



CITY OF MILWAUKEE  
HEALTH DEPARTMENT

# COMMUNITY HEALTH IMPROVEMENT PLAN

2023-2028



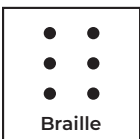
City  
of  
Milwaukee

**MIKE**  
**ELEVATE**

Our Health. Our Community. Our Future.

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# Letter from the Mayor

Dear Community,

As the Mayor of Milwaukee, my top priority is always to the people of our great city and creating a safe, healthy environment with accessible resources for everyone. This is why the MKE Elevate Community Health Improvement Plan is so important. It's built from direct feedback of Milwaukee community members on the topics that are most important to you.

MKE Elevate is the result of a year-long collaboration that involved community residents, partners, and stakeholders in selecting the priority areas we must collectively address to improve the health and well-being of all Milwaukee residents. The three priority action areas identified – Safe and Supportive Communities, Maternal and Child Health, and Healthy Built Environment – all contribute to the vision of a Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods.

While the Milwaukee Health Department identifies and leads this work, it is up to all of us – elected officials, business and nonprofit leaders, health care experts, social service providers, neighborhood influencers, and city residents alike – to answer the call and provide support and collaboration. No single person or organization can take on the monumental task of improving the health of our community alone.

The three priority areas fall under an umbrella priority of addressing racism and health equity. In 2019, Milwaukee declared racism as a public health crisis. The health disparities for many Milwaukeeans are far too great and, due to existing systemic barriers, are even greater for our BIPOC residents. Addressing these social determinants of health will have a positive ripple effect on the health and safety of our entire city.

The MKE Elevate Community Health Improvement Plan provides a roadmap for everyone to take an active role in their community. I urge you to join me and the Milwaukee Health Department as we put these strategies into action and work to elevate the health of all Milwaukee residents. When we come together around our city's most pressing issues, we can create positive impacts.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cavalier Johnson', with a large, stylized flourish extending to the right.

**Cavalier Johnson**  
Mayor

# Letter from the Commissioner

Dear Community,

Throughout the last year, we asked Milwaukeeans **“What makes a healthy Milwaukee?”**

Our team attended community events, sent surveys across the internet, hosted informational and conversational meetings, and spoke with residents, organizational stakeholders, and community leaders. The answers we received were varied, spanning from needing better access to healthy foods to addressing violence in the community to creating safe spaces to gather within Milwaukee’s neighborhoods. Despite the difference in responses, the underlying message was strong: **Milwaukeeans want a city where they feel safe, supported, and empowered to lead healthy lives.**

The 2023-2028 MKE Elevate Community Health Improvement Plan (CHIP) is a long-term, comprehensive plan based on feedback and collected data to address the public health challenges identified by the community. While the Milwaukee Health Department is responsible for writing the CHIP, gathering community stakeholders and partners, and facilitating meetings, the report truly is a community-owned and implemented plan.

Over the next five years, action teams will focus on creating healthy built environments, addressing maternal and child health disparities, and fostering safe and supportive communities. Most importantly, all the work will be done with an anti-racist lens to achieve an overarching priority of racial and health equity within our city.

Treating racism as a public health crisis, as it was declared in Milwaukee in 2019, means acknowledging the barriers that directly cause health disparities throughout the community. The roots of systemic racism run deep and have real effects on the everyday lives of people of color in Milwaukee and across the nation. Factors such as access to quality education, affordable housing, and stable employment have direct public health implications. To nurture and sustain a healthy and safe Milwaukee for all races and ethnicities, we must address racism and identify the root causes of unfair and unjust health outcomes.

I’m proud of the work the MHD team has done to craft the MKE Elevate plan and grateful to every community member who provided insight, personal stories, actionable recommendations, and consistent feedback. We are honored to conduct this work alongside our passionate and dedicated community and healthcare partners who are committed to driving change and working toward a common goal.

There is a role for everyone in the work to create a healthy Milwaukee. I hope you use this plan and feel inspired to join us as we work toward a Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods.

Sincerely,



**Michael Totoraitis, PhD**  
Commissioner of Health

# Letter from the Board of Health

Dear Milwaukee Community,

The City of Milwaukee Board of Health is proud to present the 2023-2028 Community Health Improvement Plan (CHIP) report developed by the Milwaukee Health Department (MHD) staff and collaboratively informed by community members, organizations, and stakeholders. This report will guide MHD's efforts and partnerships to promote and improve the health and wellbeing of all people living in the City of Milwaukee over the next five years.

To understand the Milwaukee Community's perception of health, MHD conducted extensive community engagement to determine community-driven priorities. This data collection effort resulted in over 2,000 Milwaukee residents participating in the CHIP survey, the collection of 86 photo submissions about what makes Milwaukee healthy or unhealthy, and MHD hosting 4 community meetings to share the Community Health Assessment (CHA) data and get feedback as to what should be prioritized. From the community's input, MHD identified three priorities: Safe and Supportive Communities; Healthy Built Environment (the physical areas where people live and work, for example, homes, buildings, streets, open spaces, etc.); and Maternal and Child Health. These areas of focus reflect significant racial health inequities in our city, as seen in the data from both the Milwaukee Healthcare Partnership Community Health Needs Assessment and the MHD CHA. The overarching priority of addressing racism and working toward health equity will be woven throughout the action teams and guided by the steering committee.

Through continued broad community participation and engagement, Milwaukee can come together to align efforts, pool our resources and expertise, and measurably improve our community's health to achieve the MKE Elevate vision of a Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods. We invite and encourage Milwaukee residents to join our collective effort to support Milwaukee's journey to be the healthiest city in Wisconsin, first by reading this report and then by joining us in action.

Yours in Health,

**Caroline Gomez-Tom, MSW** – Chair

**Ruthie Weatherly** – Vice Chair

**Bria Grant** – Board Member

**Ian B.K. Martin, MD, MBA, FACEP, FAAEM** – Board Member

**Julia Means, RN** – Board Member

**Ericka Sinclair, MS, MPH** – Board Member

**Wujie Zhang, PhD** – Board Member

**Alderwoman JoCasta Zamarripa** – Board Member



Our Health. Our Community. Our Future

# MKE Elevate: A community-driven plan to elevate our health, our community, and our future.

**MKE Elevate is a plan to elevate the health of all Milwaukee residents. While countless individuals and programs work tirelessly to improve health outcomes citywide, this plan seeks to focus and align work to address priority issues selected by our community, for our community.**

In 2022, the City of Milwaukee Health Department (MHD) was joined by Mayor Cavalier Johnson in launching a comprehensive, community-driven process to develop the MKE Elevate plan. The MHD provided leadership and oversight to the process, facilitating community input and participation.

The process began with the release of the City of Milwaukee Community Health Assessment (CHA), a report detailing over 40 data points across ten issue areas on the health status of Milwaukee residents as well as the conditions that impact these health outcomes. The CHA findings show that Milwaukee has higher-than-state-average rates of infant mortality, sexually transmitted diseases, cancer (breast, cervical, lung, and prostate), violence, teen pregnancy, childhood lead poisoning, and mortality due to unintentional injuries. These disparities stem from long-standing disadvantages and structural racism that have built upon and influence each other over time.

Using this data as a guide, the MHD sought feedback directly from community residents. Through an online and in-person survey, more than 2,000 people weighed in on what they viewed as Milwaukee’s most pressing health issues. At the same time, a photo campaign asked residents to visually identify healthy and unhealthy aspects of city life and received nearly 100 submissions. CHA data and community survey results were shared at a series of four community meetings, where residents completed a prioritization activity.

Resident input was combined with available data and potential evidence-based strategies to identify an overarching priority of **Racism and Health Equity** as well as 3 Priority Action Areas that not only address community-identified concerns, but also significantly influence safety and health:



**Healthy Built Environment**



**Maternal and Child Health**



**Safe and Supportive Communities**

In early 2023, community members were then invited to join a steering committee and three action teams. MHD engaged community partners in a series of quarterly meetings, seeking to coordinate a response to the three community-identified priority areas for action. Meeting participants crossed sectors and silos to develop goals and objectives for action, as well as proposed strategies to support these objectives. The MKE Elevate Steering Committee came together to identify an updated vision and mission:

## VISION

*A Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods.*

## MISSION

*MKE Elevate supports a Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods free from oppression by aligning strategies and building power, partnerships, access to resources, and opportunities for collective advocacy in community-identified priority areas.*

Using the community-developed goals, objectives, and strategies identified in this plan, MHD will continue to engage implementation partners to convene quarterly meetings, align efforts, and track results.

**Together, we can improve the health of Milwaukee.**



Follow us online!  
[@mkeelevate](https://www.instagram.com/mkeelevate)

Visit [milwaukee.gov/Elevate](https://milwaukee.gov/Elevate)  
for more information!

# HOW TO USE THIS PLAN

The following is a report of the goals, objectives, and strategies for addressing what our community has asked for:

*Safe and supportive communities with a healthy built environment, where maternal and child health is valued and supported, and where all people and communities are thriving and free from oppression, through strategy alignment, power building, and collective advocacy.*

This Community Health Improvement Plan (CHIP) serves as a vision for the health of the community and a framework for individuals and organizations to leverage resources, build partnerships, and identify their own priorities and strategies to help elevate the health of the Milwaukee community. In this report, you will find a description of each priority action area, including a summary of local data to demonstrate why the issue is a priority in Milwaukee. You will also find information about how each priority action area aligns with state and national priorities. Goals and objectives are described, including specific strategies that partners have already committed to implementing. **We encourage you to review the priorities and goals, reflect on the suggested strategies, and consider how you can participate in this effort.**

The CHIP was designed to complement and build upon other guiding documents, plans, initiatives, and coalitions already in place to improve the health of the Milwaukee community. Rather than conflicting with or duplicating the recommendations and actions of existing frameworks and coalitions, the participants of the CHIP planning process identified potential partners and resources wherever possible.

## GET INVOLVED!



If your organization would like to sign on as an implementation partner for the 2023-2028 MKE Elevate cycle, please visit [milwaukee.gov/elevate](https://milwaukee.gov/elevate) to fill out a partner agreement or email us at [mkeelevate@milwaukee.gov](mailto:mkeelevate@milwaukee.gov)



Image source: Visit Milwaukee

# OUR MILWAUKEE

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Where and how we live, work, play, and learn affects our health. Understanding how these factors influence health is critical for developing the best strategies to address them.



Image source: Visit Milwaukee

Milwaukee is a vibrant city made up of unique neighborhoods with rich cultural histories, renowned festivals, thriving entertainment districts, world-class universities, professional sports teams, and more. Located along the shore of Lake Michigan, Milwaukee is the largest city in Wisconsin and the 30th largest city in the United States, with a population of 563,305 according to 2022 U.S. Census Bureau estimates.<sup>1</sup> The largest of 19 municipalities in Milwaukee County, Milwaukee encompasses 96.1 square miles.

As the main cultural and economic hub of the Milwaukee–Waukesha–West Allis Metropolitan Statistical Area (MSA), the 39th largest MSA in the nation, Milwaukee plays a pivotal role in the region's economic success.<sup>2</sup> The economy is dominated by small - to medium- size firms with representatives in nearly every industrial classification. Milwaukee is home to six Fortune 1,000 companies, including Northwestern Mutual, Manpower Group, Rockwell Automation, Harley Davidson, A.O Smith, and WEC Energy Group, for a total revenue worth of \$84 billion.<sup>3</sup>

 **EMPLOYMENT**

Education and health services is the largest industry, by employees and wages, in Milwaukee County. Led by Advocate Aurora Health with over 32,000 employees, seven of the top 12 largest employers in the Milwaukee Region are health services organizations.<sup>4</sup> Trade, transportation, and utilities is the second largest industry, with the largest percentage employed in retail trade, followed closely by professional and business services. The Milwaukee region also maintains a strong manufacturing industry, with the second highest rate of manufacturing workers per capita. With an estimated \$5 billion of projected private development planned for Downtown Milwaukee, we have the opportunity to promote inclusive growth by supporting local entrepreneurs, attracting diverse talent, and improving transit connectivity across the city.<sup>5</sup>

Although many of Milwaukee's strengths are a result of its diverse population – approximately 39% of residents identify as Black, 4.5% Asian, 0.6% Native American/Alaska Native, 7.6% two or more races, 19.9% Hispanic/Latinx, and 33% White – **Milwaukee faces significant challenges concerning higher unemployment rates among Black, Indigenous, and people of color (BIPOC) residents and disparities in education and income that are divided along racial lines.**

It is important to recognize the impact of transportation barriers, including the lack of driver's licenses and reliable public transportation options, which make it difficult for community members to commute to work, doctor appointments, and all-around travel efficiently. Additionally, the disproportionate rates of incarceration in Wisconsin, particularly affecting BIPOC residents in Milwaukee, further contribute to economic insecurity and inequality experienced in everyday life.

 **SOCIOECONOMIC STATUS**

While Milwaukee is home to many of Wisconsin's wealthiest residents, it is also home to the majority of the state's residents with the lowest socioeconomic statuses. Milwaukee's poverty rate is 24.1%, compared to just over 10% for Wisconsin. **The state is plagued with racial disparities in poverty, exemplified in significant spatial segregation of the wealthy and low-income people.** As Milwaukee has the largest proportion of the state's BIPOC population, poverty is most pronounced in the city, with rates varying by race and ethnicity. Among Black/African-American residents, 39.2% live in poverty compared to 33.3% of Hispanic/Latinx and 14.7% of non-Hispanic white residents.<sup>6</sup> In Milwaukee, 61.4% of students qualify for free or reduced lunch, which is close to a twenty percent decline since our last Community Health Improvement Plan; however, this rate is still high compared to 35% statewide and 43% nationally.<sup>7</sup> The overall percentage of children eighteen years and under living in poverty decreased from 41.2% in 2016 to 33.4% in 2021.<sup>8</sup> This decrease is likely due to factors such as an increase in resources and programs for child poverty and pandemic-era policies like the child tax credit, increased SNAP benefits, and other safety net benefits.

 **EDUCATION**

Disparities in educational outcomes also exist. Wisconsin reports some of the highest graduation rates in the nation. The average high school graduate rate statewide is 90.4% compared to the national average of 78%.<sup>9</sup> However, Milwaukee Public Schools saw a 64.2% graduation rate for Black students and 67.5% for Hispanic/Latinx students in the 2019-20 school year.<sup>10</sup>

In 2020, Wisconsin had the largest disparity between White and Black public high school students of any U.S. state with 71% of Black students and 94% of White students graduating on time.<sup>11</sup> Considering all of these factors, a report by the Annie E. Casey Foundation concluded the status of Black children in Wisconsin was the worst in the nation.<sup>12</sup> **Inequities in access to high-quality education for some racial and ethnic groups can lead to lower high school completion rates and barriers to college entrance.** This may limit future job options and lead to lower-paying or less stable jobs. People in these situations often cannot afford to miss work, even if they're sick, because they do not have enough money saved up for essential items like food and other important basic needs.

 **HEALTH**

Milwaukee is home to the highest concentration of health resources in the state; however, health disparities among Milwaukee residents are also the most pronounced. The city has higher-than-state-average rates of infant mortality, sexually transmitted diseases, cancer (breast, cervical, lung, & prostate), violence, teen pregnancy, childhood lead poisoning, and mortality due to unintentional injuries.<sup>13</sup> In 2020, there was a significant disparity in the average age of death between White and Black residents. **White residents had an average age of death of 74.7 years, whereas Black residents had an average age of death of 62.0 years, resulting in a gap of 12.7 years.** This stark difference highlights the presence of social and health inequities within our county.<sup>14</sup>

**These disparities stem from long-standing disadvantages and structural racism that have built upon and influenced each other over time. In order to address these disparities in a meaningful manner, we need a comprehensive approach, driven by multiple partners across our community, working together towards the health of our community.**

**MKE Elevate represents the collective vision of the Milwaukee community, aiming to leverage the city's strengths in an inclusive manner. It seeks to rally community efforts around three priority areas identified as crucial for fostering a safe and healthy Milwaukee. This strategic approach acknowledges the significance of equity and anti-racism when focusing on the priority areas to promote the overall well-being of the community.**

# Milwaukee: Racism, Segregation, and Health

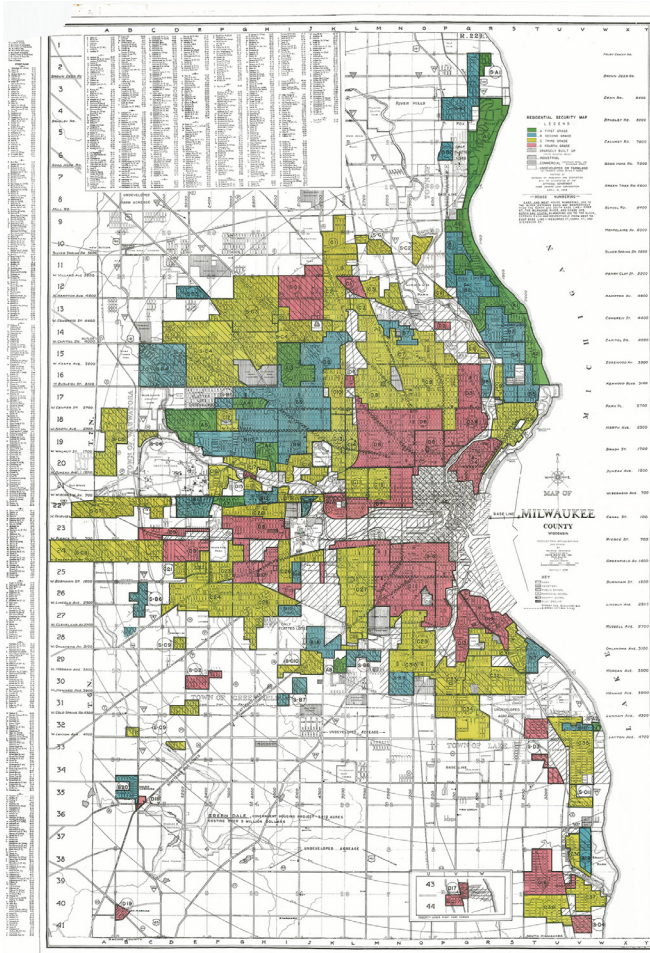
Milwaukee has a history of systemic racism that dates back to its founding as a city. As of 2019, Milwaukee falls fourth on the list of most segregated cities in the nation. Black community members currently and have historically faced discrimination in housing, employment, education, and public services. Racial discrimination produces a multitude of health inequities and disparities, as noted in our most recent Community Health Assessment.

Racism negatively impacts the health of our community members, and there are proven racial disparities in the quality-of-care Black people receive in Milwaukee. **Studies have shown Black patients are less likely to receive appropriate treatment for conditions such as heart disease, diabetes, and cancer, and they are also less likely to receive preventive services** such as vaccinations and cancer screenings.<sup>15</sup>

Racism can also affect the mental health of Black Milwaukeeans. The stress of living in a racially unequal society can lead to anxiety, depression, and other mental health problems. Racism can also make it harder for Black residents to access mental health care, due to factors such as stigma, lack of insurance, and a shortage of mental health providers in the city. Experiencing racism on the individual level creates stress, which impacts personal health, but racism also operates at a societal level.<sup>16</sup>

**Historically, communities of color have been excluded from government, schools, and neighborhoods through laws and organizational practices.** This pattern is called systemic racism and has contributed to segregation and continued disenfranchisement of communities of color. As a result, many people of color lack adequate access to many necessities for good health: stable employment, adequate and affordable housing, healthy foods, and quality schools.

In Milwaukee, as in many places across the country, Hispanic/Latinx and Black residents tend to have higher rates of poverty and unemployment than White residents. These social determinants of health are also addressed in the CHIP's objectives for racial and health equity, as well as the City of Milwaukee's agenda for economic development titled: [Growing Prosperity](#). **The policies and practices that create patterns of unequal access must be changed or eliminated for every member of the community to reach their full health potential.**



This map outlines [the history of redlining in Milwaukee](#). In the 1930's, the Home Owner's Loan Corporation (HOLC) used real estate, racial, and ethnic identity data as a grading scale to reflect a neighborhood's "mortgage security". Neighborhoods with a low grade were refused mortgage financing opportunities, making it difficult to impossible for people living in certain areas to become homeowners. [View an interactive map here](#).

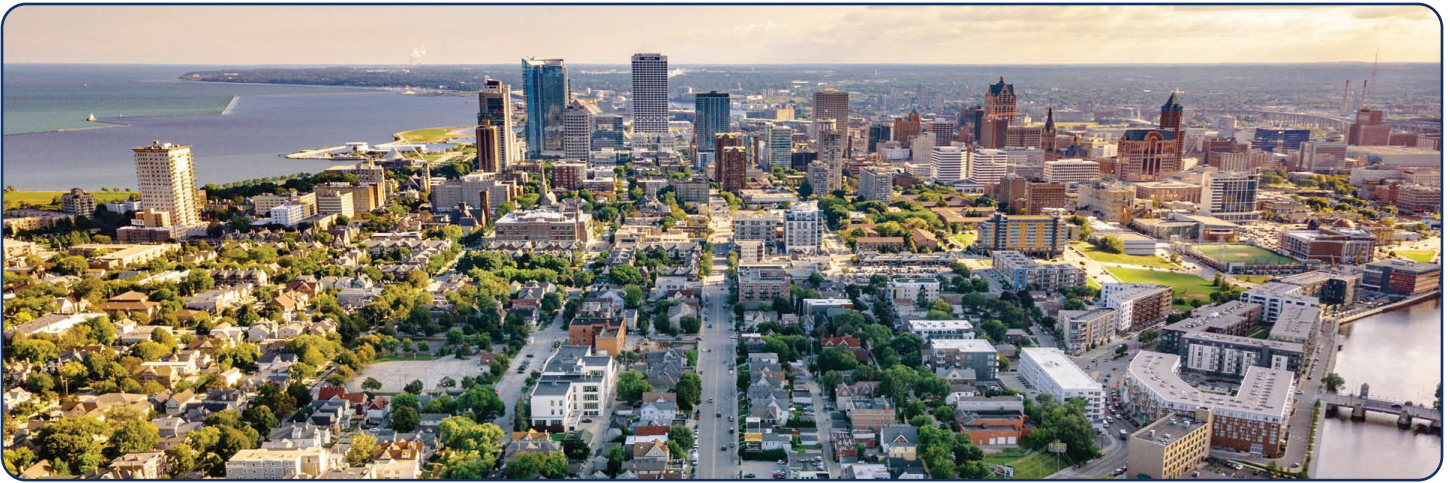


Image source: Visit Milwaukee

## Why is Racism and Health Equity a priority in Milwaukee?

The color of your skin simply should not determine how long you live or your quality of life, yet Milwaukee residents of color experience some of the most significant racial disparities when it comes to health. **MKE Elevate’s vision of a Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods will only be realized when persistent root causes of racial disparities in our community are eliminated.**

Community members who participated in the MKE Elevate planning process recognized the effects of racism and discrimination and their impact on health. Overall, 30% (or 635 out of 2,117) of MKE Elevate Priority Issue Survey respondents identified racism and other forms of discrimination as an issue that must be addressed to improve the health and well-being of Milwaukee.<sup>17</sup> Notably, this is a large increase from 2017, when 18.5% of respondents identified it as a priority.

Racism is deeply embedded in our community and continues to negatively impact the health of BIPOC Milwaukeeans. In order to ensure all Milwaukee residents have the opportunity to realize a future where they can thrive in a safe, healthy, and equitable community, we must work collectively to address the systemic and political injustices that have created inequities. MKE Elevate aims to create a more equitable, just, and prosperous city, where all residents have access to the resources and services they need to foster a sense of belonging, health, and wellbeing.

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## Policy, a tool for health equity and social justice

Policies have a significant impact on health because they shape the social, economic, and environmental conditions in which people live, work, play, and learn. Adopting evidence-based policies to address various determinants of health and prioritize health equity creates opportunities for governments and communities to create healthier and safer environments.

We have included policy recommendations as part of MKE Elevate to address the institutional and structural factors that contribute to health inequities in Milwaukee. These policy recommendations aim to promote equitable access to health and economics, improve social determinants of health, and address systemic barriers that affect marginalized populations. The policies suggested under each priority action area have been shown to effectively address health disparities in other parts of the country. They can promote health equity and advance social justice in Milwaukee.

# OUR APPROACH

## Shared Language

Shared language around how we talk about racism and health equity is very important for MKE Elevate. Shared language promotes participation, effective collaboration, community engagement, access to information, and the building of trust and unity. By recognizing and valuing diverse backgrounds, MKE Elevate can create an environment where all community members can help make Milwaukee a healthier and safer community. The chart on page 13 defines the terms that helped guide the creation of MKE Elevate's 2023-2028 mission and vision.

## MKE Elevate and Equity

MKE Elevate recognizes that the future of Milwaukee will be determined by how effectively we work with our partners to eliminate health disparities among populations experiencing disproportionate poor health outcomes. Guided by the CDC's (CORE)\* Commitment to Health Equity, Public Health 3.0 centers collaboration with multi-sectoral partners to incorporate health equity as a foundational component of the work we do to reduce health disparities.

MKE Elevate is committed to bringing together partners from various sectors to gain collective expertise and perspectives, inform next steps, and create a shared commitment to reduce health inequities. Diverse, multi-sectoral partnership means centering the voices and experiences of BIPOC communities who are most impacted by health inequities and taking action to eliminate barriers and promote equitable access to resources and opportunities.

We are dedicated to dismantling systems of oppression and addressing the root causes behind structures and systems that have contributed to disproportionate burden of disease and death in Milwaukee. Throughout the development and implementation of this plan, we are committed to advancing equity, justice, and health for all residents of Milwaukee.

### EQUITY IN PRACTICE

The City of Milwaukee Health Department launched the Birth Outcomes Made Better (BOMB) Doula Program in 2019.

BOMB Doula was created to support healthy pregnancies and nurture healthy babies in the City of Milwaukee. The program is focused on improving birth outcomes and maternal health, especially among Black pregnant and birthing people and infants who die at a rate three times greater than White infants.

Through doula services, families have the support & education necessary for healthy pregnancy and beyond. The program works with pregnant and birthing people prenatally at any stage of pregnancy through birth and 12 weeks postpartum.



\* CDC (Centers for Disease Control)

\* CORE (Cultivate, Optimize, Reinforce, Enhance) <https://www.cdc.gov/healthequity/core/index.html>

SHARED LANGUAGE TERMINOLOGY		
Term	Definition	Source
<b>Anti-Racism</b>	Active process of <u>identifying and eliminating racism</u> at the individual, organizational/ institutional, and cultural levels. This is done by <u>changing systems, organizational structures, policies, practices, and attitudes</u> , so that power is redistributed and shared <u>equitably</u> . Anti-racism is an approach, not an end-point, and thus provides a useful frame for an organizational change process.	Kendi, I.X. (2019). How to be an Antiracist. Random House Publishing Group.
<b>B.I.P.O.C</b>	BIPOC stands for Black, Indigenous, and People of Color. Pronounced “bye-pock,” this is a term specific to the United States, intended to center the experiences of Black and Indigenous groups and demonstrate solidarity between communities of color.	YWCA. Why We Use BIPOC. 2022. <a href="https://www.ywcaworks.org/blogs/ywca/wed-04062022-0913/why-we-use-bipoc">https://www.ywcaworks.org/blogs/ywca/wed-04062022-0913/why-we-use-bipoc</a>
<b>Equity</b>	Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.	Policy Link. Equity Manifesto. <a href="https://www.policylink.org/about-us/equity-manifesto">https://www.policylink.org/about-us/equity-manifesto</a>
<b>Food apartheid</b>	Limited access to affordable, healthy food driven by systemic racism.	Regeneration.org. Washington, Karen. <a href="https://regeneration.org/nexus/food-apartheid#:~:text=Food%20apartheid%20is%20a%20system,access%20due%20to%20systemic%20injustice.">https://regeneration.org/nexus/food-apartheid#:~:text=Food%20apartheid%20is%20a%20system,access%20due%20to%20systemic%20injustice.</a>
<b>Health equity</b>	The state in which everyone has a fair and just opportunity to attain their highest level of health. Achieving this requires focused and ongoing societal efforts to address historical and contemporary injustices; overcome economic, social, and other obstacles to health and healthcare; and eliminate preventable health disparities.	Centers for Disease Control and Prevention. What is Health Equity?. <a href="https://www.cdc.gov/nchhstp/healthequity/index.html">https://www.cdc.gov/nchhstp/healthequity/index.html</a>
<b>Justice</b>	The process required to move us from an unfair, unequal, or inequitable state to one which is fair, equal, or equitable, depending on the specific content. Justice is a transformative practice that relies on the entire community to respond to past and current harm when it occurs in society. Through justice, we seek a proactive enforcement of policies, practices and attitudes that produce equitable access, opportunities, treatment and outcomes for all regardless of the various identities that one holds.	Center for the Study of Social Policy, Key Equity Terms & Concepts: A Glossary for Shared Understanding, 2019. <a href="https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf">https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf</a>
<b>Liberation</b>	The progression toward or the conscious or unconscious state of being in which one can freely exist, think, dream, and thrive in a way which operates outside of traditional systems of oppression. Liberation acknowledges history, but does not bind any person to disparate systems or outcomes. Liberation is a culture of solidarity, respect, and dignity.	Center for the Study of Social Policy, Key Equity Terms & Concepts: A Glossary for Shared Understanding, 2019. <a href="https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf">https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf</a>
<b>Power</b>	<b>1.</b> The ability to name or define. <b>2.</b> The ability to decide. <b>3.</b> The ability to set the rule, standard, or policy. <b>4.</b> The ability to change the rule, standard, or policy to serve your needs, wants or desires. <b>5.</b> The ability to influence decision makers to make choices in favor of your cause, issue or concern.	YWCA. Our Shared Language: Social Justice Glossary. <a href="https://www.ywboston.org/wp-content/uploads/2016/02/MISS_VIT_BLD-SUPP-FOR-MISS_TRN-AND-DEVEL_SJ-GLOSSARY_MARCH_2016.pdf">https://www.ywboston.org/wp-content/uploads/2016/02/MISS_VIT_BLD-SUPP-FOR-MISS_TRN-AND-DEVEL_SJ-GLOSSARY_MARCH_2016.pdf</a>
<b>Public Health 3.0</b>	Emphasizes <u>collaborative engagement</u> and actions that directly affect the <u>social determinants of health inequity</u> . Public Health leaders serve as <u>Chief Health Strategists</u> , partnering across multiple sectors and <u>leveraging data and resources</u> to address social, environmental, and economic conditions that affect health and health equity.	NACCHO- Public Health 3.0. <a href="https://www.naccho.org/programs/public-health-infrastructure/public-health-3-0">https://www.naccho.org/programs/public-health-infrastructure/public-health-3-0</a>
<b>Social determinants of health</b>	Social determinants of health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.	Healthy People 2020. Social Determinants of Health. <a href="https://health.gov/healthypeople/priority-areas/social-determinants-health">https://health.gov/healthypeople/priority-areas/social-determinants-health</a>
<b>Systemic racism</b>	The practices that perpetuate racial disparities, uphold White supremacy, and serve to the detriment and harm of persons of color and keep them in negative cycles. Institutional/systemic racism also refers to policies that generate different outcomes for persons of different race. These laws, policies, and practices are not necessarily explicit in mentioning any racial group, but work to create advantages for White persons and disadvantages for people of color.	Center for the Study of Social Policy, Key Equity Terms & Concepts: A Glossary for Shared Understanding, 2019. <a href="https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf">https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf</a>
<b>Thriving</b>	Thriving is a dynamic process that goes beyond well-being to include individual and collective growth in grounding and agency.	The Forum for Youth Investment. New Definitions Driven by Equity; Informed by Science. <a href="https://forumfyi.org/wp-content/uploads/2020/07/NewDefinition_ThrivingYouth_July2020.pdf">https://forumfyi.org/wp-content/uploads/2020/07/NewDefinition_ThrivingYouth_July2020.pdf</a>

# OUR PROCESS

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## Building MKE Elevate

The MKE Elevate Community Health Improvement Plan was developed with a broad set of community partners who make up the local public health system. The planning process was facilitated by the City of Milwaukee Health Department (MHD) with a goal of creating a plan that will be owned, not by one single agency, but by the community as a whole.

Our plan is aligned with **Public Health Accreditation Board (PHAB) 2022 Standards and Measures<sup>1</sup>**, as MHD is currently pursuing Pathways to Recognition Program through PHAB.

### The related standards and measures include:

#### **DOMAIN 5:**

Create, champion, and implement policies, plans, and laws that impact health

#### **STANDARD 5.2:**

Develop and implement community health improvement strategies collaboratively

#### **MEASURE 5.2.2:**

Adopt a community health improvement plan *(Required documentation)*

- At least two health priorities
- Measurable objective(s) for each priority
- Improvement strategy(ies) or activity(ies) for each priority:
  - Each activity or strategy must include a timeframe and a designation of organizations or individuals that have accepted responsibility for implementing it
  - At least two of the strategies or activities must include a policy recommendation, one of which must be aimed at alleviating causes of health inequities
- Identification of the assets or resources that will be used to address at least one of the specific priority areas
- Description of the process used to track the status of the effort or results of the actions taken to implement CHIP strategies or activities

# MAPP 1.0 and MAPP 2.0

In facilitating the process to develop the MKE Elevate plan, MHD used the Mobilizing for Action through Planning and Partnerships (MAPP) 1.0 framework, which “helps communities prioritize public health issues, identify resources for addressing them, and take action to improve conditions that support healthy living.”<sup>2</sup> MHD was also a pilot site to test a component of the updated MAPP 2.0 framework \*

**Below is a summary of the planning process activities guided by core steps in this model:**



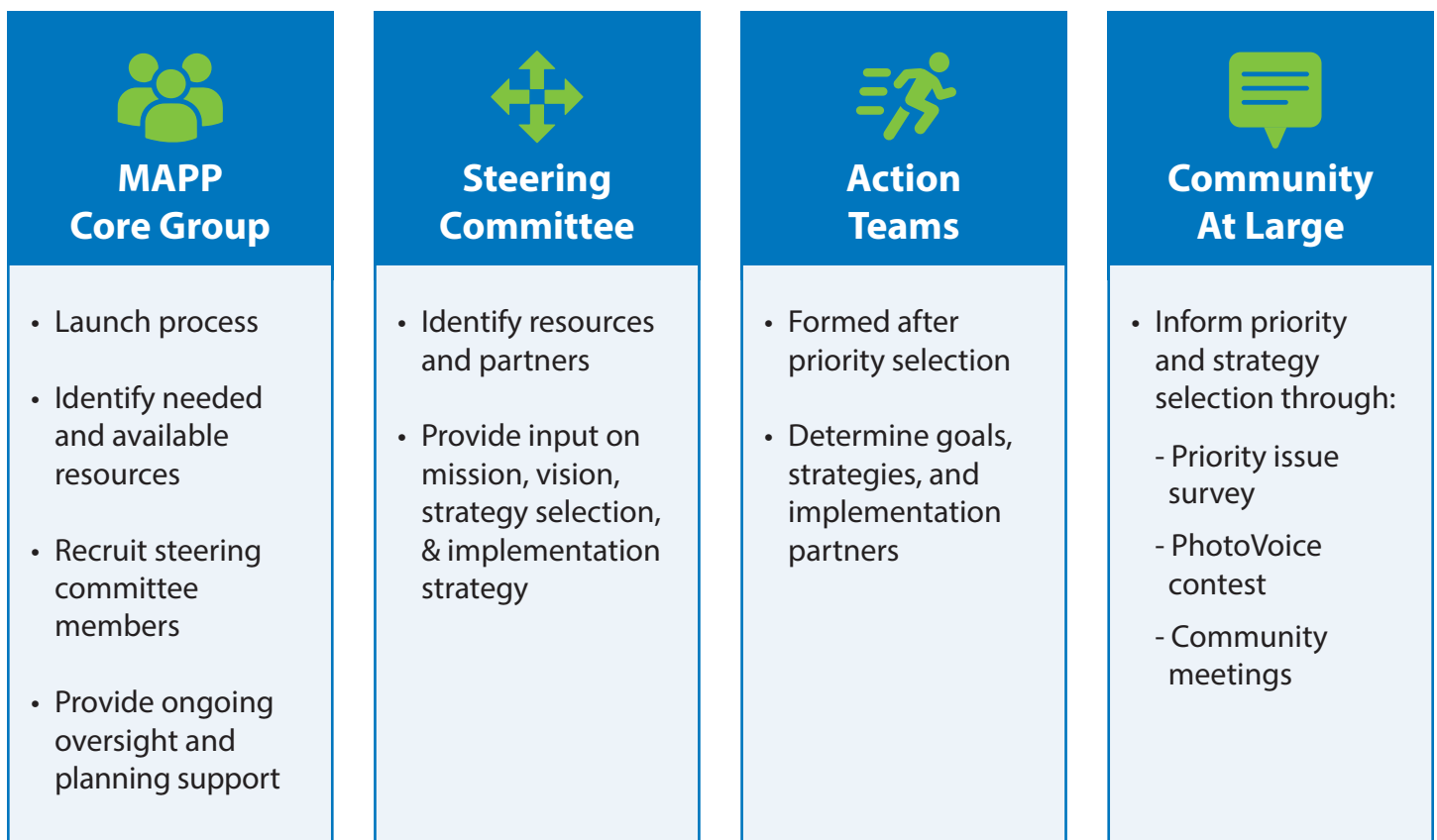
\* <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp>

# PHASE 1: Organize for Success, Partnership Development, and Build Community Health Improvement Infrastructure

The first phase of the MAPP 1.0 process includes determining who should be included, the resources needed, and how the community will proceed through the process.

MHD staff from the Policy, Innovation, and Engagement (PIE) Branch and the Board of Health President formed the MAPP Core Group to guide the process. This group utilized community input to select priorities, informing the selection of steering committee members and action team members. The community at large was involved in the process starting in the summer of 2022 by completing a priority issue survey and participating in a PhotoVoice contest.

## MKE Elevate Structure



## PHASE 2: Visioning

A steering committee was convened in early 2023 to help guide the planning process. After robust discussion, they helped to inform an updated mission and vision for the 2023-2028 MKE Elevate process:



### 2023-2028 MKE Elevate Vision:

*A Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods*







### 2023-2028 MKE Elevate Mission:

*MKE Elevate supports a Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods free from oppression by aligning strategies and building power, partnerships, access to resources, and opportunities for collective advocacy in community-identified priority areas*

## PHASE 3: The 4 MAPP Assessments

### Community Status Assessment

The 2022 Milwaukee Health Department Community Health Assessment (CHA)<sup>3</sup> identified the following **four key indicators** impacting the health of Milwaukee:

	<b>Gun Violence</b>	<b>82%</b> of gun violence victims are Black
	<b>Childhood Elevated Blood Lead Level Testing</b>	Black children were up to <b>2.7 times more likely</b> to have an elevated blood lead level (5 µg/dL or greater) at <b>10.3%</b> compared to other races
	<b>Infant Mortality Rate</b>	The infant mortality rate is <b>3x higher</b> among Black infants at nearly <b>15 per 1,000</b> compared to other races
	<b>Syphilis Rate</b>	There are <b>50.8 cases per 100,000</b> among Black residents compared to <b>18.2 per 100,000</b> among White residents

\* Please refer to the appendix or the [2022 MHD Community Health Assessment](#) for data on other races and ethnicities.

## Community Strengths and Themes

The Community Strengths and Themes Assessment was completed using photos and captions submitted to the PhotoVoice contest held in the summer of 2022, which resulted in 86 submissions. The analysis found that 71% (61) reflected community strengths or assets and 26% (22) reflected community deficits or barriers to good health.

**Using the photo submissions, we identified the following themes among the assets, and several examples of each:**

### MAIN THEMES:

Spaces for physical activity, nature within the urban setting, strong sense of community



*"Milwaukee's many green spaces offer quiet, cool places for people to gather, connect, and unwind!"*



*"A family bike ride on the Oak Leaf Trail along the shore of Lake Michigan."*



*"Free yoga in the park in the middle of downtown is a great way to get people to connect to the city they live in while still escaping the hustle and bustle."*

### CAPACITIES AND ABILITIES OF COMMUNITY MEMBERS:

Neighborhood investment, community building



*"Here in some of the ran down parts of Milwaukee we have beautiful community gardens and fresh vegetables and fruits being grown. The people in community help Milwaukee be healthy."*



*"Planting flower gardens in the city brings pride and beauty to our neighborhood. Thanks to the Victory Garden Initiative."*



*"Doctors, nurses, environmental services, and administration. We work hard to keep our patients healthy and living a long life."*

## PHYSICAL STRUCTURES OR PLACES:

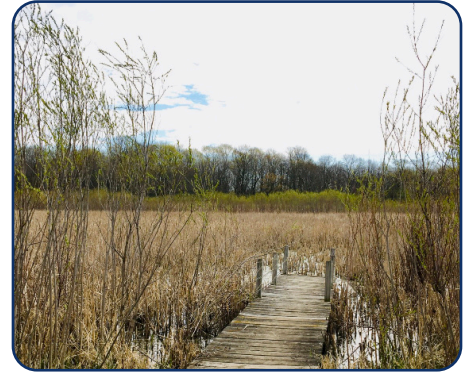
Houses, parks, gardens, trails, community centers, schools



*"Beautiful flowers encourage me to walk my neighborhood."*



*"Bay View Montessori's transformation. Approximately 30,000 square feet of asphalt was replaced with new publicly accessible recreational and educational spaces. The students, teachers, and neighborhood love the change."*



*"Milwaukee is home to Wisconsin's only urban state forest, Havenwoods State Forest. Nature = health in countless ways!"*

## ECONOMIC OPPORTUNITY:

Neighborhood investment (upkeep, volunteering), local business, infrastructure (sidewalks, roads)



*"Having more healthy refreshment options in our neighborhoods is important to our health. These drinks for example are naturally healthy and add a boost of energy, nutrition & wellness."*



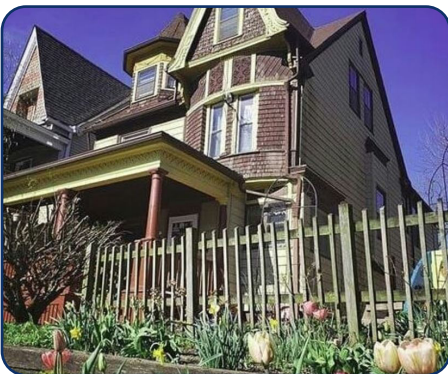
*"Together we can help keep our neighborhood clean and healthy, protect our green spaces, and keep our water clean."*



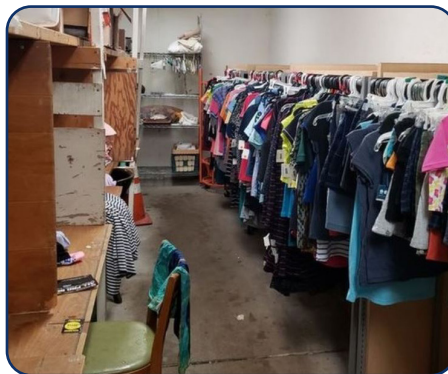
*"Electric, micro mobility options to travel around Milwaukee."*

## LOCAL PRIVATE, PUBLIC, AND NONPROFIT ORGANIZATIONS:

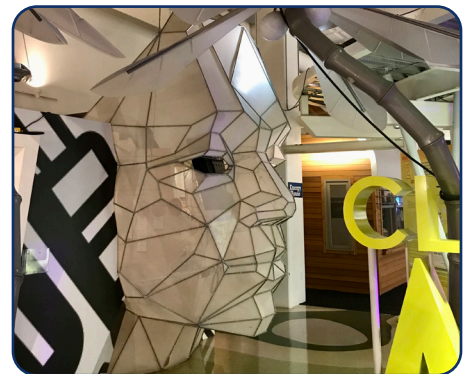
Schools, hospitals, museums, studios, social service agencies that provide clothing and food, environmental nonprofit agencies



*"Casa Maria has existed for over 55 years in Milwaukee taking in homeless women, families, and refugees. Here is Casa Maria on a beautiful summer day."*



*"On 21st and Juneau, donated clothing & infant items are free to anyone in need."*



*"Discovery World. A growing mind is a healthy mind."*

## Local Public Health System Assessment

The Local Public Health Assessment was conducted with the MAPP Core Group and MHD leadership over the summer of 2022 using NACCHO’s Local Public Health Assessment Instrument Version 3.0.

This tool utilizes the older version of the 10 Essential Public Health Services, which have since been updated to center equity and include infrastructure as an essential service.



Image source <sup>4</sup>

**To complete it, participants were asked to respond to the following questions:**





- *What are the activities, competencies, and capacities of the local public health system?*
- *How are the 10 Essential Public Health Services being provided to the community?*

Based on the results of this assessment, **the ten essential public health services were ranked according to perceived performances** in the local public health system of Milwaukee.

ESSENTIAL PUBLIC HEALTH SERVICE RANKING	
1st	ES #1: Monitoring Health Status
2nd	ES #8: Assure a Competent and Personal Health Care Workforce
3rd	ES #7: Link People to Needed Health Services
4th	ES #2: Diagnosing and Investigating Health Problems
5th	ES #4: Mobilizing Community Partnerships to Identify and Solve Health Problems
6th	ES #3: Inform, Educate, and Empower People about Health Issue
7th	ES #9: Evaluate the Effectiveness, Accessibility, and Quality of Personal and Population-Based Health Services
8th	ES #10: Research for New Insights and Innovative Solutions to Health Problems
9th	ES #5: Developing Policies and Plans that Support Individual Community Health Efforts
10th	ES #6: Enforce Laws and Regulations that Protect Health and Ensure Safety

## Prioritization Ranking of Essential Public Health Services

The prioritization ranking of essential public health services measures which activities have the greatest priority relative to each other. While all essential services are important to the function of the local public health system, prioritization helps to maximize impact for the local community. Based on the results of this assessment, the following comparison chart provides a tool for dividing the ten essential service categories into four quadrants that compare the performance of each category with its priority rating.

Significance	Essential Service	Performance Ranking	Priority Ranking
 <p><b>Increase Effort:</b> These activities require improvement and may need increased attention or coordination</p>	<p><b>ES #4:</b> Mobilizing Community Partnerships</p> <p><b>ES #5:</b> Developing Policies</p> <p><b>ES #6:</b> Enforce Laws</p> <p><b>ES #10:</b> Research</p>	<p><b>Lower Performance</b></p>	<p><b>Higher Priority</b></p>
 <p><b>Maintain Effort:</b> These activities are being done well, and it is important to maintain efforts</p>	<p><b>ES #1:</b> Monitoring Health Status</p> <p><b>ES #2:</b> Diagnosing &amp; Investigating Health Problems</p> <p><b>ES #7:</b> Link People to Needed Health Services</p>	<p><b>Higher Performance</b></p>	<p><b>Higher Priority</b></p>
 <p><b>Little to No Effort:</b> These activities could be improved but are of low priority and require little to no effort at this time</p>	<p><b>ES #9:</b> Evaluate the Effectiveness, Accessibility, &amp; Quality of Health Services</p>	<p><b>Lower Performance</b></p>	<p><b>Lower Priority</b></p>
 <p><b>Decrease Effort:</b> These activities are being done well and consideration may be given to reducing effort in these areas</p>	<p><b>ES #8:</b> Assure Competent Health Care Workforce</p> <p><b>ES #3:</b> Inform, Educate, and Empower People about Health Issues</p>	<p><b>Higher Performance</b></p>	<p><b>Lower Priority</b></p>

## Forces of Change

The Forces of Change assessment considers the following questions:

- *What occurred recently that affects the local public health system?*
- *What may occur in the future?*
- *Trends that may have an impact?*
- *Forces occurring locally, regionally, nationally, globally?*
- *Characteristics of city/state that may pose a threat or opportunity?*
- *What may occur that may pose barrier to shared vision?*

The MAPP Core Group completed the **Forces of Change assessment** over the summer of 2022 and identified the following 7 key themes:



**1:** Racism as a Public Health crisis



**2:** Infectious Disease



**3:** Economic Security



**4:** Labor Shortage and Inflation



**5:** Local Government and Leadership Changes



**6:** Violence



**7:** Reproductive Health Care Access

\* For more details please see the Forces of Change Summary in the Appendix.

## PHASE 4: Identify Strategic Issues

To select our 2023-2028 MKE Elevate priorities, MHD staff compiled available data and community input to draft a series of ten issue briefs.<sup>5</sup> Briefs were shared with MHD leadership to review and score according to the following rubric:

### Scope and scale of the problem

- Have outcomes improved or gotten worse?
- How many people are impacted?
- How does the issue impact overall health, morbidity, mortality?

### Equity impact

- Who is affected?
- Is there a disparity?
- How do social conditions, access to resources, and risk / protective factors impact the issue?

### Ability to make change in the next 5 years

- Are there evidence-based PSE strategies we could implement?
- Is someone already working on the issue?
- Could more be done if MHD/MKE Elevate takes on the issue?
- Is there political will to address the issue?

### Community Buy-In

- Did the issue come up in the Priority Issue Survey, Photo Voice, or Fall Meeting activity?
- Are any community groups working on the issue?

### Resources Available

- Is there staffing to support an action team?
- Is there funding available currently or possibly in the future?
- Are there implementation partners who can support goals and strategies?

# PHASE 5: Form Goals and Strategies

Once priorities were selected, action teams were formed and four quarterly meetings were scheduled for 2023. During the first quarterly meeting, community members identified initial goals and strategies for the three priority areas. During the second quarterly meeting, members reviewed goals and strategies and identified implementation partners.

## 2023-2028 Priority Action Areas



# PHASE 6: Action Cycle

Action teams will continue to meet on a quarterly basis to share progress on existing strategies and identify any gaps or needs for additional collective action.

# Community Outreach and Engagement

In order to hear what community members viewed as the top community health priorities in Milwaukee, we conducted extensive outreach over the summer of 2022. We shared a [Priority Issue Survey](#), promoted the Photovoice contest, and shared general information about MKE Elevate.

Outreach included **nearly 50 different community events** with a focus on events and locations that serve communities experiencing health inequities, including:

NUMBER OF SURVEYS COMPLETED AND PEOPLE REACHED (May – September 2022)							
	Neighborhood events	Festivals	Farmers' Markets	Health Fairs	# of surveys completed	Estimated # of people reached	# of events
<b>May</b>	<ul style="list-style-type: none"> <li>Heal the Hood</li> </ul>				70	100	1
<b>June</b>	<ul style="list-style-type: none"> <li>UMCS Pop-Up Event</li> <li>Sixteenth Street Bike Day</li> <li>Metcalfe Park Painted, Activated</li> </ul>	<ul style="list-style-type: none"> <li>PrideFest</li> <li>Juneteenth</li> </ul>	<ul style="list-style-type: none"> <li>Jackson Park Farmers' Market</li> </ul>	<ul style="list-style-type: none"> <li>MKE County Men's Health Event</li> </ul>	370	1,016	7
<b>July</b>	<ul style="list-style-type: none"> <li>Metcalfe Park Youth Event</li> <li>OVP Summer of Healing</li> <li>Masjid Rohingya Milwaukee</li> <li>Masjid Al-Qur'an</li> </ul>		<ul style="list-style-type: none"> <li>Jackson Park Farmers' Market (x2)</li> <li>Riverwest Farmers' Market (x2)</li> <li>Fondy Farmers' Market (x2)</li> </ul>	<ul style="list-style-type: none"> <li>Amani Pop-Up Resource Fair</li> <li>Back to School Health Fair</li> </ul>	600	1,750	14
<b>Aug.</b>	<ul style="list-style-type: none"> <li>HaRUNbee</li> <li>Behavioral Health Event</li> <li>Black Arts MKE</li> <li>City ERG Social with Mentor Milwaukee</li> <li>OVP Summer of Healing</li> <li>UWM UNITE (Neighborhood Housing Office)</li> <li>Community Jam Event, Brown Open House / Back to School Event</li> </ul>	<ul style="list-style-type: none"> <li>Puerto Rican Fest</li> <li>Mexican Fiesta</li> </ul>	<ul style="list-style-type: none"> <li>Northwest Side Farmers' Market (2x)</li> <li>Fondy Farmers' Market (2x)</li> <li>Deer District Market</li> <li>Jackson Park Farmers' Market (2x)</li> <li>Riverwest Farmers' Market</li> </ul>	<ul style="list-style-type: none"> <li>GLIHC Health Fair</li> <li>Family Health, Wellness and Resource Fair</li> <li>HAFAs Back to School Health Fair</li> <li>Amani Pop-Up Resource Fair</li> <li>Metcalfe Park Resource Fair</li> </ul>	857	1,150	22
<b>Sept.</b>	<ul style="list-style-type: none"> <li>OVP Summer of Healing</li> <li>Milwaukee Consortium for Hmong Health (Vaccine Clinic)</li> </ul>	<ul style="list-style-type: none"> <li>UMOS Mexican Independence festival</li> </ul>			29	55	3
<b>TOTAL:</b>					<b>1,926 surveys completed</b>	<b>4,071 people reached</b>	<b>47 events</b>

After the priority issue survey, PhotoVoice contest, and Milwaukee Health Department Community Health Assessment (CHA) results were compiled, MHD staff hosted a series of four community meetings held at Milwaukee Public Library locations geographically dispersed across the city to disseminate results and offer an opportunity for feedback and reflection through small group discussions. Nearly 100 people attended the meetings, with the largest number of participants joining the online option.

ATTENDANCE AT FALL 2022 COMMUNITY MEETINGS			
Date	Location	Number of community attendees	Notes
10/5/22	Zilber School of Public Health	28	
10/12/22	Mitchell Street Library	19	Spanish interpretation available
10/20/22	Good Hope Library	7	
11/1/22	Virtual, via Zoom	45	
		<b>TOTAL: 99</b>	

Once priorities were selected, quarterly action team and steering committee meetings were scheduled for the first year (2023). Attendees helped identify goals, strategies, and potential implementation partners to include in the next five-year plan.

ATTENDANCE AT WINTER-SPRING 2023 ACTION TEAM MEETINGS			
Date	Priority action area	Number of community attendees	Notes
2/16/23	Healthy Built Environment	16	Virtual meeting
2/16/23	Maternal and Child Health	23	Hybrid meeting, at Southside Health Center with virtual option
2/21/23	Safe and Supportive Communities	20	Virtual meeting
5/18/23	Healthy Built Environment	17	Virtual meeting
5/18/23	Maternal and Child Health	37	Hybrid meeting, at Southside Health Center with virtual option
5/23/23	Safe and Supportive Communities	23	Virtual meeting
		<b>TOTAL: 136</b>	

After two rounds of quarterly meetings, a draft plan was shared at a community meeting open to the public during the summer of 2023. Attendees completed a World Café activity, where they could add comments to the draft goals, strategies, and partners for each priority action area and voted on strategies they thought were the most important to pursue using dot stickers.

ATTENDANCE AT SUMMER 2023 COMMUNITY MEETING			
Date	Location	Number of community attendees	Notes
6/22/23	Washington Park Library	34	World Café activity to prioritize strategies. Spanish interpretation available.
		<b>TOTAL: 34</b>	

# GOALS AND OBJECTIVES

## Overarching Priority: Racism and Health Equity

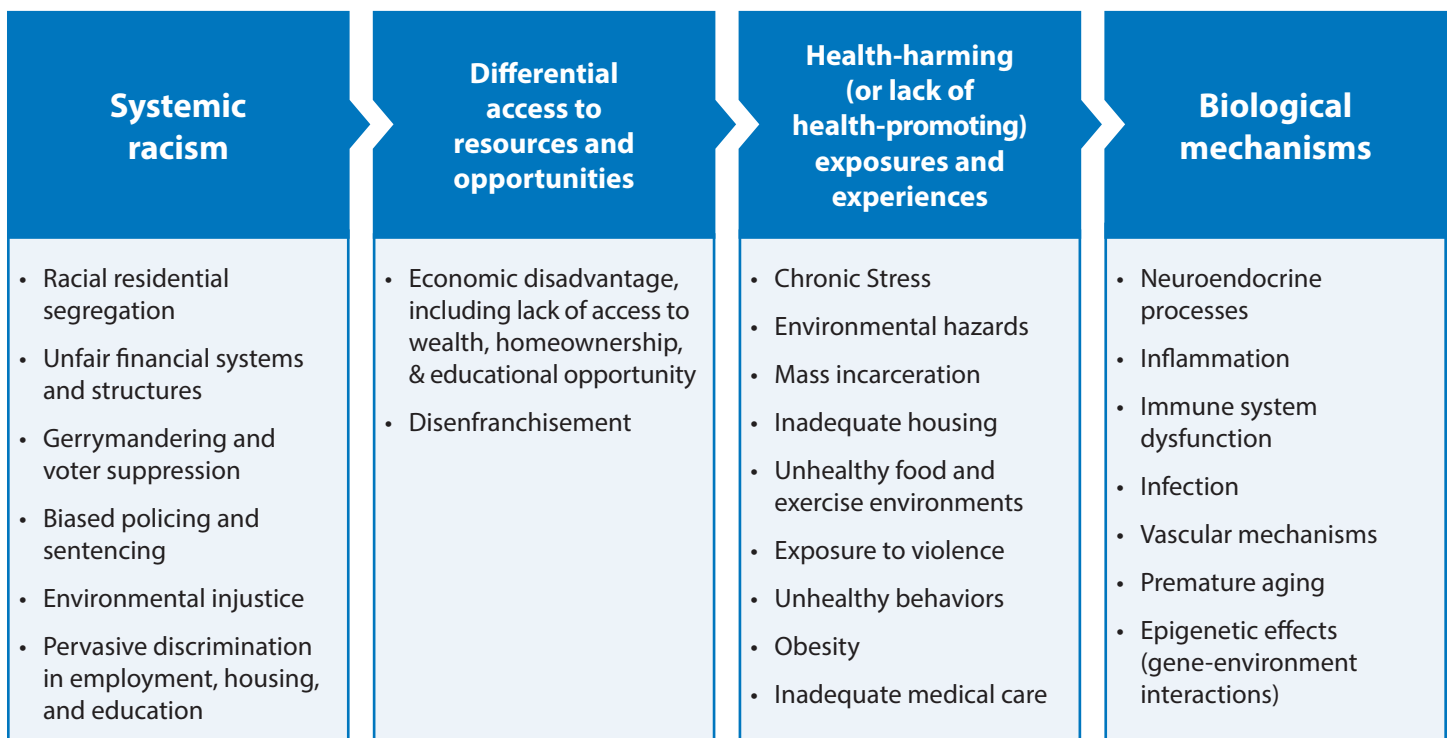
*“Racism is a system of structuring opportunity and assigning value based on the social interpretation of how one looks (which is what we call “race”), that unfairly disadvantages some individuals and communities, unfairly advantages other individuals and communities, and saps the strengths of the whole society through the waste of human resources.”*

- APHA Past-President Camara Phyllis Jones, MD, MPH, PhD

**In 2019, with the endorsement of the Milwaukee Health Department, the City of Milwaukee Common Council declared racism a public health crisis.**

Treating racism as a public health crisis means recognizing that it affects entire groups of people, not just individuals, and that proposed solutions must be focused on policy and system changes rather than individual behaviors. Communities across the nation, including Milwaukee, are recognizing the role of racism in creating differences in outcomes for people of color and are committing to changing and dismantling the laws, policies, and practices that reinforce racist power structures by making these declarations.



Centuries of racist policies and discriminatory practices create unfair, unnecessary, and avoidable barriers to health for communities of color. Research indicates how experiences and exposures produced by systemic racism contribute to racial / ethnic disparities in health. The figure below is a simplified graphic that demonstrates the deeply harmful impact of racism on health.<sup>1</sup>



In the city of Milwaukee, BIPOC populations experience higher rates of poor health and disease across a range of health conditions. The Black infant mortality rate is three times higher than that of non-Hispanic White infants.<sup>2</sup> In 2019, childhood lead testing indicated that Black children were up to 2.7 times more likely to have an elevated blood lead level (5 µg/dL or greater) at 10.3% compared to other races.<sup>3</sup> In 2022 Black residents comprise 82% of all cases of gun violence in Milwaukee.<sup>4</sup>

Hispanic/Latinx residents are also widely impacted by systemic racism and health inequities. In Wisconsin, the Hispanic/Latinx population is quickly growing, and Milwaukee County is home to nearly 40% of the state's population.<sup>5</sup> According to the 2021 Milwaukee County Community Health Needs Assessment, only 70% of Hispanic/Latinx residents have health insurance, compared to a 95% coverage rate for White residents.<sup>6</sup> Also, Hispanic/Latinx children are three times more likely to live in poverty than White residents.<sup>7</sup>

#### KEY DATA:

	<h3>Household Income</h3>	From 2017 to 2021, the <b>median household income</b> for Black residents in Milwaukee was <b>\$31,959</b> , while for Hispanic/Latino residents it was <b>\$43,897</b> and for American Indian/Alaskan Native residents it was <b>\$49,073</b> . In comparison, non-Hispanic White residents had a median household income of <b>\$61,182</b> . <sup>8</sup>
	<h3>Life Expectancy</h3>	From 2018-2020, <b>life expectancy for Black residents</b> living in Milwaukee County was just <b>70 years old</b> and for American Indian/Alaskan Native residents it was <b>74 years old</b> , compared to non-Hispanic White residents at <b>77.9 years</b> . <sup>9</sup> These disparities were exacerbated with the onset of COVID-19. <b>Black residents comprise 26% of Milwaukee County's population, yet 52% of COVID-19 related deaths</b> occurred among Black residents. <sup>10</sup>
	<h3>Civic Engagement</h3>	In 2022, <b>the voter registration rate</b> among adults living in Milwaukee stood at <b>68%</b> , reflecting a decline of 4% compared to the 2018 election and a 9% decrease compared to the 2014 election. <sup>11</sup>

The disparities described above are the result of a long history of systemic racism, which continues to permeate the fabric of health and quality of life to this day. A history of these city policies can be found online at [bit.ly/RacialEquityTimeline](https://bit.ly/RacialEquityTimeline). According to the Robert Wood Johnson Foundation, *"Once in place, systemic racism is often self-perpetuating, with damaging effects on health, even after the original explicitly discriminatory measure is no longer in force or has even become illegal."*<sup>12</sup>

The roots of systemic racism run deep, impacting the health of people of color in every aspect of their lives, including access to education, housing, and job opportunities. Each of these factors have both direct and indirect public health implications.

We must be mindful of our city's history and its influence on the health disparities, especially for our BIPOC residents. Recognizing our past and present will help us inform strategies to shape and improve the health of those disproportionately impacted by poor health. To nurture and sustain a healthy and safe Milwaukee for all races and ethnicities, we must address racism and identify the root causes of unfair and unjust health outcomes.

## State and National Alignment

Addressing racism and health equity is in alignment with White House [Executive Order 13985](#), Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, which emphasizes the need to advance equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.

Efforts have been made at the state-level to address the impact of racism on health for BIPOC communities as well. Wisconsin Governor Tony Evers' Health Equity Council released a [comprehensive plan](#) designed to improve *"all determinants of health including access to quality health care, economic and social factors, racial disparities, and the physical environments"* and *"address health disparities in populations based on race, economic status, educational level, history of incarceration and geographic location"* by 2030.<sup>13</sup>



**As part of our strategic plan to build anti-racist competencies, practices, and policies, the City of Milwaukee Health Department is committed to restructuring and dismantling systems that create unhealthy or inequitable environments.**

**By aligning the department's strategic plan with efforts identified within MKE Elevate, MHD and the community can effectively work together to improve the health of our BIPOC residents.**

**Michael Totoraitis** - Commissioner of Health

**GOAL 1: INCREASE HOUSEHOLD INCOME OF BLACK, HISPANIC / LATINX, AND AMERICAN INDIAN / ALASKA NATIVE RESIDENTS IN MILWAUKEE\***

\*It is crucial to emphasize the significance of household size in relation to household income. To achieve this goal, we are examining the issue with an equity lens that takes household size into account.

Objectives	Strategies	Implementation Partners
<b>1.1: Increase job readiness</b>	Career and academic skill building	<ul style="list-style-type: none"> <li>TBD</li> </ul>
<b>1.2: Increase economic support for basic needs</b>	Explore implementing a guaranteed income program	<ul style="list-style-type: none"> <li>MKE Elevate Steering Committee</li> <li>Milwaukee Health Department</li> </ul>
<b>1.3: Advocate for a Living Wage</b>	Conduct research to understand and define what an equitable income is for Milwaukee residents and households	<ul style="list-style-type: none"> <li>MKE Elevate Steering Committee</li> </ul>

**GOAL 2: RAISE THE LIFE EXPECTANCY AND QUALITY OF LIFE FOR BLACK AND AMERICAN INDIAN / ALASKA NATIVE MILWAUKEE RESIDENTS**

Objectives	Strategies	Implementation Partners
<b>2.1: Increase understanding of key drivers of life expectancy</b>	Conduct research to understand the key drivers of the life expectancy among Black/African-Americans living in Milwaukee	<ul style="list-style-type: none"> <li>MKE Elevate Steering Committee</li> </ul>
<b>2.2: Identify quality of life measurement</b>	Find and / or create a way to accurately measure quality of life in Milwaukee	<ul style="list-style-type: none"> <li>MKE Elevate Steering Committee</li> <li>Milwaukee County Department of Health and Human Services (DHHS)</li> <li>K Lemke Consulting (DBA Nourishment Ministry)</li> </ul>

**GOAL 3: INCREASE CIVIC ENGAGEMENT AND KNOWLEDGE FOR MILWAUKEEANS TO PARTICIPATE IN LOCAL AND STATE LEVEL VOTING**

Objectives	Strategies	Implementation Partners
<b>3.1: Increase voting and voter registration</b>	<ul style="list-style-type: none"> <li>Expand voter access</li> </ul>	<ul style="list-style-type: none"> <li>Milwaukee Fire Department</li> </ul>
	<ul style="list-style-type: none"> <li>Restore voting rights to people on community supervision for felony convictions</li> </ul>	
	<ul style="list-style-type: none"> <li>Improve understanding and track structural barriers that hinder community members from registering to vote</li> </ul>	
<b>3.2: Expand knowledge about local and state politics</b>	<ul style="list-style-type: none"> <li>Offer Civic 101 trainings</li> </ul>	<ul style="list-style-type: none"> <li>MKE Elevate Steering Committee</li> <li>K Lemke Consulting (DBA Nourishment Ministry)</li> </ul>
	<ul style="list-style-type: none"> <li>Improve understanding and track structural barriers that hinder community members from engaging in political learning</li> </ul>	

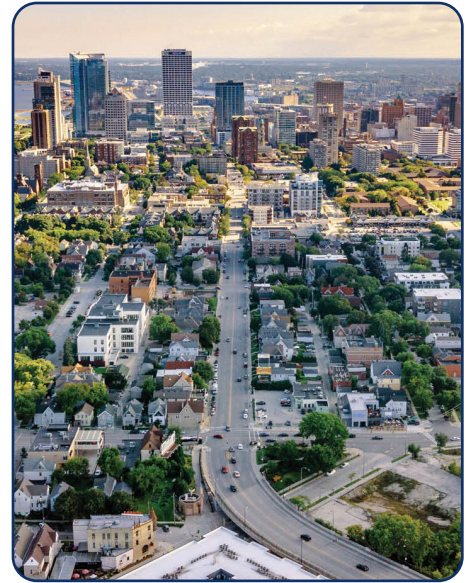
# HEALTHY BUILT ENVIRONMENT

## Why is Healthy Built Environment a priority in Milwaukee?




The Built Environment refers to the human-made structures – buildings, roads, trails, parks, houses, and more – that make up the spaces we live, work, play, and learn. It affects overall wellness, morbidity and mortality by facilitating access to health promoting resources and activities – health care, grocery stores, exercise opportunities, information, social connections, and more. Additionally, the home environment and buildings in which people spend time can be sources of exposure to stressors and environmental contaminants like lead, asbestos, indoor air pollution, and other toxins.

Milwaukee's history of redlining and segregation has created persistent racial inequities in the quality and safety of neighborhoods that continue to disproportionately impact BIPOC communities who are more likely to reside in areas with substandard housing, limited access to parks, and in areas experiencing food apartheid. It is also important to recognize the role that historical planning decisions around the built environment, like the construction of the I-43 freeway through Bronzeville, have played in the destruction of thriving black neighborhoods as we work to promote environmental justice, reconnect our communities, and promote a more equitable built environment.

***The Built Environment affects everyone who lives, works, plays, and learns in the City of Milwaukee.***



### KEY DATA:

	<b>Housing</b>	<ul style="list-style-type: none"><li>• <b>20% of households</b> in Milwaukee County experience at least one severe housing problem (overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities).<sup>1</sup></li><li>• <b>133,858 houses</b> in the city were built before the 1978 lead paint ban.</li><li>• Milwaukee residents with an internet subscription increased to <b>81.4%</b> over the past 5 years, but significant disparities remain, as that percentage is as low as <b>60-70%</b> in certain zip codes (53205, 53206, 53204, and 53233 are among the lowest).<sup>2</sup></li><li>• <b>49.8% of renters in Milwaukee</b> were cost-burdened in 2021, meaning they spend at least 30% of their income on rent.<sup>3</sup></li></ul>
	<b>Transportation</b>	<ul style="list-style-type: none"><li>• Milwaukee has a walkability score of <b>62.7</b>, compared to an average of 41.3 across all other City Health Dashboard's cities.<sup>4</sup> While this indicates that on average, Milwaukee is a walkable city, walkability varies across different blocks and neighborhoods in the city due to safety, quality and connectivity of sidewalks and trails.</li><li>• <b>5.9%</b> of Milwaukee residents commute by public transportation.<sup>5</sup></li><li>• In 2021, there were <b>270 motor vehicle serious injuries</b>, 52 motor vehicle fatalities, <b>10 bicyclist serious injuries</b>, 1 bicyclist fatality, <b>72 pedestrian serious injuries</b>, and 17 pedestrian fatalities in Milwaukee.<sup>6</sup> Trends have slightly increased and decreased over the past few years, with no clear trend up or down.</li></ul>
	<b>Healthy Food Access</b>	<ul style="list-style-type: none"><li>• Feeding America reported that there are <b>111,910</b> individuals or <b>11.8%</b> of the population living in Milwaukee County who experienced food insecurity in 2020. Since 2020, child food insecurity has increased from <b>21.1%</b> to <b>25.5%</b>.</li><li>• According to IMPACT 211, <b>finding food pantries and assistance with getting groceries</b> was one of the top unmet needs in 2021.<sup>7</sup></li><li>• Many families and children do not know when or where their next meal is coming from. This is amplified by the <b>rise of food prices</b>, which is predicted to increase between <b>3-4%</b> in 2023.</li></ul>

\*The data points presented above capture snapshots and averages of the city as a whole, but the experience of the built environment is often felt more profoundly on a block or neighborhood level. For more data that captures the geographic variability, check out Data You Can Use's [MKE Indicators Maps](#) or [Neighborhood Portraits](#).

## State and National Alignment

Neighborhood and built environment is a social determinant that has a major impact on health and well-being. Built environment is identified as a national priority in Healthy People 2030. In Wisconsin, healthy housing is a priority in the State Health Improvement Plan, and transportation is identified as a barrier to accessing healthcare and other health-promoting factors and services. Additionally, the Governor’s Health Equity Council recommends strategies to increase homeownership, and promote environmental justice through inclusive and equitable climate policies which are aligned with the Healthy Built Environment goals for MKE Elevate.

## Built Environment Action Team Goals

- By 2028, we will increase homeownership in Milwaukee and improve housing conditions
- By 2028, we will increase the number, quality, & infrastructure of pedestrian, biking, public transportation, electric vehicles, transportation options, and recreational spaces accessible to all in Milwaukee.
- By 2028, we will reduce food injustice in areas of food apartheid through a combination of community-based interventions, relationship building and equitable practices

GOAL 1: HOUSING		
By 2028, we will increase homeownership in Milwaukee and improve housing conditions		
Objectives	Strategies	Implementation partners
<b>1.1: Improve safety and conditions of existing housing stock</b>	Develop a Lead & Healthy Homes Fund that provides grants and low/no interest loans to make necessary home repairs to reduce health and safety hazard and meet energy efficiency needs	<ul style="list-style-type: none"> <li>• City of Milwaukee Department of Neighborhood Services (DNS)</li> <li>• City of Milwaukee Health Dept. Home Environmental Health (HEH) Division</li> </ul>
	Advocate for targeted / proactive rental inspections and increase enforcement of health hazards in rental units	
	Continue and expand Housing Conditions Surveys to more neighborhoods, advocate for improved housing conditions, and increase neighborhood association and Neighborhood Improvement Districts' (NID) capacity to support home repairs	
<b>1.2: Reduce eviction and improve housing security for renters through eviction prevention, training, and advocacy for tenants' rights</b>	Expand access to knowledge & trainings on renter's legal rights, fair housing, landlord & tenant trainings, and rent withholding / abatement procedures	<ul style="list-style-type: none"> <li>• IMPACT</li> <li>• Martin Sostre Solidarity House</li> <li>• WestCare</li> </ul>
	Conduct an asset and gap analysis of housing resources for households with extremely low incomes* and low incomes**	
	Collaborate with the Continuum of Care to implement Rapid Re-Housing and Homelessness Prevention Programs including eviction prevention programs, rent assistance, and other community-based services	
<b>1.3: Improving pathways to home ownership for Black and Latinx residents and increase the number of affordable housing units.</b>	Implement strategies aligned with the Collective Affordable Housing Plan including growing down payment assistance and homebuyer counseling programs, build new entry-level homes and support a housing acquisition fund	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	Review and revise zoning policies, approval procedures and processes for prioritizing affordable housing construction	

\* 0-30% Area Median Income

\*\* 30-80% Area Median Income

## GOAL 2: TRANSPORTATION

By 2028, we will increase the number, quality, and infrastructure of pedestrian, biking, public transportation, electric vehicles, and recreational spaces accessible to all in Milwaukee.

Objectives	Strategies	Implementation partners
<b>2.1: Make it safe, enjoyable, and convenient to walk, bike, take transit, drive, or simply experience our streets and public spaces – no matter one’s age or ability</b>	Implement Complete Streets and multimodal transportation projects aligned with Milwaukee’s Complete Streets Policy’s goals to increase walkability and decrease motor vehicle speeds	<ul style="list-style-type: none"> <li>• Wisconsin Bike Fed</li> <li>• Vision Zero</li> <li>• City of Milwaukee Department of Public Works (DPW)</li> <li>• American Lung Association</li> </ul>
	Implement Vision Zero recommendations to reduce traffic fatalities	
	Increased protected bike lanes and all ages and abilities bikeways throughout the city that connect destinations (e.g., work, school, stores, etc.)	
<b>2.2: Improve access to recreational and greenspaces in under resourced areas of Milwaukee to promote health and climate resilience</b>	Ensure that all residents have access to outdoor recreation spaces in the city of Milwaukee & implement the Comprehensive outdoor Recreation Plan (2022-2027)	<ul style="list-style-type: none"> <li>• Art Intersection MKE</li> <li>• Milwaukee County Parks</li> <li>• K Lemke Consulting (dba Nourishment Ministry)</li> </ul>
	Implement Green Infrastructure projects in schoolyards, high-priority sub-basins and other priority locations aligned with the City’s Green Infrastructure Plan	
	Implement the <a href="#">Branch Out Milwaukee Campaign</a> to maximize the benefit of Milwaukee’s tree canopy by focusing on equity, public health, environmental health, climate resilience, and workforce development	

## GOAL 3: ACCESS TO HEALTHY FOOD

By 2028, we will reduce food injustice in areas of food apartheid through a combination of community-based interventions, relationship building and equitable practices.

Objectives	Strategies	Implementation partners
<b>3.1: Increase number of centrally located community food hubs*, which offer a bridge between food producers and consumers, facilitating an asset-based approach for moving fresh food and whole unprocessed food along a supply chain to ensure all actors benefit</b>	Host an annual food systems conference in Milwaukee and bring together local stakeholders (could include a review of Farm Bill advocacy opportunities)	<ul style="list-style-type: none"> <li>• The Gathering of Southeast WI</li> <li>• American Cancer Society / Cancer Action Network</li> <li>• Milwaukee Area Technical College</li> <li>• WestCare</li> <li>• Martin Sostre Solidarity House</li> <li>• K Lemke Consulting (dba Nourishment Ministry)</li> </ul>
	Overview of State and local investments of food to understand what has worked previously and where there are gaps	
	Advocate for policy change and funding to make it easier for small retail spaces (like corner stores) to sell fresh food and incentivize these spaces to sell fresh food	
	Subsidize grocery delivery - this could also be an opportunity to gather data about what people are purchasing and/or encourage purchase of fresh food	
<b>3.2: Reduce food waste and connect those in need to the excess food - in a coordinated, safe way</b>	Advocate for increased and sustainable funding for coalitions to build partnerships and create a coordinated system with more staffing capacity	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	Collaborate with environmental / climate action partners to understand the sustainability impacts of reducing edible food waste	
<b>3.3: Increase number of community owned food related projects/programs/businesses (locally owned retailers)</b>	Microgrants for smaller groups (e.g., neighborhood-level) to start initiatives hyper-locally	<ul style="list-style-type: none"> <li>• City of Milwaukee Department of City Development (DCD)</li> <li>• Sherman Park Grocery</li> </ul>
	Funding/subsidies for food retailers to increase ability to bring in fresh fruits and vegetables, perhaps work with local farmers to support local producers	

\* According to USDA a food hub is a “business or organization that actively manages the aggregation, distribution, and marketing of course-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand.”

# MATERNAL AND CHILD HEALTH

## Why is Maternal and Child Health a priority in Milwaukee?

Infant mortality, defined as death in the first year of life, is commonly accepted as the barometer of the overall health and well-being of a country, community, or population.<sup>1</sup> The infant mortality rate in Milwaukee is among the worst in the U.S. Infant death in Milwaukee is mainly attributed to preterm birth. Other causes include congenital abnormalities, or birth defects, Sudden Infant Death Syndrome (SIDS) and Sudden Unexpected Death in Infancy (SUDI), and unsafe sleep.<sup>2</sup>




Complications experienced during pregnancy can lead to poor birth outcomes putting infants at higher risk of health complications or cognitive delays as children or adults. These complications may also lead to long-lasting health issues for the birthing person, or even result in maternal death. In the U.S., approximately 700 women die each year as a result of pregnancy or its complications. Black women have pregnancy-related mortality rates that are about three times higher compared to the rate for White women.<sup>3</sup>



Maternal and child health is impacted by many socio-economic factors, including access to and quality of education, insurance status and healthcare access, quality of healthcare providers, income, family cohesion, and more. Other factors contributing to maternal and child health include housing quality and stability, access to healthy foods, safe and supportive relationships, reliable transportation, and employment that can support a family and the needs of expectant people.

Racism and chronic stress also contribute to poor maternal and infant health outcomes.<sup>4</sup> Residential segregation, a form of structural racism, is linked to preterm birth, low birth weight, and mortality, especially for Black infants in Milwaukee.<sup>5</sup> Poor birth outcomes occur across all populations, but are most prevalent among Black pregnant/birthing people and infants in Milwaukee as demonstrated in the data shared below. Poor birth outcomes are largely due to systemic inequities, which create significant disparities in how pregnant and birthing people experience and navigate the healthcare system. According to the Kaiser Family Foundation, "In one study, Indigenous, Hispanic, and Black women reported significantly higher rates of mistreatment (such as shouting, scolding, ignoring or refusing requests for help) during the course of their pregnancy. Even controlling for insurance status, income, age, and severity of conditions, people of color are less likely to receive routine medical procedures and experience a lower quality of care."<sup>6</sup> Recent increases in pregnancy-related deaths and significant racial disparities in maternal health demonstrate the need for systematic improvements in the care of pregnant and birthing BIPOC people in Milwaukee.

### KEY DATA:

	<b>Healthy Birth Outcomes</b>	<ul style="list-style-type: none"><li>The infant mortality rate is <b>3 times higher</b> among Black infants at nearly <b>15 per 1,000 births</b> compared to other races.<sup>7</sup></li><li>The number of <b>preterm births in Milwaukee have increased by 18%</b> since 2015, accounting for 12.3% of all births.<sup>8</sup></li><li>The number of <b>infants in Milwaukee with low birthweight has increased by 17%</b> since 2015, impacting 11.6% of all births.<sup>9</sup></li></ul>
	<b>Reproductive Healthcare Access</b>	<ul style="list-style-type: none"><li>There is currently <b>only one Title X family planning clinic</b> within ten miles of the city of Milwaukee.<sup>10</sup></li><li>According to available data on <b>provider diversity</b> from one health system in Milwaukee, <b>18.6%</b> of the healthcare workforce is Black / African American or Latinx.<sup>11</sup></li></ul>
	<b>Maternal Mental Health</b>	<ul style="list-style-type: none"><li><b>Depression during pregnancy is highest among Black women</b> in Wisconsin, at 27% compared to 17% of white women and 15% of Hispanic women.<sup>12</sup></li></ul>

\* Some of the data included here may seem incomplete. This is either due to what was currently available at the time of publication, or because some populations are too small to fully capture in these statistics. The Action Team will be exploring ways to report more accurate data for these goals.

## State and National Alignment

Maternal and child health are key metrics for determining the health of the community. Maternal and child health were identified as priorities in Healthy People 2030 through the following goals: safe deliveries for pregnant people and their infants, access to early prenatal care, and staying healthy before, during, and after pregnancy.

Maternal health is a priority of the Biden-Harris Administration. [The White House Blueprint for Addressing the Maternal Health Crisis](#) notes the following: The Biden-Harris Administration is committed to cutting the rates of maternal mortality and morbidity, reducing the disparities in maternal health outcomes, and improving the overall experience of pregnancy, birth, and postpartum for people across the country.

Wisconsin Governor Tony Evers' [Health Equity Council's](#) recommendation to extend postpartum Medicaid eligibility for pregnant and birthing people is in alignment with the maternal and child health priority area. Extending postpartum coverage would improve continuity of care and reduce disparities in postpartum follow-up care from chronic conditions associated with mortality rates.

Wisconsin's current [State Health Improvement Plan](#) identified healthcare that is centered around and reflective of the community that's being served. This is reflective of our goal to promote quality pregnancy care provided by diverse practitioners, who are trained in cultural sensitivity and respectful and accommodating of linguistic variety.

### Maternal and Child Health Action Team Goals

- By 2028, we will increase healthy birth outcomes in Milwaukee, especially for BIPOC babies and pregnant / birthing people
- By 2028, we will improve access to high quality reproductive healthcare that is culturally appropriate and offered by diverse providers
- By 2028, we will improve availability and uptake of behavioral health and support services for pregnant people and caregivers

GOAL 1: HEALTHY BIRTH AND HEALTH OUTCOMES		
By 2028, we will increase healthy birth outcomes in Milwaukee, especially for BIPOC babies and pregnant / birthing people.		
Objectives	Strategies	Implementation partners
<b>1.1: Improve racial disparities in fetal and infant outcomes</b>	Create blueprint for closing racial disparities in birth outcomes in Milwaukee	<ul style="list-style-type: none"> <li>• MKE Elevate Action Team</li> <li>• DHS Asthma-Safe Homes Program</li> <li>• Froedtert Hospital</li> <li>• MHD – Data and Evaluation</li> <li>• MHD – Fetal and Infant Mortality Review (FIMR)</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> <li>• MHD- Birth Outcomes Made Better (BOMB) Doula Program</li> <li>• Wisconsin Association for Perinatal Care</li> </ul>
	Coordinate, convene, and participate in Fetal and Infant Mortality Review (FIMR) and Child Death Review (CDR) teams	
	Improve clinical measures related to pregnancy and birth	
	Reduce poorly controlled asthma among pregnant women and children through Asthma Safe Homes Program	
<b>1.2: Increase access to full-spectrum, holistic and supportive care throughout pregnancy and the postpartum period</b>	Medicaid Reimbursement for Doulas	<ul style="list-style-type: none"> <li>• iCare</li> <li>• Vision Forward</li> <li>• MHD – Direct Assistance to Dads Program (DAD)</li> <li>• MHD – Community Healthcare Access Program (CHAP)</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> <li>• MHD – BOMB Doula Program</li> <li>• Froedtert Hospital</li> </ul>
	Case management for at risk patients	
	Evidence-based home visitation	
	Immediate access to vision services / family support for children born with vision loss, paid through Medicaid / insurance	
	Increase father/intimate partner involvement and engagement	
	Providing Healthcare Insurance	

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Objectives	Strategies	Implementation partners
<b>1.3: Improve substance misuse rates and outcomes among pregnant and postpartum birthing people</b>	Increase referral and admission to substance use disorder treatment for pregnant people actively using drugs / alcohol	<ul style="list-style-type: none"> <li>• Meta House</li> <li>• First Breath</li> <li>• Wisconsin Association for Perinatal Care</li> </ul>
	Provide informational packets about substance misuse and treatment for pregnant women	
<b>1.4: Ensure infants and new parents have their nutrition needs met</b>	Promote availability of lactation consultants to expectant and newly-delivered parents	<ul style="list-style-type: none"> <li>• Milwaukee Area Technical College (MATC)</li> <li>• MHD-BOMB Doula Program</li> <li>• Froedtert Hospital</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> <li>• Food for Health</li> </ul>
	Increase number of practitioners who support parents with breastfeeding goals	
	Provide education, access, and screenings around family nutrition needs	

**GOAL 2: REPRODUCTIVE HEALTHCARE ACCESS**  
 By 2028, we will improve access to high quality reproductive healthcare that is culturally appropriate and offered by diverse providers.

Objectives	Strategies	Implementation partners
<b>2.1: Increase coordination between agencies</b>	Hire pre-natal care coordinators to connect patients to services	<ul style="list-style-type: none"> <li>• Planned Parenthood</li> <li>• Froedtert Hospital</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> </ul>
	Enroll / connect more patients with Chorus for prenatal care	
	Strengthen community support networks and community-sponsored programs	
<b>2.2: Ensure access to linguistically-appropriate and culturally-respectful reproductive healthcare</b>	Adopt Reproductive Justice framework	<ul style="list-style-type: none"> <li>• Planned Parenthood</li> <li>• Froedtert Hospital</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> <li>• Milwaukee Area Technical College (MATC)</li> <li>• Wisconsin Association for Perinatal Care</li> </ul>
	Host conversations and groups to improve health outcomes	
	Expand Medicaid coverage to 12 months postpartum	
	Increase healthcare workforce diversity; increase the number of BIPOC maternal care providers by investing in their education early	
	Offer ongoing Diversity, Equity, and Inclusion training for all health center staff	
<b>2.3: Safeguard access to the tools and services needed to maintain sexual and reproductive health</b>	Provide a variety of contraception options to all patients and clients (condoms, ongoing birth control options, emergency contraception)	<ul style="list-style-type: none"> <li>• MHD – Sexual and Reproductive Health (SRH) Program</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> </ul>
	Offer full array of sexual and reproductive health services including STI testing and treatment, pregnancy testing, and key referrals	
	Counsel patients and clients on all reproductive health options available so they can make an informed decision	
	Create culture of destigmatization around sexual and reproductive health conditions and treatment	

**GOAL 3: MATERNAL MENTAL HEALTH**

By 2028, we will improve availability and uptake of behavioral health and support services for pregnant people and caregivers.

Objectives	Strategies	Implementation partners
<b>3.1: Improve access to behavioral and mental health services</b>	Improve access to evidence-based treatment through resource brokering, peer support, and information sharing	<ul style="list-style-type: none"> <li>• Mom’s Mental Health Initiative</li> <li>• MHD – Strong Baby Program</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> </ul>
	Offer Perinatal Mental Health Screenings and support groups	
<b>3.2: Increase awareness around the intersection of behavioral and mental health needs and pregnancy / postpartum period</b>	Incorporate Trauma-Informed Care Training across the board for birth workers, reduce systemic barriers	<ul style="list-style-type: none"> <li>• Mom’s Mental Health Initiative</li> <li>• Meta House</li> <li>• Froedtert Hospital</li> <li>• MHD – Empowering Families of Milwaukee (EFM)</li> <li>• Wisconsin Association for Perinatal Care</li> </ul>
	Promote peer support that specializes in providing one-on-one support to pregnant people, and group social support	
	Include reproductive / sexual health education in SUD treatment / recovery programs	
	Promote substance use treatment facilities that treat pregnant people	
	Promote awareness of postpartum depression, postpartum anxiety	

# SAFE AND SUPPORTIVE COMMUNITIES

## Why are Safe and Supportive Communities a priority in Milwaukee?

All people deserve safety where they live, work, play, and learn. Safe and supportive communities are free from all forms of violence, with access to resources to prevent trauma before it occurs. A safe and supportive community has accessible and affordable resources to support positive mental health and prevent or reduce harm related to substance misuse.

Poor health outcomes are often linked to communities experiencing higher rates of violence, poor mental health, and substance misuse. Significant racial disparities are also present among these three issues. Gun violence and lack of neighborhood safety associated with reckless driving are serious problems in Milwaukee. The majority of the victims of violence in Milwaukee are Black or Hispanic/Latinx, usually younger in age, and male. The WI Policy Forum states, "In 2021, a Black, non-Hispanic Wisconsinite was nearly 32 times more likely to die from homicide than a White, non-Hispanic Wisconsinite."<sup>1</sup>






Victims of domestic, intimate partner violence, and sexual violence are primarily female.<sup>2</sup> Victims of intimate partner violence experience greater risk for asthma, chronic pain, and sexually transmitted infections (STIs). Mental health outcomes associated with intimate partner violence include depression, anxiety, and post-traumatic stress disorder, suicidality, and chronic mental illness.<sup>3</sup> Unmet mental health needs can lead to future health complications and an increase in future health care, social, and economic costs.<sup>4</sup>

Drug related overdose deaths have also been on the rise in Milwaukee. In Milwaukee County, the opioid death rate in 2020 was 44.6 per 100,000 residents.<sup>5</sup> Notably, the overdose mortality rate for Black, non-Hispanic Wisconsinites increased more than nine-fold from 2001 to 2021. In 2021, the overdose mortality rate for Black Wisconsinites was 91.5 per 100,000, meanwhile the rate for White, non-Hispanic Wisconsinites was 27.3.<sup>6</sup>

Violence, mental health, and substance misuse are all factors which contribute to community safety and support. MKE Elevate has identified goals, objectives, and strategies to address these factors in order to build upon and improve the various efforts the health department, community members, and partners have deployed to create safe and supportive neighborhoods in Milwaukee.



### KEY DATA:

	<b>Interpersonal and intimate partner violence</b>	<ul style="list-style-type: none"> <li>From Jan. 1 – Aug. 10, 2022, there were <b>57 domestic violence-related nonfatal shootings</b>, affecting 33 Black / African American men and 20 Black / African American women.<sup>7</sup></li> </ul>
	<b>Crime and neighborhood safety</b>	<ul style="list-style-type: none"> <li>In 2021, there were 13 homicides by non-firearm, 180 by firearm, and 861 nonfatal shootings in Milwaukee. <b>Homicides by firearm doubled</b> and nonfatal shootings nearly doubled from 2019 to 2020 and increased slightly from 2020 to 2021.<sup>8</sup></li> <li>In 2022, <b>victims of firearm shootings</b> (both non-fatal and homicide) were 87% Black and 81% male.<sup>9</sup></li> </ul>
	<b>Reckless driving and motor vehicle crashes</b>	<ul style="list-style-type: none"> <li>In 2021, there were <b>270 motor vehicle serious injuries</b>, 52 motor vehicle fatalities, <b>10 bicyclist serious injuries</b>, 1 bicyclist fatality, <b>72 pedestrian serious injuries</b>, and 17 pedestrian fatalities in Milwaukee.<sup>10</sup> Trends have slightly increased and decreased over the past few years, with no clear trend up or down.</li> </ul>
	<b>Mental Health</b>	<ul style="list-style-type: none"> <li><b>1 in 4</b> Milwaukee residents has a mental health condition.<sup>11</sup></li> <li>Children &lt;18 years of age are hospitalized at a rate of <b>86.7 per 10,000</b> due to mental illnesses.<sup>12</sup></li> <li>In the 2022 Milwaukee Healthcare Partnership Community Health Needs Assessment, mental health was identified as the <b>#1 health issue in Milwaukee County</b>.<sup>13</sup></li> </ul>
	<b>Substance use prevention</b>	<ul style="list-style-type: none"> <li>In Milwaukee County between 2015 and 2022, <b>3,421 lives were lost</b> from a drug related overdose.<sup>14</sup></li> <li>The outcomes in Milwaukee have gotten worse and the numbers continue to rise; from 2019 – 2022 there has been a <b>67% increase in drug related deaths</b>.<sup>15</sup></li> </ul>

## State and National Alignment

This priority action area is in alignment with the [Healthy People 2030](#) goal to prevent violence and related injuries and deaths. Safe and supportive communities is also aligned with the [Wisconsin State Health Improvement Plan](#) priority area of physical, mental, and systemic safety.

### Safe and Supportive Communities Action Team Goals

- By 2028, we will increase efforts at the individual, relationship, community, and societal levels to prevent sexual and domestic violence before it occurs
- By 2028, we will support the increase of fostering safe neighborhoods
- By 2028, we will decrease risk factors for reckless driving
- By 2028, we will improve availability and uptake of behavioral health resources for Milwaukee
- By 2028, we will promote efforts at the individual, community, and societal levels to increase harm reduction methods throughout the city

<b>GOAL 1: INTERPERSONAL AND INTIMATE PARTNER VIOLENCE PREVENTION (IPV)</b> By 2028, we will increase efforts at the individual, relationship, community, and societal levels to prevent sexual and domestic violence before it occurs.		
Objectives	Strategies	Implementation partners
<b>1.1: Build community capacity to respond</b>	Promote citywide restraining order awareness for victims of IPV	<ul style="list-style-type: none"> <li>• City of MKE Office of Community Wellness and Safety</li> <li>• Sojourner Family Peace Center</li> <li>• UBUNTU Research and Evaluation</li> <li>• City Transformation Center</li> <li>• The Village</li> <li>• VR-PHAST</li> <li>• Milwaukee Healthcare Partnership</li> <li>• Cardiff Project</li> <li>• Diverse and Resilient</li> <li>• Kids Matter Inc</li> <li>• Froedtert Hospital</li> <li>• Department of Veteran's Affairs</li> <li>• Children's Community Mental Health Services and Wraparound</li> </ul>
	Implement credible messenger programs to directly connect with communities most impacted by IPV	
	Reduce incidence of IPV violence through proactive prevention efforts	
	Build awareness of IPV safe spaces, assistance, and support group services	
	Center language around prevention	
	Offer community building workshops	
	Promote individual and system advocacy	
<b>1.2: Create / grow culturally responsive approaches</b>	Develop and implement an effective communication strategy	<ul style="list-style-type: none"> <li>• UBUNTU Research and Evaluation</li> <li>• City of MKE Office of Community Wellness and Safety</li> <li>• City Transformation Center</li> <li>• The Village</li> <li>• VR-PHAST</li> <li>• Milwaukee Healthcare Partnership</li> <li>• Sojourner Family Peace Center</li> <li>• Diverse and Resilient</li> <li>• Kids Matter Inc</li> <li>• Froedtert Hospital</li> <li>• Department of Veteran's Affairs</li> <li>• Children's Community Mental Health Services and Wraparound</li> </ul>
	Promote healing and restorative justice approach	

**GOAL 2: CRIME AND NEIGHBORHOOD SAFETY**  
By 2028, we will support the increase of fostering safe neighborhoods.

Objectives	Strategies	Implementation partners
<b>2.1: Increase access to care</b>	Access to better affordable health care	<ul style="list-style-type: none"> <li>Milwaukee County Department of Health and Human Services (DHHS)</li> <li>Milwaukee Health Care Partnership</li> <li>Children's Community Mental Health Services and Wraparound</li> </ul>
	Community Access to Recovery service provider network (provider credential program)	
<b>2.2: Offer community trainings</b>	Offer bystander training	<ul style="list-style-type: none"> <li>City of MKE Office of Community Wellness and Safety</li> <li>VR-PHAST (MCW)</li> <li>Milwaukee Healthcare Partnership</li> <li>Milwaukee Fire Department</li> <li>Milwaukee County DHHS</li> <li>Cardiff Project</li> <li>Children's Community Mental Health Services and Wraparound</li> </ul>
	Offer CPR training	
	Teach conflict resolution at schools, churches, and CBOs	
<b>2.3: Strengthen capacity and coordination of violence prevention efforts</b>	Implement systems level recommendations that move upstream of violent events	<ul style="list-style-type: none"> <li>VR-Phast (MCW)</li> <li>City of MKE Office of Community Wellness and Safety</li> <li>Milwaukee Healthcare Partnership</li> <li>Milwaukee Fire Department</li> <li>Milwaukee County DHHS</li> <li>Cardiff Project</li> </ul>
	Increase collaboration across organizations and sectors	
	Implement the CARDIFF Initiative	

**GOAL 3: RECKLESS DRIVING AND MOTOR VEHICLE CRASHES**  
By 2028, we will decrease risk factors for reckless driving.

Objectives	Strategies	Implementation partners
<b>3.1: Increase education and safety</b>	Increase understanding of legislative requirements for driver's education	<ul style="list-style-type: none"> <li>City of Milwaukee Vision Zero Initiative</li> <li>Milwaukee County DHHS</li> <li>Milwaukee Fire Department</li> <li>Milwaukee County Department of Transportation</li> <li>Milwaukee Recreation (MKE REC)</li> </ul>
	Support the City of Milwaukee Vision Zero initiative	
	Support Project Safe Driver	
	Offer anger management workshops	
	Focus on culture, social reasonings vs education	
	Address root causes and why teens engage	

### GOAL 4: MENTAL HEALTH

By 2028, we will improve availability and uptake of behavioral health resources for Milwaukee.

Objectives	Strategies	Implementation partners
<b>4.1: Community based crisis response</b>	Promote suicide awareness	<ul style="list-style-type: none"> <li>City of MKE Office of Community Wellness and Safety</li> <li>West Care Wisconsin, Inc</li> <li>City Transformation Center</li> <li>The Village</li> <li>Diverse and Resilient</li> <li>Kids Matter Inc</li> <li>Milwaukee Fire Department</li> <li>Department of Veteran's Affairs</li> <li>Children's Community Mental Health Services and Wraparound</li> </ul>
	Offer support for loved ones who lost members to suicide	
	Offer mental health mobile unit	
<b>4.2: Provide efficient access to care</b>	Identify and increase access to resources	<ul style="list-style-type: none"> <li>Milwaukee County Department of Health and Human Services (DHHS)</li> <li>Milwaukee Health Care Partnership</li> <li>City Transformation Center</li> <li>The Village</li> <li>Diverse and Resilient</li> <li>Kids Matter Inc</li> <li>Milwaukee Fire Department</li> <li>Department of Veteran's Affairs</li> <li>Children's Community Mental Health Services and Wraparound</li> <li>WestCare Wisconsin Inc</li> </ul>
	Bridge gap between services and communities of color	
	Increase school-based mental health including student lead initiatives	
	Increase after school mental health support	
	Increase mental health supports for caregivers	
	Mental Health First Aid	
	Expand violence prevention and intervention efforts in health care settings	

### GOAL 5: SUBSTANCE USE PREVENTION

By 2028, we will promote efforts at individual, community, societal levels to increase harm reduction methods through the city.

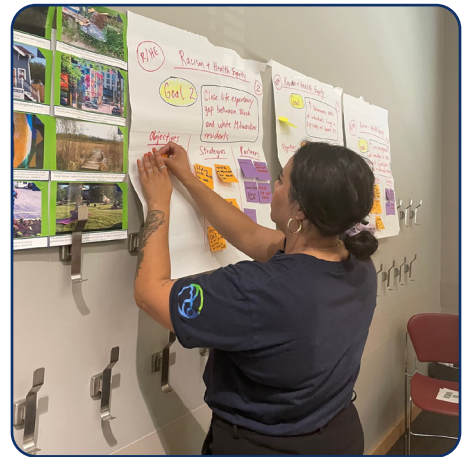
Objectives	Strategies	Implementation partners
<b>5.1: Build awareness of harm reduction resources</b>	Plan an overdose prevention summit	<ul style="list-style-type: none"> <li>Narcotics Anonymous</li> <li>Center for Urban Population Health</li> <li>City of Milwaukee Health Department (MHD)</li> <li>OD-PHAST</li> </ul>
	Host events, including International Overdose Awareness Day	
	Convene Milwaukee community collective	
	Promote substance misuse anti-stigma campaign	
	Offer harm reduction trainings	
<b>5.2: Increase access to overdose prevention and harm reduction distribution services</b>	Maximize supply of overdose prevention and harm reduction tools	<ul style="list-style-type: none"> <li>City of Milwaukee Health Department (MHD)</li> <li>Milwaukee County Department of Health and Human Services (DHHS)</li> <li>OD-PHAST</li> </ul>
	Provide coordinated communication about the supply of overdose prevention and harm reduction tools	
	Install Narcan vending machines	
	Increase awareness of and decrease stigma around Medication-Assisted Treatment (MAT)	

# IMPLEMENTATION

The following tables outline the Implementation Plan for the duration of the five-year CHIP cycle. This serves as an outline of the steps being taken at MHD to keep MKE Elevate on track and accountable. This plan combines strategy, process, and action for MKE Elevate from 2023-2028.

2023 IMPLEMENTATION PLAN					
Activity	August	September	October	November	December
Select community co-chairs					
Identify gaps and opportunities in selected strategies and partners					
Quarterly action team meetings to convene partners, align strategies, and track progress					
Steering Committee meeting to provide guidance and direction, identify resources needed					
General member meeting and annual celebration					

2024-2028 IMPLEMENTATION PLAN					
Activity	2024	2025	2026	2027	2028
Quarterly action team meetings to convene partners, align strategies, and track progress					
Identify gaps and opportunities in selected strategies and partners					
Annual progress report released					
Next MHD Community Health Assessment		TENTATIVE			
Anticipated Pathways to Accreditation recognition					
Next FIMR Report					
Blueprint for Peace 10-year plan period ends					
Anticipated PHAB accreditation					
Five-year evaluation report released					
Community engagement to identify new priorities					



# ACKNOWLEDGEMENTS

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## Board of Health

**Caroline Gomez-Tom, MSW**, Board President  
**Ruthie Burich-Weatherly**, Board Vice-President  
**Bria Grant**  
**Julia Means, RN**

**Ian B.K Martin MD, MBA, FACEP, FAAEM**  
**Ericka Sinclair, MS, MPH**  
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**Susan Hjelsand**, Senior Impact Director, American Heart Association  
**David Frazer, MPH**, Director, Center for Urban Population Health  
**Mary Homan, DrPH, MA, MSHCE**, Researcher, Academic, and Executive, Magis Consulting, LLC  
**Demonte Dismuke**, Public Health Practitioner, Wellpoint Network and SPEAK Easy Essential Public Health Services LLC  
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**Benjamin Porter**, Program Officer, Greater Milwaukee Foundation

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**Lindsey O'Connor, MBA, PHR**, MHD Human Resources Officer  
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**Rick Banks**, Senior Program Manager, Milwaukee County Office of Equity  
**Karin Tyler**, Operations Director, City of Milwaukee Office of Violence Prevention  
**Katie Doss**, Milwaukee Community Resident  
**Kristen Reed**, Operations Director, City of Milwaukee, Department of Neighborhood Services  
**Caroline Gomez-Tom, MSW**, President, City of MKE Board of Health and MKE County Board District 14 Supervisor

# Action Teams

## Maternal and Child Health

Kong Xiong	Eddie Cannedy	Tarah Brewster	Shaday Sims
Cameron Anderson	Heidi Katte	Michele Stiemke	Maricel Sandoval
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Marlene Zahran	Morgan Miller	Sarah Bloomquist	Jo Kessel
Christina Veling	Rachel Sauer	Casey White	Shaneeekha Velazquez
Christina Drain	Teresa Ortiz	Britney Roberson	Arati Hernandez
Feras Rizeq	Zachary Wils-Metrou	Alice Muehlbauer	Tracey Stanislawski
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Lindsey O'Connor	Jaquilynn Huff	Whitney Bingham	Elizabeth Fitzgerald
Emmanuel Ngui	Gabriel O'Neil	Nicole Mitchell	Nicole Mattson
Trina Salm Ward	Vanessa Johnson	Karly Tate	Andrew Kaliszewshi
Sumaiyah Clark	Heddy Keith	Joanna O'Donnell	Kim Mangarelli
Lauri Diske	Czenzi Kuehne	Natasha Horst	Teresina Simmons
Heather Champagne	Katy Murphy	Justin Rivas	Crystal Landeros
Kris Peterka	Anna Guerrero	David Comer	Claudia Evaristo
DeAnna Tharpe	Trisha Houghton	Christine Ullstrup	Lakeeta Watts
AkkeNeel Talsma	Tamara Thompson	Mary Jessen	Jen Schill
Jean Holt	Sarah DeSmidt	Dorian James	Jillian Smith
Kim Ryan	Eve Comer	Casey K	Tyler Weber
Melissa Ugland	Dalvery Blackwell	Anna Mercer	Nichole Logan
Benjamin Porter	Tonda Thompson	Patricia McManus	Emma Valdez
Alyson Chavez-Stewart	Johanna Nevin	Sally Keller	Josie Veal
Claire Piehowski			

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## Healthy Built Environment

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Danielle Nabak	Shaneeekha Velazquez	Lyn Hildenbrand	Terrica Kincy
Julie Schumann	Crystal Landeros	Mia Rudolph-Schulta	Anastasia Brennan
Kim Abell	Molly Collins	Cordella Jones	Jonathan Brostoff
Kori Schneider Peragine	Caressa Givens	Karen Lemke	Evette Daleccio
Lee Valentyn	Kari Southern	Charlie Leonard	Denita Johnson
Meg Kilkenny	Shawanna Lindenberg	Genevieve Hibbler	Kate Riordan
Radaya Ellis	Kristi Luzar	Lakeeta Watts	Starkita Purdle
Raul Romo	Michele Stiemke	Teresina Simmons	Kim Lombard
Rick Banks	Kristen Reed	Marybeth McGinnis	Joesph Kaltenberg
Zachary Wilks-Metrou	Victoria Sager	Beth Pfothauer	Heather Paradis
Hannah Trasser	Claire Piehowski	Michael Anderson	Susan Hjelsand
Michael Mannan	Hannah Feest	Alicia Nelson	Melissa Seidl
Eddie Cannedy	Danika Hill-Paulus	Emily Berth	Melinda Knuth
Mallory Krumrei	Hannah Kraussel	Derrick Cainion	Kim Mangarelli
Shaday Sims	Violet Kryshak	Dawn Powell	Joelisa Castillo
Amanda Wisth	Nancy Retana		

## Safe and Supportive Communities

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Regina Whyiee  
Danique Seymour  
Demonte Dismuke  
Feras Rizeq  
Amanda Weiler  
Vaun Mayes  
Antonia Vann Norton

Ian Russell-Camara  
Carolyn Raasch-Carr  
Paul Lough  
Genevieve Hibbler  
Bridget Whitaker  
Donta Holmes  
Travis Landry  
Paul Formolo  
Bushraa Rahman

Anita Allen  
Renee Logee  
Courtney Towne  
Karen Higgins  
Devin Hudson  
Charlotte Camron-Sain  
Ann Christiansen  
Patricia Ruiz-Cantu  
Sandy Smith

Byron Marshall Jr.  
Starkita Purdle  
Karen Katz  
Ellie Freeman  
Tristan Gross  
Constance Kostelac  
Reggie Moore  
Montréal Cain  
Quinn Taylor

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## Fall MKE Elevate Community Meeting Participants

### October 5, 2022

Aaron Camacho  
Adriana Herrick  
Allision True  
Anna Marie Fricano  
Ariane Grudzina  
Bianca Becker  
Brooke Norberg

Byron Marshall  
Carly Hegarty  
Caroline Gomez-Tom  
Claudia Mejia  
De'Shawn Ewing  
Devin Blake  
Drewshika Watkins

Elise Papke  
Emma Krill  
Haneen Daher  
Heidi Katte  
Ishma Rizvi  
Justin Rivas  
Lauren Woboril

Lee Valentyn  
Lydia Deutsch  
Pilar Sharp  
Raul Romo  
Thalia Williams  
Bruce Wiggins  
Trent Briggs

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### October 12, 2022

Dr. Ian Martin  
Kristie Anderson

Dana Zurek  
Michaela Blake

Amy Waldman  
Jannis Mindel

Jessica Pawelski

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### October 20, 2022

Amber Haugen  
Carmen Brambila  
Caroline Gomez-Tom  
Claudia Mejia  
Erica Olivier

Gerardo Mares  
Jacqueline Rice  
Quilynn Huff  
Joelisa Castillo  
Jose Guerrero

Julie Schumann  
Lisa Carabajal Gorman  
Megan McGee  
Melissa Ugland  
Monica Alonso

Patricia Luevano  
Sam Santos Colon  
Valerie MacMillan  
Winona Grieger

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### November 1, 2022

Amy Oeth  
Amy Oltendorf  
Anya Gordon  
Athena Hughes  
Barbara Smith  
Brenda Hines  
Bria Hollingsworth  
Cait McCrory  
Cameron Anderson  
Cheryl Isabell  
Crystal Landeros  
Debra Nevels

Deena Liska  
Dena Radtke  
Emily Burrows  
Ericka Sinclair  
Gerald Roesch  
Ginny Stoffel  
James Murray IV  
Karen Lemke  
Kim Abell  
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Lindsey O'Connor

Linnea Laestadius  
Lydia Korthals  
Maureen Conrad  
Meg Kilkenny  
Mia Rudolph-Schulta  
Michelle Klepp  
Nicole Thompson  
Rachel Sauer  
Rick Banks  
Rosamaria Martinez  
Sandy Smith

Sarah Vanausdall  
Susan Hjelsand  
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Tim Kissel  
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Trina Ricks  
Vaynesia Kendrick  
Vivian Watson  
Wujie Zhang  
Xiaobei "Shel-Bay" Dong

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- <sup>8</sup> Health Compass. <https://www.healthcompassmilwaukee.org/indicators/index/view?indicatorId=6051&localeId=3140&localeChartIdxs=1%7C2%7C4>
- <sup>9</sup> Health Compass. <https://www.healthcompassmilwaukee.org/indicators/index/view?indicatorId=172&localeId=3140&localeChartIdxs=1|2|4>
- <sup>10</sup> Title X Finder. <https://opa-fpclinicdb.hhs.gov/>
- <sup>11</sup> Froedtert and MCW Equity, Diversity and Inclusion Dashboard. <https://www.froedtert.com/sites/default/files/upload/docs/about/diversity/equity-diversity-inclusion-dashboard.pdf>
- <sup>12</sup> 2018-2019 Wisconsin PRAMS Surveillance Report. <https://www.dhs.wisconsin.gov/publications/p02500-2019.pdf>

## SAFE AND SUPPORTIVE COMMUNITIES (38-41)

- <sup>1</sup> WI Policy Forum. More Young Adult Lives Lost in Wisconsin, Even as Death Rates Down for Older Adults. 2023. <https://wispolicyforum.org/research/more-young-adult-lives-lost-in-wisconsin-even-as-death-rates-down-for-older-adults/>
- <sup>2</sup> Milwaukee Health Compass. 2022. <https://www.healthcompassmilwaukee.org/>
- <sup>3</sup> Health Affairs. The Effects of Violence on Health. October 2019. <https://www.healthaffairs.org/doi/10.1377/hlthaff.2019.00480>
- <sup>4</sup> White House: Reducing the Economic Burden of Unmet Mental Health Needs. 2022. <https://www.whitehouse.gov/cea/written-materials/2022/05/31/reducing-the-economic-burden-of-unmet-mental-health-needs/>
- <sup>5</sup> WI Policy Forum. Road to Recovery: Improving substance use disorder services in Milwaukee County. 2022. <https://wispolicyforum.org/research/road-to-recovery-improving-substance-use-disorder-services-in-milwaukee-county/>
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- <sup>7</sup> Milwaukee Police department and Milwaukee Homicide Review Commission. 2022. <https://www.mcw.edu/departments/epidemiology/research/milwaukee-homicide-review-commission/reports/dashboards>
- <sup>8</sup> Milwaukee Police Department, 2019-2022. <https://city.milwaukee.gov/police/Information-Services/Crime-Maps-and-Statistics>
- <sup>9</sup> Milwaukee Health Compass. 2022. <https://www.healthcompassmilwaukee.org/>
- <sup>10</sup> WisTransportal. 2021. <https://city.milwaukee.gov/ImageLibrary/Groups/cityBikePed/2022-Images/Complete-Streets/2021MilwaukeeCompleteStreetsHealthandEquityReport.pdf>
- <sup>11</sup> Milwaukee Health Compass. 2021. <https://www.healthcompassmilwaukee.org/tiles/index/display?alias=2021MkeCoCHNA>
- <sup>12</sup> Milwaukee Health Compass. 2021. <https://www.healthcompassmilwaukee.org/tiles/index/display?alias=2021MkeCoCHNA>
- <sup>13</sup> Milwaukee Health Compass. 2021. <https://www.healthcompassmilwaukee.org/tiles/index/display?alias=2021MkeCoCHNA>
- <sup>14</sup> Milwaukee County Medical Examiner's Office. 2023. <https://county.milwaukee.gov/EN/Medical-Examiner/Public-Data>
- <sup>15</sup> Milwaukee County Medical Examiner's Office. 2023. <https://county.milwaukee.gov/EN/Medical-Examiner/Public-Data>

# APPENDIX

## Additional *Potential* Action Team Objectives, Strategies, and Partners

The MKE Elevate Action Teams identified a number of potential objectives, strategies, and implementation partners that were not included in the final plan due to concerns around feasibility or lack of a confirmed partnership. These potential objectives, strategies, and partners may be added as feasibility improves or as partnership is confirmed.

### Healthy Built Environment

<b>GOAL 1: HOUSING</b> By 2028, we will increase homeownership in Milwaukee and improve housing conditions		
Objectives	<i>Potential</i> Strategies	<i>Potential</i> Implementation partners
<b>1.1: Improve safety and conditions of existing housing stock</b>	No additional strategies	<ul style="list-style-type: none"> <li>Reclaiming Our Neighborhoods (RON)</li> <li>Riverworks</li> <li>Neighborhood Improvement Districts (NID)</li> </ul>
<b>1.2: Reduce eviction and improve housing security for renters through eviction prevention, training, and advocacy for tenants' rights</b>	No additional strategies	<ul style="list-style-type: none"> <li>Milwaukee Continuum of Care</li> <li>Milwaukee Tenant's Union</li> <li>Community Advocates</li> </ul>
<b>1.3: Improve pathways to home ownership for Black and Latinx residents and increase the number of affordable housing units</b>	No additional strategies	<ul style="list-style-type: none"> <li>City of Milwaukee Department of City Development's (DCD) Growing MKE initiative</li> <li>Community Development Authority (CDA)</li> <li>ACTS Housing</li> <li>Milwaukee County</li> </ul>

## GOAL 2: TRANSPORTATION

By 2028, we will increase the number, quality, and infrastructure of pedestrian, biking, public transportation, electric vehicles, and recreational spaces accessible to all in Milwaukee.

Objectives	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>2.1: Make it safe, enjoyable, and convenient to walk, bike, take transit, drive, or simply experience our streets and public spaces – no matter one’s age or ability.</b>	No additional strategies	<ul style="list-style-type: none"> <li>• Milwaukee County Transit Services</li> </ul>
<b>2.2: Improve access to recreational and greenspaces in under resourced areas of Milwaukee to promote health and climate resilience.</b>	No additional strategies	<ul style="list-style-type: none"> <li>• Milwaukee Water Commons</li> <li>• Milwaukee Rec</li> </ul>

## GOAL 3: ACCESS TO HEALTHY FOOD

By 2028, we will reduce food injustice in areas of food apartheid through a combination of community-based interventions, relationship building and equitable practices.

Objectives	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>3.1: Increase number of centrally located community food hubs, which offer a bridge between food producers and consumers, facilitating an asset-based approach for moving food along a supply chain to ensure all actors benefit.</b>	<p>Influence large grocery companies to change perception of shrinkage in specific neighborhoods</p> <hr/> <p>Increase awareness by creating/disseminating information and resources in other languages, especially Spanish</p> <hr/> <p>Offer assistance for community garden permits to help those who may find the process difficult/cumbersome</p> <hr/> <p>Connect to existing food distribution entities to learn where gaps may be</p>	<ul style="list-style-type: none"> <li>• Kinship Community Food Center</li> <li>• Southeast Wisconsin Regional Planning Commission (SEWRPC) Regional Food Plan</li> <li>• Perseverance Health &amp; Wellness</li> <li>• Food for Health</li> <li>• Hunger Task Force Mobile Market</li> <li>• City of Milwaukee DCD (vacant lot gardens)</li> <li>• Jump at the Sun LLC</li> <li>• Advocate Aurora</li> </ul>
<b>3.2: Advocate for increased funding and programming for food policies</b>	<p>Advocate for "low-waste and healthy food" that kids will eat together with nutrition education.</p> <hr/> <p>Expand online SNAP/EBT accessibility in Milwaukee for grocery pickup or delivery beyond a small handful of large retailers</p> <hr/> <p>Connect food injustice areas directly to interventions</p>	<ul style="list-style-type: none"> <li>• City of Milwaukee Environmental Collaboration Office (ECO)</li> <li>• FAEW/Food Leaders Lab</li> <li>• Nutrition Task Force at MPS / Charter schools</li> <li>• Milwaukee Food Council</li> <li>• MCOPP / Y-Eat Right</li> <li>• Southeast Wisconsin Regional Planning Commission (SEWRPC) Regional Food Plan</li> </ul>

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Objectives	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>3.3: Reduce food waste and feed hungry people</b>	Connect organizations to places like Starbucks and Panera to pick up food that would have been disposed of	<ul style="list-style-type: none"> <li>• Milwaukee Food Recovery Network</li> <li>• Milwaukee Climate and Equity Plan</li> <li>• Food Donation Connection</li> <li>• Kompost Kids / Compost Crusaders</li> <li>• Hospital Systems / other organizations with large cafeterias</li> </ul>
	Encourage comfort accepting food (e.g., reducing stigma) and increase messaging around fresh food availability at food pantries	
	Implement food waste app across food system	
<b>3.4: Increase number of community owned food related projects / programs / businesses</b>	Work with existing farmer's markets and community gardens	<ul style="list-style-type: none"> <li>• FAEW-Food Leaders Lab</li> <li>• UpStart Kitchen</li> <li>• Sherman Phoenix</li> <li>• Urban Ecology Center</li> <li>• Tricklebee Café</li> <li>• Kujichagulia Producers Cooperative</li> <li>• Victory Garden Initiative</li> <li>• Alice's Garden Urban Farm</li> <li>• Hunger Task Force Farm</li> </ul>

## Maternal and Child Health

<b>GOAL 1: HEALTHY BIRTH AND HEALTH OUTCOMES</b>		
By 2028, we will increase healthy birth outcomes in Milwaukee, especially for BIPOC babies and pregnant / birthing people.		
Objectives	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>1.1: Improve racial disparities in fetal and infant outcomes</b>	Restorative healing sessions and respite getaways for birth workers	<ul style="list-style-type: none"> <li>• Greater Milwaukee Foundation</li> </ul>
<b>1.2: Increase access to full-spectrum, holistic and supportive care throughout pregnancy and the postpartum period</b>	Doula workforce development	<ul style="list-style-type: none"> <li>• Greater Milwaukee Foundation</li> </ul>
<b>1.4: Ensure infants and new parents have their nutrition needs met</b>	Support the Nurturing Collaborative	<ul style="list-style-type: none"> <li>• Black Child Development Institute</li> <li>• Feeding America</li> </ul>
<i>Potential Objectives</i>	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>1.5: Advocate for Milwaukee healthcare systems to commit to providing anti-racist healthcare</b>	Accountability structures for providers/clinics that consistently demonstrate bias	<ul style="list-style-type: none"> <li>• National Coalition for Healthy Black Families</li> </ul>
	Encourage anti-racist trainings for both healthcare staff and upper-level administrators	
<b>1.6: Improve healthcare accessibility</b>	Encourage healthcare systems to bring care back into neighborhoods	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	Utilization of online care and support services	

<b>GOAL 2: REPRODUCTIVE HEALTHCARE ACCESS</b> By 2028, we will Improve access to high quality reproductive healthcare that is culturally appropriate and offered by diverse providers.		
Objectives	Potential Strategies	Potential Implementation partners
<b>2.3: Increase community knowledge of and decrease stigma around sexual and reproductive health (SRH)</b>	Educate the public on what SRH is and why it's important, reaching out to different age groups and racial/ethnic communities	<ul style="list-style-type: none"> <li>TBD</li> </ul>

<b>GOAL 3: MATERNAL MENTAL HEALTH</b> By 2028, we will Improve availability and uptake of behavioral health and support services for pregnant people and caregivers.		
Potential Objective	Potential Strategies	Potential Implementation partners
<b>3.3: Promote grief and loss-related resources, and the particular needs of postpartum birthing people</b>	Increase culturally relevant and accessible grief support after a loss	<ul style="list-style-type: none"> <li>TBD</li> </ul>
	Promote awareness of fetal / infant loss	

### Safe and Supportive Communities

<b>GOAL 1: INTERPERSONAL AND INTIMATE PARTNER VIOLENCE PREVENTION (IPV)</b> By 2028, we will increase efforts at the individual, relationship, community, and societal levels to prevent sexual and domestic violence before it occurs.		
Objectives	Potential Strategies	Potential Implementation partners
<b>1.1: Build community capacity to respond</b>	Empower women with self-defense and economic power	<ul style="list-style-type: none"> <li>WWBIC</li> <li>Aurora Sinai</li> <li>Froedtert</li> <li>Asha Project</li> <li>DA's office</li> <li>Milwaukee Women's Center</li> <li>414 Life</li> <li>Community Advocates</li> </ul>
	Advocacy to increase medical response after IPV assault	
	Early intervention for children	
	Offer safe housing for victims of retaliatory violence	
	Provide shelter, treatment programs, and support groups	
<b>1.2: Create / grow culturally responsive approaches</b>	Promote culturally specific organizations	<ul style="list-style-type: none"> <li>Pathfinders</li> <li>Walker's Point</li> <li>Department of Aging</li> <li>Milwaukee Muslim Women's Coalition</li> <li>Milwaukee LGBT Community Center</li> </ul>
	Promote healing and restorative justice approach	

**GOAL 2: CRIME AND NEIGHBORHOOD SAFETY**  
By 2028, we will support the increase of fostering safe neighborhoods.

<i>Potential</i> Objective	<i>Potential</i> Strategies	<i>Potential</i> Implementation partners
<b>2.4: Increase funding support for youth involved in crime activities</b>	Equitable rate for MPS per child compared to suburban rates	<ul style="list-style-type: none"> <li>• MPS</li> <li>• Journey house</li> <li>• Milwaukee County Parks</li> <li>• MKE REC</li> <li>• Running Rebels</li> <li>• City Year</li> </ul>
	Community response teams by youth involvement providing resources for youth (clubs, orgs, etc.)	
	Advocate to fund more recreational activities for youth	

**GOAL 3: RECKLESS DRIVING AND MOTOR VEHICLE CRASHES**  
By 2028, we will decrease risk factors for reckless driving.

Objectives	<i>Potential</i> Strategies	<i>Potential</i> Implementation partners
<b>3.1: Increase education and safety</b>	Advocate for accessible, affordable driver's education (e.g. offered at MPS schools)	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	Increase funding for driver's education (e.g. in the state budget)	

**GOAL 4: MENTAL HEALTH**  
By 2028, we will improve availability and uptake of behavioral health resources for Milwaukee.

Objectives	<i>Potential</i> Strategies	<i>Potential</i> Implementation partners
<b>4.1: Community based crisis response</b>	Develop crisis medicine plan	<ul style="list-style-type: none"> <li>• MERA</li> <li>• Mobile crisis team</li> </ul>
	Increase suicide awareness	
	Offer support for loved ones who have lost someone to suicide	
	Offer access to mental health mobile unit	
<b>4.2: Provide efficient access to care</b>	Offer workforce mental health support	<ul style="list-style-type: none"> <li>• MPS</li> <li>• Boys and Girls club</li> <li>• Our next generation</li> <li>• United Way</li> <li>• COA</li> <li>• Business community</li> <li>• Sources of Strength</li> <li>• Redgen</li> <li>• Peers to Peers</li> <li>• Office of Children's Mental Health</li> </ul>
	Implement student-led mental health programs	

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<i>Potential Objective</i>	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>4.3: Increase caregiver support</b>	Advocate for peer specialist positions	<ul style="list-style-type: none"> <li>• MERA</li> <li>• Milwaukee Mental Health Task Force</li> <li>• Milwaukee County DHHS</li> </ul>
	Provide for respite care	
	Provide high-quality mental health support	
	Care plan for family support	

**GOAL 5: SUBSTANCE USE PREVENTION**  
 By 2028, we will Promote efforts at individual, community, societal levels to increase harm reduction methods through the city.

<i>Potential Objectives</i>	<i>Potential Strategies</i>	<i>Potential Implementation partners</i>
<b>5.3: Reconstruct Good Samaritan law in the city of Milwaukee</b>	Advocacy and education to increase understanding and buy in	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>5.4: Substance misuse anti-stigma campaign</b>	Educate on how to use Narcan, how to respond to overdose	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	Develop speakers' bureau who can share lived experience	
	Post flyers at local businesses	

## Data excerpts from the 2022 Community Health Assessment



### Gun Violence In 2021

#### Race:

#### Victims:

White	11.3%
Black	82%

#### Ethnicity:

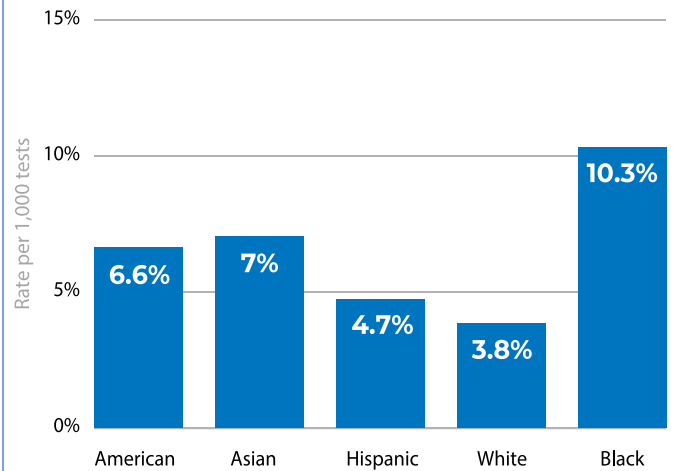
#### Victims:

Non-Hispanic	92.1%
Hispanic	7.9%

Data source: Medical College of Wisconsin;  
Milwaukee Homicide Review Commission



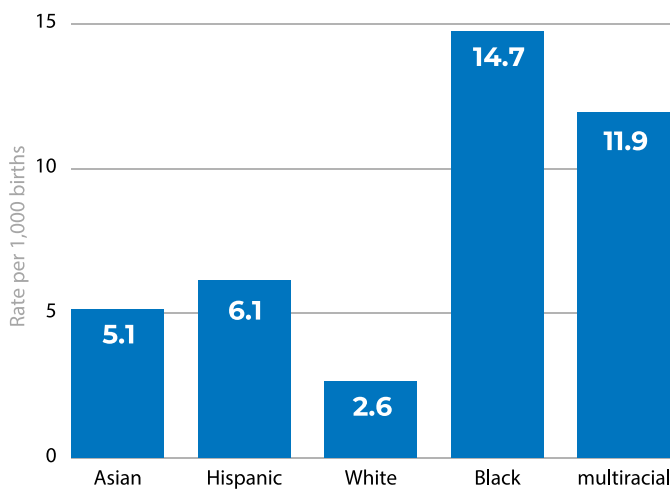
### Percentage of Childhood Testing with Elevated Blood Lead (5 µg/dL or greater) in 2019



Data Source: State of WI Department of Health Services  
(DHS) HHLPS Data, Retrieved May 2023



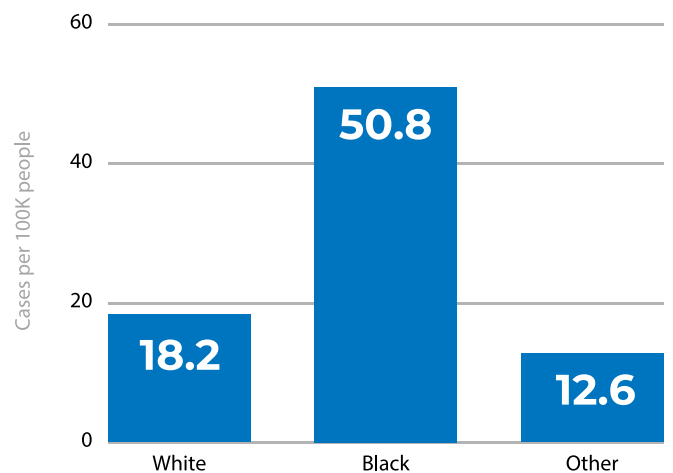
### Infant Mortality Rate In 2021:



Data source: City of Milwaukee Vital Statistics Office



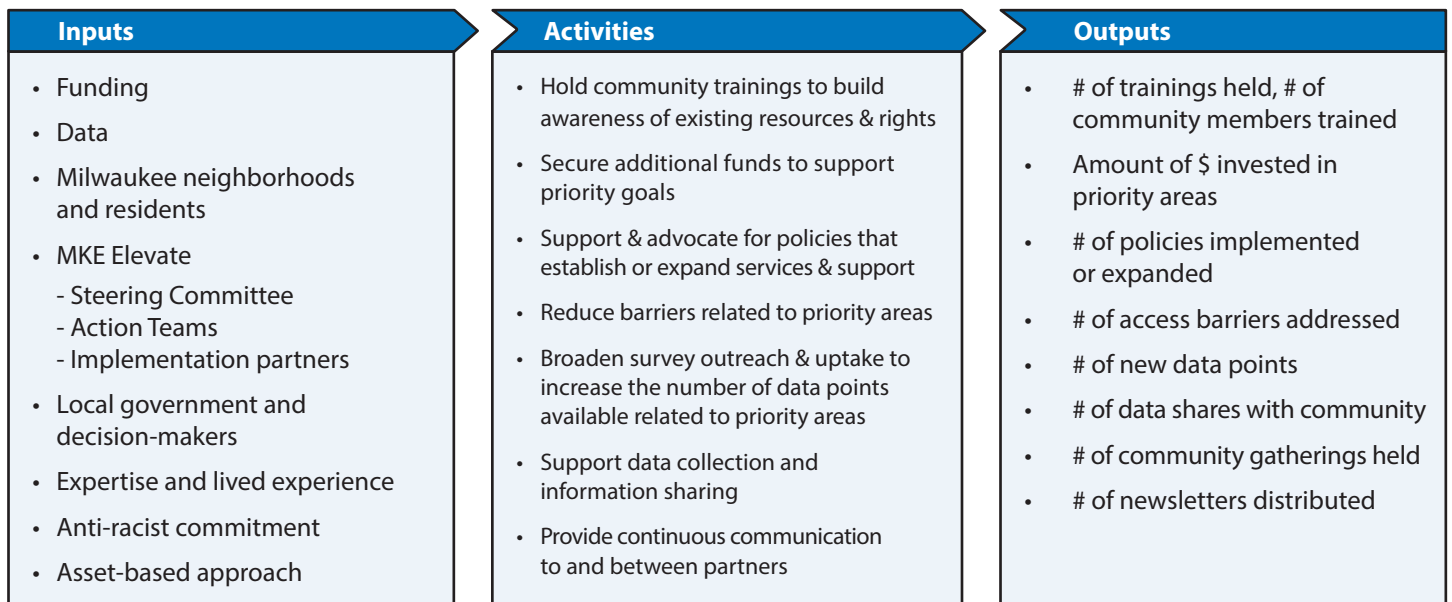
### Syphilis Rate In 2021:



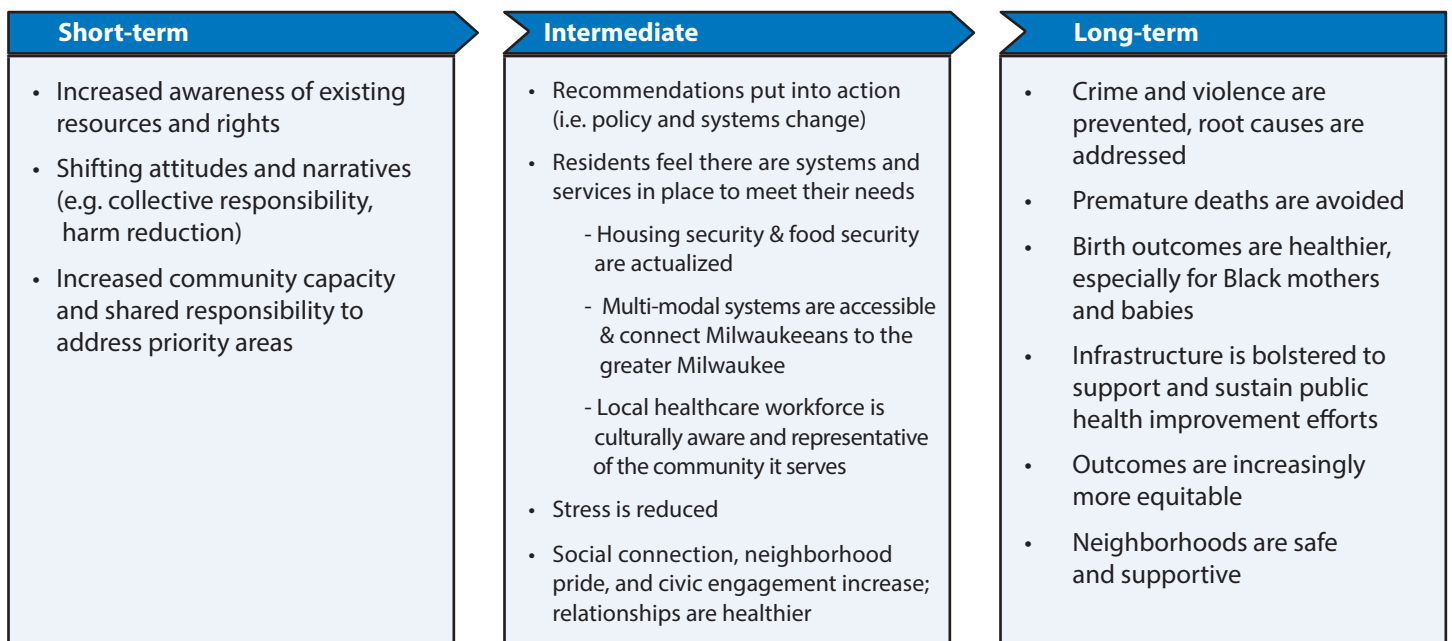
Data source: Wisconsin Electronic Disease Surveillance System (WEDSS), accessed June 6, 2022

\* Some data points from American Indian and Alaskan Native communities were not available, primarily due to small sample sizes and/or limited reporting. This gap in data compels us to continue to strive for data that is truly reflective of our communities.

## MKE Elevate 2023 - 2028 Logic Model



### OUTCOMES



### IMPACT

**Vision:** *A Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods.*

**Mission:** *A Milwaukee where all people are thriving in safe, healthy, and equitable neighborhoods free from oppression by aligning strategies and building power, partnerships, access to resources, and opportunities for collective advocacy in community-identified priority areas.*

## Priority Issue Selection Rubric

<b>MIKE Elevate Strategic Priority Issues Selection Criteria</b>						
<b>Issue</b>	Rank issues on a scale from 1-10; where 1=lowest and 10=highest, only use each number once	Size and scope of problem	Equity impact	Yes to all items = 1, No = 0		Max possible: 23
				Feasible to impact in 5 years, no duplication	Acceptability (community buy in, political will)	
						<b>Total Score</b>
Built Environment						
Housing, Transportation, Economic Security						
Health Care Access						
Infectious Disease						
Mental Health						
Nutrition and Physical Activity						
Racism and Health Equity						
Safety and Violence Prevention						
Sexual and Reproductive Health						
Substance Misuse						



## City of Milwaukee Health Department Priority Topics Survey

We want Milwaukee to be the healthiest city in the nation, but need the community's help to get there! Please share which health topics you believe are most important to focus on to elevate the health of the Milwaukee community. Responses will help determine priorities issues for community action planning in 2023-2028.

All responses are anonymous and will be reported as a summary.

### 1. Please choose the TOP 5 TOPICS that you believe need to be addressed to improve the health and well-being of the Milwaukee community. (Check 5 issues)

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Healthy foods and Nutrition (e.g. access, affordability, diet, food allergies)            | <input type="checkbox"/> Emergency Preparedness (e.g. extreme weather, outbreaks)           | <input type="checkbox"/> Physical activity and exercise   |
| <input type="checkbox"/> Access to internet, Wi-Fi, digital devices  | <input type="checkbox"/> Environment (e.g. healthy, clean air, food, water, climate change) | <input type="checkbox"/> Racism and other forms of discrimination   |
| <input type="checkbox"/> Healthcare services (e.g. access and quality, provider diversity)                         | <input type="checkbox"/> Health equity (e.g. elimination of health disparities)             | <input type="checkbox"/> Reckless Driving and motor vehicle crashes   |
| <input type="checkbox"/> Accessibility and resources for youth and adults with disabilities                        | <input type="checkbox"/> Health insurance   | <input type="checkbox"/> Safe and affordable housing  |
| <input type="checkbox"/> Accidental injuries (e.g. drowning, fire, poisoning, and falls)                           | <input type="checkbox"/> Reproductive health (e.g. infant mortality, contraceptive access)  | <input type="checkbox"/> Sexually transmitted infections (e.g. HIV/AIDS, syphilis )   |
| <input type="checkbox"/> Drug Use (e.g. THC, opiates, prescription drugs, cocaine)                                 | <input type="checkbox"/> Health of children and teenagers                                   | <input type="checkbox"/> Social Connection and Social Isolation   |
| <input type="checkbox"/> Alcohol Use   | <input type="checkbox"/> Health of LGBTQ youth and adults                                   | <input type="checkbox"/> Tobacco and vaping (e.g. cigarettes, smokeless tobacco, vaping and e-cigarettes)                                 |
| <input type="checkbox"/> Chronic disease prevention (e.g. heart disease, diabetes)                                 | <input type="checkbox"/> Health of older adults   | <input type="checkbox"/> Transportation (e.g. complete streets, safer infrastructure for bikes and pedestrian, and public transportation) |
| <input type="checkbox"/> Crime and neighborhood safety   | <input type="checkbox"/> Immunizations  | <input type="checkbox"/> Trauma and Trauma Informed Care  |
| <input type="checkbox"/> Dental health   | <input type="checkbox"/> Infectious disease (e.g. COVID-19, the flu, Chickenpox, Pneumonia) | <input type="checkbox"/> Violence (e.g. interpersonal violence and intimate partner violence)   |
| <input type="checkbox"/> Economic Security (e.g. income, poverty, racial wealth gap, access to credit and banking) | <input type="checkbox"/> Jobs / Employment  | <input type="checkbox"/> Other: _____   |
| <input type="checkbox"/> Education   | <input type="checkbox"/> Lead   | <input type="checkbox"/> Other: _____   |
| <input type="checkbox"/> Other: _____  | <input type="checkbox"/> Mental health (e.g. depression, anxiety, suicide)                  |   |
|  | <input type="checkbox"/> Parks and recreation   |   |

Continued on back >>

2. Do you LIVE in the City of Milwaukee?

NO  
 YES (Zip Code: \_\_\_\_\_)

3. If you live in Milwaukee, which neighborhood do you live in?

Neighborhood: \_\_\_\_\_

4. What is your AGE? \_\_\_\_\_ Years  Prefer not to answer

5. What is your GENDER IDENTITY?

Male  Other Gender Identity (Please describe: \_\_\_\_\_)  
 Female  Prefer not to answer

6. Which of these best describes your current SEXUAL ORIENTATION?

Asexual  Pansexual  
 Bisexual  Queer  
 Gay/Lesbian  A sexual orientation not listed here (Please describe: \_\_\_\_\_)  
 Heterosexual/Straight  Prefer not to answer

7. What is your ETHNICITY?

Hispanic or Latino  Prefer not to answer  
 Not Hispanic or Latino

8. What is your RACE (Select all that apply)?

White  American Indian or Alaskan Native  
 Black or African American  Native Hawaiian or Other Pacific Islander  
 Asian  Some other race  
 Prefer not to answer

9. Which of the following best describes your current LIVING SITUATION?

Own home  Live in a shelter or homeless  
 Rent home  Other: \_\_\_\_\_  
 Staying with family or friends  Prefer not to answer

10. Which of the following best describes your HIGHEST LEVEL OF EDUCATION completed?

Less than high school diploma  Bachelor's degree  
 High school diploma/ GED  Graduate degree or higher  
 Some college  Other (Describe: \_\_\_\_\_)  
 Associates/technical (includes trades) degree  Prefer not to answer

11. How many people (including yourself) live in your HOUSEHOLD? \_\_\_\_\_ people

12. Which of the following best describes your TOTAL ANNUAL HOUSEHOLD INCOME before taxes?

Less than \$25,000/year  \$25,000-\$49,999/year  \$50,000 - \$74,999/year  
 \$75,000 - \$149,999/year  \$150,000+/year  Prefer not to answer

13. Please feel free to add additional comments or ideas below: \_\_\_\_\_  
\_\_\_\_\_

If you have questions or would like more information about this survey, please contact [MKEElevate@milwaukee.gov](mailto:MKEElevate@milwaukee.gov).

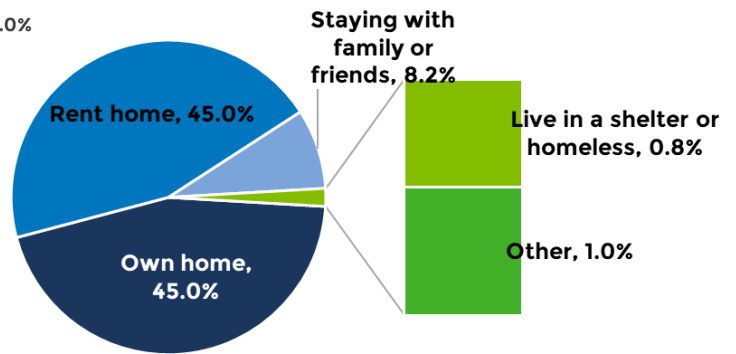
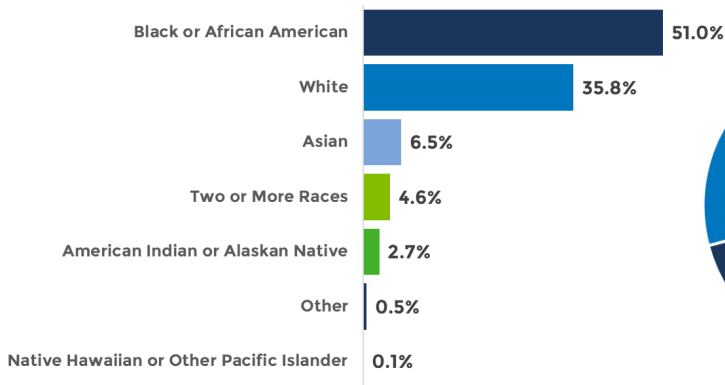
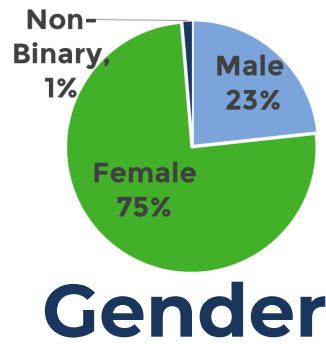
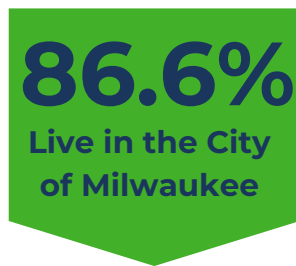
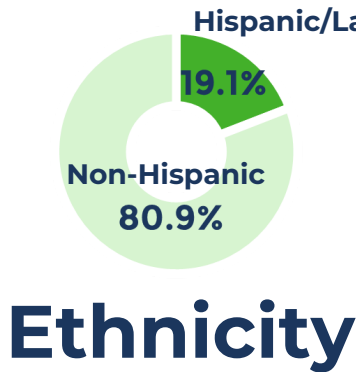
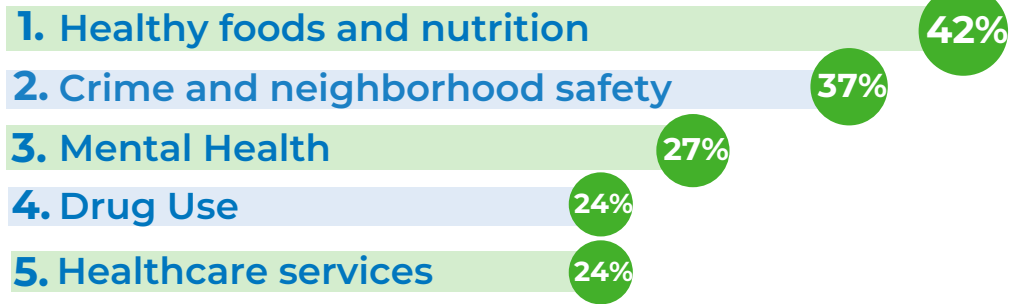
**Thank you for taking the time to complete this survey!**

## Priority Issue Survey Results



The City of Milwaukee Health Department conducted a survey to understand what health issues mattered the most to the Milwaukee community. A total of 2117 surveys were completed between 5/28 and 9/10/ 2022

### TOP 5 Priorities



Participants ranged in age from **8** to **85** and represent a diversity of sexual orientations, incomes, and living situations. For more information on MKE Elevate visit our website [milwaukee.gov/mkeelevate](https://milwaukee.gov/mkeelevate).

## Safety & Violence Prevention

**59%** of respondents selected at least one of the following topics...

- Crime and Neighborhood Safety
- Reckless Driving and motor vehicle crashes
- Violence (e.g. Interpersonal, Intimate Partner)
- Accidental Injuries

## Built Environment

**51%** of respondents selected at least one of the following topics...

- Access to internet, Wi-Fi, digital devices
- Accessibility and resources for youth and adults with disabilities
- Safe and affordable housing
- Transportation
- Lead

## Health Care Access

**48%** of respondents selected at least one of the following topics...

- Healthcare services (e.g. access and quality, provider diversity)
- Health insurance
- Dental health

## Economic Security

**48%** of respondents selected at least one of the following topics...

- Education
- Economic Security (e.g. income, poverty, racial wealth gap, access to credit and banking)
- Jobs / Employment

## Mental Health

**34%** of respondents selected at least one of the following topics...

- Mental health (e.g. depression, anxiety, suicide)
- Trauma and Trauma Informed Care
- Social Connection and Social Isolation

## Substance Use

**33%** of respondents selected at least one of the following topics...

- Drug Use (e.g. THC, opiates, prescription drugs, cocaine)
- Alcohol Use
- Tobacco and vaping

## Racism & Health Equity

**30%** of respondents selected at least one of the following topics...

- Racism and other forms of discrimination
- Health equity (e.g. elimination of health disparities)

## Nutrition & Physical Activity

**30%** of respondents selected at least one of the following topics...

- Healthy foods and Nutrition (e.g. access, affordability, diet, food allergies)
- Chronic Disease Prevention
- Physical Activity and Exercise
- Parks & Recreation

## Environment

**20%** of respondents selected at least one of the following topics...

- Environment (e.g. healthy, clean air, food, water, climate change)
- Emergency Preparedness (e.g. extreme weather, outbreaks)

## Sexual & Reproductive Health

**18%** of respondents selected at least one of the following topics...

- Health of LGBTQ youth and adults
- Reproductive health (e.g. infant mortality, contraceptive access)
- Sexually transmitted infections (e.g. HIV/AIDS, syphilis)

## Health Across the Lifespan

**16%** of respondents selected at least one of the following topics...

- Health of children and teenagers
- Health of older adults

## Infectious Disease

**10%** of respondents selected at least one of the following topics...

- Infectious disease (e.g. COVID -19, the flu, Chickenpox, Pneumonia)
- Immunizations



## Photo Voice Campaign

*Summary of findings, 2022*

### What was the purpose of the photo campaign?

Community members were asked to contribute to the Milwaukee Health Department's Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) by submitting photos from around the city of what they thought impacted health, whether it be positive or negative. 86 photos were submitted between July 29, 2022 and September 16, 2022.

### How were the photos analyzed?

Photo submissions were collected via Google form, email and Instagram tagging. Once all of the photos were received, they were uploaded to Flickr and tagged with one or more factors identified by the WI Way model including physical environment, social and economic factors, health behaviors and health care and public health. While each photo was assigned one or more of these major categories, there were also several sub-categories used, including themes like physical activity, family & social support and natural environment.

### What were the findings?

**Physical environment:** 71% of the overall submissions were identified as physical environment, including neighborhood environment, natural environment and built environment.

- *Of the 61 photos in this category, 44 of them depicted the natural environment subcategory i.e. green spaces, plant life and gardens. The remaining photos depicted abandoned homes and neighborhood litter.*



**Social and economic factors:** 36% of the photo submissions focused on social and economic factors, including housing quality and family and social support.

- *Of the 31 photos submitted in this category, half of them depicted the social support subcategory, while the remaining photos consisted of broken-down homes and resource gathering, such as clothing and food drives.*



**Health Behaviors:** 36% of the submissions were identified as health behaviors, including alcohol and drug abuse, physical activity and healthy nutrition.

- *Of the 31 photos received for health behaviors, 25% depicted physical activity.*



**Healthcare and public health:** Only 4 photos fell under the category of healthcare and public health. It was previously noted that this may have been a result of the difficulty to capture public health and healthcare through photos.



### How do we plan to use this information in the CHIP?

The findings from this photo campaign will be used to illustrate and support the themes identified in the priority issues surveys. While the photo campaign did a good job highlighting many of positive and negative health influences around Milwaukee, there are some limitations within this project. For instance, the submission pool was not very large, making these findings less generalizable. Furthermore, only half of the zip codes in the city had one or more submissions. It must also be noted that a few of the subcategories are difficult to capture through pictures i.e. quality of care, access to care, income etc.

## Forces of Change Summary

### Forces of Change Summary

The forces of change (FOC) assessment was facilitated with the MKE Elevate Core Planning Group and Health Strategy team in July 2022. This assessment identifies a variety of factors and their associated opportunities and threats that affect our local public health system. To conduct the FOC, there are four questions, including:

1. What has occurred
2. What may occur
3. Are there any trends
4. What forces are occurring locally

The seven primary themes that emerged include:

#### 1. Racism as a Public Health Crisis

In 2018, the Wisconsin Public Health Association passed a resolution declaring racism as a public health crisis, which encouraged Milwaukee to take action. In July 2020, the Milwaukee Health Department created the first Anti-Racism strategic plan, which dismantles historical systems rooted in inequities pertaining to policies, practices, and culture that have ripple effects on an organization's environment. This strategic plan is one of the preliminary steps forward in advancing the health of Milwaukee that possesses strong values of diversity and inclusion.

##### Opportunities:

- In July 2022, MHD adopted a new five-year implementation cycle for an anti-racist and equity driven strategic plan.

##### Threats:

- Systemic racism impact on other community sectors and future generations of the world, which further complicates disparities in health outcomes.

#### 2. Infectious Disease

On March, 12, 2020, Governor Tony Evers declared COVID-19 a public health emergency, which still has ripple effects on social determinants of health. More community members are feeling the lasting effects of social disconnection while being adaptive to various virtual modalities for learning, working, and staying connected to their loved ones.

##### Opportunities:

- The spread of communicable diseases such as COVID-19 and newly reported Monkeypox cases will continue to challenge and test many local public health systems for future emergency preparedness responses, which serves as a capacity building opportunity for workforces to be well-equipped with the resources and federal funding necessary to mitigate infectious diseases that can devastate communities.

##### Threats:

- COVID-19 has ripple effects on social determinants of health as disparities in cost of living, inflation, food access, employment, health care, broadband internet services, education disruptions, and more have affected billions of people.

#### 3. Economic Security

City of Milwaukee residents experience the effects of budget cuts as the cost of living, food, and transportation are financial barriers that impact health outcomes.

##### Opportunities:

- Finding sustainable funding sources and maximizing the potential of federal funding from ARPA and CDC Disparities grant will help the City of Milwaukee improve the environment and infrastructure to ensure all residents an equitable opportunity to live, work, and play free from the burden of disease or injury.

##### Threats:

- The downward trend of City of Milwaukee budget cuts each fiscal year has long-term economic security implications for public health's involvement in various sector partners across the community, which often results in fewer resources for vulnerable community members.

#### 4. Labor Shortage and Inflation

##### **Opportunities:**

- With the everchanging dynamics of the workforce, this gives employees an opportunity to advocate for improved wages and benefits to ensure that employers can build capacity and provide the necessary goods, services, and resources to City of Milwaukee residents.

##### **Threats:**

- The growing trend of labor shortage poses unprecedented limits on the amount of work the City of Milwaukee can accomplish, which results in increased labor costs and higher inflation that affects all Milwaukeeans.

#### 5. Local Government and Leadership Changes

*Since 2018, the Milwaukee Health Department has experienced a series of core leadership changes that resulted in short-term tenure in the Health Commissioner position. Most recently, Michael Totoraitis was appointed the Health Commissioner of the Milwaukee Health Department by mayor Cavalier Johnson.*

##### **Opportunities:**

- On April 5, 2022, former Common Council president, Cavalier Johnson, was elected the first African-American mayor of Milwaukee, which gives Johnson a chance to share his priorities such as combating reckless driving and creating safer streets throughout the City of Milwaukee.
- Johnson must continue to fill vacancies of various boards and commissions that will help address different community needs and priorities.

##### **Threats:**

- If City of Milwaukee residents are not satisfied with the work that is being done in effort to improve the community, political polarization will continue to affect public health authority and protections.

#### 6. Violence

*On May 13, 2022, a mass shooting that injured 21 people occurred in the Deer District after Game 6 of the Eastern Conference Semifinals between the Milwaukee Bucks and Boston Celtics. According to the medical examiner's website as of May 2022, there are 81 homicide victims in Milwaukee County. Milwaukee County accounted for nearly two-thirds of all homicides in Wisconsin during 2021.*

##### **Opportunities:**

- Incidents of violence gives our city a chance to work with interdisciplinary sectors such as law enforcement, the Office of Violence Prevention, and other community leaders to come together to strategize gun restrictions and other interventions to combat local acts of violent behavior that devastate our community.

##### **Threats:**

- With violence plaguing our community, residents fear the safety of their friends and family, which have serious implications on poor mental health outcomes, increases exposure to adverse childhood experiences, and increases trauma.
- With other gun violence acts occurring throughout the United States this summer at community gatherings and schools, gun violence is a major concern that society is pressed with solving to ensure the safety of future generations.

#### 7. Reproductive Health Care Access

*On June 24<sup>th</sup>, 2022, the Supreme Court overruled Roe v. Wade, which determined that ultimately the right to abortion services is left entirely up to each state to establish laws that protect or restrict abortion. Reproductive health care access will remain a vital topic on the agenda for upcoming elections in the fall.*

##### **Opportunities:**

- Reproductive health care access will remain a vital topic on the agenda for upcoming elections in the fall.

##### **Threats:**

- This severely limits women's rights as abortion disproportionately affects individuals that have limited access to transportation and BIPOC communities, which further complicates health disparities and inequities within the City of Milwaukee.