partnership between the Centralized Lead Care Management team within Health Management, Children’s Medical Group (CMG), Medical Toxicology, the City of Milwaukee’s Childhood Lead Poisoning Prevention Program (CLPPP), and the Poison Center.
- The Maternal and Child Health Division headed a sponsorship with Milwaukee Film for the Black Birth Symposium as a primary large convening mechanism for crucial community leaders and representatives to provide strategic action planning to address Black birth disparities. This lays the groundwork for large-scale collective impact work that will be incorporated in the FIMR / MCH enhanced work MHD will do in 2023.
- Birth Outcomes Made Better Program (BOMB Doula) received \$105k in funding for a two-year term through the Wisconsin Partnership Program “Strengthening Community Solutions to Improve Black Maternal and Infant Health” Grant. This helps support the program’s direct costs for supplies, professional development, and overall enhancement of service provision to Black families in Milwaukee.
- Empowering Families of Milwaukee (EFM) and the Direct Assistance to Dads (DAD) Project received approximately \$125k in ARPA funds via Maternal Infant and Early Childhood Home Visiting (MIECHV) to provide emergency supplies of diapers and other essential supplies to families enrolled in MIECHV programs, hazard pay, and technology for MIECHV home visiting staff and grocery cards for MIECHV enrolled families.
- The Strong Baby Program pivoted their investment substantially into the Health Equity and Maternal and Child Health (MCH) related objectives of the grant to support MCH-specific staffing and strategizing into 2023. Stemming from the Community Health Assessment, MCH was one of the top focuses identified as a community concern and ongoing disparity. MHD is specifically working to bolster the Fetal Infant Mortality Review (FIMR) process and health equity work that all tie into MHD positioning themselves as data-driven conveners and continuous action planners in the community.

Department Challenges

- Maintaining ongoing COVID-19 response, implementing the lessons learned, and preparedness upgrades to ensure MHD is ready for future public health emergencies.
- Ensuring MHD remains a welcoming place to work and staff at all levels feel they are adequately compensated for the work they do. MHD is working collaboratively with City agencies to mobilize market studies to make changes to City ordinances at a rate in which we can retain and attract staff, including but not limited to nurses and clinical staff.
- Sustaining mandated public health services and successfully addressing key community health needs in the continuously-challenging financial environment faced by local government in Wisconsin.
- Funding a direct abatement budget and funding source for the most challenging lead poisoning investigations. Implementing a reinspection fee program and policy to fairly and legally charge land lords either penalties and/or lead abatement costs directly to the tax roll. Building and shifting the conversation of court enforcement from citations to property preservation and lead abatement within the court system.
- Optimizing and improving partnerships with City agencies, national partners, and educational institutions to make sure MHD is functioning at its most efficient and effective level.
- Optimizing Land Management System (LMS) for implementing better reporting tools, reports, and filters for internal productivity and quality control. For external clients, using LMS for more public reporting with a “lead dashboard” for real time housing information involving lead permits, cases, lead safe registry certificates, and written orders. Supporting all our programmatic functions with a lead safe registry certificate option to encourage continued maintenance of lead abated properties.
- Securing and expanding future CDBG and HUD grants for added radon mitigation, enforcement, inspector scope writing, and renewed lead abatement.
- Childhood vaccination and lead testing rates remain low for the city of Milwaukee.
- Recovering from the workload and system-wide impacts of the pandemic to public health agencies and building new ways to engage residents, elected officials, and community partners on public health.

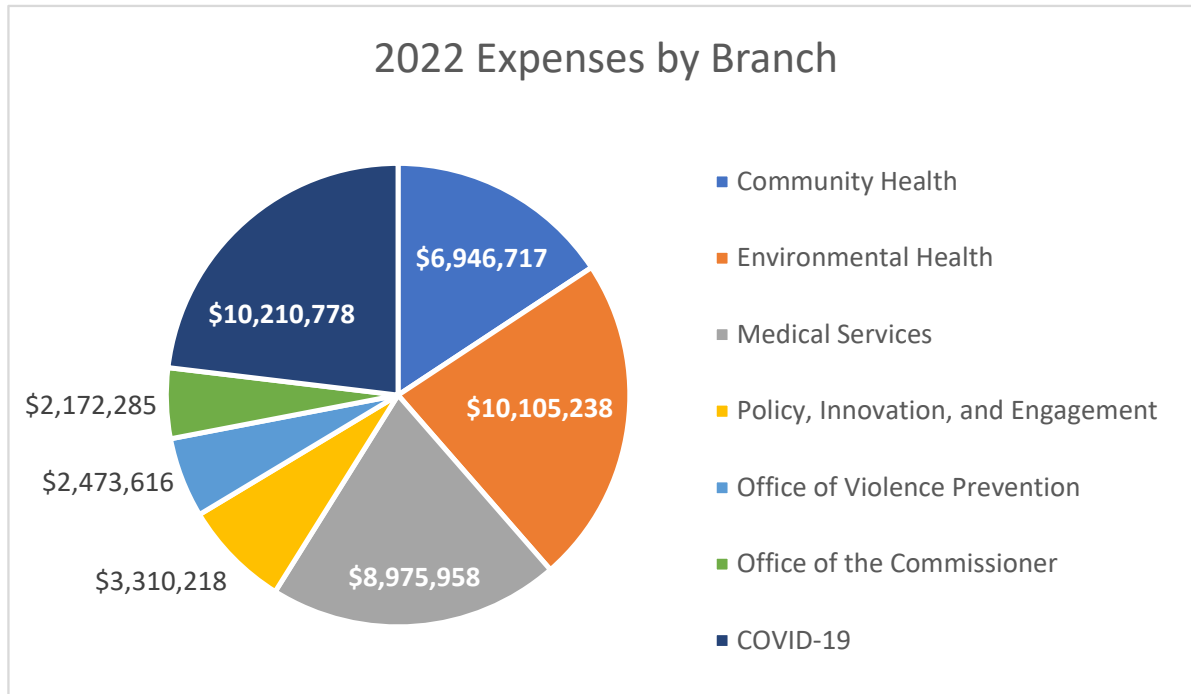
COMMISSIONER'S OFFICE

Finance

MHD operations are funded through City Operations and Maintenance (O&M), grants, capital, and to a lesser extent, reimbursable funds. O&M is also known as the "tax levy".

MHD Expenditures by Funding Source					
	2018	2019	2020	2021	2022
O&M	\$13,555,698	\$16,122,871	\$14,586,057	\$16,884,600	\$12,291,820
Grant	\$10,450,150	\$9,388,247	\$29,805,644	\$33,725,720	\$31,222,619
Reimbursable	\$2,094	\$785,819.50	\$349,615	\$265	\$270
Capital	\$977,318	\$1,229,587.10	\$533,734	\$624,314	\$680,102
Total Expenses	\$24,985,260	\$27,526,525	\$45,275,050	\$51,234,899	\$44,194,812

** financial data is preliminary and subject to change*



** financial data is preliminary and subject to change*

COMMISSIONER'S OFFICE

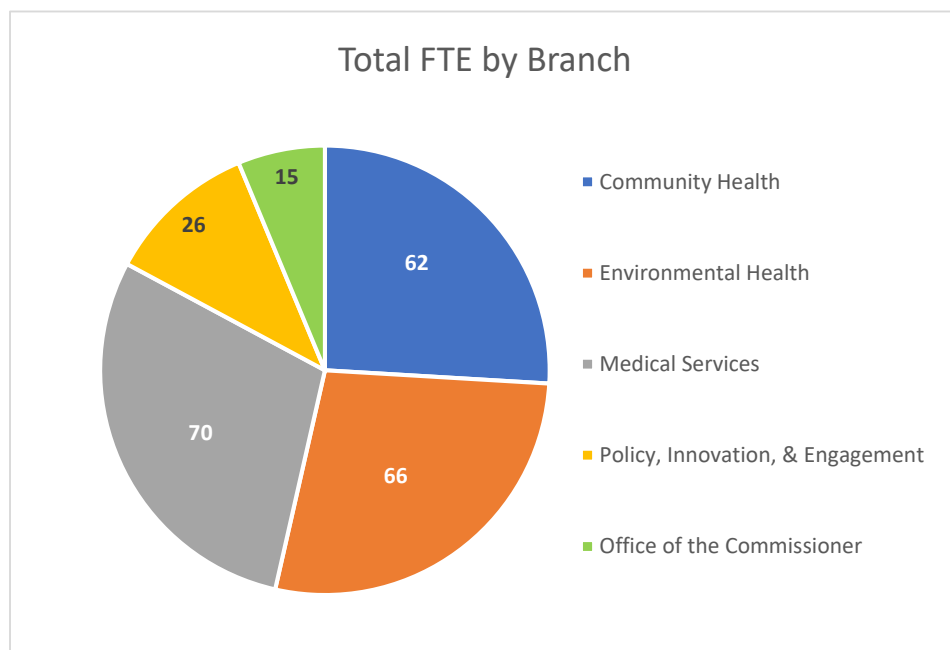
Staffing

The City of Milwaukee Health Department, on average, has roughly 240 full-time staff. With the COVID-19 pandemic, MHD had brought on additional staff in 2020 and then significantly more temporary staff in 2021 to respond to the community need.

MHD Personnel					
	2018	2019	2020	2021	2022
O&M FTE	138.2	136.7	164.26	162.12	190.8
Non-O&M FTE	102.8	108.85	120.71	441.85	109.2
Total FTE	241	245.55	284.97	603.97	300

* FTE = Full Time Equivalent employee (40 hours / week).

* Table does not include temporary staff.



COMMISSIONER'S OFFICE

Vital Statistics Records

2022 Data Highlights

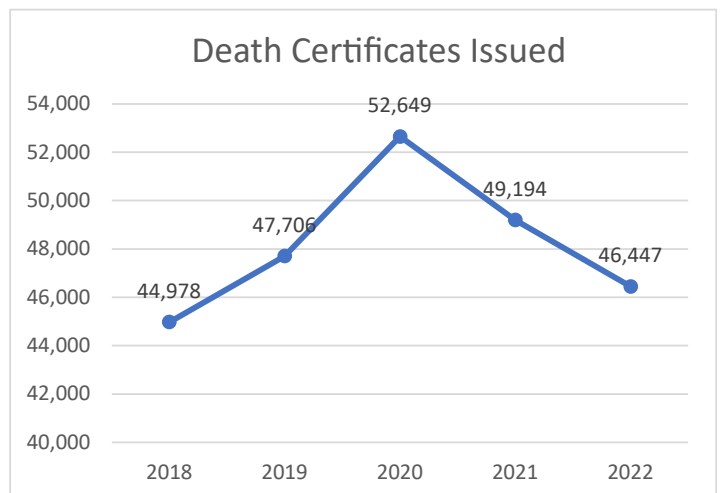
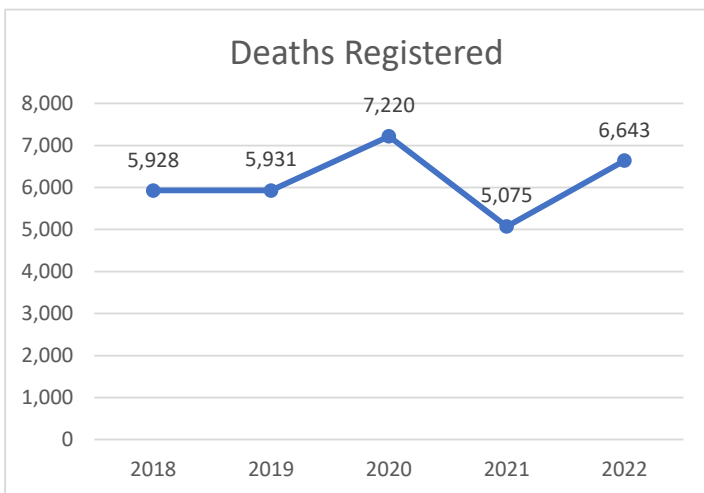
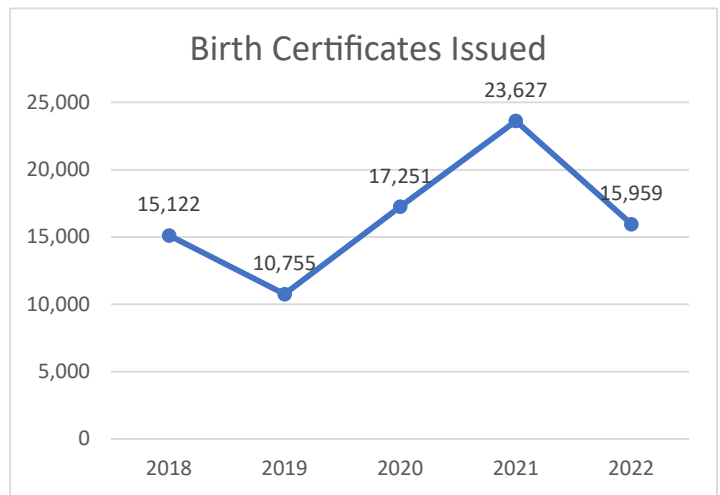
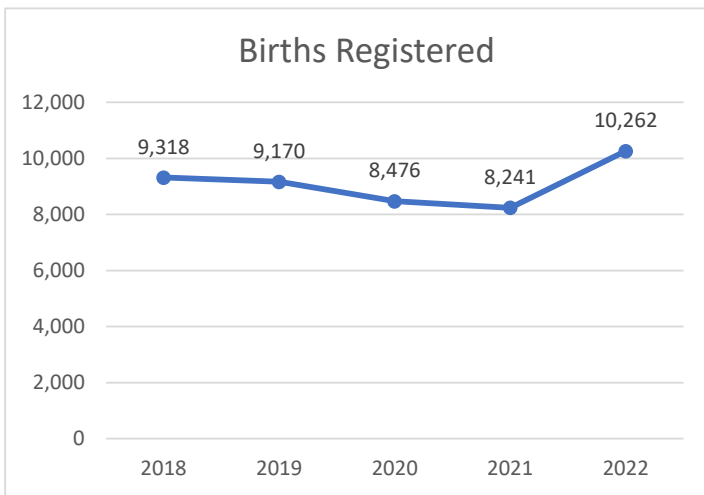
Total gross income, cash receipts, and billing: **\$465,347**

10,262
births registered

15,959
birth certificates
issued

6,643
deaths registered

46,447
death certificates
issued



COMMISSIONER'S OFFICE

Office of Violence Prevention (OVP)

The Office of Violence Prevention (OVP) advances strategies through partnerships that strengthen youth, families, and neighborhoods. Community-wide prevention is the most effective long-term solution to violence, and OVP facilitates multidisciplinary, population-level approaches to influence the social, behavioral, and environmental factors that contribute to violence.

OVP brings together agencies, experts, and the community on efforts that reduce domestic and intimate partner violence, sexual assault, child abuse, human trafficking, suicide, gun violence, interpersonal violence, intentional injury, homicide, and more.



Website

milwaukee.gov/OVP

2022 Data Highlights

71

violence interruptions

1,280

community member trainings

41

Safe Summer Outreach de-escalations

OVP Grants

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
ARPA - State	Federal Government	2022 - 2024	\$8,400,000
ARPA - City	Federal Government	2022 - 2024	\$4,250,000
ReCAST	SAMSHA	9/30/2021 - 9/29/2026	\$5,000,000
Justice for Families	OVW/DOJ	10/1/16 - 9/30/23	\$550,000
Milwaukee Safer Communities for Youth	OVW/DOJ	10/1/20 - 9/30/23	\$500,000

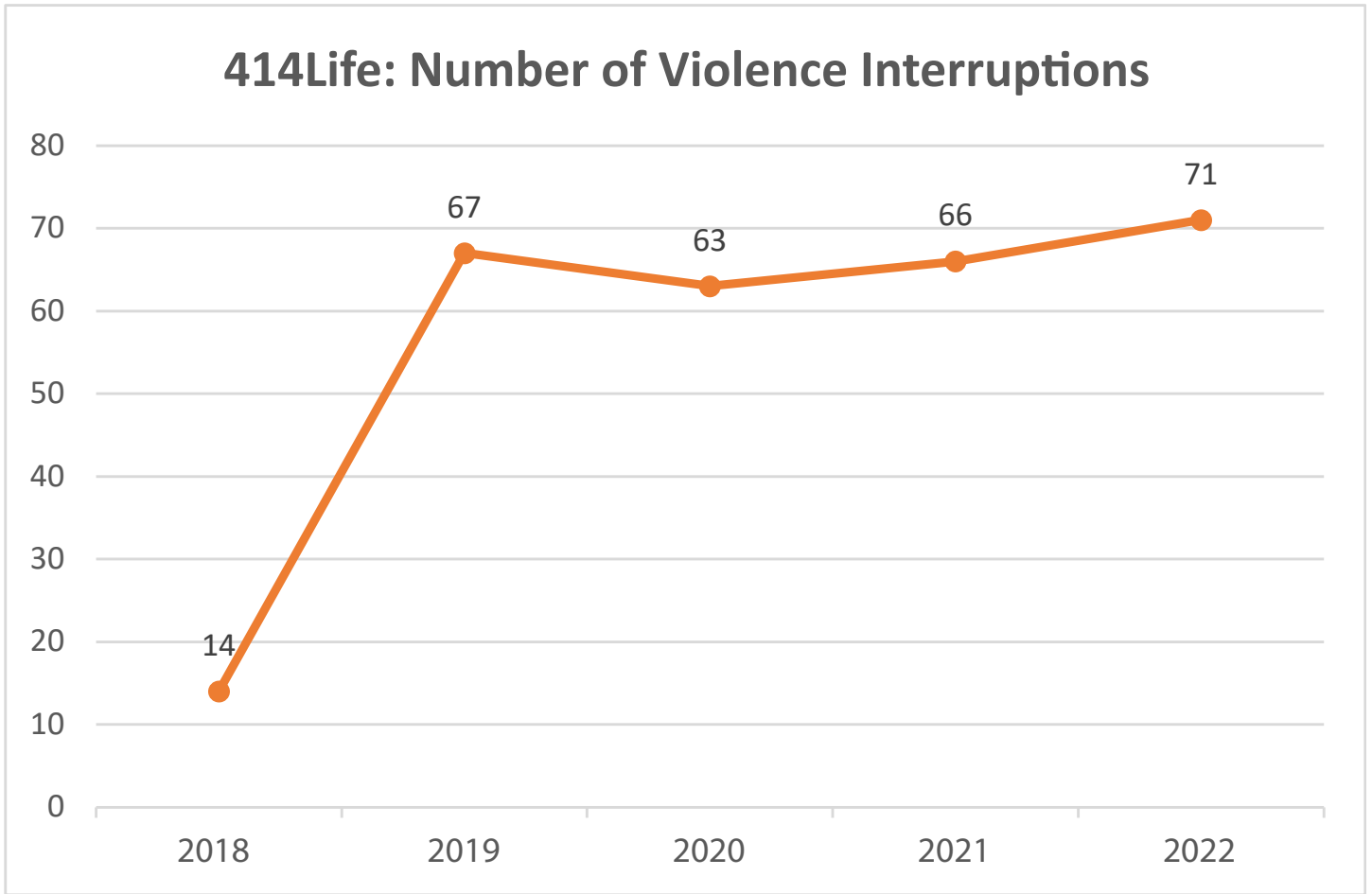
Accomplishments

- The 14-Week Safe Summer Outreach Initiative was a new pilot that began on Memorial Day weekend in 2022. Over ten community-based organizations worked in identified areas across Milwaukee that account for high percentages of Milwaukee’s shooting incidents. The focus of the work was to provide violence interruption services through an enhanced version of the Cure Violence Model, which includes additional violence prevention and intervention efforts, referrals to job training/readiness programming, conflict mediation, mental health services, employment, and legal aid services.
- OVP funded over 12 youth organizations across Milwaukee to enhance their summer programs through the Resiliency in Communities After Stress and Trauma (ReCAST) grant: Artists Working in Education (AWE), Casa Romero, City Champs Foundation, Diverse & Resilient, Center for Self-Sufficiency – My Sista’s KeepHer, Our Next Generation, The PEAK Initiative, Running Rebels, Safe and Sound, Silver Spring Neighborhood Center, Southside Organizing Center (SOC), and Walker’s Point Youth and Family Center.
- OVP received \$4.2 million in City-allocated American Rescue Plan Act (ARPA) and \$8.4 million in State allocated ARPA funds to be expended through 2026. This allocation of funds will help with several regrating opportunities for community organizations and youth organizations across Milwaukee. This will also enable OVP to build a collective impact model focused on neighborhoods that are plagued by gun violence, crime, and disparities. The model will be community led and data driven.

Challenges

- Third highest year of homicides and increased numbers of domestic violence homicides.
- The difficulty connecting families in crisis to emergency services such as housing and shelter for emergency relocations.
- Staff vacancies and the lengthy City processes to re-fill positions. Limited amount of staff to complete various components of our work (e.g., data reports, budget monitoring, and finance related duties).

OVP Data



COMMUNITY HEALTH

Maternal & Child Health (MCH)

MCH Grants

Birth Outcomes Made Better (BOMB) Doula Program			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Strengthening Community Solutions to Improve Health Outcomes for Black Mothers and Infants	UW System - Wisconsin Partnership Program (WPP)	12/1/2021 - 11/30/2023	\$107,850
City ARPA Funding	US Treasury	3/3/2021-12/31/2026	\$23,848

Community Healthcare Access Program (CHAP)			
Grant name	Funding source	Dates of grant period	Amount over grant period
Medical Assistance Outreach - Forward Health	State of WI-DHS-Division of Health Care Access and Accountability Federal Pass through	1/1/2022 - 12/31/2022	\$418,596
City Match - Required	O&M	1/1/2022 - 12/31/2022	\$435,783

Direct Assistance to Dads (DAD) Project & Empowering Families of Milwaukee (EFM)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Family Foundations in Home Visitation (FFHV)	State of WI-Department of Children & Families	10/1/2022 - 9/30/2023	\$1,515,290
City Match-Home Visiting (O&M)*	O&M City Match (Requirement)	10/1/2022 - 9/30/2023	\$347,892

Infant Mortality Special Initiatives: Cribs for Kids & Strong Baby Programs

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
MCH Title V (Strong Baby)	Department of Health Services Consolidated Contract	1/1/2022 - 12/31/2022	\$432,388
City Match - Required (Strong Baby)	O&M	1/1/2022 - 12/31/2022	\$324,291
Safe Sleep (Cribs for Kids)	O&M (Special Fund)	1/1/2022 - 12/31/2022	\$50,000

Newborn Screenings: Congenital Disorders and Hearing

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
MCH Program Support (Newborn Screening)	Department of Health Services Consolidated Contract	4/1/2022 - 12/31/2022	\$83,288
Title V Block Grant	HRSA via Wisconsin Sound Beginnings DHS Pathway	1/1/2022 - 3/31/2022	\$27,762
Congenital Disorders Grant	Department of Health Services Consolidated Contract	7/1/2021 - 6/30/2022	\$142,026

Parents Nurturing and Caring for Their Children (PNCC)

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
City ARPA Funding	US Treasury	3/3/2021-12/31/2026	\$463,226.65

Women Infants and Children Nutrition (WIC)

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
WIC - Operations	Department of Health Services Consolidated Contract	1/1/2022 - 12/31/2022	\$1,461,780
WIC-Farmer's Market	Department of Health Services Consolidated Contract	1/1/2022 - 12/31/2022	\$11,458
WIC-TUFTS	Department of Health Services Consolidated Contract	1/1/2022 - 12/31/2022	\$3,492
WIC - Breastfeeding Peer Counselor (BFPC)	Department of Health Services Consolidated Contract	1/1/2022 - 12/31/2022	\$99,080

Accomplishments

Key Accomplishment for MCH in 2022

Implementation of the Electronic Health Record (EHR) which allows for faster, easier, and safer retrieval of client medical information.

Community Health Access Program (CHAP)

- Partnered with community organization Vivent Health to enroll their clients in Marketplace Healthcare during open enrollment.
 - Completed 1,214 applications and renewals for public benefits and served 1,726 technical assists.
-

EFM and DAD Project Programs

- Leadership team fully staffed and providing strong support for home visitors.
- Significant improvement in meeting essential requirements for evidence-based home visiting model.
- 44 families successfully completed the program, which is the highest number in a year on record, and this is combined with the lowest rate of clients being discharged from service for other reasons.

Infant Mortality Special Initiatives

Cribs for Kids / Strong Baby program

- Re-opened Cribs for Kids safe sleep sessions after temporary closure due to COVID-19 and vacancy of designated specialist to provide this service.
- Implemented “Baby Cafe” to provide breastfeeding support to City of Milwaukee employees and spouses. During this time, employees were able to receive healthy reward points for receiving lactation support.

Perinatal Mental Health Services

- Implemented in-house new employee training for Perinatal Mental Health, including maternal home visiting programs, doulas, etc.
- Provided support to local Women’s Care Center – an organization that provides resources to those suffering from perinatal depression - along with free, confidential counseling, support, pregnancy testing, ultrasounds, and education for at-risk pregnant persons in Milwaukee.

BOMB Doula Program

- Enrolled over 100 birthing people and supported 70 live births.
 - Through targeted outreach & partnerships, doulas took part in training, conferences, health committees, and presentations. This strengthened doula presence and awareness in critical spaces impacting birth outcomes.
 - In support of a new grant, robust education materials and emerging birthing and baby supplies to enrolled families were provided.
-

PNCC Program

- Established a partnership with Milwaukee Diaper Mission in order to provide our families a reliable source of free diapers, period supplies, and hygiene resources.
- Continuation of the collaborative agreement between Parents Nurturing and Caring for their Children (PNCC) and Children's Service Society of Wisconsin (CSSW) to improve the quality and availability of services for children and families in Milwaukee County, including pregnant people.

Newborn Screening Programs

Congenital Disorders Screening

- In the absence of Primary Public Health Nurse Coordinator (PHNC), the program continued without any lapse in services as public health nurses trained as backup for Newborn Screening Congenital Disorders Program.

Hearing Screening

- Collaboration between the PHNC and a regional pediatric audiology clinic was re-established, strengthened, and maintained after a key staff vacancy of six months at the clinic was filled.
 - PHNC identified current staff contacts at local birth units and audiology clinics that experienced significant staffing changes and/or turnover; many new collaborative working relationships were able to be established and mitigate gaps in care.
-

WIC Program

- Exceeded caseload expectations, even with the lingering impacts of the COVID-19 pandemic.
- Increased funding allowed for ongoing breastfeeding support.
- Increase in secondary nutrition education rates.

Challenges

Top Challenges for MCH in 2022

- Development of reports within and transitions into the Electronic Health Record causing delays.
- Vacancies of several positions in 2022, including program managers, created negative impacts on day-to-day operations, staff stress, and caseload management. Staff vacancies causes some programs such as Cribs 4 Kids to temporarily pause and created waitlists for clients to receive services.
- Significant challenges filling vacancies due to low level of applicants, non-competitive salaries, and slow hiring process.
- The COVID-19 pandemic continued to cause difficulties, including limitations to outreach opportunities, transition periods as staff reestablishes community partnerships, and scarcity of sustainable resources such as housing and food.
- Due to the continued autorenewals of most state benefits in 2022, CHAP client traffic has slowed in the MHD clinics, impacting the monthly numbers, volume of services, staffing, and creating difficulty in capturing the true demand of the program.
- The Abbott Formula Recall severely limited availability of contracted and medically prescribed formula, creating challenges within the WIC Program.

BOMB Doula Program

- Continued need to create/refine internal policies and procedures with continuously evolving program and staff vacancies.
-

PNCC Program

- Connecting PNCC families to Child Care Coordination Services that could provide continuity of services past PNCC graduation without being waitlisted.
-

EFM and DAD Project Programs

- Achieving contracted capacity of enrolled families for the program as a whole (related to chronic/persistent home visitor vacancies).
- Supporting families with access to safe, stable, sustainable housing.

Birth Outcomes Made Better (BOMB) Doula Program



The Birth Outcomes Made Better (BOMB) Doula Program was created to support healthy pregnancies and nurture healthy babies in the City of Milwaukee. Through doula services, families are given the support and education necessary for a healthy delivery and beyond. The program works with birthing people 30 weeks or less prenatally, through birth, and 12 weeks postpartum, with a focus on populations at the highest risk for infant mortality and poor birth outcomes.

The BOMB Doula program was created as a strategy to address racism being declared a public health crisis in 2019 in the City of Milwaukee.

What is a Doula?

Doulas are trained professionals who provide non-clinical, emotional, physical, and informational support for birthing people, before, during, and after labor and birth. During the prenatal period, doulas share resources and information about the labor process and facilitate positive communication and promote self-advocacy. During labor and birth, doulas provide hands-on comfort measures to assist with pain management. Doulas also provide post-partum support to help with transitions into parenting, breastfeeding, etc.

Website

milwaukee.gov/BOMB

2022 Data Highlights

73 babies

born among families enrolled in program

81% of Doulas

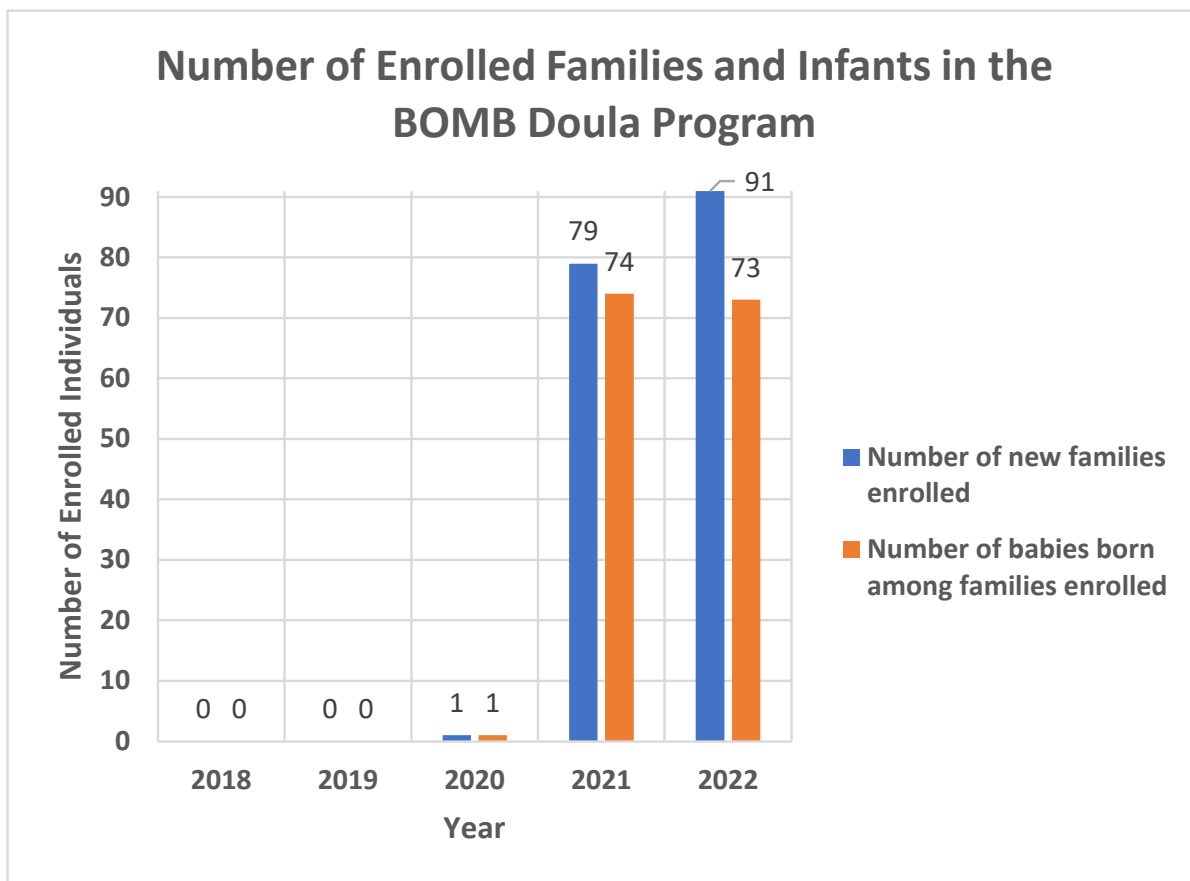
present during labor and delivery



Primary Objectives

- Improve maternal and infant mortality rates for enrolled mothers
- Diversify people’s options to pregnancy support through doulas
- Increase breastfeeding education and initiation rates for mothers
- Provide Connection to routine prenatal and post-partum cares and health benefits
- Support pathways to socioeconomic stability
- Support and educate partners / fathers alongside birthing people during pregnancy
- Increase engagement with healthy behaviors (i.e. mental health, prenatal visits, exercise, smoking cessation, safe sleep practices, etc.)
- Provide Reproductive Life and Birth Planning

BOMB Doula Data



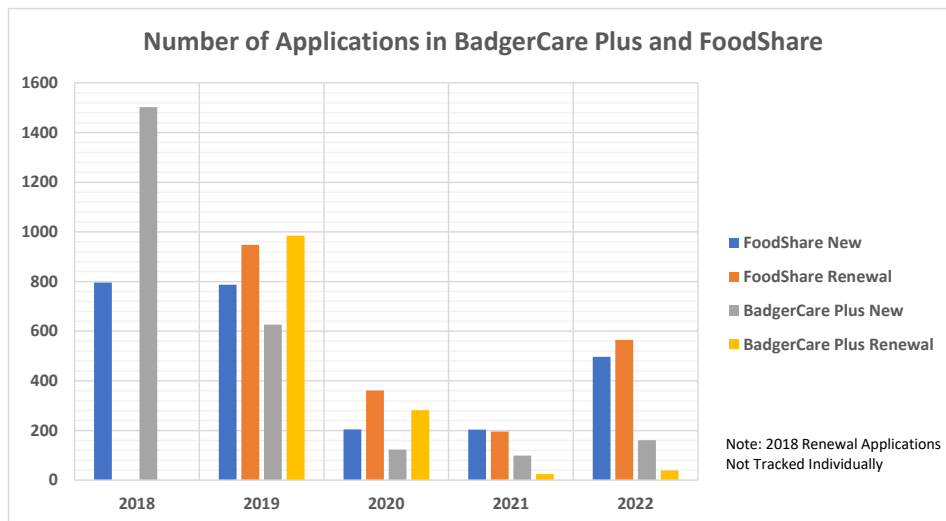
* Didn't enroll families until 12/2020 due to delays caused by COVID-19 pandemic.

Community Healthcare Access Program (CHAP)

The City of Milwaukee Health Department Community Healthcare Access Program (CHAP) assists community members in accessing the healthcare coverage they need.

CHAP helps community members determine what health insurance programs and services they qualify for including Marketplace, BadgerCare (Medicaid), Family Planning Only Services, Senior Care, and/or Express Enrollment for pregnant people and children. CHAP can also facilitate enrollment or provide referrals for enrollment in FoodShare, energy assistance, dental services, Women, Infants, and Children (WIC), and free and sliding-fee clinics. The CHAP team can answer questions on the application process and troubleshoot general issues. CHAP staff provide services at community organizations and are available to assist individuals on weekdays across the three MHD Health Centers.

CHAP Data



* Foodshare applications / renewals increased from 2021 - 2022; CHAP's services have played a major role in supporting food insecurity issues in Milwaukee during the COVID-19 pandemic.

* COVID-19 impacted clinics being open and continued emergency coverage; unwinding not occurring until 2023, impacting the # of people needing to enroll / renew BadgerCare.

Website

milwaukee.gov/CHAP

2022 Data Highlights

161

new BadgerCare Plus applications

497

new Foodshare applications

565

Foodshare application renewals

2,043

technical assists completed by staff

Direct Assistance to Dads (DAD) Project & Empowering Families of Milwaukee (EFM)

DAD Project

The Direct Assistance for Dads (DAD) Project is a voluntary, long-term home visiting program that engages fathers in the City of Milwaukee with intensive, evidence-based home visiting services. The program works to strengthen fathers' involvement in their child(ren)'s and partners' lives. This includes services intended to improve parenting skills, increase awareness of child development, and improve relationships with their partner and children.

DAD Project home visitors partner with fathers to complete individualized, strengths-based care plans, and track progress towards participant-driven goals. Case management services provided include mental health and domestic violence screenings, referrals for mental health consultation, education, employment, financial and legal services, and facilitating access to health services. Home visitors also provide fatherhood coaching and support fathers in co-parenting with the child's mother where appropriate.

The DAD Project adheres to the Parents as Teachers (PAT) evidence-based home visiting model that is compliant with Federal (HRSA) MIECHV (Maternal, Infant, and Early Childhood Home Visiting Program) requirements, and utilizes the PAT child development and parenting curriculum. The program is focused on child engagement and helps connect dads to community resources and support to reach their goals. In addition, the program employs the 24/7 Dad curriculum, a comprehensive fatherhood curriculum developed by the National Fatherhood Initiative. DAD has the capacity to serve at least 45 families per year when fully staffed (3 FTE Fatherhood Specialists).

Website

milwaukee.gov/DAD

2022 Data Highlights

6 babies

born through
DAD Project program



Empowering Families of Milwaukee (EFM)

The Empowering Families of Milwaukee (EFM) program serves high-risk pregnant and birthing persons in Milwaukee with children under two months of age.

As a result of Milwaukee’s high racial disparities, over one-third of children live in poverty. In some neighborhoods, four out of five children face poverty – leaving families at risk for poor prenatal, birth, infant, and child development outcomes.

In light of this, MHD developed strategic community partnerships and programs, like EFM, to target and provide resources to clients in communities with high rates of infant mortality, racial disparities in birth outcomes, lower income, educational attainment, and the multitude of contributing risk factors to the safety and health of babies. EFM uses evidence-based models to improve birth outcomes and family functioning, prevent child abuse, and support child health, safety, and development.

EFM’s home visitation program has been funded through the Wisconsin Department of Children and Families (DCF) since 2005. All EFM home visitors provide intensive, in-person home visits to families, enrolling them during pregnancy whenever possible, and families are offered services until at least the child’s second birthday.

The program utilizes a unique, multi-disciplinary approach to effectively serve enrolled families. Each dyad consists of a public health nurse and a public health social worker to focus on the medical needs and psychological needs of families. EFM can serve at least 130 families per year when fully staffed.

Website

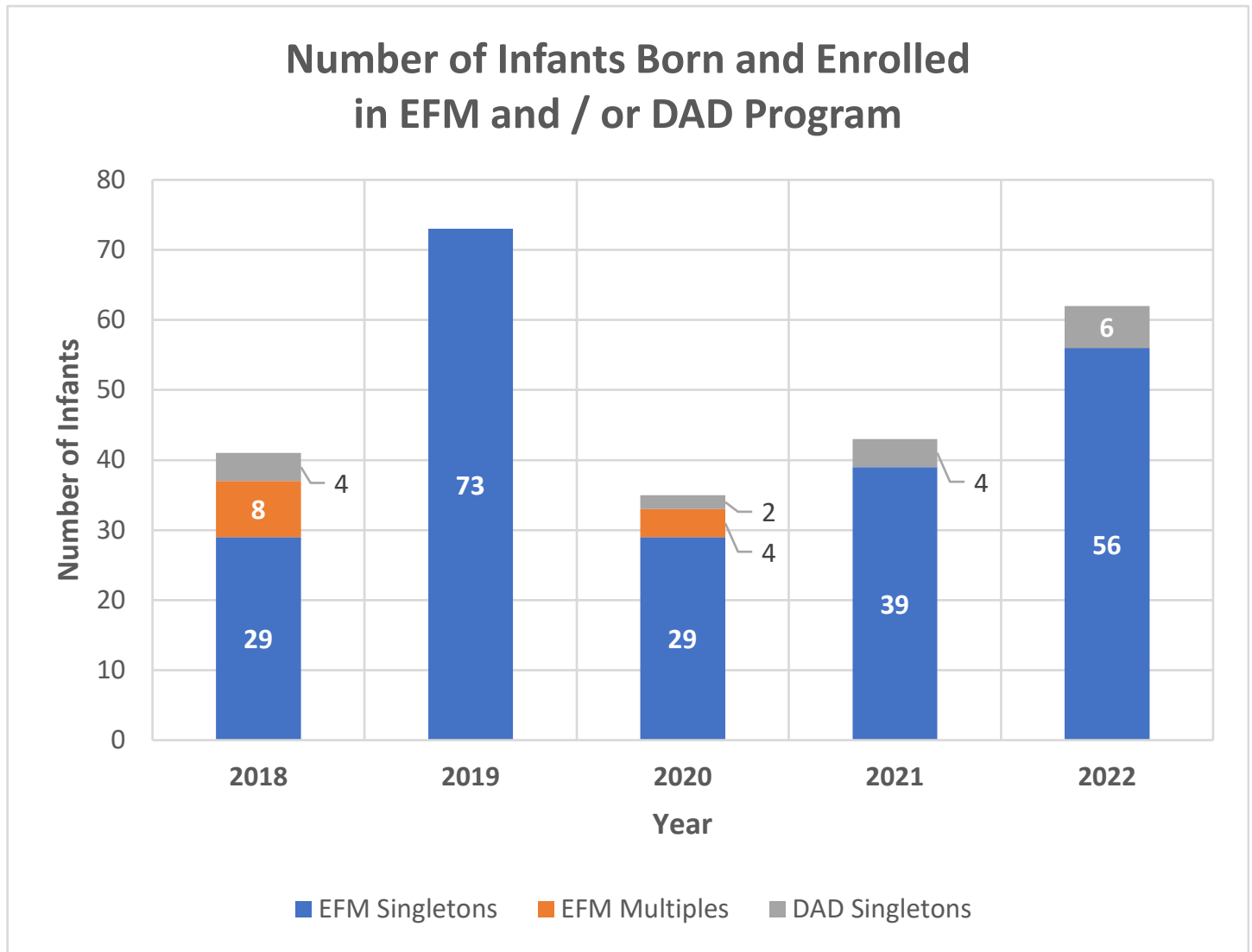
milwaukee.gov/EFM

2022 Data Highlights

56 babies
born through
EFM program



EFM / DAD Project Data



Infant Mortality Special Initiatives: Cribs for Kids & Strong Baby

Cribs for Kids Program

The City of Milwaukee Health Department became an official Cribs for Kids program site in 2009. The program provides families in need of a crib education on how to create a safe sleeping environment for their babies along with a free Graco Pack 'n Play (PnP) portable crib. Families are also provided with crib sheets and are taught how to properly secure the sheets to reduce sleeping hazards. The MHD conducts clinics multiple times a week.

The Cribs for Kids program receives referrals from a number of MHD programs and community partners to identify families in need of a safe place for their babies to sleep. Additionally, the program provides training and presentations for various agencies on infant mortality and safe sleep practices. As a result, these agencies can provide safe sleep education to the families they serve.

Strong Baby Program

The Strong Baby Program provides training, education, and informs practice on three focus areas — developmental screening, health equity, and perinatal depression.

The program targets relevant entities to build their awareness and practice in these areas. This is including, but is not limited to, providing community groups, outreach / educational events, and collaborating with health care providers, childcare providers, schools, and community organizations that impact children and families in Milwaukee.

Websites

milwaukee.gov/CribsForKids

milwaukee.gov/StrongBaby

2022 Data Highlights

163 clients

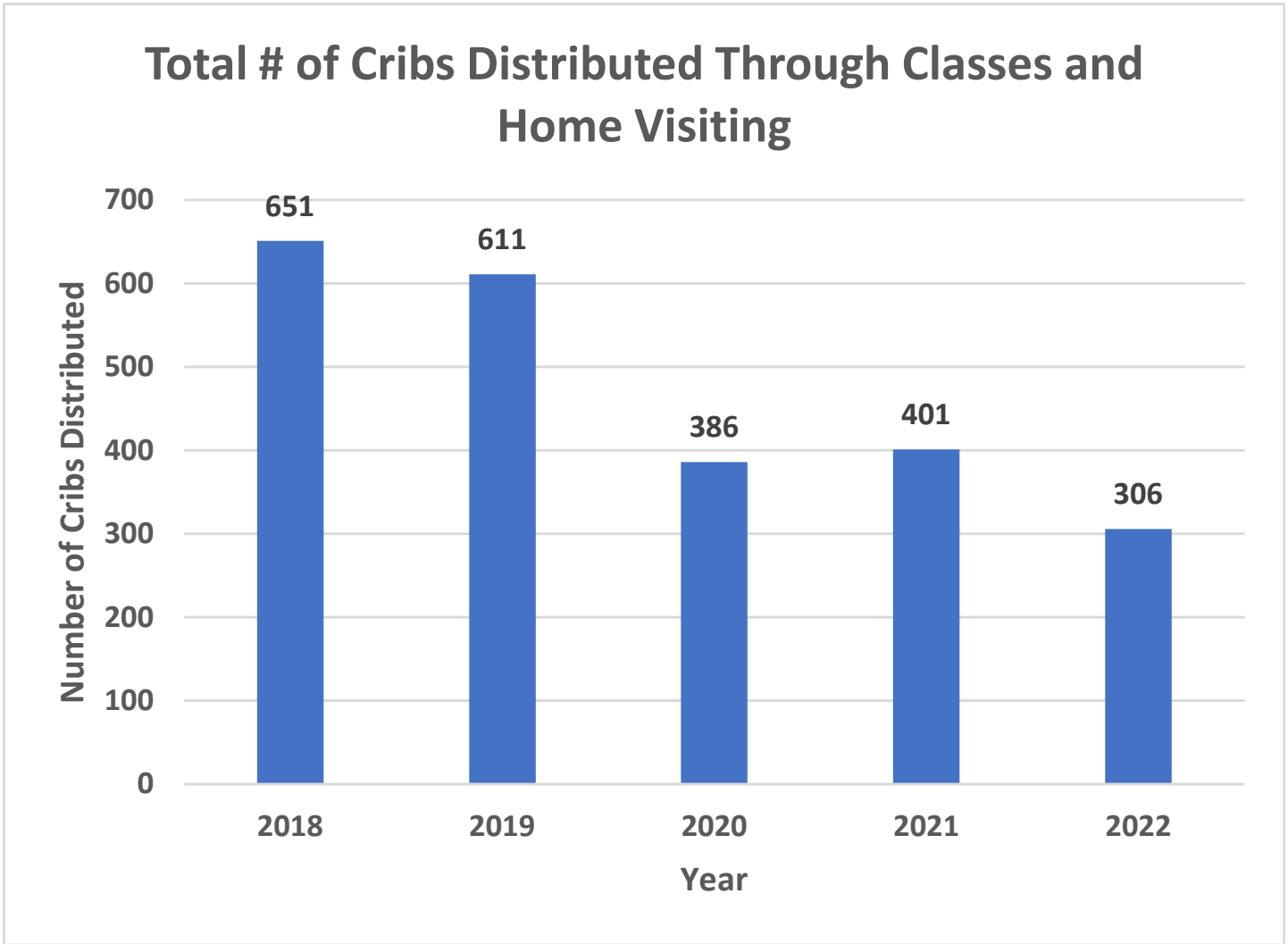
served by the
Cribs for Kids program

306 cribs

distributed through
classes and home visiting



Cribs for Kids / Strong Baby Data



** No cribs for kids programming for 4 months due to staffing. Classes resumed at half capacity (2x/week vs 4x/week). No longer have staff solely dedicated to classes. Participants in home visiting programs may receive pack n' play via home visitor.*

Newborn Screenings: Congenital Disorders and Hearing

Congenital Disorder Screening

The Congenital Disorders Program works in partnership with the Wisconsin State Lab of Hygiene (WSLH). They provide follow-up for infants in need of Newborn Blood Screening. The Newborn Screen Statute 253.13 mandates that all infants born in the State of Wisconsin “will be subjected to tests for congenital and metabolic disorders.”

The screening involves a blood test to identify 48 different genetic, endocrine, and metabolic disorders. If not diagnosed promptly it could lead to cognitive delays, brain damage, illness, or death. The Public Health Nurse Coordinator (PHNC) receives referrals from WSLH, birth hospitals, and community clinics to perform blood draws on newborns that had not been screened before leaving the hospital. Retesting or follow-up case management may be required.

The PHNC will also complete confirmatory whole blood draws on newborns suspected of having hemoglobin, or sickle cell disorder, and cystic fibrosis. The PHNC ensures that newborns are connected with specialty clinics and that parents are educated on the complexities of the diagnosis.

The PHNC also educates the community on the importance of Newborn Screening by presenting to professional groups and attending outreach events.

Website

milwaukee.gov/NBCS

2022 Data Highlights

106

client referrals
received

50 babies

screened by Milwaukee
Health Department



Hearing Screening

The Newborn Hearing Program provides case management services for babies born in Southeastern Wisconsin who are referred through the State's Early Hearing Detection and Intervention (EHDI) program. The Public Health Nurse Coordinator (PHNC) in this program works closely with healthcare providers and families to ensure babies have timely access to hearing screenings and individualized follow-up services.

The Newborn Hearing Program follows the National EHDI 1-3-6 Goals recommended by the Joint Committee on Infant Hearing (JCIH) and the American Academy of Pediatrics:

- Every infant born receives a hearing screening by 1 month of age
- Those infants who do not pass their screening receive a comprehensive audiology evaluation to determine hearing status by 3 months of age
- Any infant identified with permanent hearing differences is referred to and enrolled in early intervention (EI) services by 6 months of age

Research has shown infants and their families experience optimal outcomes when these important benchmarks are met. Therefore, the PHNC monitors, case manages, and collaborates with the multidisciplinary team to ensure babies receive appropriate screening and referral services.

Website

milwaukee.gov/NBHS

2022 Data Highlights

338

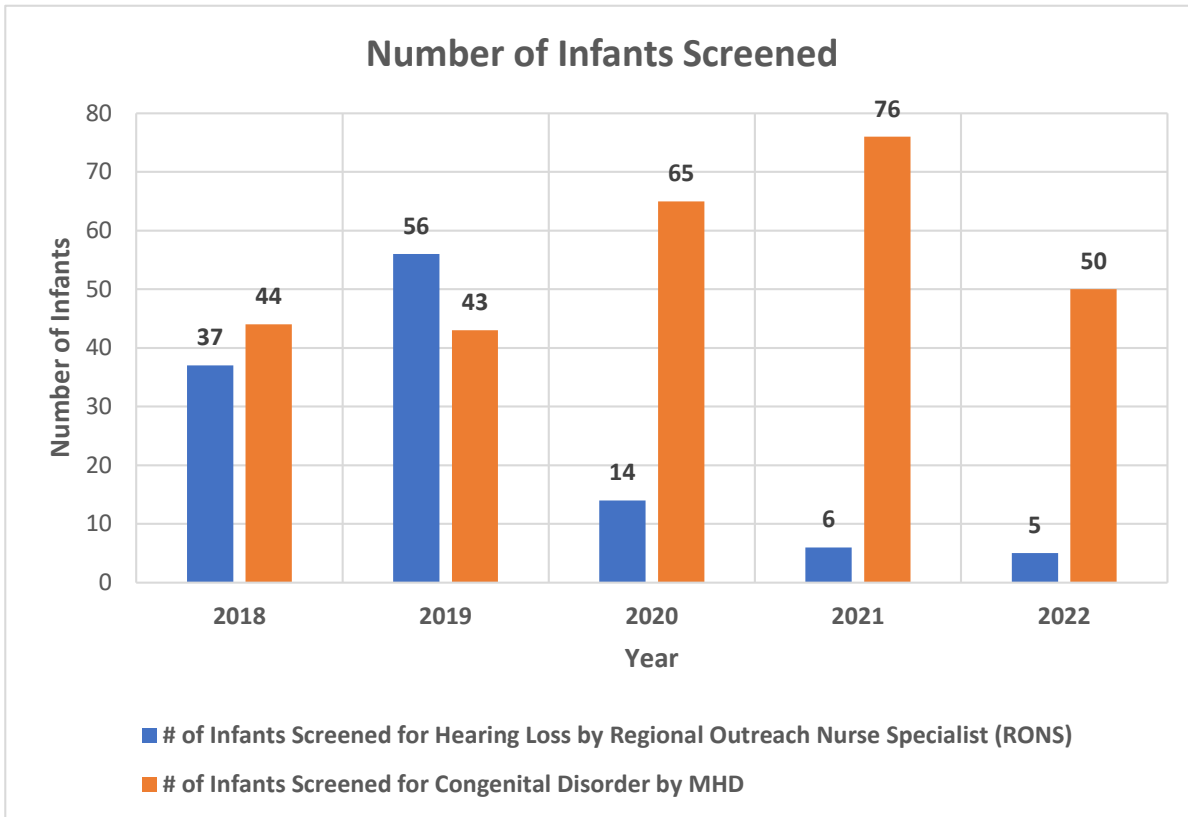
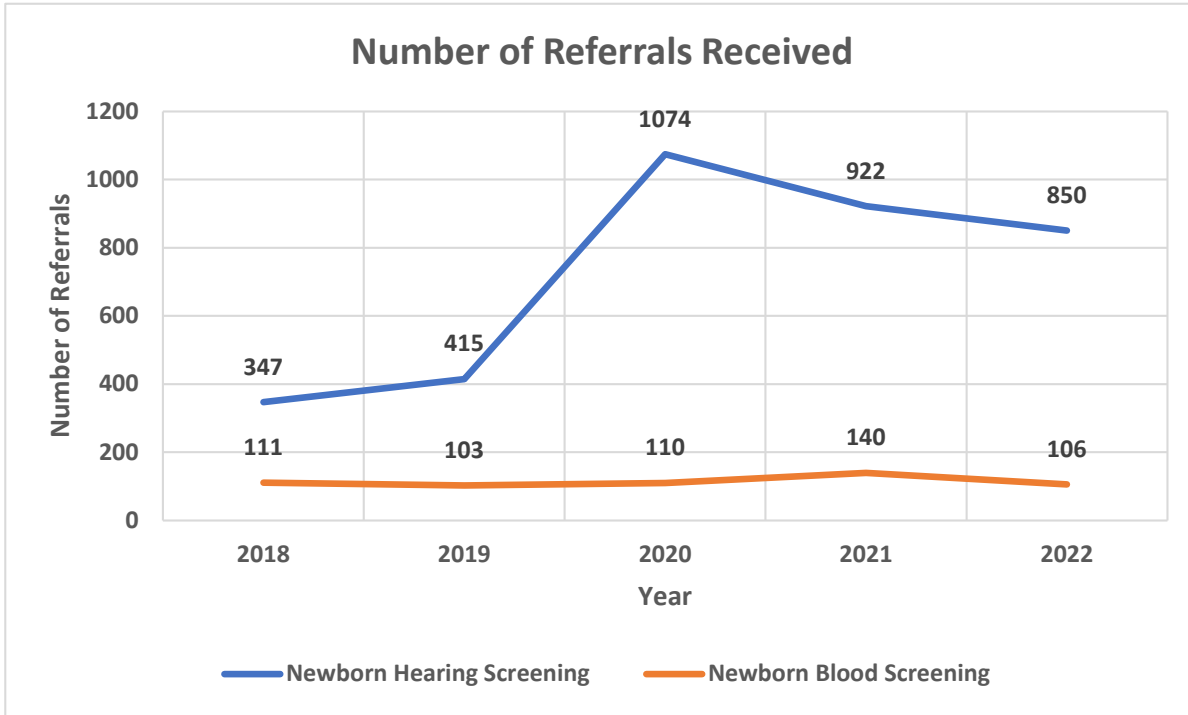
Average number of cases / month managed by RONS

28 newborns

identified with hearing loss and referred to early intervention



Congenital Disorder / Hearing Screening Data



Parents Nurturing and Caring for their Children (PNCC)

Parents Nurturing and Caring for their Children (PNCC) is a short-term home visiting program aimed at helping pregnant people and their families access nutritional, medical, social, educational, and other needed services during the prenatal period as an intervention to promote a healthy pregnancy for the birthing person and baby.

PNCC services are provided voluntarily during pregnancy and for the first 60 days postpartum. Services include outreach, health screening, care plan development, goal setting, advocacy, ongoing care coordination, and health and nutritional education. All pregnant people living in the city of Milwaukee who is interested in learning more about having a healthy baby are eligible to participate in PNCC.

NOTE:

The Milwaukee Health Department's PNCC Program has ended services as of May 2023.

2022 Data Highlights

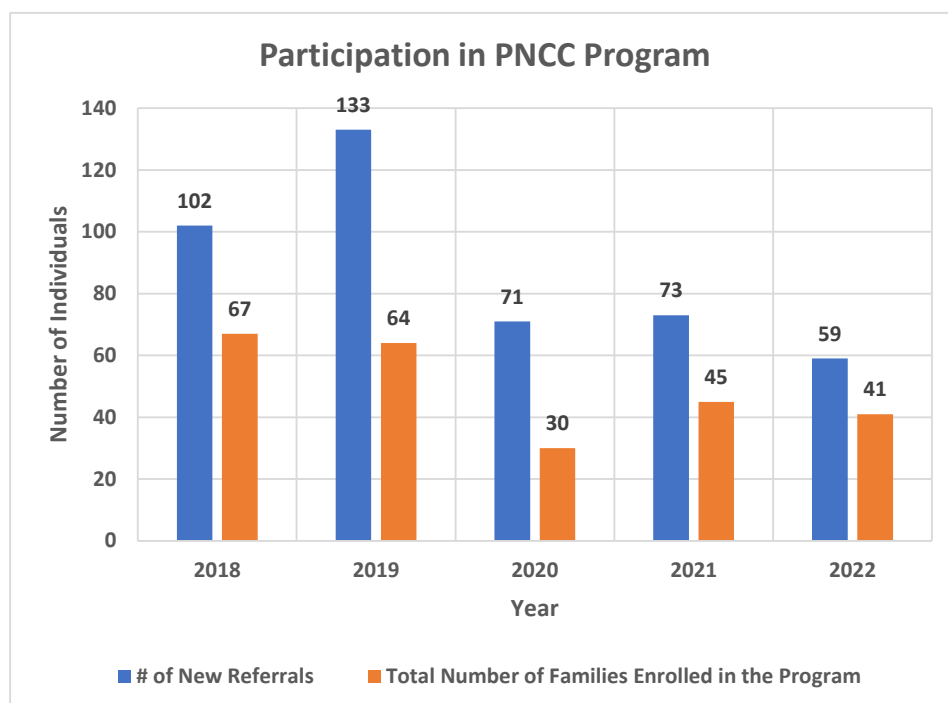
59

new client referrals

36 babies

born through
PNCC program

PNCC Data



Women, Infants, and Children Nutrition (WIC)

The City of Milwaukee Health Department's Women, Infants, and Children (WIC) program promotes and maintains the health and well-being of nutritionally at-risk pregnant, breastfeeding, and postpartum people, infants, and children up to age five. The four main goals of the program are to provide nutrition education, breastfeeding education and support, supplemental nutritious foods, and community referrals to its participants.

In addition to prescribing specifically tailored monthly food packages to participants, an added seasonal benefit is the Farmer's Market Nutrition Program (FMNP), which provides \$30 in vouchers to spend at local farmer's markets. Additionally, the MHD WIC Program also seeks to coordinate additional services that parallel other public health priorities, such as educating families on healthy birth spacing and providing blood testing for lead in children.

The MHD WIC program aims to maintain monthly participation that is at least 95% of the assigned monthly caseload of thousands of monthly participants. Geographically, the MHD WIC program operates at all three health department locations targeting participants in the central, northwest, and southern urban areas of Milwaukee.

Website

milwaukee.gov/WIC

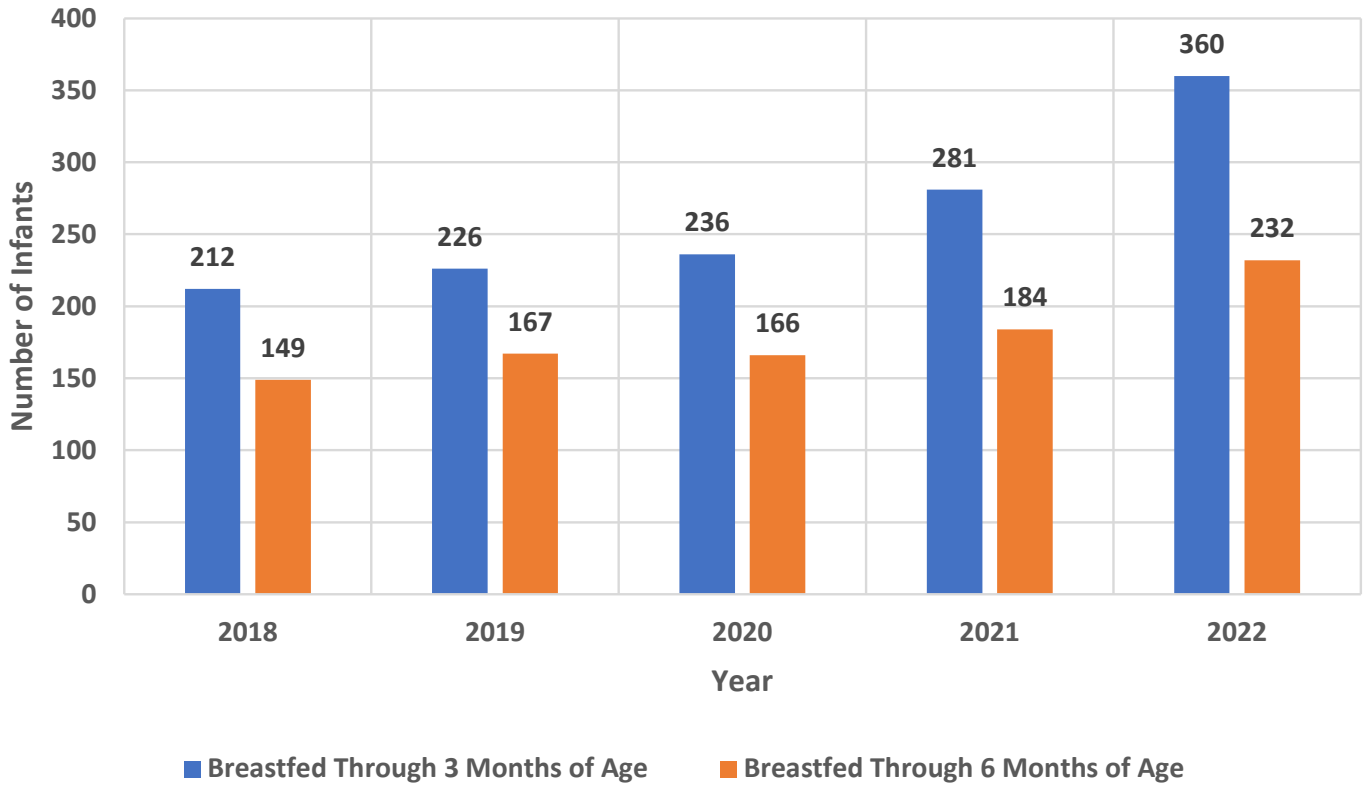
2022 Data Highlights

12,090 clients
served through the
WIC program



WIC Data

Total Counts of Breastfeeding in Infants



COVID-19 RESPONSE

On March 13, 2020, the City of Milwaukee Health Department confirmed Milwaukee's first case of COVID-19.

In order to swiftly respond to the COVID-19 pandemic, MHD adjusted services to prevent community spread and activated the Incident Command Structure, which redeployed staff to the pandemic response. Key to MHD's response throughout the pandemic has been an emphasis on equity and seeking to ensure that services are accessible to all community members, aided by an early focus on reporting COVID-19 related data by race and ethnicity.

Throughout 2022, MHD continued its COVID-19 operations, which included testing, residential isolation housing, distribution of antigen tests and facemasks, and operation of an informational COVID-19 Hotline. The department also continued to provide vaccination services to the community through its stationary sites, mobile vaccination clinics, and home visits. Likewise, the department continued performing genomic surveillance to monitor the evolution and spread of SARS-CoV-2 to assist with performing contact tracing and prevent further transmission.

Websites

COVID-19 information:
milwaukee.gov/Coronavirus

Respiratory Illness Report:
milwaukee.gov/survnet

2022 Data Highlights

829

vaccinations administered to homebound clients

393

COVID-19 isolation and warming clients served

6,828

COVID-19 samples sequenced

1,181,565*

masks provided to distribution sites

**Number is approximate*

35,810*

antigen tests provided to distribution sites

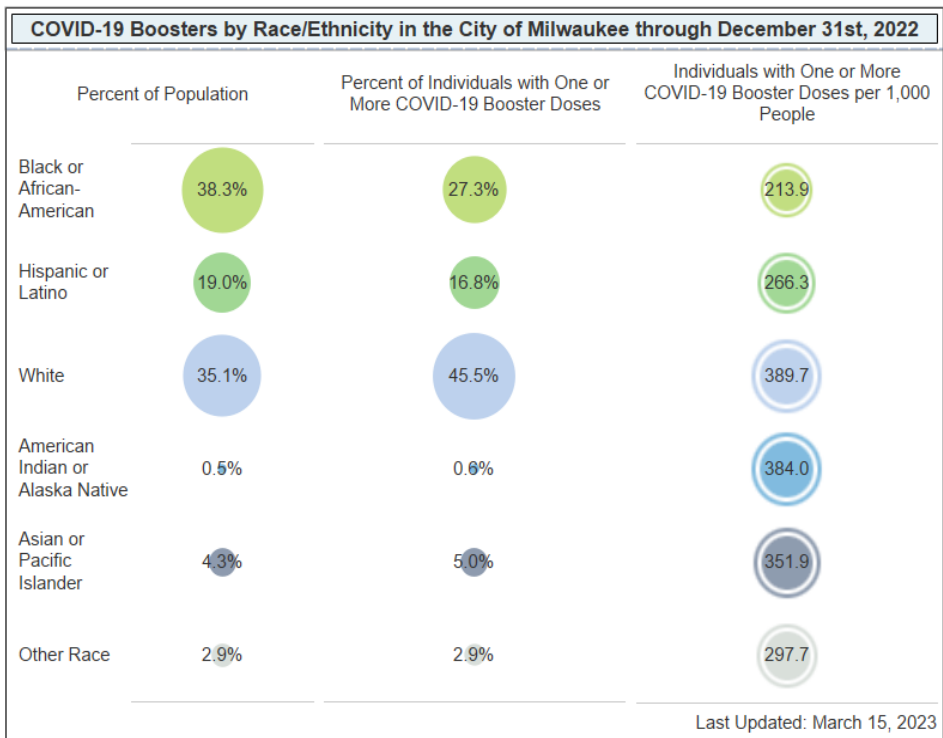
**Number is approximate*

COVID-19 Grants

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
ELC Project E: COVID-19	CDC, via WI DHS	5/18/2020-11/18/2022	\$7,188,616
ELC/CARES COVID-19 Prev & Control	US Treasury, via WI DHS	10/1/2020-10/31/2022	\$6,056,200
COVID-19 Testing Pilot Program	CARES Act, via WI DHS	10/12/2020-7/1/2023	\$6,595,095
COVID-19 Lab Sequencing	CDC, via UW-Madison	9/15/2020-9/14/2022	\$154,137
COVID-19 Immunizations	US HHS, via WI DHS	6/1/2021-6/30/2024	\$772,500
ARPA COVID Recovery	US Treasury, via WI DHS	3/1/2021-12/31/2024	\$3,695,600
CDC Health Disparities	CDC	6/1/2021-5/31/2024	\$6,606,781
ELC: Enhancing COVID-19 Detection	CDC, via WI DHS	1/15/2021-8/1/2023	\$3,551,276
Impact Imm Failure on SARS-CV2	CDC, via UW-Madison	4/1/2021-5/17/2023	\$488,970
City ARPA Funding	US Treasury	3/3/2021-12/31/2026	\$13,300,000



COVID-19 immunization event at Fiserv Forum



2022 saw the approval of updated COVID-19 boosters which help to restore protection that had waned since previous vaccination by targeting increasingly transmissible variants. The City of Milwaukee Health Department (MHD) staff collaborated to ensure that the City would have a ready supply of vaccinations and continued using COVID-19 related data by race and ethnicity for equitable outreach efforts. While misinformation and rapid changes to policies and procedures that reflected the changeable nature of the pandemic remained challenging throughout 2022, MHD continued to be flexible in its approach as it navigated through the shifting tides of the pandemic.

With the rise in at-home tests, official case counts became more incomplete than ever, significantly hindering COVID-19 surveillance. To fill these gaps MHD pivoted towards using wastewater surveillance as a guiding key indicator as it can both help to identify trends in transmission earlier than clinical testing and improve health equity as it does not rely on an individual having access to or seeking health care. During this phase of the pandemic, MHD used wastewater surveillance in combination with CDC COVID-19 community levels¹, case rates, and vaccination uptake to guide COVID-19 response activities and public recommendations.

1. Centers for Disease Control and Prevention, Science Brief: Indicators for Monitoring COVID-19 Community Levels and Making Public Health Recommendations, 12 August 2022, <https://www.cdc.gov/coronavirus/2019-ncov/science/science-briefs/indicators-monitoring-community-levels.html> (accessed 27 March, 2023).

Indoor Air Quality

In addition to COVID-19 operations, a new indoor air quality initiative was launched to bring air quality improvements to area congregate shelters, childcare facilities, and other community sites.

128
Corsi-Rosenthal boxes distributed to improve indoor air quality

A Corsi-Rosenthal Box is a homemade air cleaning system that can reduce indoor exposure to airborne particles that contain the virus that causes COVID-19.

In addition to distributing these boxes, MHD did air quality consultations and placed active air samplers in childcares and shelters to monitor SARS-CoV-2 and other respiratory infections.



ENVIRONMENTAL HEALTH

Program Grants

Consumer Environmental Health (CEH)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Advancement of Equipment Compliance with Standard 8	AFDO	9/1/2021-12/31/2022	\$23,429

Emergency Preparedness and Response			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Public Health Emergency Preparedness (PHEP) cooperative agreement BP4	Centers for Disease Control and Prevention (CDC)	7/1/22-6/30/23	\$331,934
PHEP Cities Readiness Initiative (CRI) BP4	CDC	7/1/22-6/30/23	\$228,848
PHEP cooperative agreement BP3	CDC	7/1/21 - 6/30/22	\$331,934
PHEP CRI BP3	CDC	7/1/21 - 6/30/22	\$215,219

Home Environmental Health (HEH)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Lead Hazard Reduction	HUD	1/2/2020-04/01/2024	\$4,265,483
CDBG (Abatement)	CDBG	01/01/2022-12/31/2022	\$1,500,000
CDBG (Prevention)	CDBG	01/01/2022-12/31/2022	\$690,000
WIINS	DHS	12/01/2022 - 9-30-2023	\$186,900
Consolidated	DHS	1/01/2023-12/31/2023	\$253,643

Accomplishments

Consumer Environmental Health (CEH)

- Staff has made great efforts to increase program activity to our pre-COVID levels. After four years in the same district for staff, CEH inspectors were able to rotate inspection districts.
- Staff members sit on local and national advisory boards due to their skill set. Several staff have been recognized with awards and honors both departmentally and nationally for their work contributions to environmental health.
- CEH staff organized to become river stewards of the Milwaukee River and spent their city-funded volunteer hours cleaning up a portion of the river near our downtown offices.

Emergency Preparedness and Response

- Partnering with MHD PIE Branch on indoor air quality initiative to bring improvements to area congregate shelters, childcare facilities, and other sites.
- The Safety Committee made progress with updating all safety policies for MHD.
- Continued COVID-19 Operations, including testing, Vaccination (stationary, mobile sites, home visits), isolation housing, hotline, and distribution of rapid at-home tests and masks.

Home Environmental Health (HEH)

- HEH successfully reclassified the Lead Risk Assessors position to Home Environmental Health Inspectors. Retention rates are now above 90% with only one inspector position unfilled.
- HEH rewrote the lead hazard ordinances to be in line with council requests. Stronger enforcement language and tools were provided to MHD to gain larger contributions from landlords for lead abatement. Stronger retaliation language was added to protect renters.
- HEH Spent \$250,000 in ARPA funds on equipment and supplies (water pitchers, filters, and non-radiation source XRF scanners) to assist HEH inspectors in the field during inspections. HEH also finalized \$21 million of ARPA funding to partners for lead abatement with SDC, Revitalize Milwaukee, and Habitat for Humanity to complete over 550 units with lead safe housing at lower intervention rates under 15 mg/dl.

Challenges

Key challenges for Environmental Health in 2022

- Vacancies of several positions throughout 2022 for the Environmental Health division and city wide created impacts on day-to-day operations, increased staff stress, and inconsistencies to approaching work. The division experienced significant challenges filling vacancies due to low level of applicants, non-competitive salaries, and slow hiring processes.
- The COVID-19 pandemic continued to cause difficulties. Employee burnout from the challenging last few years still affects morale and job satisfaction. Employee turnover and the need to recruit and onboard new staff repeatedly continues to be a challenge.

Emergency Preparedness and Response

- Misinformation and disinformation affecting COVID-19 vaccine uptake and other public health initiatives.

Home Environmental Health (HEH)

- **Grant Funding Expansion and Direct Abatement:** Funding a direct abatement budget and funding source for the most challenging lead poisoning investigations. Implementing a reinspection fee program and policy to fairly and legally charge landlords either penalties and /or lead abatement costs directly to the tax roll. Building and shifting the conversation of court enforcement from citations to property preservation and lead abatement within the court system.
- Optimizing LMS for implementing better reporting tools, reports, and filters for internal productivity and quality control. For external clients, using LMS for more public reporting with a “lead dashboard” for real-time housing information involving lead permits, cases, lead safe registry certificates, and written orders. Supporting all our programmatic functions with a lead safe registry certificate option to encourage continued maintenance of properties.

Consumer Environmental Health (CEH)

The Consumer Environmental Health Division of the City of Milwaukee Health Department promotes safe food preparation and service, safe tattooing and body art practices, and protects consumers from fraudulent practices in commercial transactions involving determinations of quantity through its Food Inspection, Tattoo and Body Art Inspection, and Weights & Measures programs. Each year, the Food Inspection Program conducts annual and periodic inspections of the over 3,000 food service establishments, over 300 mobile vendors and nearly 500 temporary event vendors in the City of Milwaukee. Along with regulating establishments, specialists provide training to food service managers on safety and sanitation, investigate complaints and illnesses, review plans and conduct inspections of new or remodeled establishments, provide food safety consultations, and develop and implement policies to support food safety.

Along with the prevention of foodborne illness, inspectors work to decrease the risk of blood-borne diseases such as Hepatitis B, Hepatitis C, or HIV from tattoo or body art practices by conducting inspections to assure that tattoo, permanent makeup, and body piercings are done in a sanitary and sterile manner for the city's roughly 80 tattoo and body art facilities. MHD's Weights & Measures Program also works to protect Milwaukee consumers' pocketbooks by monitoring retail businesses to assure that the nearly 1,800 weights and measures devices, such as scales and scanners, are accurately determining the price of goods sold by weight.

We are a strong team of passionate individuals who love the work we do and the community we work with. We are lifelong learners, many of us taking specialty courses and certifications that align with our work so we can better serve our community and share in mutual interests. Staff volunteer, serve on local and national boards, and are recognized for their ongoing service to the community and public health.

Website

milwaukee.gov/CEH

2022 Data Highlights

2,265

food establishment inspections completed

441

temporary event inspections completed

920

mobile food vendor inspections completed

256

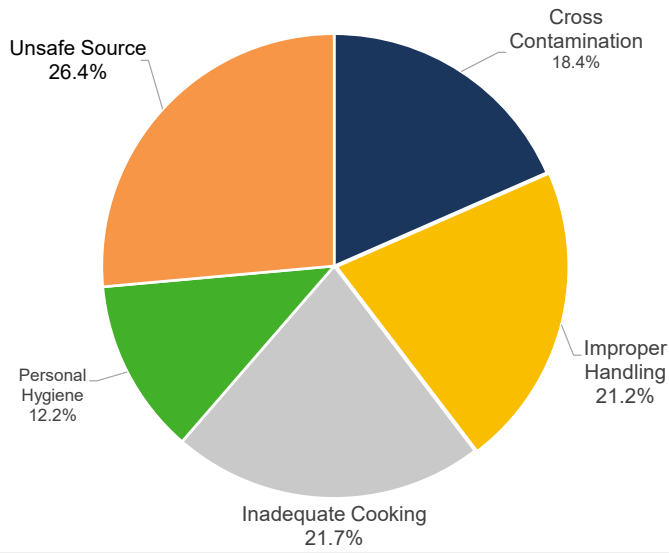
tattoo and body art inspections completed

836

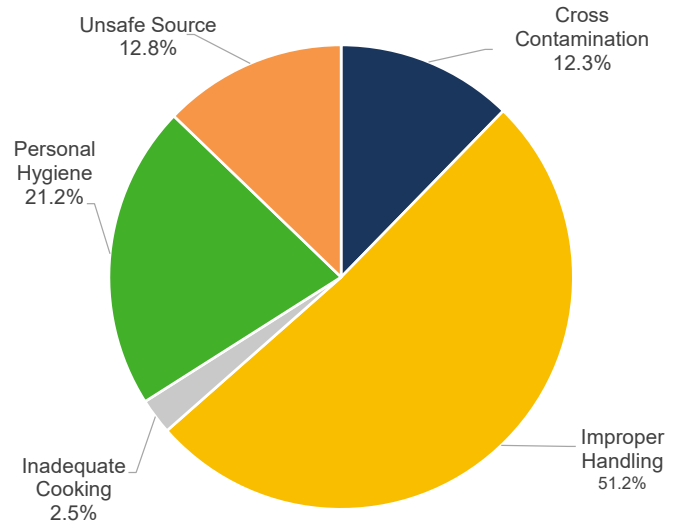
weight and measuring device inspections completed

CEH Data

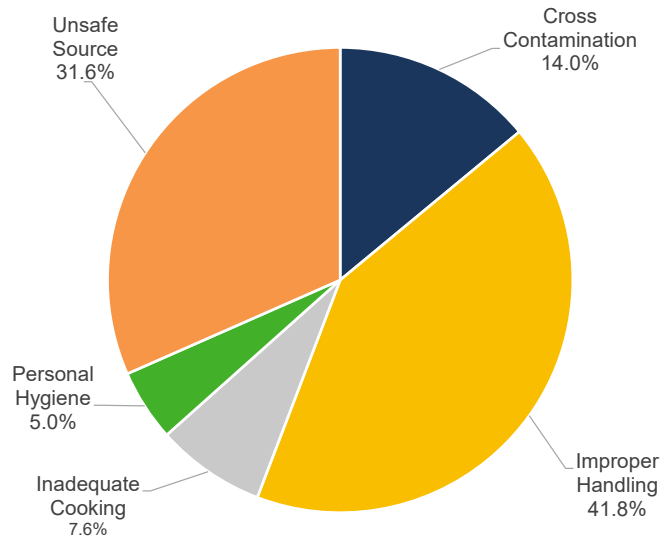
Top 5 CDC Risk Factor Violations Reported During Routine Food Inspections of Permanent Food Establishments in 2022



Top 5 CDC Risk Factor Violations Reported During Reported During Inspections of Temporary Events in 2022



Top 5 CDC Risk Factor Violations Reported During Inspections of Mobile Food Establishments in 2022



Emergency Preparedness and Response

The Emergency Preparedness and Response Program builds departmental and community resilience to a wide array of hazards. Staff are responsible for development of emergency response plans and protocols, internal and external resource identification, and coordination of assets that may be deployed or managed by the City of Milwaukee Health Department during both man-made (i.e. bioterrorism, hazardous material release) or naturally occurring (i.e. communicable disease outbreaks, extreme weather/natural disasters, critical infrastructure incapacity, or destruction) public health emergencies. MHD works with other public, private, and non-profit agencies to improve public health emergency planning and response and provides technical and operational support during department response to emergency events.

Environmental Health utilizes a combination of surveillance, health promotion, enforcement, and assessment to prevent disease and injury, eliminate the disparate impact of environmental health risks and threats on population subgroups, and create health supportive environments where everyone in Milwaukee has an equal chance to thrive. Projects and areas of investigation include indoor and outdoor air quality, climate change and extreme weather, recreational and drinking water quality, built environment, animal bites and rabies control, drug takeback and disposal, carbon monoxide poisoning prevention/education, brownfield and vapor intrusion investigations, biohazard cleanup, and other environmental health hazards.

Website

milwaukee.gov/EPEH

2022 Data Highlights

24

meetings / inspections regarding the Brownfield vapor intrusion investigation

94

air quality consultations

128

Corsi-Rosenthal boxes distributed to improve indoor air quality

829

vaccinations administered to homebound clients

393

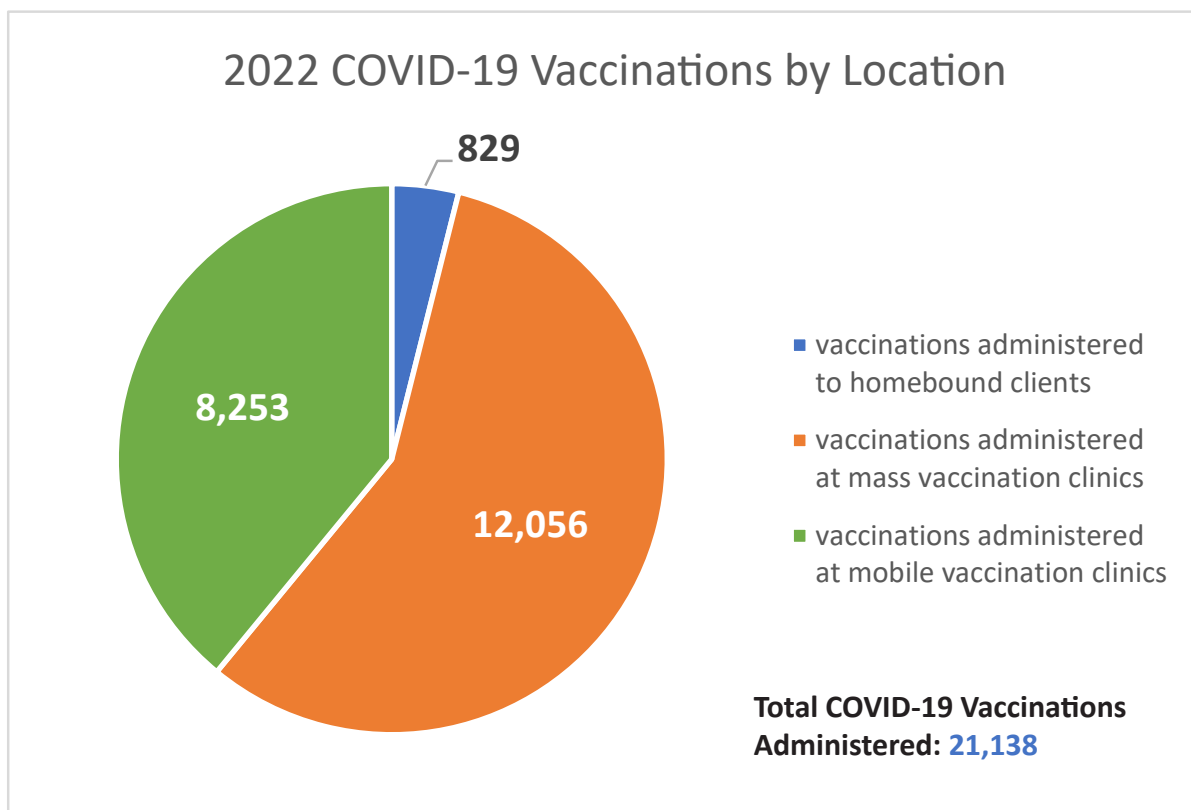
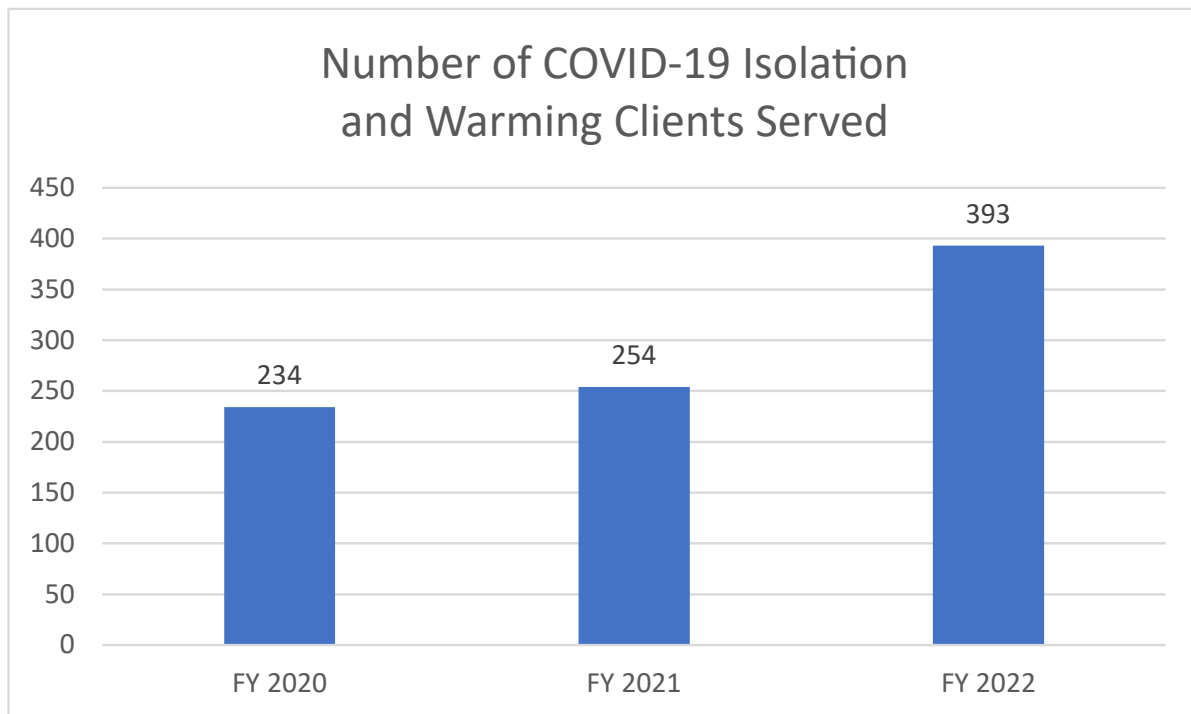
COVID-19 isolation and warming clients served

1,181,565*

masks provided to distribution sites

**Number is approximate*

Emergency Preparedness Data



Home Environmental Health (HEH)

Milwaukee has the highest burden of lead poisoning in the State of Wisconsin, making up nearly two-thirds of the total state cases. Milwaukee is also among the U.S. cities with the highest burdens for lead poisoning due to an aging housing stock and high rates of poverty. MHD's Home Environmental Health Division conducts lead surveillance and responds to reports of elevated blood lead levels in children by providing nursing case management, conducting lead risk assessments of a child's environment, and writing orders for enforcement to make properties lead-safe as required by Wisconsin Statutes. Since 1997, the City of Milwaukee has addressed lead hazards in more than 18,000 properties by certifying these units as lead-paint-safe. While MHD currently abates between 100-200 housing units per year, an increased capacity for lead abatement is needed to eliminate childhood lead poisoning in the city.

As part of the City of Milwaukee's American Rescue Plan Act (ARPA) funding, MHD has put \$21 million towards partners and is well on its way to spend the remaining \$4.5 million by 2026 to further community investment in the built environment for lead abatement. MHD also implemented a WIINS grant in 2023 from DHS to provide water testing in commercial daycare centers and subsequent plumbing remediation efforts. Community organizations such as the Social Development Commission, Revitalize Milwaukee, Sixteenth Street Community Health Centers, and other community advocacy groups such as COLE are partnering with MHD to work on abatement and outreach. In addition, MHD is actively applying for HUD funding to add radon testing and remediation as part of the Healthy Homes grant and looking to expand enforcement strategies and scope writing in the next HUD grant opportunity this year.

Website

milwaukee.gov/HEH

2022 Data Highlights

379

permits issued

109

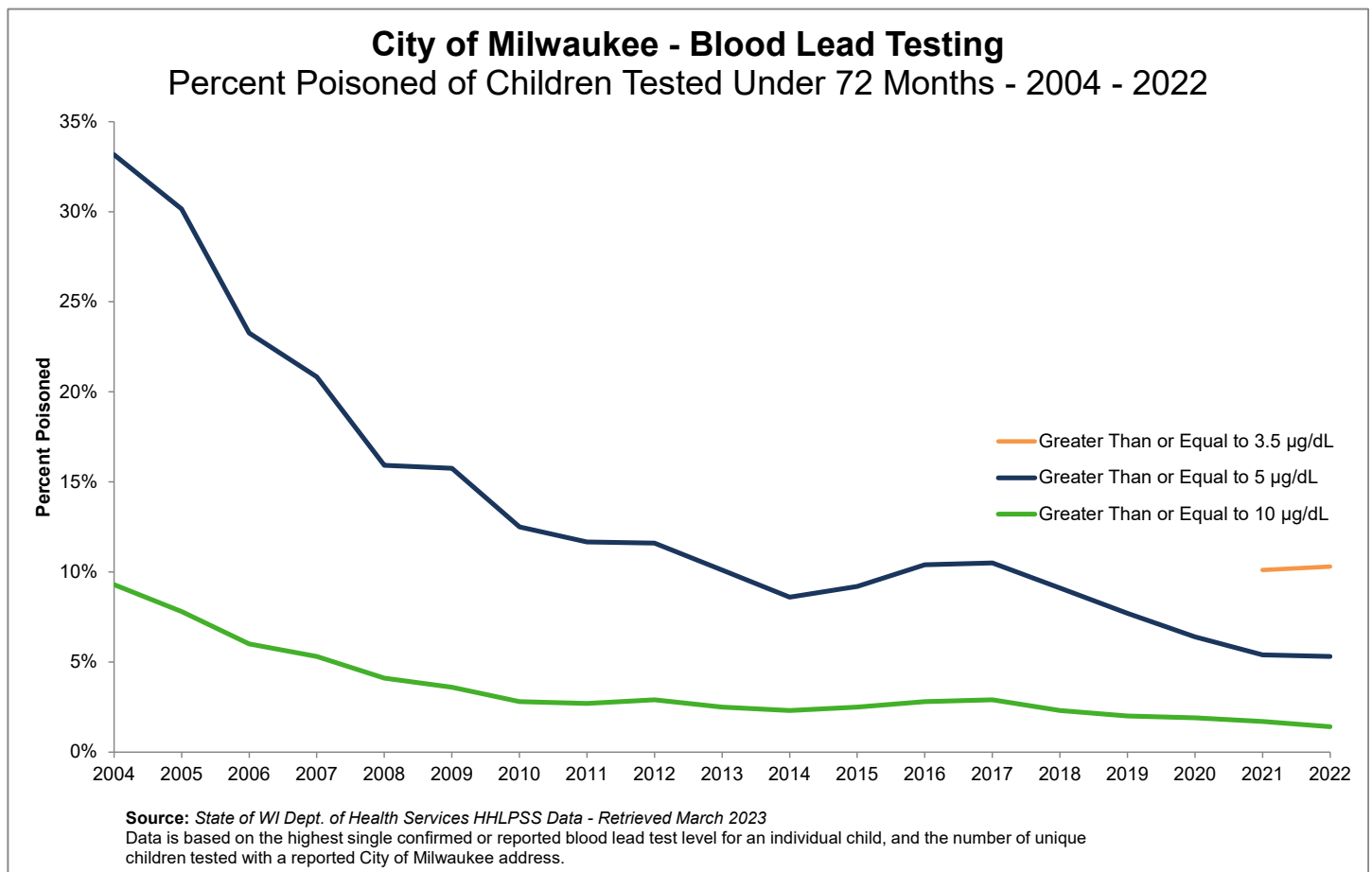
Elevated Blood Level (EBL) referrals

19,807

children under 6 years with a reported blood lead test

In 2022, MHD developed a “Children’s Wisconsin Lead Care Management Guideline” for clinical providers and staff to ensure consistent care delivery across the system for best practices regarding blood lead screening, testing, and responding to results. This was developed in partnership between the Centralized Lead Care Management team within Health Management, Children’s Medical Group (CMG), Medical Toxicology, the City of Milwaukee’s Childhood Lead Poisoning Prevention Program (CLPPP), and the Poison Center. In 2022, MHD also established child case conferencing for complex cases with our Lead Risk Inspectors, Sixteenth Street Community Health Centers, and Children’s Medical Group practices for assure timely communication of case management status and property lead hazard abatement to continue into 2023 and beyond.

HEH Data



* In late 2021, the CDC lowered their Blood Lead Reference Value (BLRV) from 5 µg/dL to 3.5 µg/dL.

MEDICAL SERVICES:

Clinical Services

Program Grants:

Communicable Disease Program (CD)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Communicable Disease Prevention	State of Wisconsin, Dept. of Health Services	07/01/2021 - 06/30/2022	\$28,900
Immunization Action Plan	State of Wisconsin, Dept. of Health Services	01/01/2022 - 12/31/2022	\$241,656

Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Breast and Cervical Cancer Screening Services	CDC NBCCEDP	7/1/2022-6/30/2023	\$210,000
Service Coordination	WWWP GPR	7/1/2022-6/30/2023	\$280,000
Mobile Unit	WWWP GPR	7/1/2022-6/30/2023	\$115,000
Milwaukee Consortium for Hmong Health	WWWP GPR	7/1/2022-6/30/2023	\$100,000
Milwaukee Breast & Cervical Cancer Awareness Fund	GMF	January - June 2022	\$15,000

Sexual and Reproductive Health (SRH)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
HIV Prevention and Partner Services	State of Wisconsin Department of Health	1/1/2022-12/31/2022	\$435,400
STD Apps	State of Wisconsin Department of Health	1/1/2022-12/31/2022	\$496,632
Women's Health Family Planning	State of Wisconsin Department of Health	1/1/2022-12/31/2022	\$276,931

Accomplishments

Communicable Disease (CD)

- The CD team was able to quickly respond to the reemergence of Mpox cases, providing necessary follow-up to 35 cases.
- The Immunization Program partnered with Milwaukee Public Schools to host multiple vaccination clinics at various schools. A total of 408 vaccines were administered to 253 clients.
- The CD and Immunization Programs were able to prioritize the use of temporary staff to respond to the greatest need (i.e. flu vaccine, COVID boosters, and COVID case investigations).

Sexual and Reproductive Health (SRH)

- **Leader in treating and managing syphilis cases:** The SRH and DIS programs are key to testing, treating, and investigating the increasing number of syphilis cases in city of Milwaukee and SE Wisconsin.
- **Additional Services:** The SRH program offered Mpox testing for clients. By November, the program began providing the Mpox vaccine for eligible clients and staff.
- **Resuming targeted risk reduction intervention:** The DIS team resumed outreach, focusing on the insecurely housed, sex workers, and AODA clients.

Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)

- Exceeded goals for screening services and diagnosed new cancers.
- Successful October health fair at Southside Health Center.
- Mammography unit passed annual MQSA inspection.

Challenges

Key Challenges for Clinical Services in 2022

- **Staffing challenges:** Staffing turnover and post-pandemic hiring resulted in vacancies across all clinical service programs. Vacancies create impacts on day-to-day operations, increased staff stress, and inconsistencies to approaching work.
- **Workflow development:** Transitioning back to pre-COVID operations came with challenges. Inconsistencies to approaching work due to staff vacancies created a need for development and implementation of new workflow protocols and standards.

Sexual and Reproductive Health (SRH)

- **Workflow Development:** The DIS team developed and implemented protocols and workflows to inform and guide the teams work, define the role of DIS, and establish case management standards.
- **Outreach limitations:** Staffing challenges limited the team's ability to participate in outreach events in the community. The SRH/DIS teams look forward to increasing their outreach efforts in the new year.

Communicable Disease (CD)

- The Immunization Program needed to implement a new appointment-based system to adhere to appropriate COVID precautions prior to being able to transition to the regular walk-in clinics.

Communicable Disease (CD)

The reporting, surveillance, and control of reportable Communicable Diseases (CD) is a core public health function and is mandated by Wisconsin State Statute and Wisconsin Administrative Code. Communicable diseases requiring follow-up include vaccine-preventable diseases (i.e. mumps and pertussis), vector-borne diseases (i.e. Zika and Lyme disease), and gastrointestinal infections (i.e. shigella and salmonella).

CD program staff investigate reports of communicable diseases and outbreaks, conduct contact investigations, monitor communicable disease trends, provide educational interventions, and supply prophylactic medications when necessary. In 2022, the reemergence of Mpox required CD staff to act quickly to respond to reports of Mpox cases to help prevent further spread of this virus.

Website

milwaukee.gov/CDPC

2022 Data Highlights

1,463

CD cases followed up by CD Program

8,991

immunizations provided*

**Does not include COVID-19 vaccinations*



Tuberculosis Control

The City of Milwaukee Health Department has the primary responsibility of preventing and caring for those with Tuberculosis (TB). The Tuberculosis Prevention and Care Clinic (TPCC) uses evidence-based interventions to assure that all persons needing to be evaluated for TB are identified, treated, and the appropriate course of action is taken to mitigate the spread of TB. Every TB case is a potential outbreak, and the program is prepared to promptly identify and treat persons who have TB disease, as well as identify and treat those exposed to TB. Anyone can get TB. However, TB disproportionately impacts people of color, foreign-born individuals (including resettled refugees), those with low socioeconomic status, and other marginalized populations.



Immunizations

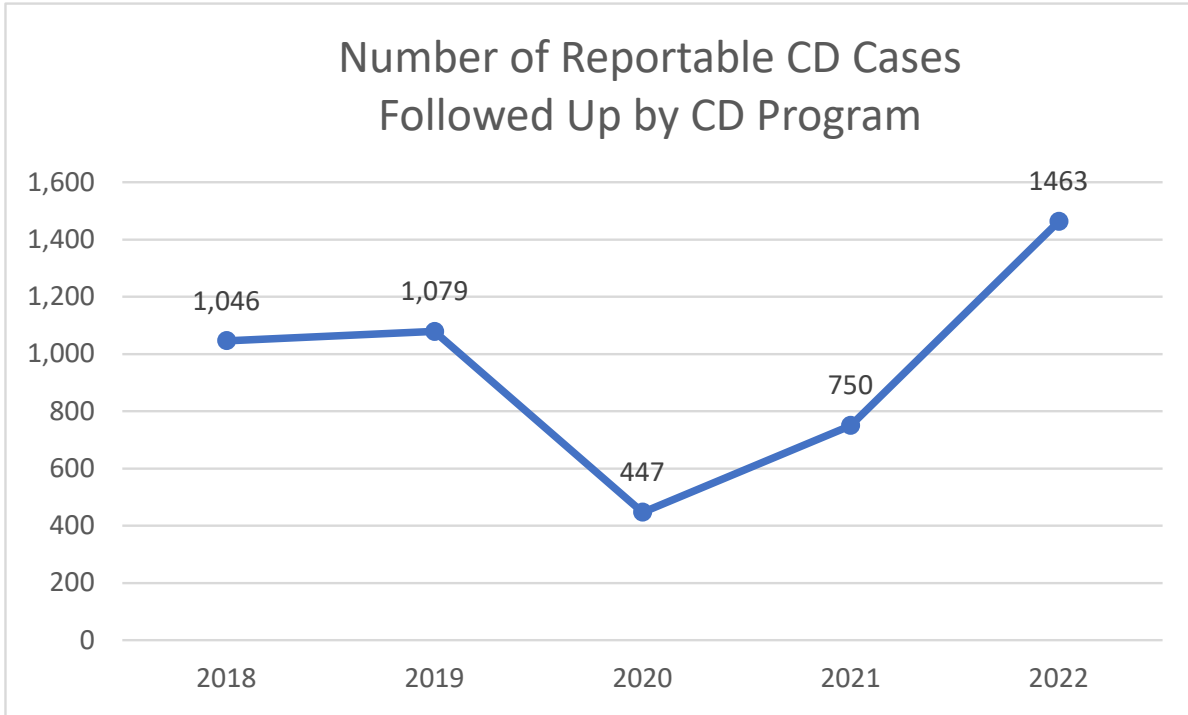
One of the most important tools to protect our community from disease is immunizations. Sustaining high childhood immunization rates in the city, along with reducing disparities among racial and ethnic groups, remain primary objectives of the MHD Immunization Program. Improving immunization rates helps prevent outbreaks of vaccine-preventable diseases.

The Immunization Program not only provides immunizations during weekly walk-in clinics, it partners with community agencies to provide clinics throughout the city. In addition, the program hosts educational symposiums and events directed toward schools, childcare centers, and clinicians to increase compliance with Wisconsin immunization law.

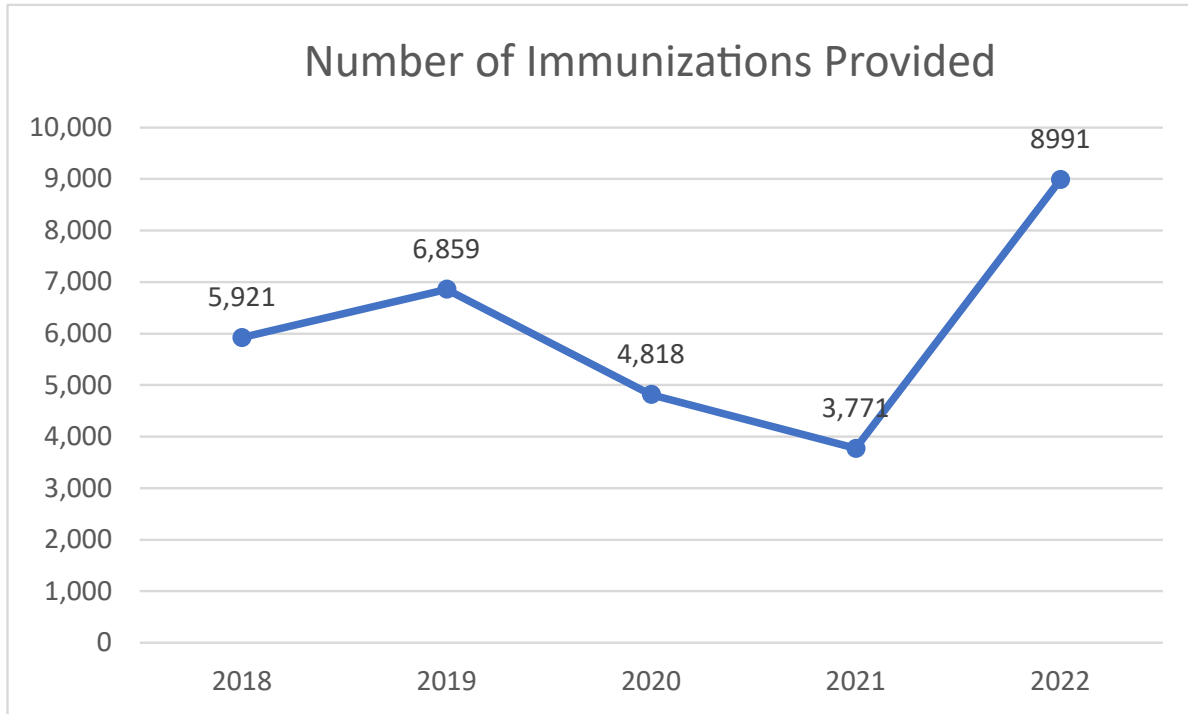
In 2022, the Immunization Program partnered with Milwaukee Public Schools to offer immunization services at 13 schools. The Immunization Program looks forward to expanding its partnership with MPS to help get school-aged children up to date on their immunizations.



Communicable Disease Data



* These numbers do not include COVID-19, influenza associated hospitalizations, tuberculosis, or sexually transmitted infections. Not all CDs reported require a follow-up.



* These numbers do not include COVID-19 vaccinations

Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)

The Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) aims to connect uninsured women ages 45-64 years old to breast and cervical cancer screening services.

Program services include:

- Enrollment into Well Woman coverage
- Connection to care
- Follow-up appointments for abnormal results

The City of Milwaukee Health Department acts as both a coordination center and a clinical provider for breast and cervical cancer screening services. 2022 offered a return to usual functioning, as we were able to resume community events and planning.

Website

milwaukee.gov/MBCCAP

2022 Data Highlights

985

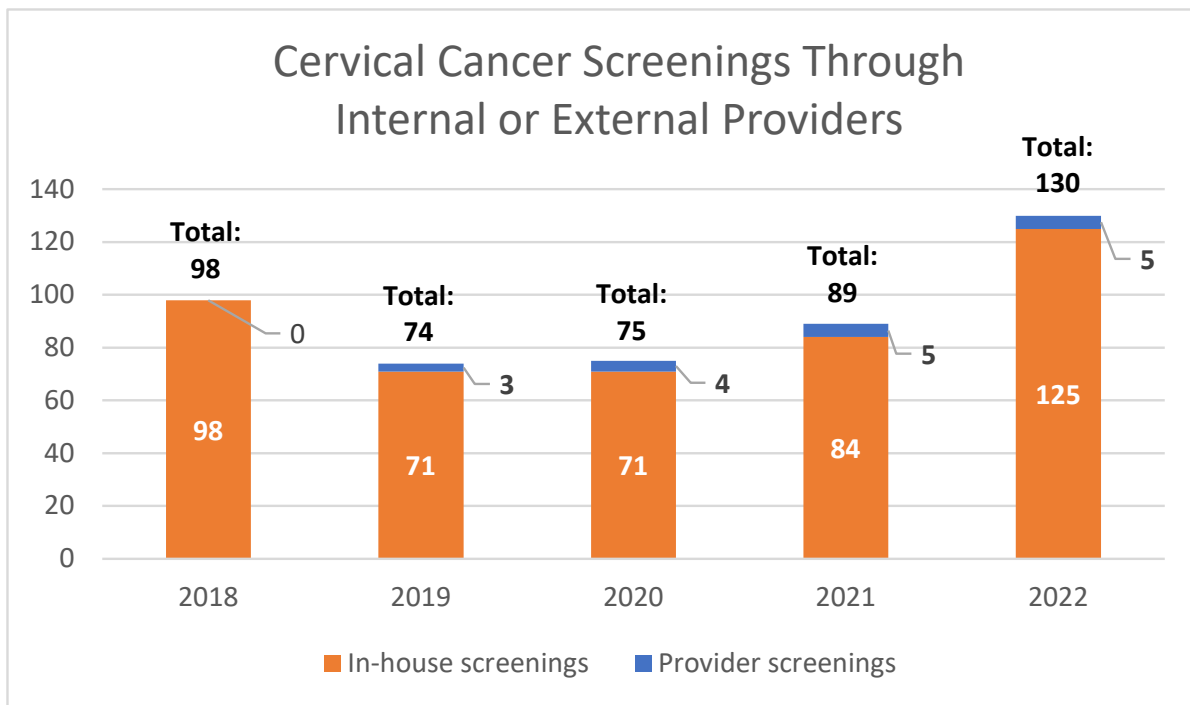
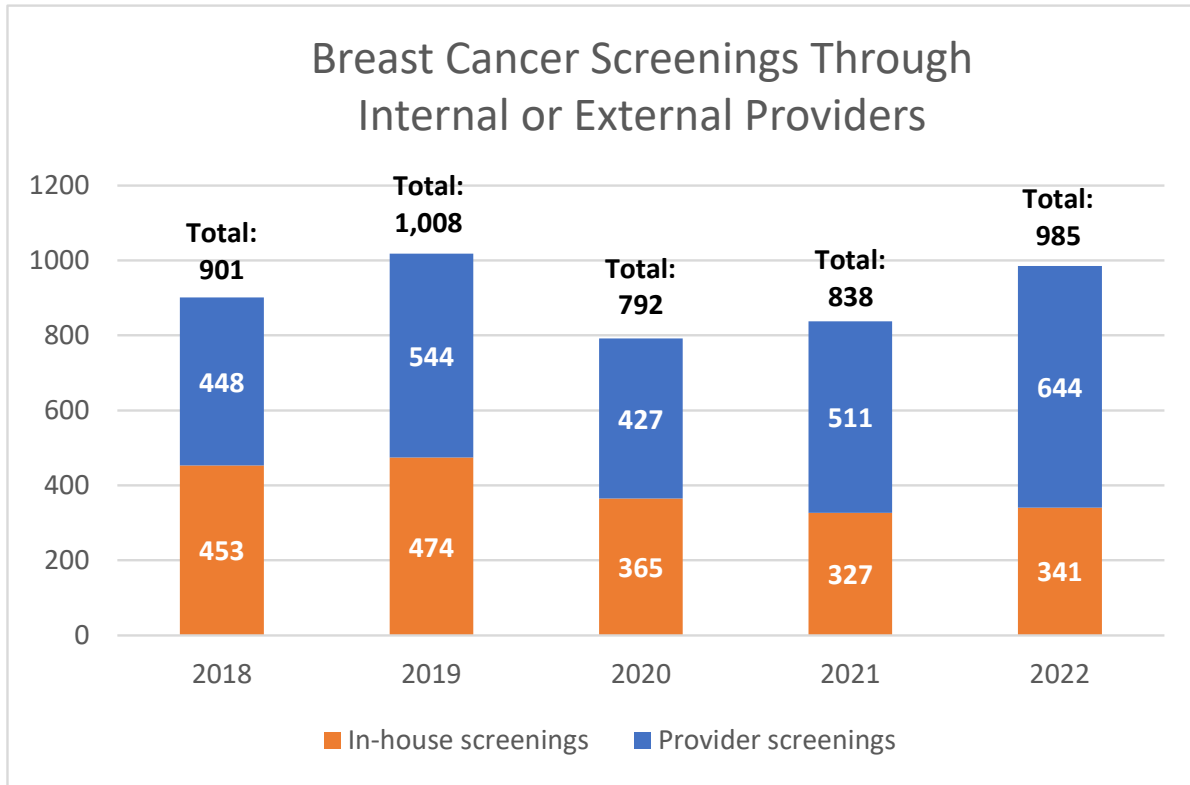
breast cancer
screenings

130

cervical cancer
screenings



MBCCAP Data



Sexual and Reproductive Health Program (SRH)

The Sexual and Reproductive Health Program (SRH) provides confidential testing, treatment, and education to the residents of the city of Milwaukee and its surrounding communities. Services at the Keenan Health Center Clinic are provided by highly-trained medical, nursing, and clinical laboratory staff to anyone who is at least 12 year of age at no cost to the client.

The Disease Intervention Specialists (DIS) perform epidemiological investigations, partner services, linkage to care, field delivered therapy, and follow up for clients known or suspected of having a reportable sexually transmitted infection (STI) such as gonorrhea (GC), chlamydia (CT), human immunodeficiency virus (HIV), and syphilis in the city. Additionally, follow-up is conducted for HIV cases in Milwaukee County and syphilis cases across the southeastern region of Wisconsin.

Most STIs are asymptomatic, but if these infections remain undetected and untreated, they can have serious health consequences and pose an increased risk of HIV transmission.



Website

milwaukee.gov/SRH

2022 Data Highlights

6,241

clinic visits

3,256

persons tested for STIs

98,085

condoms distributed
by KHC

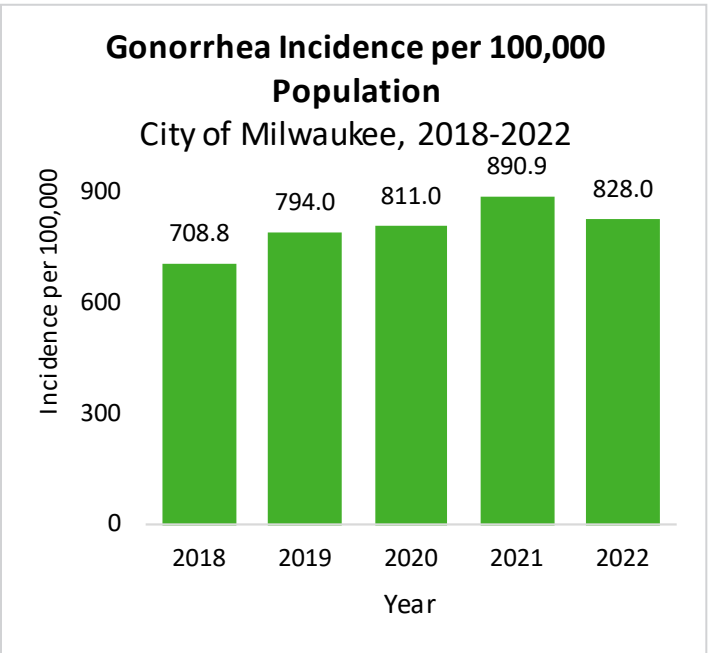
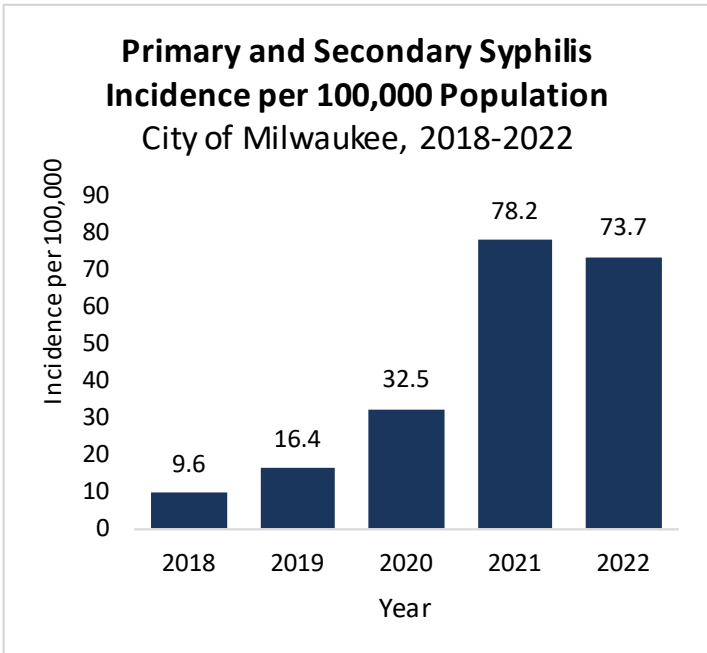
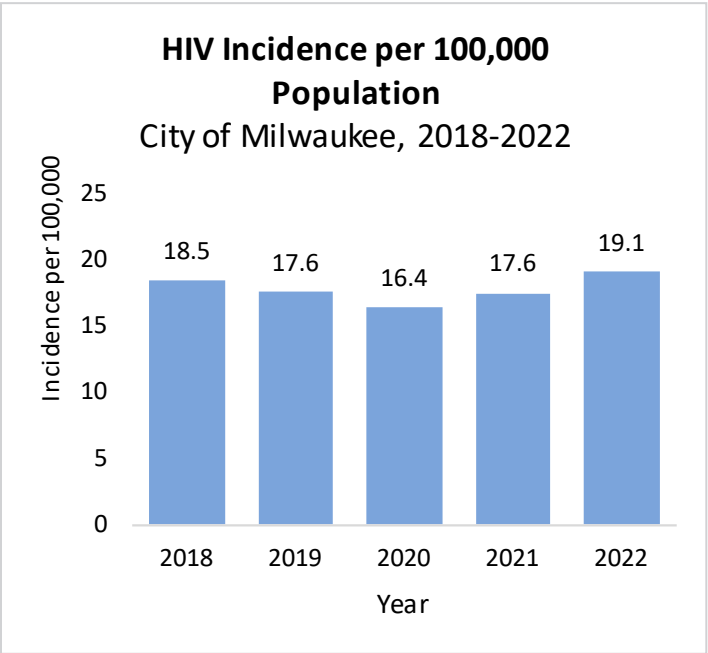
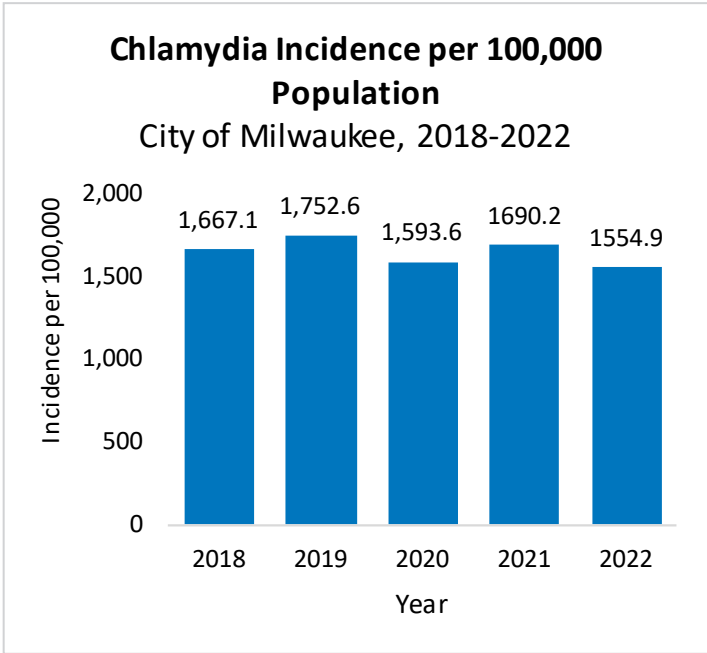
375

persons provided
emergency contraception

94%

of cases receiving case
management for STIs
that were successfully
treated in the city of
Milwaukee

SRH Data



MEDICAL SERVICES:

Health Department Laboratory

The Milwaukee Health Department Laboratory (MHDL) is part of the Clinical Services Branch of the City of Milwaukee Health Department. MHDL works diligently to support local public health systems in collaboration with the Communicable Disease Control, Home & Consumer Environmental Health, and Family & Community Health divisions by providing a variety of clinical and environmental testing, as well as various reference laboratory testing services.

Major programs include STI testing, for which MHDL has a dedicated satellite clinic, and the Lead Program, which provides lead testing in dust, paint, soil, water, and blood lead screening to support the State's Childhood Lead Poisoning Prevention Program. Additionally, the laboratory is constantly working to protect community health by providing real-time surveillance responding to public health threats, emergencies, and pandemics. For example, MHDL is part of the National Laboratory Response Network if there is a need to rapidly respond to and rule out biological threats, and it maintains surge capacity to respond to infectious disease outbreaks such as COVID-19.

The laboratory also works in collaboration with local health care providers, academic institutions, and community organizations to provide health education and training, research, and develop quality improvement initiatives.



Website

milwaukee.gov/MHDLab

2022 Data Highlights

7,725

syphilis tests performed

14,048

gonorrhea tests performed

2,502

mycoplasma tests performed

6,963

lead tests performed
(dust, paint, soil)

205

SARS-CoV-2 air samples

6,828

COVID-19 samples
sequenced

MHD Lab Grants

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Public Health Emergency Preparedness (PHEP) 2021-2022	DHS/Federal	7/1/21-6/30/22	\$250,000
Strengthening Public Health Laboratory (PHL) Preparedness through Laboratory Response Network (LRN) Project E: Emerging Issues	DHS/Federal	8/1/21-7/31/22	\$142,523
Upper Midwest Regional Accelerators of Genomic Surveillance	UW Wisconsin	6/1/21-5/31/22	\$25,846
Validation of New Culture Identification methods of Mycobacterium tuberculosis complex	APHL/CDC	2/1/22-8/30/22	\$10,000
Epidemiology and Laboratory Capacity (ELC) Project S: Strengthening U.S. Response to Resistant Gonorrhea (SURRG)	DHS/Federal	8/1/21-7/31/22	\$429,774
Defining the role of college students in SARS-CoV-2 spread in the Upper Midwest	UW/CDC	8/1/20-7/31/22	\$154,137
LRN Data Integration	APHL/CDC	7/1/21-10/31/22	\$136,672
Develop or Enhance Wastewater Surveillance Capability and Capacity in Environmental Health Laboratories	APHL/CDC	3/15/22-6/15/22	\$28,062
Epidemiology and Laboratory Capacity (ELC) Project A (Cross Cutting Epidemiology and Laboratory Capacity) LRN	DHS/Federal	8/1/22-7/31/23	\$156,000
Strengthening HAI/AR Program (SHARP) Capacity: Project E Emerging Issues	DHS/Federal	1/1/22-7/31/24	\$302,812
Public Health Emergency Preparedness (PHEP) 2022-2023	DHS/Federal	7/1/22-6/30/23	\$195,000
Epidemiology and Laboratory Capacity (ELC) Project S: Strengthening U.S. Response to Resistant Gonorrhea (SURRG)	DHS/Federal	8/1/22-7/31/23	\$633,373
Evaluation of the updated Aptima Combo 2 Assay for Detection of Chlamydia trachomatis and Neisseria gonorrhoeae on the Panther instrument	Hologic	2/1/22-1/31/23	\$9,455
Advanced Molecular Detection (AMD) Sequencing & Analytics Project E: Emerging Issues	DHS/Federal	8/1/21-7/31/24	\$1,338,255
ELC Enhancement Detection Expansion	DHS/Federal	3/1/21-7/1/23	\$3,551,276
ELC Project E 20-22: COVID19	DHS/Federal	5/18/20-11/18/22	\$7,188,616
Impact of immune failure on SARS-CoV-2 evolutionary potential	UW/CDC	4/1/21-3/31/23	\$488,970

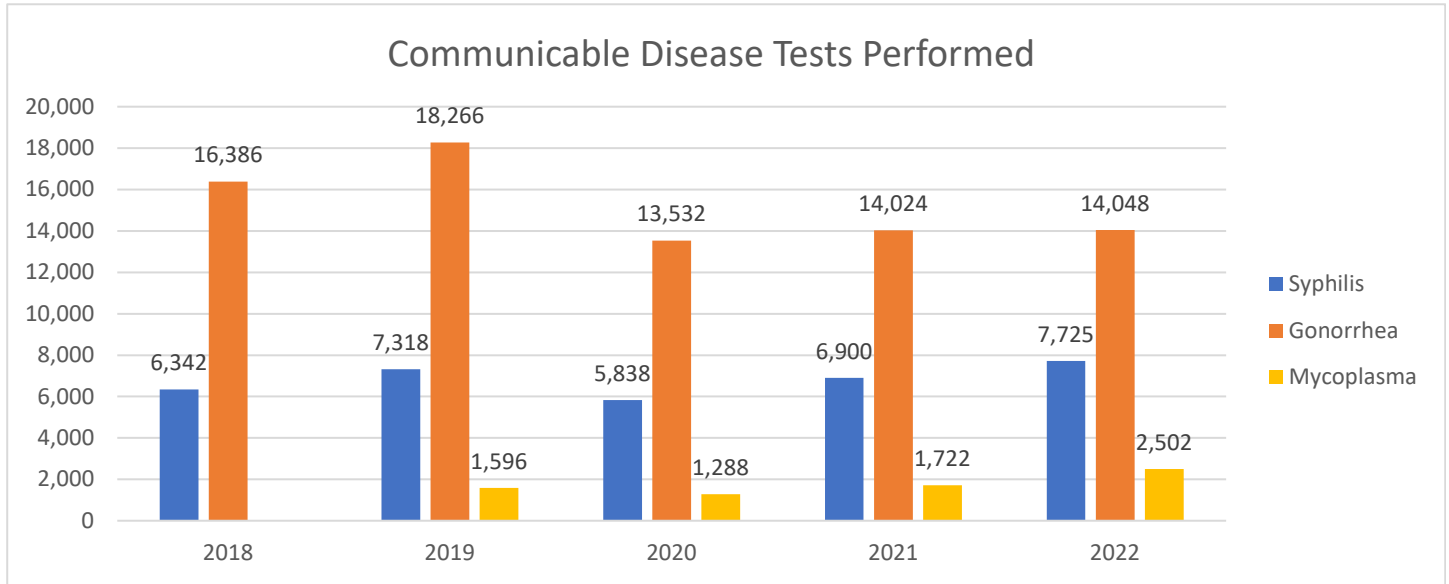
Accomplishments

- MHDL validated a method for wastewater surveillance of SARS-CoV-2, which can be used for wastewater-based epidemiology to help monitor and predict future outbreaks.
- Optimized use of the laboratory information system to implement electronic data exchange with CDC for high priority pathogen reporting as well as interfacing with MHD's electronic health record for improved STI result sharing.
- Successfully passed four required accreditation audits to maintain MHDL's certification as a clinical diagnostic reference laboratory under CLIA, CDC's Laboratory Response Network Reference Laboratory for identification of emerging pathogens and pathogens of concern, Environmental Health Lead Program and WI DNR Drinking Water certification.

Challenges

- Turnover/vacancies in management and administrative support positions.
- Funding for non-grant supported programs.
- Adapting to the dynamic testing demands coming out of the COVID-19 pandemic while sustaining and building new programs.

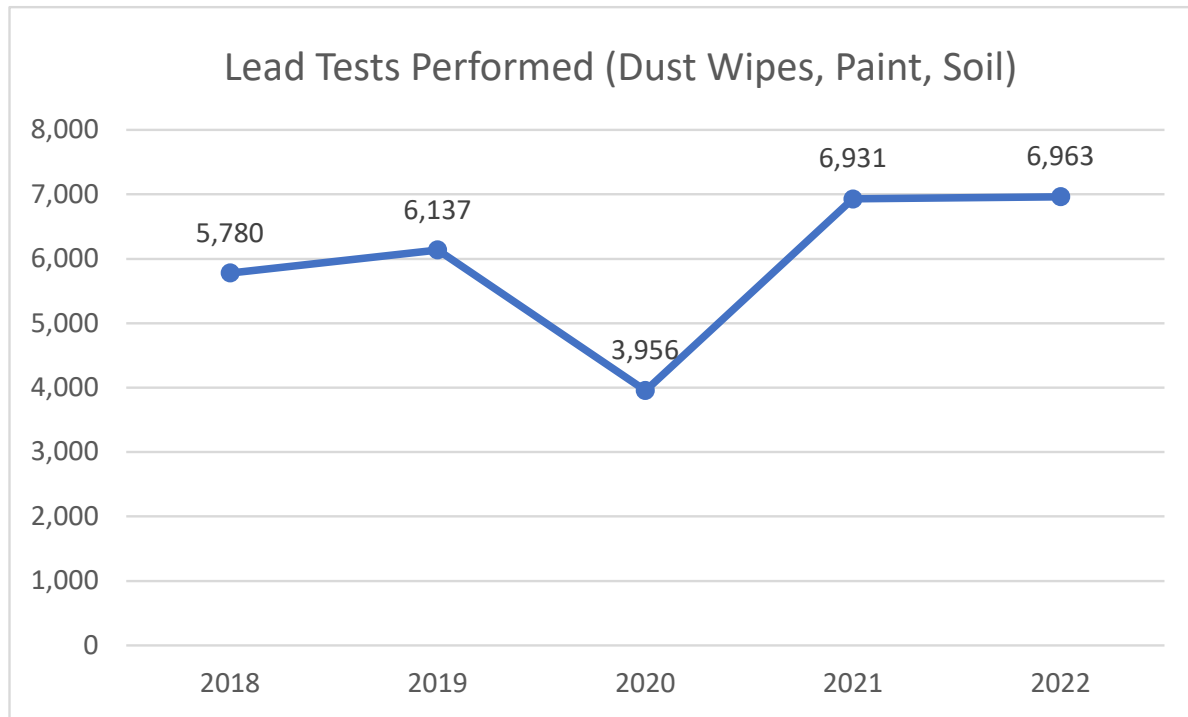
MHD Lab Data



**Primary and secondary (P&S) syphilis case rates have increased almost every year since 2020 not only in City of Milwaukee but also state-wide.*

**No Azithromycin cases with reduced susceptibility reported in 2022. Development of reduced azithromycin susceptibility with azithromycin exposure among patients with *N. gonorrhoeae* infection has lead CDC to update the treatment of uncomplicated urogenital, rectal, or pharyngeal gonorrhea, with a single 500 mg IM dose of ceftriaxone.*

**Mycoplasma hominis and Ureaplasma urealyticum testing has increased due to their association with urogenital infections and complications of pregnancy.*



**MHDL has a turn-around-time of 24-48 hrs for chelation and clearance samples in order to get kids and families back in their homes as soon as possible.*

POLICY, INNOVATION, AND ENGAGEMENT (PIE)

The Policy, Innovation, and Engagement (PIE) branch is responsible for providing informed policy analysis, supporting the department’s data needs, providing marketing and communications support across the department, and coordinating the planning activities of the City of Milwaukee Health Department. PIE also provides leadership in advocating for policy, systems, and environmental changes that support health equity and a culture of health, both within city government and in the community.

The PIE branch also leads the department’s efforts to obtain national public health accreditation, which includes advocating for and maintaining written policies and procedures, driving community engagement, and planning processes to draft the city’s Community Health Assessment (CHA), Community Health Improvement Plan – MKE Elevate, MHD’s Strategic Plan, MHD’s Annual Report, Workforce Development Plan, and Quality Improvement Plan.

2022 Data Highlights

324
data requests

1,546
Narcan kits distributed

10,954
fentanyl test strips distributed

Milwaukee Overdose Response Initiative (MORI):

This is a collaboration between MHD and the Milwaukee Fire Department. As part of this initiative, a group of community paramedics, peer support specialists, and individuals providing harm reduction resources will follow up on nonfatal overdoses in Milwaukee and sometimes Milwaukee County.

PIE Grants:

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Strengthening U.S. Public Health Infrastructure, Workforce, & Data Systems	Centers for Disease Control	December 1, 2022-November 30, 2027	\$8,151,554
Preventive Health Grant	WI Department of Health Services	October 1, 2022-September 30,2023	\$57,839
Implementing Overdose Prevention Strategies at the Local Level (MORI)	NACCHO	January 1, 2022 - July 31, 2023	\$500,000

PIE Responsibilities

Data & Evaluation

- Provide monitoring and surveillance of public health issues through the collection, analysis, and interpretation of data
 - Develop the department's Annual Report
 - Manage departmental key performance indicators and performance management
 - Manage compliance and departmental policies and procedures
 - Oversee the implementation & utilization of the Electronic Health Record (EHR)
 - Develop the 5-Year Community Health Assessment (CHA)
-

Health Strategy

- Utilize data to drive policy & programmatic decisions that improve health outcomes
 - Provide tools and resources to help elected officials, community residents, and other stakeholders understand the health challenges faced by Milwaukee residents, including education around the social determinants of health and the creation of data dashboards
 - Develop and implement methods to track progress on MHD's and the community's health goals and objectives as articulated in the Community Health Improvement Plan (CHIP) and Strategic Plan
 - Monitor and analyze policy initiatives and research at the city, state, and federal level and provide policy recommendations
 - Identify and collaborate with community partners to improve efficiency and effectiveness of public health efforts
 - Staff, coordinate, and/or lead public health initiatives (Substance Misuse, Mental Health, Food Insecurity, Maternal & Child Health, COVID-19 Response)
 - Create and maintain strategic partners with academic institutions to foster workforce development and public health research
-

Marketing & Communications

- Relay timely and pertinent public health information in the form of press releases, social media, reports, briefs, etc.
- Oversee internal and external communications strategies
- Maintain MHD website and social media platforms

Accomplishments

- The 2022-2027 Community Health Assessment (CHA) was published.
- The 2022-2027 Strategic Plan was published. The strategic plan uses Public Health 3.0 as its framework and is grounded in MHD's work toward becoming an anti-racist organization.
- Received a \$8.1 million grant: Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems. This grant emphasizes building a diverse public health workforce and strengthened alignment with the Public Health Foundational Capabilities.

Challenges

- Vacancies of several positions throughout 2022, creating impacts on day-to-day operations, increased staff stress, and inconsistencies to approaching work. Significant challenges filling vacancies due to low level of applicants, non-competitive salaries, and slow hiring processes.



Fetal Infant Mortality Review (FIMR)

Fetal Infant Mortality Review (FIMR) is a multidisciplinary case review of all infant deaths and stillbirths occurring in the city of Milwaukee. Data is abstracted on all deaths, and approximately 20% of all deaths are selected for review by the Case Review Team (CRT). The team consists of a diverse group of professionals (medical, public health, social service professionals) and community members. The team reviews the life and death circumstances of mothers and their babies to identify factors contributing directly or indirectly to the death and opportunities to improve medical and community service systems for pregnant women, infants, and families with young children.

The goals of FIMR are to:

- Examine factors associated with stillbirths and infant deaths through case reviews
- Identify specific areas of action and make recommendations for action
- Assist in planning interventions and policies to address and improve service systems and community resources
- Assist and participate in community implementation of interventions and policies
- Assess the progress of interventions

FIMR Grants:

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Maternal & Child Health Block Grant/Strong Baby Program	WI DHS	2023	\$755,857

Website

milwaukee.gov/FIMR

2022 Data Highlights

81

infant deaths

11.3

infant mortality rate
per 1,000 births

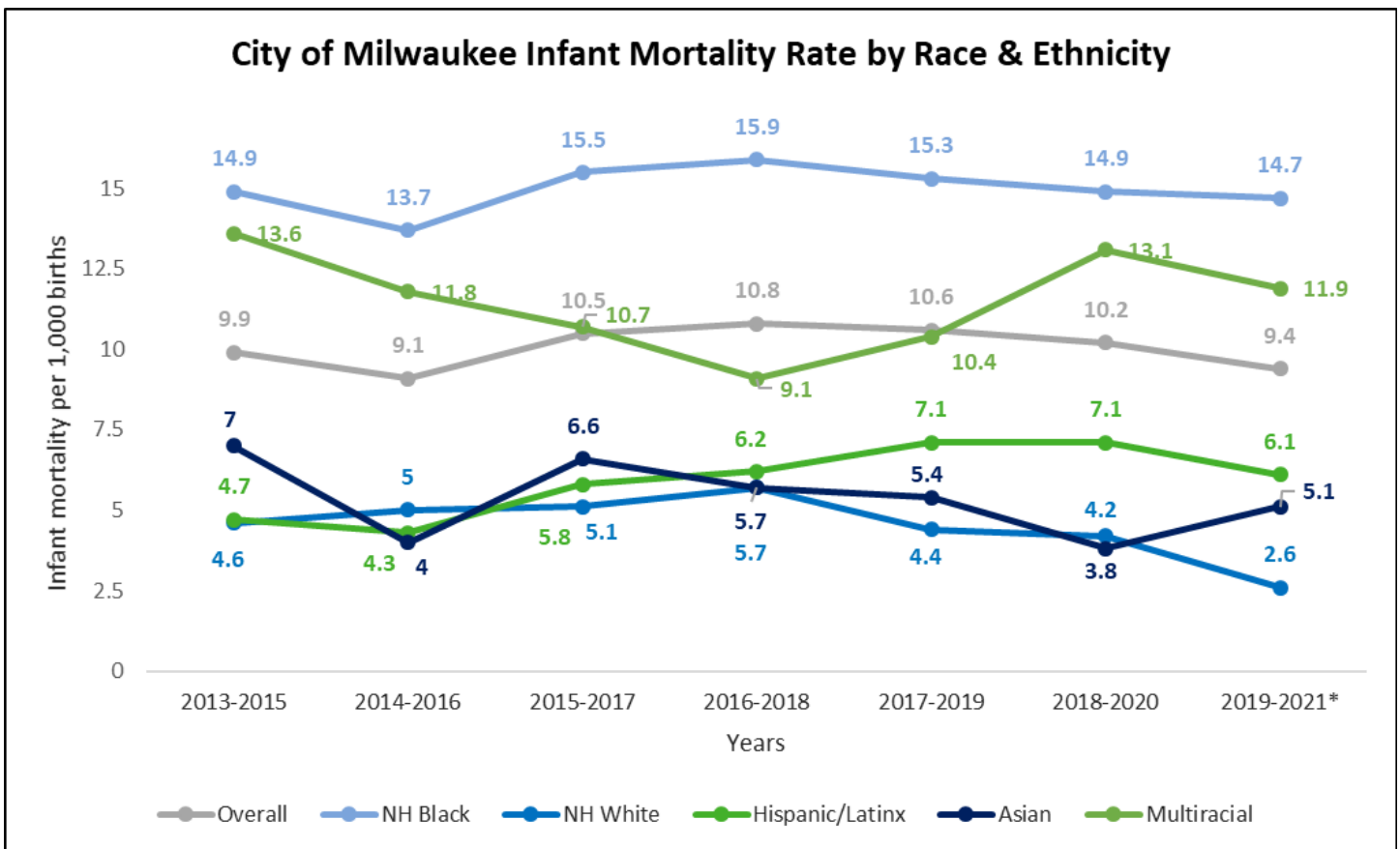
Accomplishments

- FIMR initiated a quality improvement process at the end of 2022 to assess the strengths and weaknesses of the current team. Feedback is being gathered to strengthen FIMR program procedures.
- The team is also incorporating more community-based, action-oriented components to the FIMR workflow to better reflect community needs.

Challenges

- Since the start of the pandemic, FIMR hasn't restarted the maternal / family interview process, which means the lived experiences of the families going through a pregnancy or an infant loss is missing from the FIMR data.
- Hiring and onboarding a new FIMR Coordinator creates a learning curve, so reviewing cases is going more slowly than in previous years.

FIMR Data



Acknowledgements

This report was developed by the Policy, Innovation, and Engagement (PIE) branch of the City of Milwaukee Health Department with major contributions from staff across all branches and divisions

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