



CITY OF MILWAUKEE  
**HEALTH DEPARTMENT**

**2023**  
**ANNUAL**  
**REPORT**

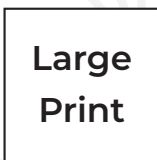
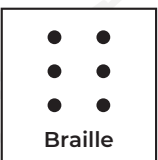


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# Letter from the Commissioner of Health

My fellow Milwaukeeans,

With the end of the COVID-19 federal public health emergency, 2023 was a year of incredible growth, increased structure, and improved culture within the Milwaukee Health Department. Our resilient, passionate, and hard-working staff have continued to rise to the challenge and bring accessible, safe, and affordable health services to our community.

One of the most significant accomplishments of 2023 was the launch of the Wastewater Disease Surveillance Dashboard—a project that took many months to complete with the dedicated team in MHD Laboratory (MHDL). While wastewater surveillance has been used around the globe for decades, public health rapidly adopted it during the COVID-19 pandemic as a form of predictive surveillance to supplement case rates. When individuals are infected with COVID-19, they shed the virus in their waste, which then accumulates in wastewater treatment plants. Through MHD's partnership with the Milwaukee Metropolitan Sewer District (MMSD), the MHDL team receives weekly water samples to determine the prevalence of COVID-19 in our community. The dashboard is hosted on [MHD's Respiratory Illnesses website](#) and is updated weekly. MHD is also exploring the use of this technology to monitor additional respiratory illnesses like influenza and RSV, further bolstering community health.

In the pursuit of racial equity, MHD undertook significant initiatives in 2023. The [MKE Elevate](#) team completed the [2023-2028 Community Health Improvement Plan \(CHIP\)](#), which is a long-term, comprehensive plan based on feedback and collected data to address public health challenges identified by the community. This five-year plan has an overarching focus on racism and health equity with 3 priority action areas: Maternal and Child Health, Safe and Supportive Communities, and Healthy Built Environment.

To further these efforts, MHD launched *Caring Conversations*—a group discussion series for MHD staff to engage in meaningful dialogue surrounding health and racial equity, cultural competence, identity, and strategies to foster equity. Additionally, MHD established an internal Equity Advisory Committee to lead the department's Racial Equity Initiative. This committee reviews policies through an equity lens and provides recommendations to enhance equity in our policies, procedures, and operations, aligning with MHD's commitment to becoming an anti-racist organization.

Another exciting initiative of 2023 was the department's implementation of our new public health blog [The Beat](#). This platform celebrates the successes of MHD's programs and amplifies the voices of those we serve—the driving force behind MHD's commitment to creating a better, healthier Milwaukee for all.

This 2023 Annual Report not only celebrates the multitude of successes within our department but also acknowledges the challenges we've faced and identifies areas for continued growth. I'm deeply encouraged by the remarkable work accomplished, fueled by the tireless passion of MHD staff and the invaluable support of our community partners. Collaboration lies at the heart of our impact on the Milwaukee community, and we recognize that none of our achievements would be possible without our collective effort.

Thank you for the opportunity to serve this community,



**Michael Totoraitis, PhD**  
Commissioner of Health

# Letter from the Board of Health

Dear Milwaukee community,

As we embark on another year of dedicated public health work, the City of Milwaukee Board of Health extends its deepest gratitude to Commissioner Mike Totoraitis and the entire team at the City of Milwaukee Health Department (MHD). Together, we've accomplished significant milestones in our ongoing mission to enhance the health and well-being of all Milwaukeeans.

One monumental key achievement in 2023 was the release of MKE Elevate's 2023-2028 Community Health Improvement Plan. The plan identifies four priority health action areas: Racism and Health Equity (overarching priority), Maternal and Child Health, Healthy Built Environment, and Safe and Supportive Communities. MKE Elevate outlines strategic goals and initiatives aimed at improving the health outcomes of our community.

In May 2023, BoH welcomed Commissioner Mike Totoraitis, PhD, whose extensive experience within the department brings invaluable leadership to the health department and BoH initiatives.

The BoH is excited to continue working with MHD in its collaboration with community members, organizations, and stakeholders as we work together to realize our vision of a healthier Milwaukee. For more information on how to get involved with the City of Milwaukee Board of Health, please visit our website at [milwaukee.gov/boardofhealth](https://milwaukee.gov/boardofhealth).

Together, let us strive towards a healthier, more equitable Milwaukee.

Yours in health,

**Caroline Gómez-Tom** - Chair

**Ruthie Burich-Weatherly** – Vice Chair

**Dr. Ian B.K. Martin**

**Ericka Sinclair**

**Dr. Wujie Zhang**

**Alderwoman JoCasta Zamarripa**

**Penelope Stewart**

**Tahira Malik**

# How to use the Annual Report

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The City of Milwaukee Health Department's 2023 Annual Report includes information on each division, office, and program within the department, with specific Key Performance Indicators (KPIs) highlighted for each program.

A comprehensive presentation of each program's metrics is included in the 2023 Annual Report Data Supplement, which can be found at [milwaukee.gov/AnnualReports](https://milwaukee.gov/AnnualReports).

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

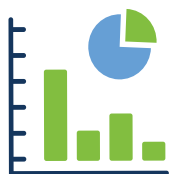
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## Use this report to:



### Learn about each public health program

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



### Access 2023 operations data

Operations data, including 2023 expense information, staffing structure, and active grants received over the year is included.



### Review data on each program's performance

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



### Learn about our accomplishments and challenges

MHD departments celebrated many accomplishments, as well as several challenges in 2023.

# Department Overview

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

## MHD's work centers around four goals:

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

## Vision

*Living your best life, Milwaukee.*

## Mission

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

## Values

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

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

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

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

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

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

# Structure

The City of Milwaukee Health Department consists of 5 branches containing 19 divisions.

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

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

Commissioner's Office	Maternal and Child Health (MCH)	Environmental Health	Clinical Services	Policy, Innovation, and Engagement (PIE)
Administration and Human Resources	BOMB Doula program	Consumer Environmental Health (CEH)	Infectious Disease (ID)	Data and Evaluation
Finance	Community Healthcare Access Program (CHAP)	Emergency Preparedness & Environmental Health (EPEH)	MKE Breast and Cervical Cancer Awareness Program (MBCCAP)	Marketing and Communications
	EFM / DAD Project	Home Environmental Health (HEH)	Sexual and Reproductive Health (SRH)	Public Health Strategy
	Safe Sleep / Strong Baby		MKE Health Department Lab (MHDL)	Workforce Development
	Newborn Screening			
	Women, Infants, and Children (WIC)			



# Department Accomplishments



- MHD's MKE Elevate launched the 2023-2028 Community Health Improvement Plan. This plan identified 4 priority areas, including Racism and Health Equity (overarching priority), Maternal and Child Health, Healthy Built Environment, and Safe and Supportive Communities. MKE Elevate lays out goals and strategies to improve the health and wellbeing of Milwaukeeans.
- The Milwaukee Health Department launched Caring Conversations, a discussion-based training series that is focused on concepts regarding health and racial equity. Eight sessions were offered from September to December of 2023. Approximately 24% of staff attended at least one session. We look forward to offering 24 sessions in 2024. This effort is part of MHD's larger strategy to become an anti-racist organization.
- The Milwaukee Health Department created an Equity Advisory Committee, which includes membership from all staffing levels throughout the department. The Equity Advisory Committee is charged with providing oversight to the department's Racial Equity Initiative, which was created in 2022.
- In March 2023, the Milwaukee Health Department welcomed new Health Commissioner, Mike Totoraitis. Mike has served in multiple roles within the department. Most recently he served as the Health Data and Evaluation Director.
- The Milwaukee Health Department added Workforce Development to the Policy, Innovation, and Engagement Branch with the hiring of our first Public Health Workforce Infrastructure Director.
- The Marketing and Communications team created an internal newsletter for the department, highlighting programs, staffing announcements, upcoming events, racial equity work, and professional development opportunities.
- The Milwaukee Health Department filled major leadership vacancies, including the Director of Nursing, Health Strategy Director, Health Data and Evaluation Director, Marketing and Communications officer, and Public Health Workforce Infrastructure Director.
- The Milwaukee Health Department applied for the Public Health Accreditation Board's Pathways to Recognition Program, which is a process for accomplishing tasks to help the department reach national accreditation by 2027.

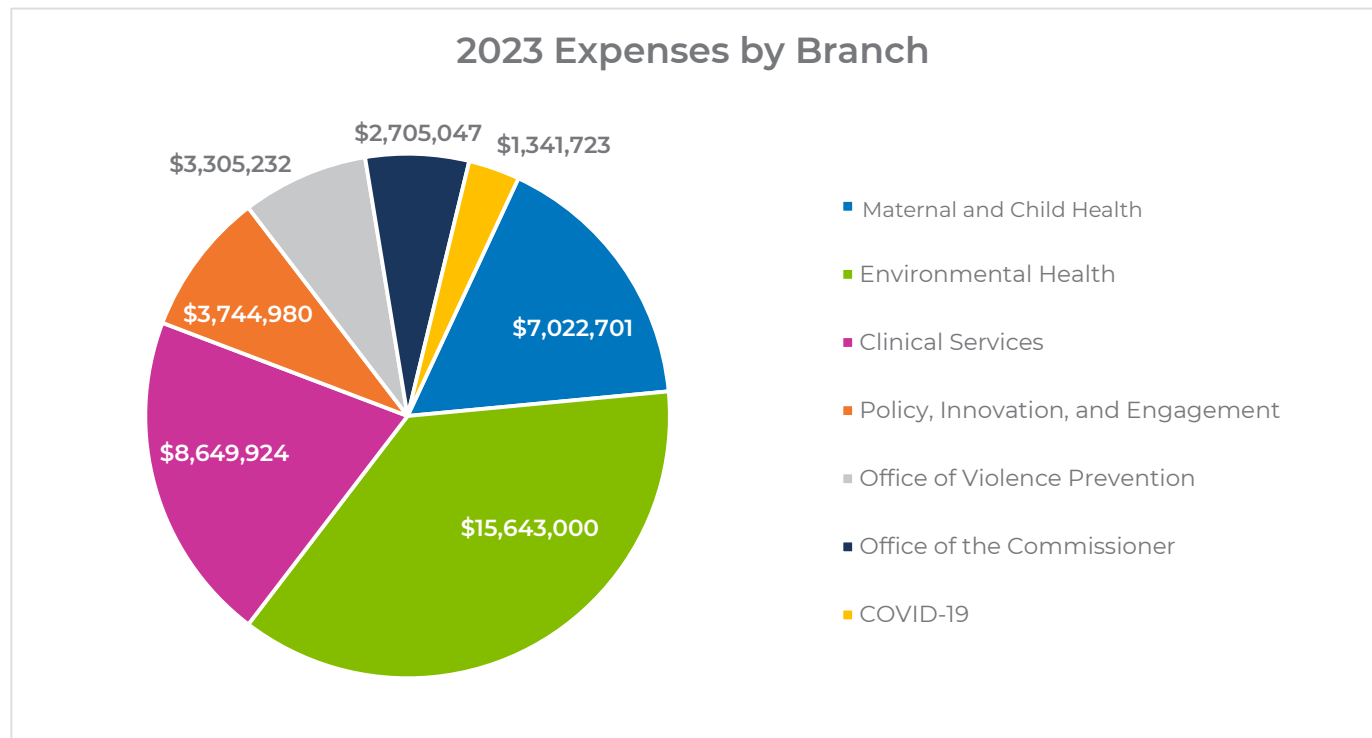
# COMMISSIONER'S OFFICE

## Finance

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

MHD Expenditures by Funding Source					
	2019	2020	2021	2022	2023
O&M	\$16,122,871	\$14,586,057	\$16,884,600	\$12,291,820	\$18,244,554
Grant	\$9,388,247	\$29,805,644	\$33,725,720	\$31,222,619	\$24,130,331
Reimbursable	\$785,820	\$349,615	\$265	\$270	\$0
Capital	\$1,229,587	\$533,734	\$624,314	\$680,102	\$37,722
<b>Total Expenses</b>	<b>\$27,526,525</b>	<b>\$45,275,050</b>	<b>\$51,234,899</b>	<b>\$44,194,812</b>	<b>\$42,412,607</b>

*\* financial data is preliminary and subject to change*



*\* financial data is preliminary and subject to change*

# COMMISSIONER'S OFFICE

## Staffing

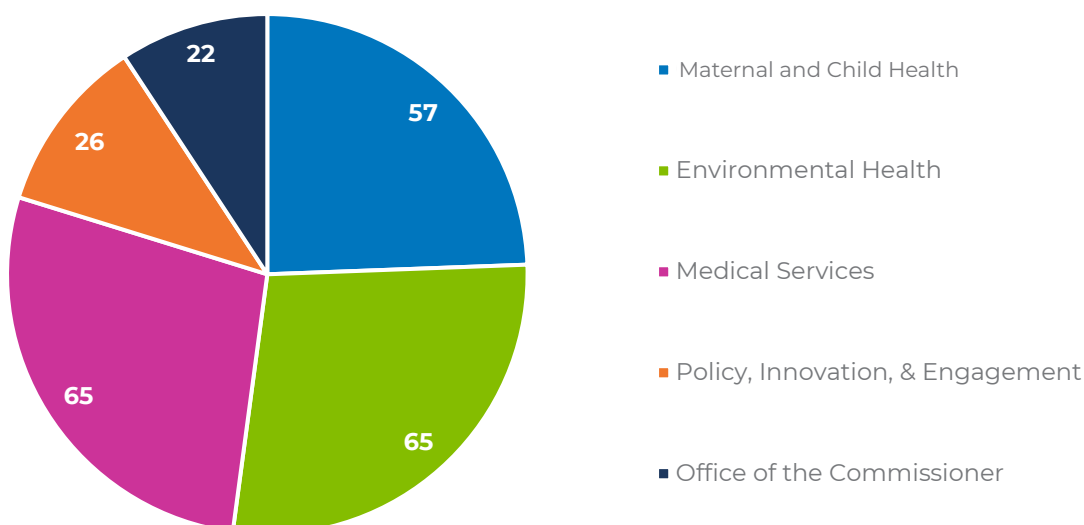
The City of Milwaukee Health Department, on average, has roughly 240 full-time staff. With the COVID-19 pandemic, MHD brought on additional staff in 2020 and then significantly more temporary staff in 2021 to respond to the community needs.

MHD Personnel					
	2019	2020	2021	2022	2023
O&M FTE	136.7	164.26	162.12	190.8	141.14
Non-O&M FTE	108.85	120.71	441.85	109.2	92.99
<b>Total FTE</b>	<b>245.55</b>	<b>284.97</b>	<b>603.97</b>	<b>300</b>	<b>234.13</b>

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

\* Table does not include temporary staff.

2023 Total FTE by Branch



# COMMISSIONER'S OFFICE

## Vital Statistics Records

### 2023 Data Highlights

Total gross income, cash receipts, and billing: **\$471,015**

**11,757**

births registered

**18,221**

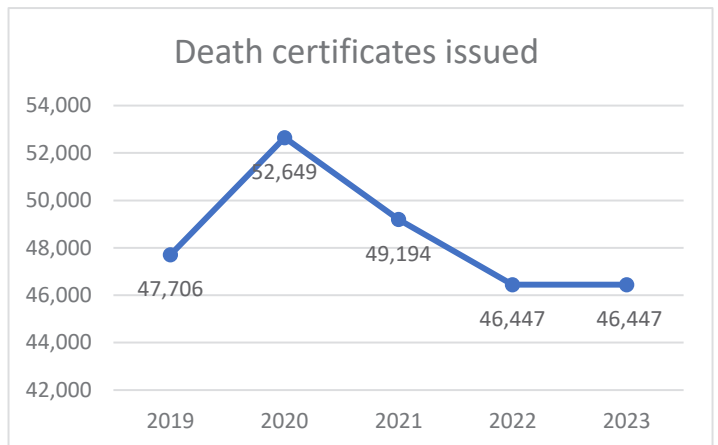
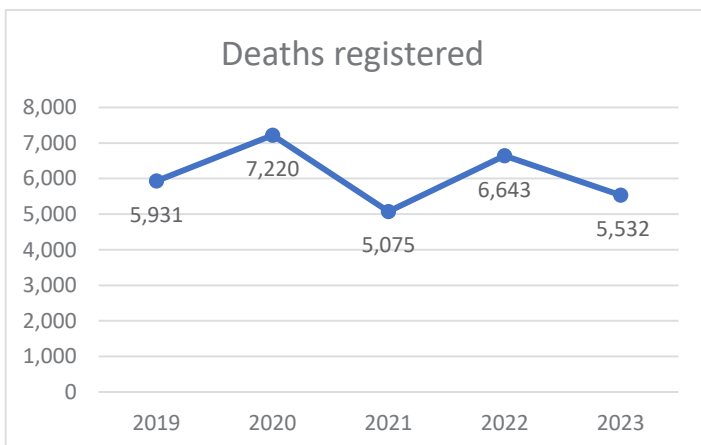
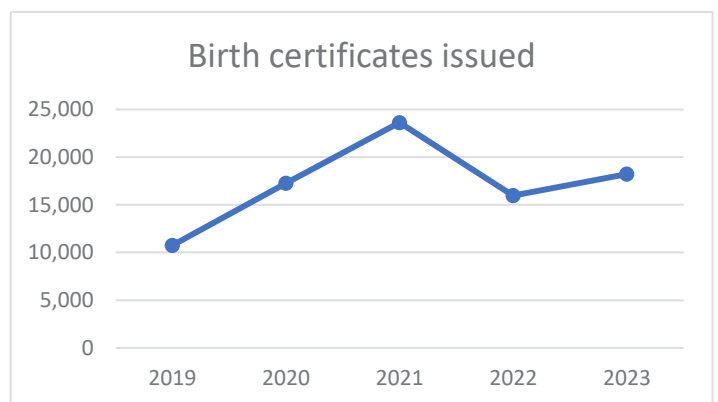
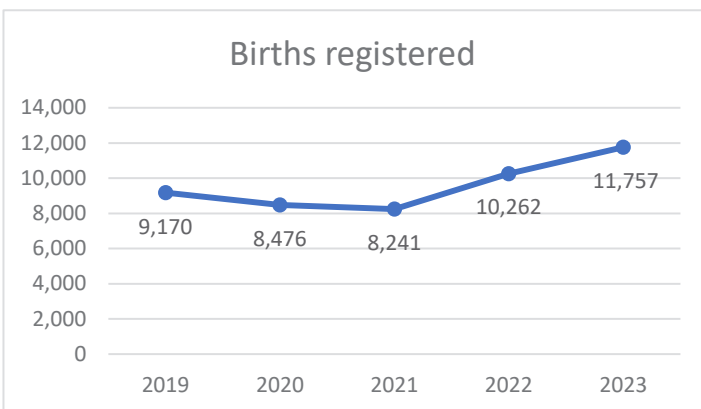
birth certificates issued

**5,532**

deaths registered

**46,447**

death certificates issued



**Caring Conversations is part of MHD’s Racial Equity Initiative, where confidential group discussions are held for MHD staff with the goal of learning more about health and racial equity. In this series, MHD employees can learn a deeper understanding of what equity means, get to know MHD’s Equity Champions and acquire strategies for implementing equity in their work. Caring Conversations are open to all staff on a drop-in basis, no prior registration is necessary.**

Caring Conversations are facilitated by Equity Champions, which are MHD staff members who have completed 25 hours of training with [Nurturing Diversity Partners \(NPD\)](#) on topics such as health equity, culture and cross-cultural communications, identity, intersectionality, and ways to foster equity.

Caring Conversations are conducted in a safe and inclusive space within one of the health department’s facilities across the city. These discussions are important for fostering greater understanding, empathy, and action related to racism and health equity. Caring Conversations are meant to build racial equity competency among staff so we can work together more effectively and better serve our community.



# MATERNAL AND CHILD HEALTH (MCH)

## Grants

Birth Outcomes Made Better (BOMB) Doula Program			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
"Strengthening Community Solutions to Improve Health Outcomes for Black Mothers and Infants"	"UW System - Wisconsin Partnership Program (WPP)"	12/1/2021 - 11/30/2023	\$107,850
UW - Healthy Wisconsin Families - Integrated Doula Care Grant	Interagency Agreement - Board of Regents of the Univ. of Wisconsin System-UW School of Medicine & Public Health and Wisconsin Dept. of Health Services (DHS) - American Rescue Plan Act (ARPA) and State & Local Recovery Funds (SLRF)	10/1/2023 - 9/30/2025	\$1,150,000

Community Healthcare Access Program (CHAP)			
Grant name	Funding source	Dates of grant period	Amount over grant period
Medical Assistance Outreach - Forward Health	State of WI-DHS-Division of Health Care Access and Accountability Federal Pass through	1/1/2023 - 12/31/2023	\$323,361
City Match - Required	O&M	1/1/2023 - 12/31/2023	\$323,361

Direct Assistance to Dads (DAD) Project & Empowering Families of Milwaukee (EFM)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Family Foundations in Home Visitation (FFHV)	State of WI-Department of Children & Families	10/1/2023 - 9/30/2024	\$1,490,948
City Match-Home Visiting (O&M)	O&M City Match (Requirement)	10/1/2023 - 9/30/2024	\$365,287

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

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
MCH Title V (Strong Baby)	WI Department of Health Services (DHS) - Consolidated Contract	1/1/2023 - 12/31/2023	\$431,918
City Match - Required (Strong Baby)	O&M	1/1/2023 - 12/31/2023	\$323,939
Safe Sleep (Cribs for Kids)	O&M (Special Fund)	1/1/2023 - 12/31/2023	\$75,000

### Newborn Screenings: Congenital Disorders and Hearing

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
MCH Program Support (Newborn Screening)	WI Department of Health Services (DHS) - Consolidated Contract	1/1/2023 - 12/31/2023	\$111,050
Congenital Disorders Grant	WI Department of Health Services (DHS) - Consolidated Contract	7/1/2023 - 6/30/2024	\$142,026

### Women Infants and Children Nutrition (WIC)

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
WIC - Operations	WI Department of Health Services (DHS) - Consolidated Contract	1/1/2023 - 12/31/2023	\$1,875,487
WIC-Farmer's Market Nutrition Program (FMNP)	WI Department of Health Services (DHS) - Consolidated Contract	1/1/2023 - 12/31/2023	\$15,675
WIC-Breastfeeding Peer Counselor (BFPC)	WI Department of Health Services (DHS) - Consolidated Contract	1/1/2023 - 12/31/2023	\$156,005

# Accomplishments

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## BOMB Doula

- Created and finalized a curriculum that meets the needs of the families we serve. The curriculum is a compilation of doula work and childbirth education.
  - Awarded the “Healthy Wisconsin Families: Leveraging the ARPA State & Local Fiscal Recovery Funds (SLFRF) to Improve Maternal and Infant Health” grant for \$1.15 million to collaborate with targeted health systems and create an Integrated Care Model between doulas and healthcare.
  - Approved to add 5 new full-time positions to the program, 1 Doula Coordinator, and 4 additional doulas to support the incredible influx of demand for doulas in Milwaukee.
- 

## Community Health Access Program (CHAP)

- Provided over 3,000 technical assists to clients.
  - Completed over 500 BadgerCare+ renewals since the unwinding began in June 2023.
  - Provided clients with Marketplace information and assisted with obtaining coverage after BadgerCare+ ended.
- 

## EFM and DAD Project

- Met contracted 2023 capacity goal.
- Onboarded 8 new staff in 2023, leaving only 2 program vacancies.
- Successful launch of monthly support groups for families (Mom 2 Mom and Focus on Fathers).

## Infant Mortality Special Initiatives: Cribs for Kids / Strong Baby Title V

- Increased need for Pack ‘n Play (PNP) distribution since 2022 due to a decrease of community and hospital vendors.
  - Perinatal mental health support groups launched Fall of 2023.
  - Revamping the Safe Sleep model of service to be more inclusive, up-to-date, and congruent with community needs.
- 

## Newborn Screening Programs: Hearing and Congenital Disorders

- Newborn Screening Nurse Coordinator role filled August of 2023.
  - Cross-training of Newborn Screening role and Newborn Hearing role implemented for better coverage across the two arms of newborn services.
  - Continuation of MHD as holder of Congenital Disorders contract during new Request for Proposal process with the State.
- 

## Women, Infant, and Children Nutrition (WIC)

- Increased redemption rate of Farmers Market Nutrition Program vouchers. 47% of vouchers issued were spent by WIC families in 2023, up from 32% in 2022. About \$62,000 worth of vouchers were spent at farmers markets in 2023 by MHD WIC families.
- Accommodated approximately 2,000 participants from closing several Milwaukee WIC clinics into the MHD WIC program, Farmers’ Market Nutrition Program, Breastfeeding Peer program and ensured uninterrupted benefit issuance for families.
- Welcomed families back into clinic for in-person counseling sessions and increased collection of heights, weights, and hemoglobin levels for a more accurate nutrition assessment.



# Challenges

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## **BOMB Doula**

- Meeting the demand for no-cost doula services to our community.
- Navigating the working relationships amongst doulas and healthcare; specifically gaining buy in and collaboration with obstetric physicians and upper-level administration.
- Creating fiscal sustainability to maintain the doula program long-term within Milwaukee while awaiting legislative support to approve Medicaid reimbursement for doulas in the State.

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## **Community Health Access Program (CHAP)**

- Increase in BadgerCare plus renewals along with staffing shortage made it difficult to provide coverage for services at multiple sites and expand outreach services.
- Lack of bilingual staff increased the need for interpreter services.
- Medicaid unwinding increased demand and processing times at the state level, limiting our program's ability to provide clients with timely service requests.

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## **EFM and DAD Project**

- Significant waitlist of pregnant/birthing people awaiting service (more demand than capacity).
- Lack of safe, stable, sustainable housing for families.
- Significant amount of work transitioning into a new Electronic Health Record, with setbacks and growing pains to ensure that data is updated into grant required database accurately via API Interface.

## **Infant Mortality Special Initiatives: Cribs for Kids / Strong Baby Title V**

- Limited availability for Cribs for Kids clinic hours due to staffing shortages.
- Data collection is challenging with different databases across multiple programs, funding streams and data needs.
- Navigating language barriers with the increase in more distinct dialects of our clientele (Rohingyan, Karen, etc.)

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## **Newborn Screening Programs: Hearing and Congenital Disorders**

- Scope of work changes for newborn congenital screening program and impact on workflow between MHD and the State.
- Decrease in referrals from State lab for newborn congenital screening due to shift in pipelines and responsibilities between MHD and the State.
- Shifts in duties from the Nurse Coordinator to the providers from direct screening (Coordinator performs more case management now)

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## **Women, Infant, and Children Nutrition (WIC)**

- Navigating the influx of approximately 2,000 participants from the closing of local WIC projects.
- Staffing shortages and frequent turnover due to low salaries / inability to fill permanent MHD positions.
- In August 2023, switched from COVID-19 waivers to ARPA waivers and switched appointments to hybrid model of service. Newly enrolled families unfamiliar with MHD clinics. Newer staff also unfamiliar with hybrid services.

# Birth Outcomes Made Better (BOMB) Doula



The Birth Outcomes Made Better (BOMB) Doula program was created to educate birthing families and support healthy birth outcomes in the City of Milwaukee at no cost to families. Through doula services, families are given the support and education necessary for a healthy delivery and beyond. The program works with birthing people 30 weeks or less prenatally, through birth, and 12 weeks postpartum, with a focus on populations at the highest risk for infant mortality and poor birth outcomes. The BOMB Doula program was created as a strategy to address racism being declared a public health crisis in 2019 in the City of Milwaukee.

## What is a Doula?

Doulas are trained professionals who provide non-clinical, emotional, physical, and informational support for birthing people during pregnancy, labor, birth, and postpartum. Doulas share resources and information about the pregnancy, labor/delivery, and postpartum process. During labor, they provide emotional support and physical hands-on comfort measures to assist with pain management. The Doula helps facilitate positive communication and promote self-advocacy for birthing families. During postpartum, doulas work with families to ensure they have the physical and mental health support that they need to have a healthy family.

## Website

[milwaukee.gov/BOMB](https://milwaukee.gov/BOMB)

## 2023 Data Highlights

**161**

new families enrolled

**117**

babies born among enrolled families

**0**

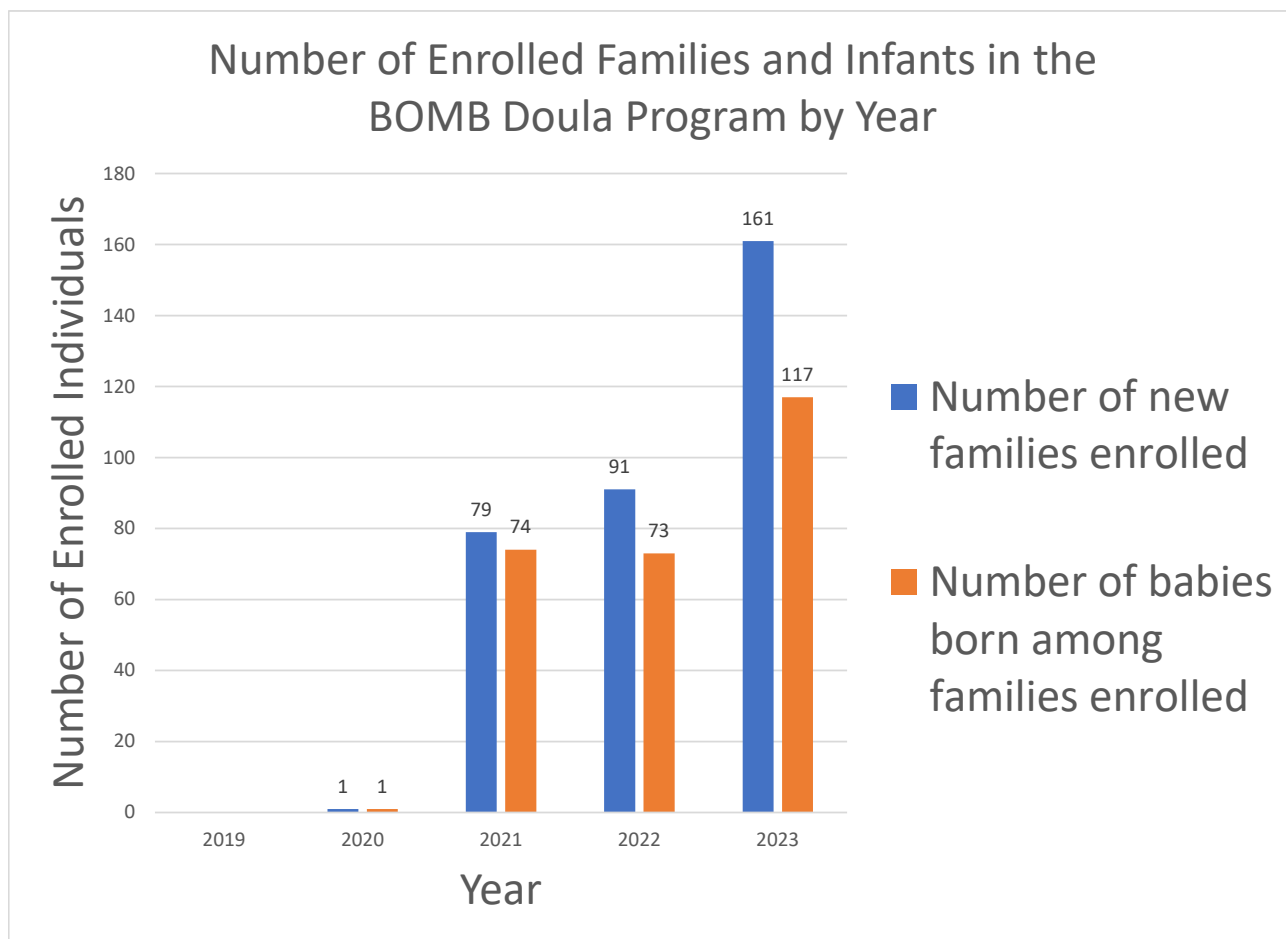
infant deaths among enrolled families



# Primary Objectives

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

## BOMB Doula Data



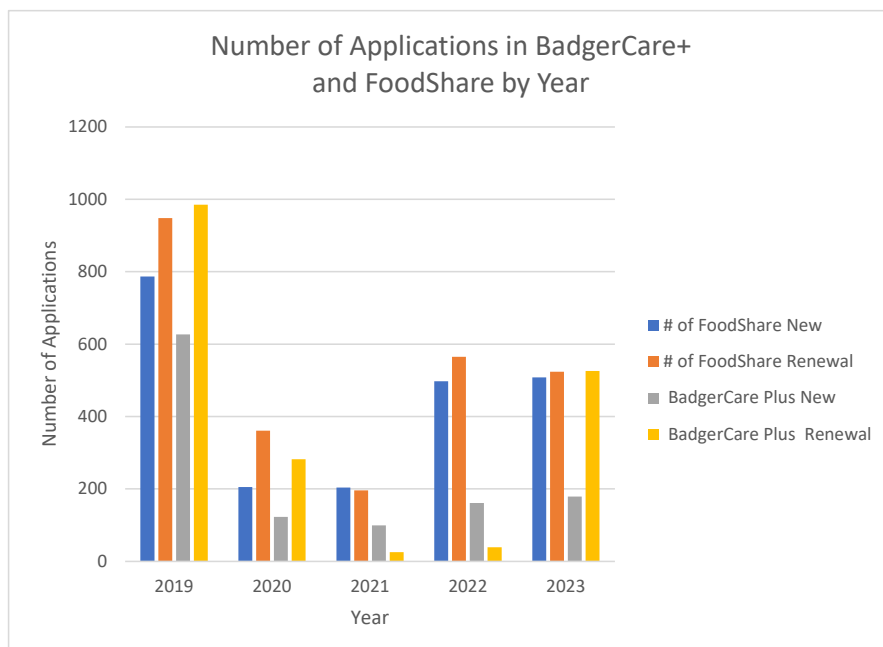
\* Didn't enroll families until 12/2020 due to delays caused by COVID-19 pandemic.

# Community Healthcare Access Program (CHAP)

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

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

## CHAP Data



\* 2020-2022 CHAP was significantly impacted with the automatic renewals of benefits nationwide. In 2023 there is a significant increase due to the unwinding of BadgerCare+ which started in June 2023.

### Website

[milwaukee.gov/CHAP](https://milwaukee.gov/CHAP)

### 2023 Data Highlights

**179**

new BadgerCare+ applications

**526**

BadgerCare+ application renewals

**508**

new Foodshare applications

**524**

Foodshare application renewals

**3,364**

technical assists completed by staff

# Direct Assistance for Dads (DAD) Project and Empowering Families of Milwaukee (EFM)

Empowering Families of Milwaukee (EFM) and the Direct Assistance for Dads (DAD) Project is a comprehensive, evidenced-based home visiting program that serves families who live in the City of Milwaukee. EFM/DAD provides voluntary, intensive, long-term home visiting services to families to promote and support healthy, thriving children and nurturing, caring families.

EFM/DAD offers services during the prenatal period and for at least two years of the child's life, functioning as a unified program with two distinct target populations. EFM targets the birthing parent and strives to enroll caregivers as early as possible in pregnancy in an effort to have a positive impact on birth outcomes and maternal mortality. EFM utilizes a unique, multi-disciplinary paired approach with Public Health Nurses who focus on health needs, and Public Health Social Workers who focus on psychosocial needs, to effectively serve enrolled families. DAD Project targets fathers, or father figures, who are expecting a child or parenting a child under the age of 3 years. Fatherhood Involvement Specialists partner with fathers to strengthen father involvement, expand parenting skills, and enhance parent-child relationships and co-parenting. The EFM/DAD program also utilizes a mental health consultant to promote the mental and emotional health and well-being of parents and children.

EFM/DAD utilizes the Parents as Teachers (PAT) evidenced-based home visiting model and parenting curriculum, which promotes positive parent-child interaction, parenting skills, and knowledge of child development, health, and safety. EFM/DAD is grounded in guiding principles of providing strength-based, family-centered, culturally-respectful, linguistically-appropriate services that partner with families to work towards the goals and outcomes that are important to them.

## Websites

[milwaukee.gov/DAD](https://milwaukee.gov/DAD)

[milwaukee.gov/EFM](https://milwaukee.gov/EFM)

## 2023 Data Highlights

**86 total babies**

born through  
DAD/EFM programs

**1**

infant death among  
enrolled families

**0**

stillbirths among  
enrolled families

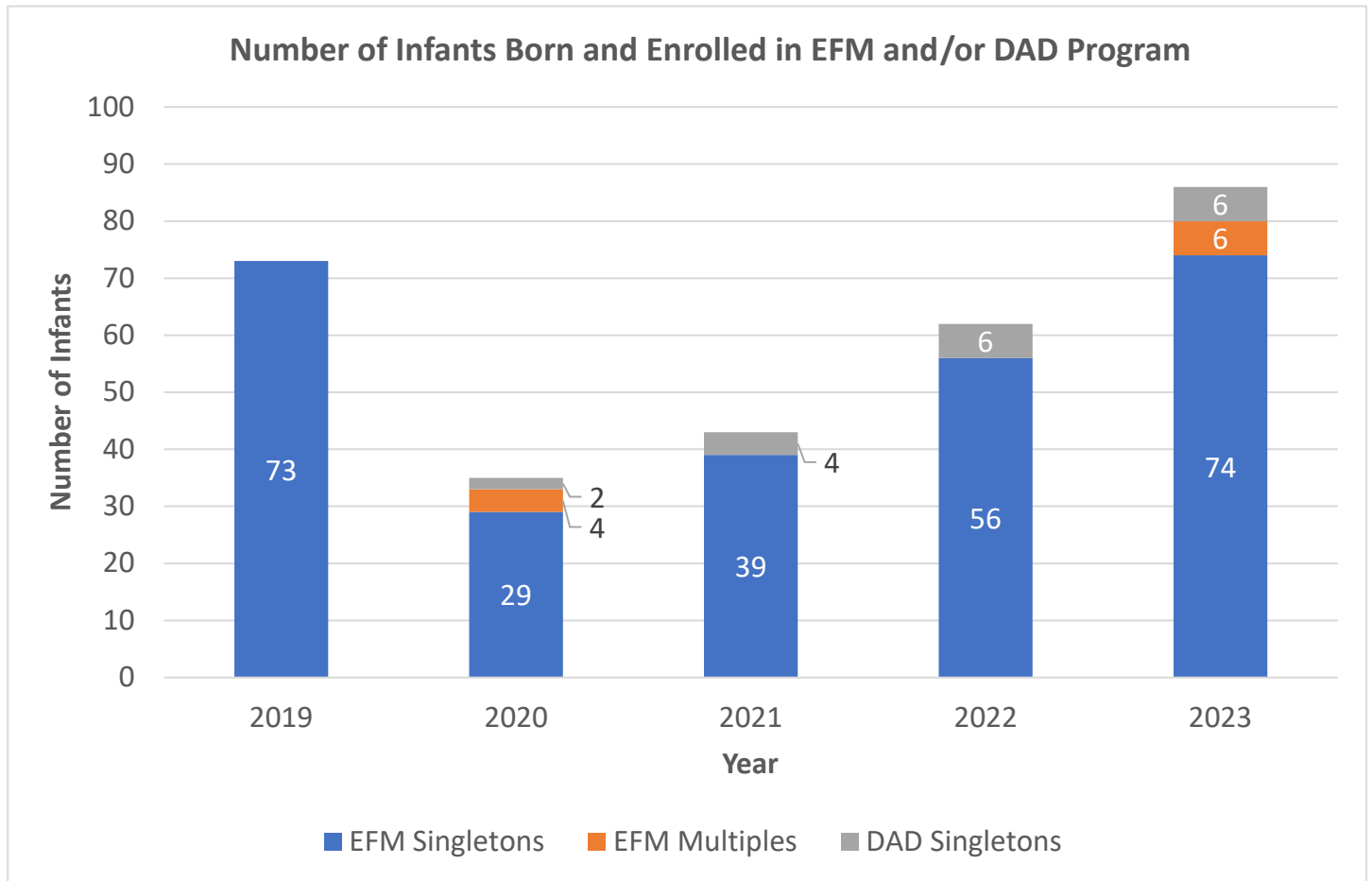
**97% of families**

report an increase in their  
parenting skills and in their  
understanding of their child's  
development since enrollment

**92% of families**

report an increase in their  
ability to take care of the health  
needs of their family since  
enrollment in the program

# EFM and DAD Project Data



# Infant Mortality Special Initiatives: Cribs for Kids and Strong Baby Title V

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## Cribs for Kids

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

The Cribs for Kids program provides trainings and presentations for various agencies on infant mortality and safe sleep practices. As a result, these agencies can provide safe sleep education to the families they serve.

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## Strong Baby Title V

The Strong Baby Title V program provides training, education, and informed practice on three focus areas — Developmental Screening, Healthy Equity, and Perinatal Mental health.

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

### Websites

[milwaukee.gov/CribsForKids](https://milwaukee.gov/CribsForKids)

[milwaukee.gov/StrongBaby](https://milwaukee.gov/StrongBaby)

### 2022 Data Highlights

**378 clients**

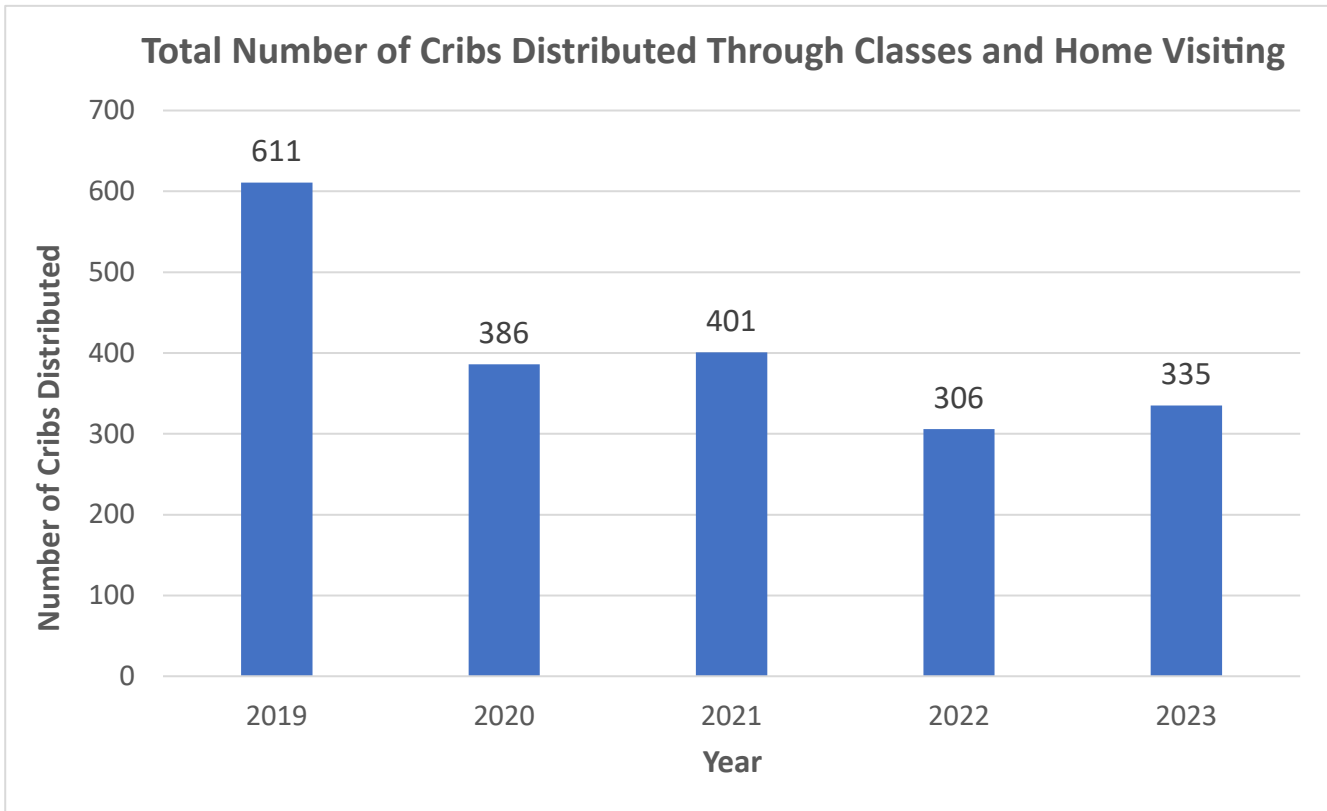
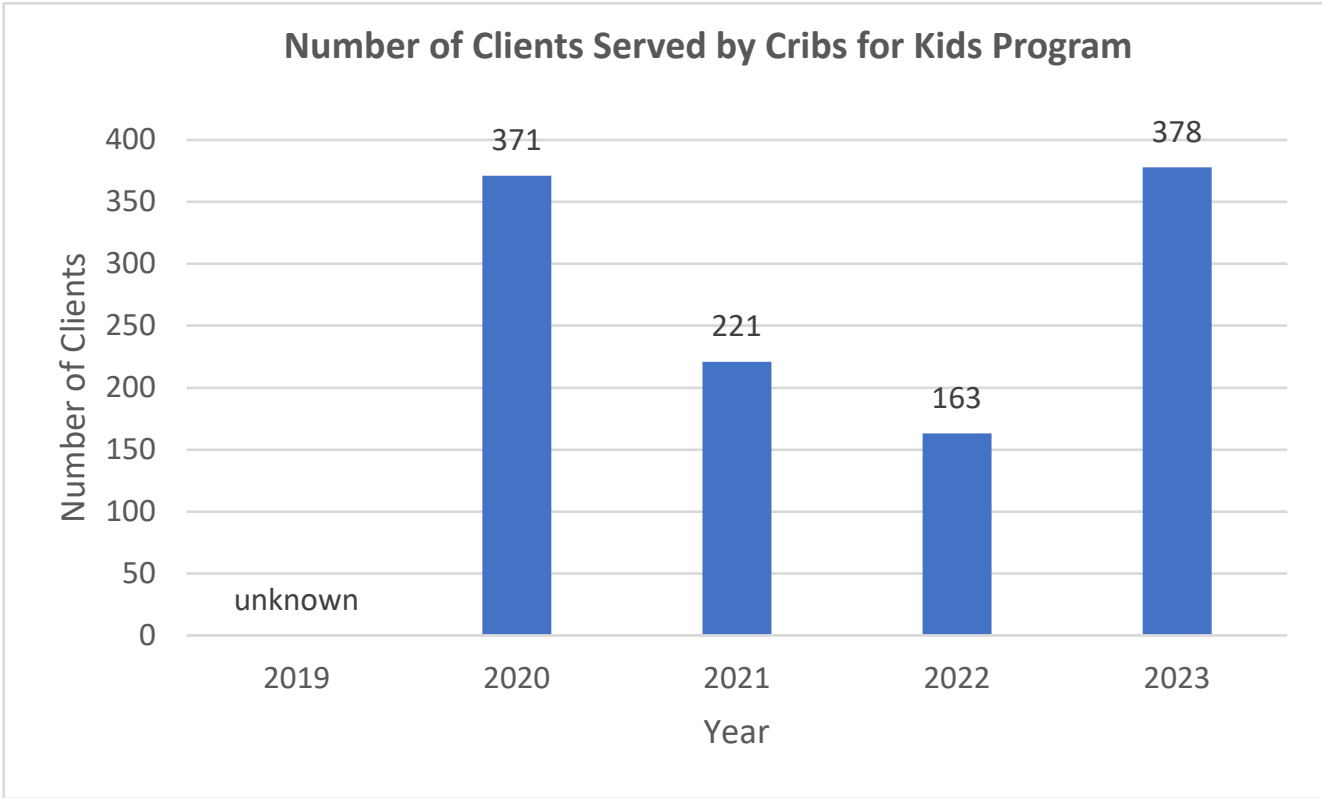
served by the  
Cribs for Kids program

**335 cribs**

distributed through  
classes and home visiting



# Cribs for Kids and Strong Baby Data





# Newborn Screenings: Hearing and Congenital Disorders

## Hearing Screening

The Newborn Hearing program aims to identify hearing impairment early to provide timely intervention in order to ensure children reach their highest potential.

The Public Health Nurse Coordinator (PHNC) for the Newborn Hearing program covers the Southeast region of Wisconsin, which accounts for half of all the babies diagnosed with permanent hearing impairment. The PHNC case manages and screens newborns that are born in the home, fail their first newborn hearing screen, leave the hospital without a screen, or are lost to follow-up with their primary care physician.

If an infant is found with any degree of hearing impairment, the PHNC ensures that a referral is made to an early intervention program like Children's Wisconsin.

### What does the Newborn Hearing Screening program offer?

- Access to hearing screening and follow-up testing
- Access to intervention referral system
- Strengthening family support through results and diagnosis education
- Positive communication and collaboration between caregivers, primary care provider, audiologist, and Regional Outreach Coordinator
- Connection to community resources

### Website

[milwaukee.gov/NBHS](https://milwaukee.gov/NBHS)

### 2023 Data Highlights

**674**

client referrals  
received

**287 babies**

managed by RONS  
(monthly average)

**43 newborns**

identified with hearing  
loss and referred to  
early intervention



# Congenital Disorder Screening

The Congenital Disorder Screening program uses blood from a heel prick test to identify 48 different genetic, endocrine, and metabolic disorders. If these are not diagnosed in a timely manner, they could lead to cognitive delays, brain damage, severe illness, or death.

The Public Health Nurse Coordinator (PHNC) performs some blood draws on newborns who were not screened before they left the hospital, but the majority of the screens are for newborns that need retesting. More specifically, a retest is completed when there is a problem with the way the first blood sample was collected or the test result is abnormal.

The PHNC will also complete confirmatory whole blood draws on newborns suspected of having a sickling disorder. In addition, the PHNC case manages newborns diagnosed with sickle cell disorder, hypothyroidism, and cystic fibrosis. The case managers ensure that newborns are connected with specialty clinics and that parents are educated on the complexities of the diagnosis.

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



## Website

[milwaukee.gov/NBCS](https://milwaukee.gov/NBCS)

## 2023 Data Highlights

### 67 total referrals

(Includes newborn screening and whole blood referrals)

### 13 babies

monthly average of cases managed

### 2 babies

rescreened at birth hospital

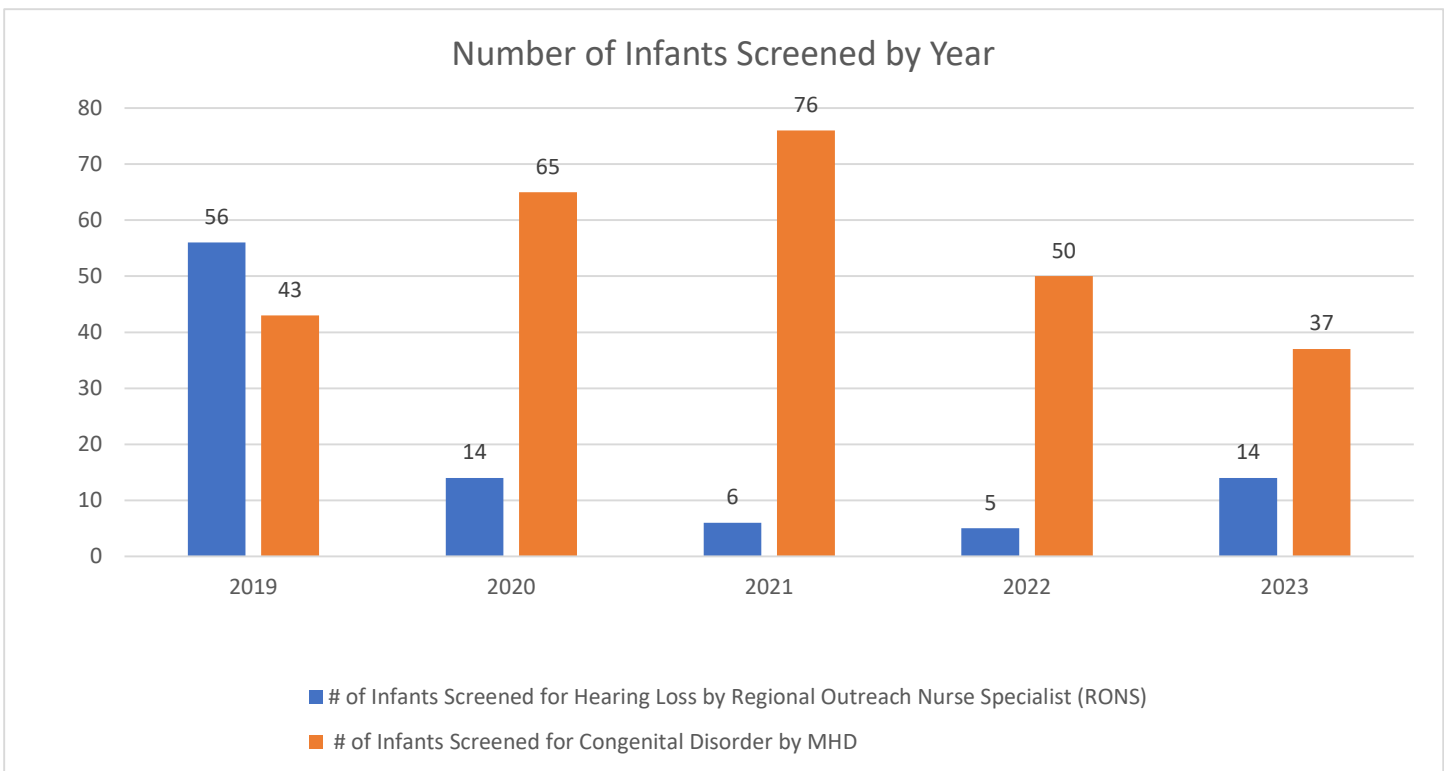
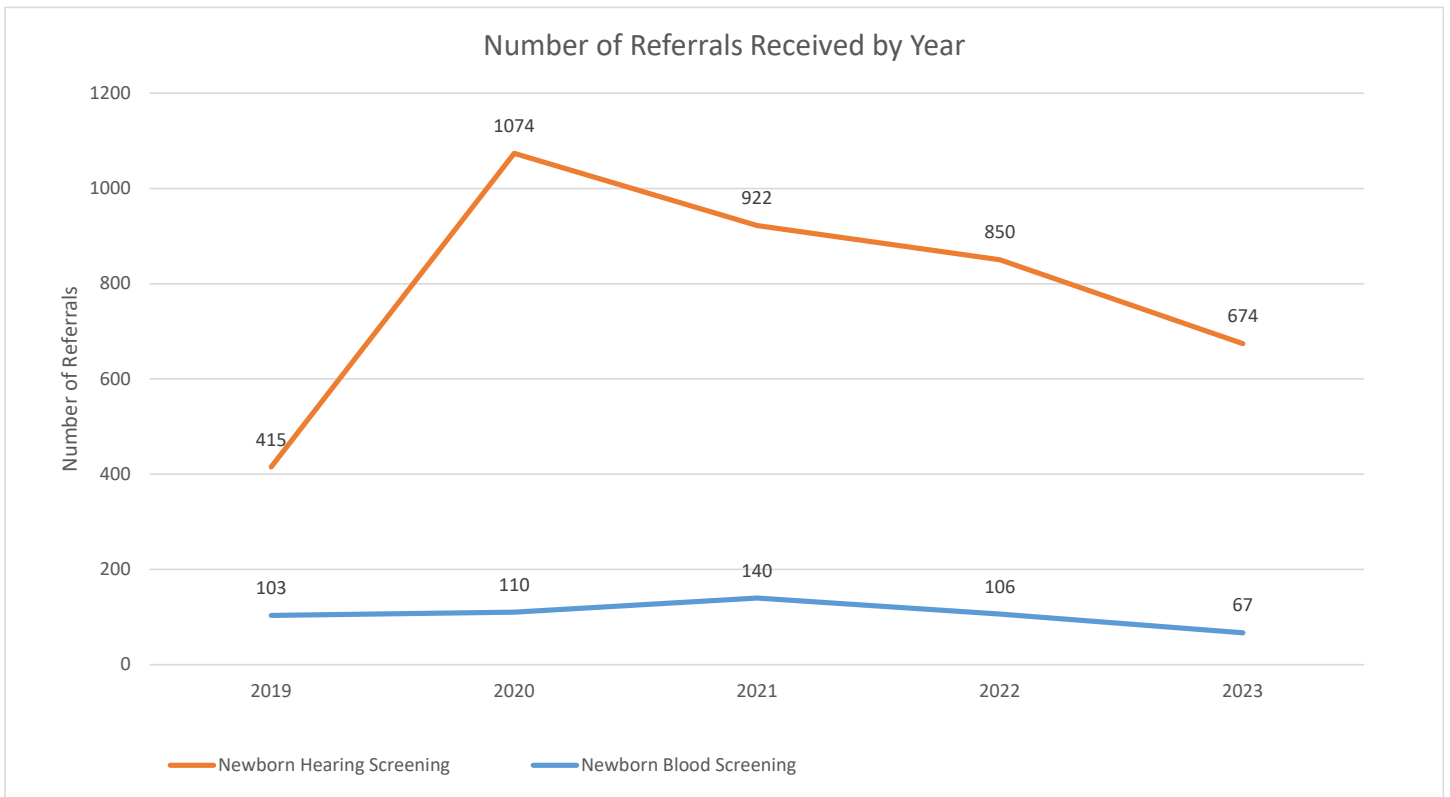
### 4 babies

rescreened through the lab

### 8 babies

identified with sickling disorder and subsequently sent for case management

# Hearing and Congenital Disorder Screening Data



# Women, Infants, and Children Nutrition (WIC)

The City of Milwaukee Health Department's Women, Infants, and Children (WIC) program promotes and maintains the health and well-being of nutritionally at-risk pregnant, breastfeeding, and postpartum people, infants, and children up to five years old.

## The four main goals of the WIC program are:

- Provide nutrition education
- Offer breastfeeding education and support
- Supply supplemental nutritious foods to families
- Connect participants to community referrals

In addition to prescribing specifically tailored monthly food packages to participants, an added seasonal benefit is the Farmer's Market Nutrition Program (FMNP), which provides vouchers per eligible participant to spend at local farmer's markets. Additionally, the MHD WIC Program seeks to coordinate services within the health department and community that parallel other public health priorities such as assessing for lead screening needs and referrals, offering safe sleep options as well as perinatal and child mental health resources and referrals.

The MHD WIC program aims to maintain monthly participation that is at least 95% of the assigned monthly caseload of thousands of monthly participants. Geographically, the MHD WIC program operates at all three health department locations targeting participants in the central, northwest, and southern urban areas of Milwaukee. About 50% of our participants attend the northwest location.

## Website

[milwaukee.gov/WIC](https://milwaukee.gov/WIC)

## 2023 Data Highlights

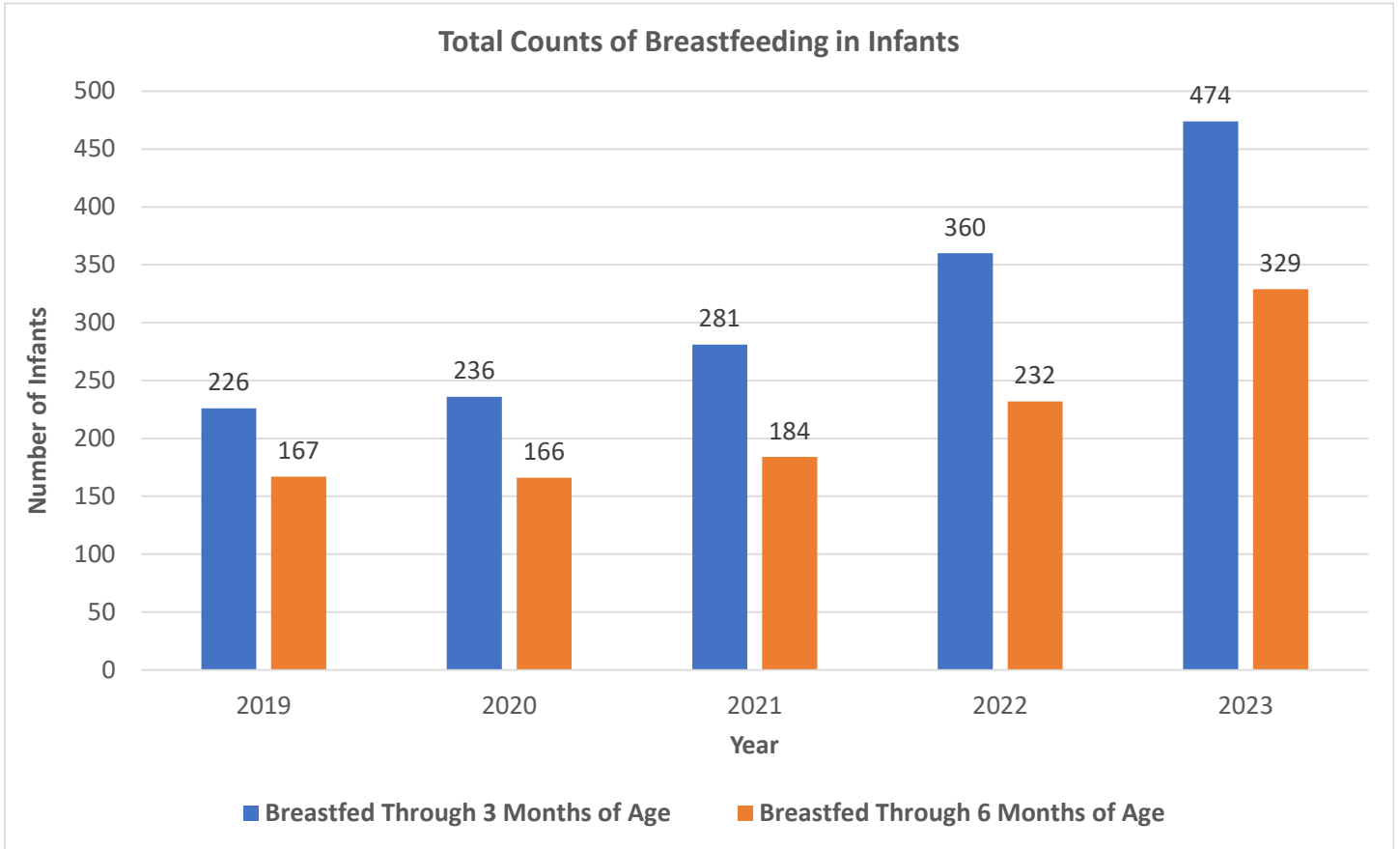
**15,052 clients**  
served through the  
WIC program

**55% of babies**  
breastfed through  
3 months of age

**33% of babies**  
breastfed through  
6 months of age



# WIC Data



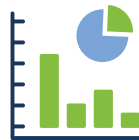
# COVID-19 RESPONSE

## Introducing the COVID-19 wastewater dashboard, a new tool for monitoring community health.

With the federal Public Health Emergency ending on May 11, 2023, our EPEH teams successfully managed the sunset of the COVID-19 Emergency response initiatives, which included the closure of public testing and vaccine facilities and the distribution of millions of safety supply items throughout the city.

Preventing the spread of COVID-19 and other illnesses remains a priority for MHD. The wastewater dashboard is a new disease surveillance tool used to direct public health and safety messaging around COVID-19 community levels. While wastewater surveillance has been used around the globe for decades, public health rapidly adopted it during the pandemic as a form of predictive surveillance to supplement case rates.

### How wastewater surveillance works



MHD works with the Milwaukee Metropolitan Sewerage District (MMSD) on COVID-19 wastewater surveillance for the Jones Island and South Shore sewersheds. When people get sick with COVID-19 and other illnesses, they shed viral genetic material in their waste. Most homes are connected to a local sewershed collection area, so when people flush, the wastewater is sent to a treatment plant (WWTP). Samples of wastewater are collected and tested, then the data is evaluated to find the relative level of illness present for an entire community. As MHD expands the wastewater surveillance program to add additional disease targets such as RSV and influenza, there will be a formal message testing process to continue to improve the dashboard and cater to the community we serve.

To learn more, visit the dashboard at [milwaukee.gov/Wastewater](https://milwaukee.gov/Wastewater)

### Website

[milwaukee.gov/Wastewater](https://milwaukee.gov/Wastewater)

### 2023 Data Highlights

**260**

COVID-19 isolation and warming clients served

**3,920**

COVID-19 diagnostic tests performed

**1,874**

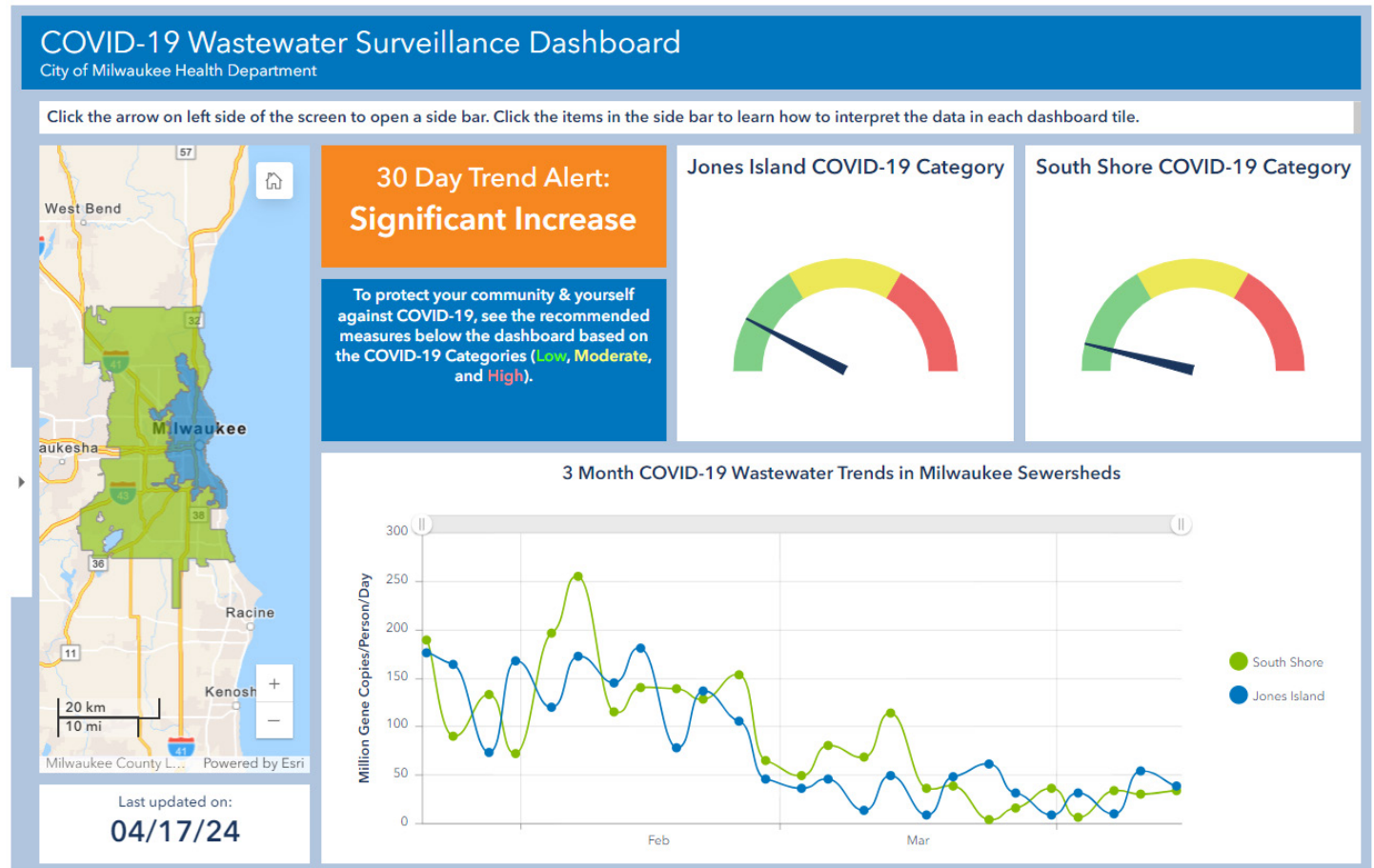
COVID-19 vaccines administered

**48,952**

masks provided to distribution sites

**159,228**

antigen tests provided to distribution sites



## LOW CATEGORY

- Stay up to date on vaccination
- Avoid contact with people who feel sick or have COVID-19
- Follow recommendations for isolation if you have COVID-19
- Wash your hands frequently
- For additional preventative actions, talk with your healthcare provider

## MODERATE CATEGORY

- Recommendations from the Low Category and
- Wear a high-quality mask** (KN95 or surgical mask) or respirator when indoors in public if you want to maximize protection from COVID-19
- If you have household or social contact with someone susceptible to serious illness, self-testing to detect infection before contact and wearing a high-quality mask when indoors with them provides additional protection

## HIGH CATEGORY

- Recommendations from the Low and Moderate Categories and
- Wear a high-quality mask** (KN95 or surgical mask) or respirator indoors
- To maximize protection, consider avoiding **non-essential indoor activities** in public where you could be exposed

## Why we are using wastewater surveillance

- The COVID-19 virus can be found in waste days before sick people display symptoms (if they display signs at all).
- Wastewater data makes it possible to see changes in COVID-19 cases before they happen.
- Knowing when cases are changing can give health agencies, clinics, and you a chance to prepare before a rise in COVID-19 cases is seen in clinics and hospitalization rates.
- An early warning can be used to create COVID-19 response plans to help reduce the impact of a rise in COVID-19 cases.

The Stoplight Warning System allows the community to easily see when COVID-19 levels are low, moderate, or high, and quickly connect those with tangible protective measures they can take.

# ENVIRONMENTAL HEALTH

## Grants

### Consumer Environmental Health (CEH)

No CEH grants for 2023

### Emergency Preparedness and Environmental Health (EPEH)

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Public Health Emergency Preparedness Cooperative Agreement BP4	CDC	7/1/2022 - 6/30/2023	\$331,934.00
Cities Readiness Initiative BP4	CDC	7/1/2022 - 6/30/2023	\$228,848.00
Public Health Emergency Preparedness Cooperative Agreement BP5	CDC	7/1/2023 - 6/30/2024	\$331,934.00
Cities Readiness Initiative BP5	CDC	7/1/2023 - 6/30/2024	\$249,015.00
Beach Monitoring	DNR	3/1/2023 - 10/01/2023	\$11,000.00

### Home Environmental Health (HEH)

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Comm. Development Block Grant	US HUD	1/1/2023 - 12/31/2023	\$1,990,000
Childhood Lead Poisoning Prevention Program	WI Department of Health Services (DHS)	1/1/2023 - 12/31/2023	\$253,643
Lead Hazard Reduction Grant	US HUD	1/1/2020 - 4/1/2025	\$5,600,000
Lead Hazard Reduction Grant	US HUD	12/1/2023 - 12/31/2027	\$5,700,000
WI Lead in Water Testing	US EPA via WI DHS	12/1/2022 - 9/30/2025	\$189,900
American Rescue Plan	US Treasury	3/1/2021 - 12/31/2026	\$23,666,040



# Accomplishments

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## Consumer Environmental Health (CEH)

- Successful pay study implemented, allowing healthy pay increases for staff at all levels, improving morale.
- Filled vacancies at several levels. With the exception of 1 position, CEH is fully staffed.
- Continues to sit on local and national advisory boards. Staff taking proactive role in education provided to operators through training sessions, compliance meetings, and personalized risk control plan development.

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## Emergency Preparedness and Environmental Health (EPEH)

- Sunsetting the COVID-19 Emergency Declaration Response. The federal COVID-19 Public Health Emergency ended on May 11, 2023. These responsibilities included closing down the public COVID-19 testing and vaccine efforts and distributing millions of safety supply items in the community.
- Carried out emergency health order requiring large apartment evacuation and relocation of 172 individuals due to historic environmental contamination.
- Assembled 86 homemade air cleaners (Corsi-Rosenthal Boxes) and delivered to all voting sites in preparation for April 4, 2023, general election.

## Home Environmental Health (HEH)

- New HUD Grant Approved: HUD awarded HEH a new HUD Lead Hazard Reduction Grant that began December 1, 2023 and runs until November 30, 2027. The grant includes total funding of \$5.7 million: with \$5 million dedicated to lead hazard reduction activities and \$700,000 to Healthy Homes activities. HEH projects 273 units will receive lead hazard reduction; with up to \$40,000 available per unit through up to \$20,000 of HUD funding and up to \$20,000 of CDBG funding. Of these units, 120 are projected to also receive Healthy Homes funding for up to \$5,000 per unit. As part of a new Healthy Homes initiative with this grant, HEH will now perform radon testing for these units.
- New Emergency Funding Source: The 2024 budget includes new emergency funding for lead abatement activities. This funding will be used for the most challenging lead poisoning cases that cannot meet eligibility requirements from other funding sources. The funding is a last resort to assist families where other safety nets fail and lead hazards remain on the property.
- Continuing Electronic Record Implementation and Optimization: HEH moved all remaining paper records to electronic records in Accela (LMS) for project workflows, inspection results, and auditing and reporting purposes. In 2023, HEH worked on the following record types: EBL cases, lead orders, lead citations, reinspection fees, field monitoring records, right of entry orders, lead advisory notices, lead abatement permits, lead-safe registry, and the HUD grant record. The lead-safe registry certificate is a new HEH program now available to property owners with abated lead hazards on their properties. Optimization work will continue in 2024 with a new LIRA (Lead Inspection/Risk Assessment) template, orders template, and ongoing changes for improved efficiencies.

# Challenges

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## Consumer Environmental Health (CEH)

- Training new staff is especially time-consuming, particularly when factoring in increased training and preparedness needs leading up to the Republican National Convention.
- Assessing growing need for response to temporary and mobile food vending operations. Due to transient nature of these businesses, follow up can be tricky and oftentimes requires reprioritizing other work to address urgent issues.
- CEH continues to build a team that fosters a culture of both accountability to its work and respect for its colleagues. Program leadership is taking a proactive role in ensuring new and established staff are meeting all expectations. CEH continues to create more open lines of communication, support, and at times, correction, to ensure it maintains the integrity of the program and ensures staff have the necessary tools to be successful.

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## Emergency Preparedness and Environmental Health (EPEH)

- Leadership turnover in November 2023.
- Balancing day-to-day responsibilities with time-intensive planning requirements for the 2024 Republican National Convention (RNC).
- The Emergency Preparedness program is historically understaffed and there are difficulties in creating new positions.

## Home Environmental Health (HEH)

- Identifying New and Diverse Funding Sources: HEH regularly convenes with nonprofits, medical systems, and philanthropies to advocate for large scale lead abatement at lower intervention levels.
- Developing New and Proactive Enforcement Models: HEH continues to build strategies and shift a historically reactive court enforcement process from citations and reinspection fees to property preservation plans and lead abatement managed within the court system. HEH will continue to support escalating enforcement against the worst offenders with court systems, HUD, DATCP, and DOJ.
- Supporting Proactive Education and Inspections: HEH continues to work with other MHD programs and city agencies to determine how to best align education, inspection, and funding opportunities. More proactive programs could include a Targeted Rental Inspection Program (TRIP), a complaint-based referral system, or improving HEH education and outreach during city projects during lead service line or other water projects, renovation and energy efficiency programs, and other infrastructure projects.

# Consumer Environmental Health (CEH)

The Consumer Environmental Health Program (CEH) promotes safe food preparation and safe tattooing and body art facilities. CEH also protects consumers from fraudulent practices in commercial transactions involving determinations of quantity through its Food Inspection, Tattoo and Body Art Inspection, and Weights and Measures programs.

Each year, the Food Inspection Program conducts annual and periodic inspections of over 3,000 food service establishments, nearly 400 mobile vendors and their bases and over 500 temporary event vendors in the City of Milwaukee. Along with regulating establishments, specialists provide training to food service managers on safety and sanitation, investigate complaints and illnesses associated with establishments, review plans, and conduct pre-occupancy inspections of new or remodeled establishments, provide food and safety consultations, and develop and implement policies to support food safety.

Along with the prevention of foodborne illness, inspectors work to decrease the risk of bloodborne diseases such as Hepatitis B, Hepatitis C, or HIV from tattoo or body art practices by conducting inspections to ensure that tattoo, permanent makeup, and/or body piercings are done in a sanitary and sterile manner for the city's roughly 70 tattoo and body art facilities. MHD's Weights & Measures Program also works to protect Milwaukee consumers' pocketbooks by monitoring retail businesses to ensure that the nearly 1,500 Weights and Measures devices such as scales and scanners are accurately determining the price of goods sold by weight.

## Website

[milwaukee.gov/CEH](https://milwaukee.gov/CEH)

## 2023 Data Highlights

**9,692**

total food inspections completed

**1,214**

mobile food vendor inspections completed

**258**

tattoo and body art inspections completed

**1,166**

weight and measuring device inspections completed

**189**

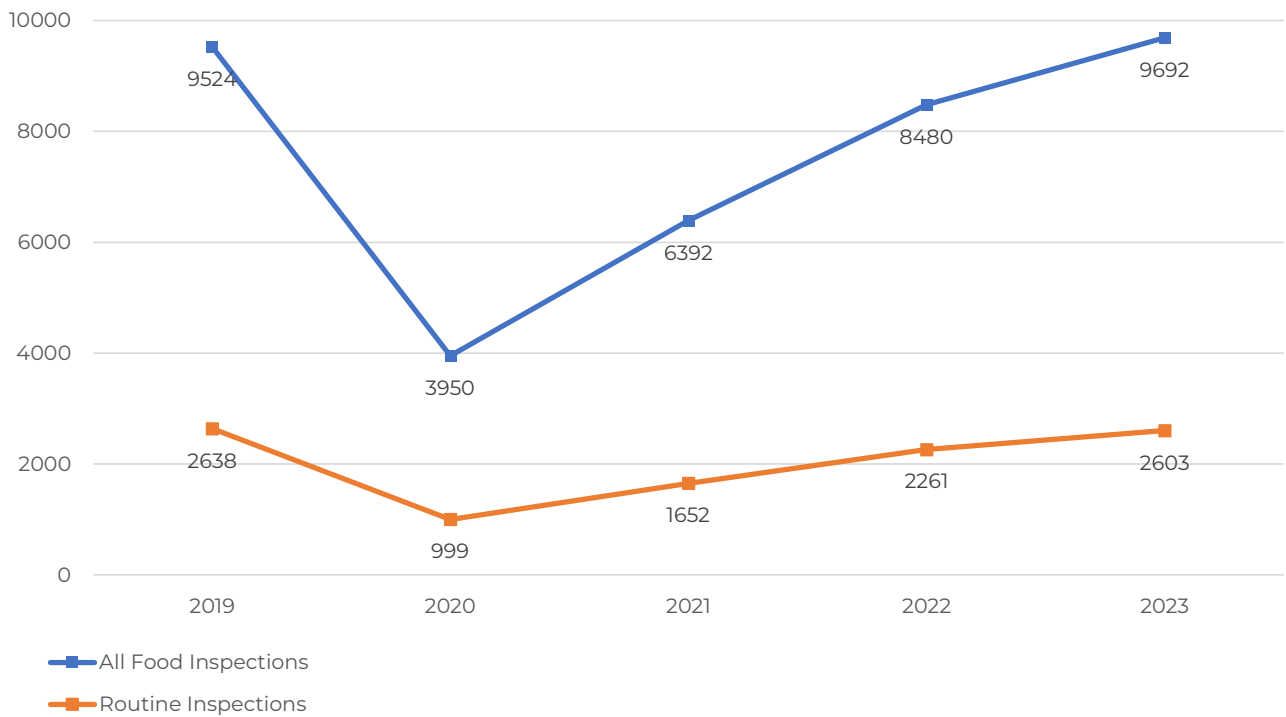
outreach trainings conducted

**99.26%**

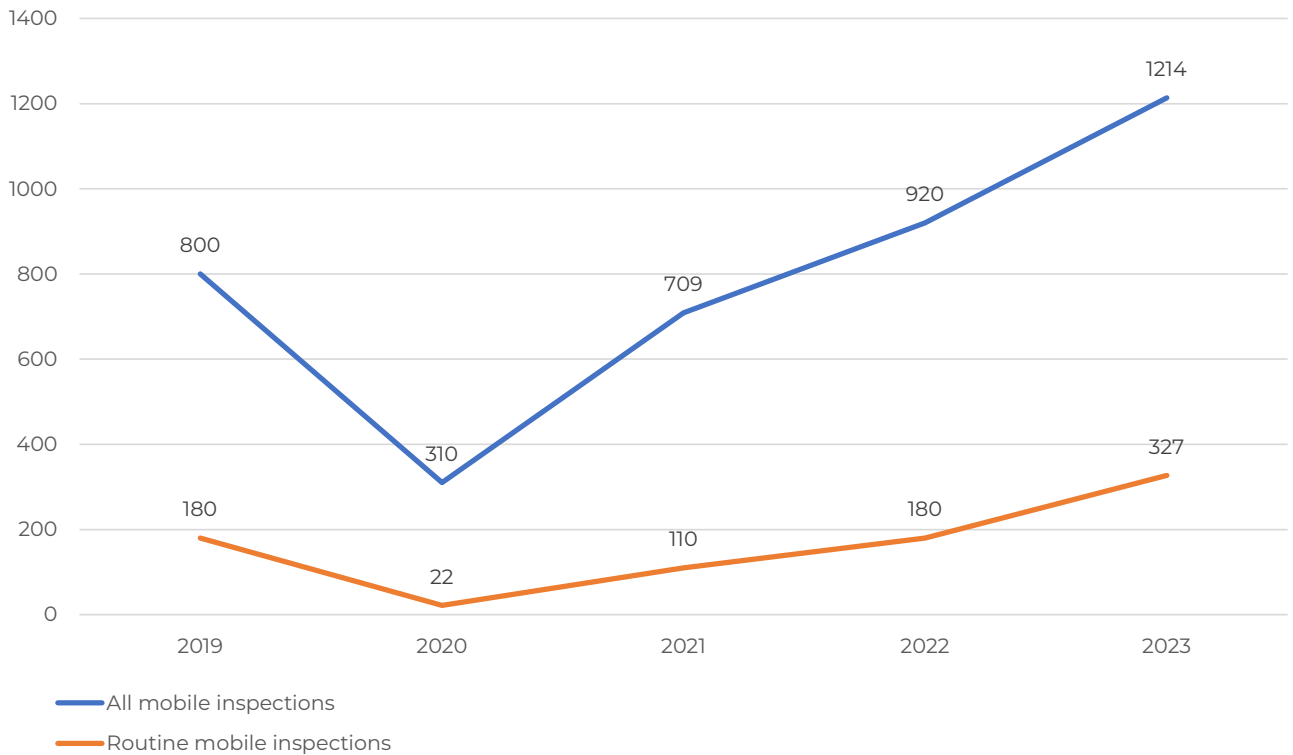
Quality Assessment average rating

# CEH Data

## Total Number of Food Inspections



## Total Number of Mobile Food Inspections



# Emergency Preparedness and Environmental Health (EPEH)

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

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

2023 was a big year for the EPEH team. Significant accomplishments include successfully managing the sunset of the COVID-19 federal Public Health Emergency response, marked by the closure of public testing and vaccine facilities, and the distribution of millions of safety supply items throughout the city.

Collaborative efforts extended to supporting communicable disease and immunization teams with logistics during a measles case and partnering with community organizations on Indoor Air Quality initiatives to mitigate disease spread. Additionally, EPEH took on emerging concerns such as trialing pathogen air sampling units and addressing chemical vapor intrusion risks, all while maintaining surveillance activities and preparing for the 2024 Republican National Convention. Through extensive planning, training, and proactive engagement, the EPEH team continues to demonstrate its unwavering commitment to protecting public health and enhancing community resilience.

## Website

[milwaukee.gov/EPEH](https://milwaukee.gov/EPEH)

## 2023 Data Highlights

**231**

In-Home Childcare providers enrolled in Indoor Air Quality Education

**384**

environmental health consultations with citizens, healthcare providers, and veterinarians

**177**

Corsi-Rosenthal boxes distributed to improve indoor air quality

**260**

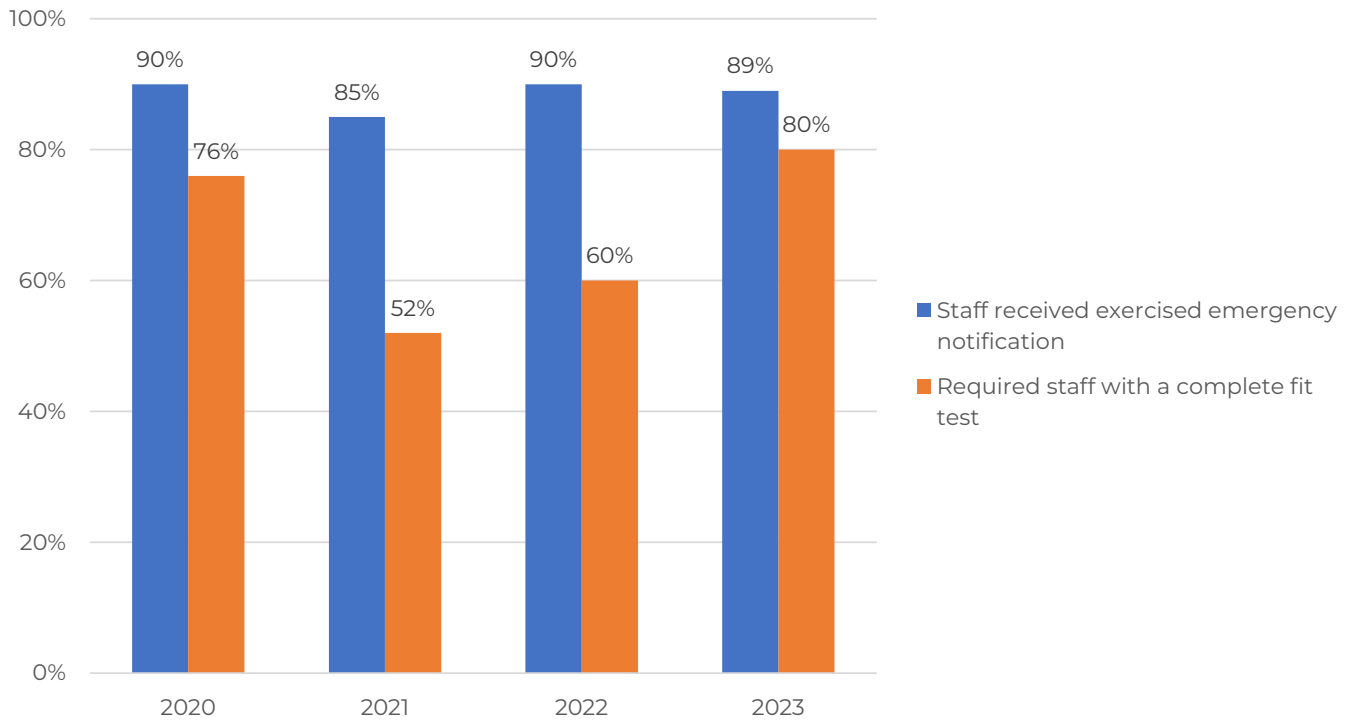
COVID-19 isolation and warming clients served

**159,228**

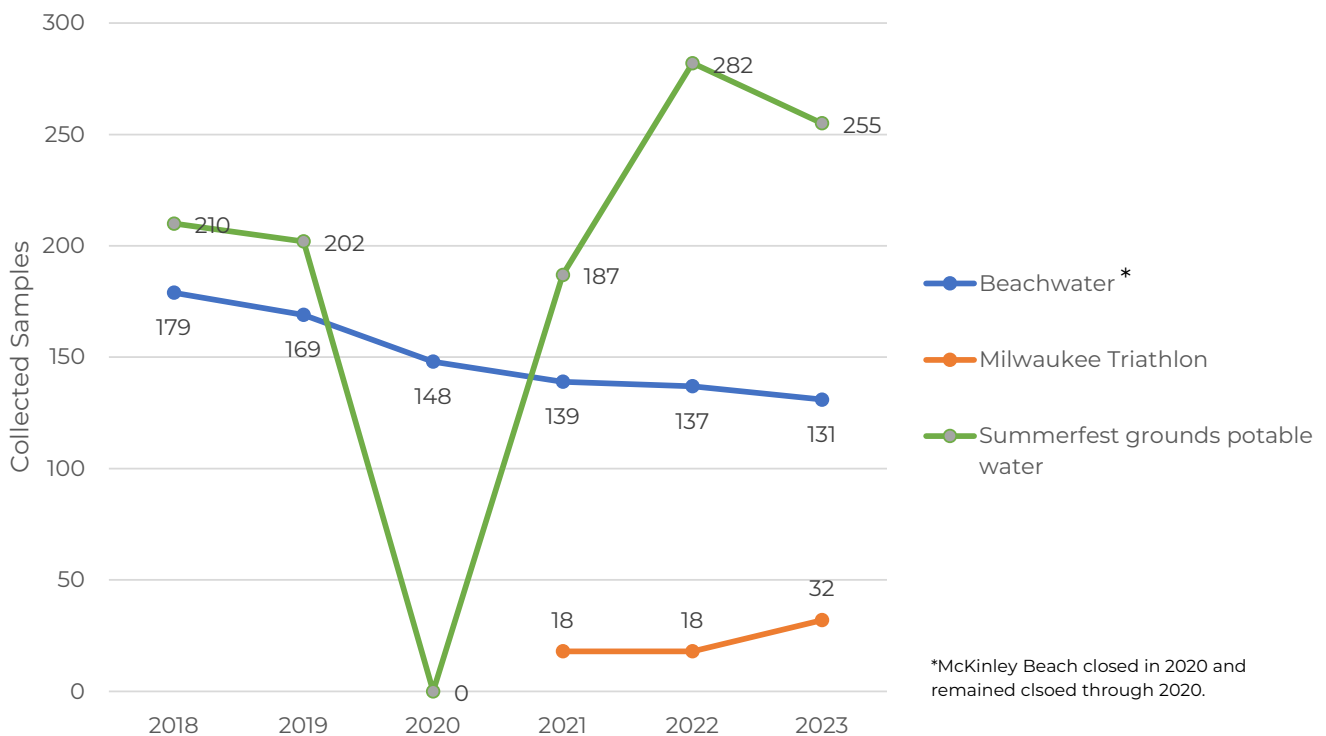
COVID-19 antigen tests provided to distribution sites

# EPEH Data

## Preparing MHD Staff for Emergencies



## Water Sample Collection



# Home Environmental Health (HEH)

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

MHD's lead program is currently engaged in a number of quality improvement and capacity-building projects to improve its ability to serve Milwaukeeans. MHD continues to meet recommendations and going forward will expand enforcement strategies, build accountability measures, and improve quality control with the addition of new staff and procedures. As part of the City of Milwaukee's American Rescue Plan Act (ARPA) funding, MHD has put \$21 million of this funding into partners and is well on its way to spending the remaining \$4.5 million by 2026 to expand lead abatement and to further community investment in the built environment for lead abatement. The funding will target staffing needs for lead screening, case management, and lead abatement at lower blood lead level thresholds (from 14.9 ug/dl down to 10 ug/dl). ARPA funding will also be used to scale up MHD's contractor capacity to remediate lead hazards from units, including energy efficiency upgrades in collaboration with the ECO office's RFP for 100 dwelling units.

## Website

[milwaukee.gov/EH](https://milwaukee.gov/EH)

## 2023 Data Highlights

**271**

lead inspections completed

**390**

lead abatement permits issued

**204 new cases**

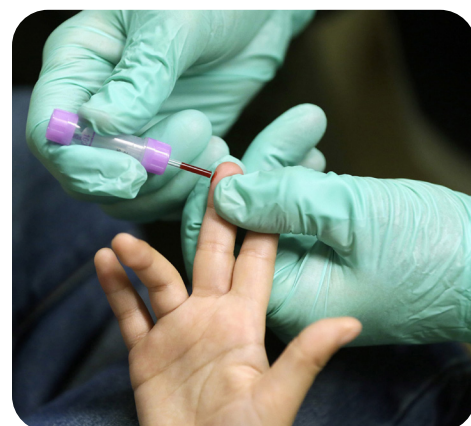
referred for nurse case management

**8,738**

nurse case management outreach interventions

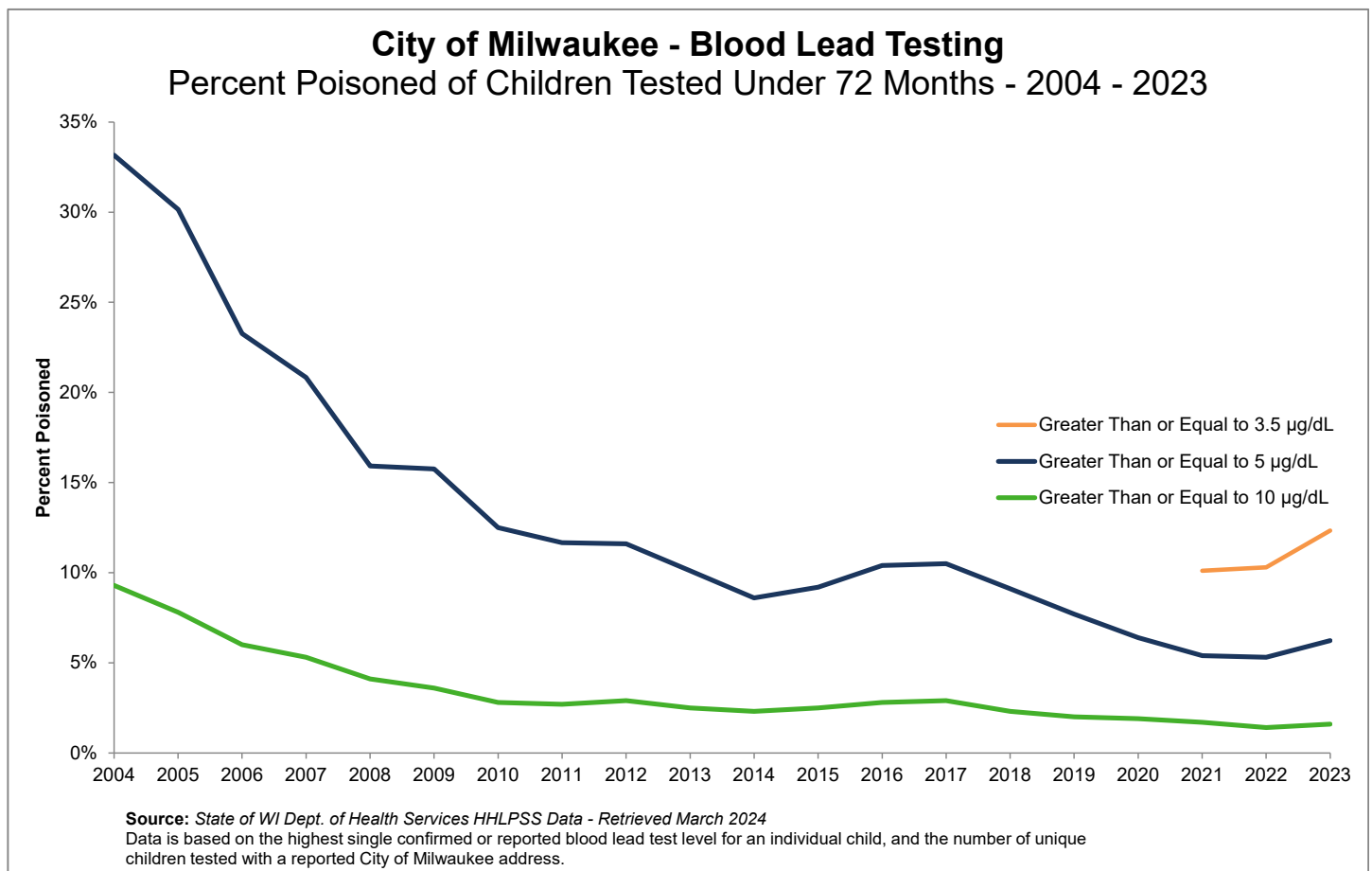
**27,944**

total reported blood lead tests



MHD also implemented a WIINS grant in 2023 from DHS to provide water testing in commercial daycare centers and subsequent plumbing remediation efforts. MHD intends to continue to leverage partnerships with community organizations to help manage the increased caseload, with oversight from MHD leadership on all work performed by community partners from 2023 to 2026. Community organizations such as the Social Development Commission, Revitalize Milwaukee, Sixteenth Street Community Health Centers, and other community advocacy groups, such as COLE, are partnering with MHD to work on abatement and outreach. In addition, MHD successfully applied for HUD funding to continue lead abatement work. Additionally, this new grant will add radon testing and remediation as part of the Healthy Homes grant and expand enforcement strategies and scope writing during the next grant.

## Blood Lead Testing Data





# CLINICAL SERVICES

## Grants

Infectious Disease Program (ID)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Communicable Disease Prevention	WI Department of Health Services (DHS)	7/1/2022 - 6/30/2023	\$28,900
Immunization Action Plan	WI Department of Health Services (DHS)	1/1/2023 - 12/31/2023	\$231,410

Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Carita Urban	GMF	1/1/2023 - 9/30/2023	\$15,642
WWWP	WI Department of Health Services (DHS)	7/1/2023 - 6/30/2024	\$710,000

Sexual and Reproductive Health (SRH)			
Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Womens Health Family Planning	WI Department of Health Services (DHS)	1/1/2023 - 12/31/2023	\$276,000
HIV Prevention and Partner Services	WI Department of Health Services (DHS)	1/1/2023 - 12/31/2023	\$17,000
STD PCHD (Strengthening STD Prevention and Control for Health Departments)	WI Department of Health Services (DHS)	1/1/2023 - 12/31/2023	\$381,278
DIS Supplemental	WI Department of Health Services (DHS)	1/1/2023 - 12/31/23	\$487,795

# Accomplishments

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## Infectious Disease (ID)

- The ID team received a report of a measles case for the first time since 2011 and responded quickly to prevent further spread of the virus.
- The immunization team hosted 39 immunization clinics within the community and administered over 1,000 vaccines at these events.
- The ID team responded to several outbreaks within facilities, including varicella and shigella outbreaks in schools.

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## Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)

- Updates to standard operating procedures, including transition to majority electronic record keeping.
- Moved the MBCCAP program to MHD Southside Health Clinic from Northwest Health Clinic. Benefits to this move include increased staff communication, PPI safety, and decreased costs.
- Collaboration with external provider systems including:
  - Aurora EpicCare Link access (ability to see patient charts).
  - Monthly case conferencing with Ascension and Walker's Point patient navigators for breast and cervical cancer screenings, diagnostics, and care.
  - Monthly communication with Aurora billing staff to address accidental billing of WWWP patients.

## Sexual and Reproductive Health (SRH)

- Enhanced syphilis partner services through workforce expansion: Through the expansion of the DIS workforce from 8 to 16 workers, the DIS team has successfully bolstered efforts in syphilis partner services. These interventions have proven effective in identifying more cases of syphilis and mitigating its transmission within the community.
- Effective management of limited staffing for comprehensive STI care: Despite facing staffing limitations, SRH clinic staff has demonstrated exceptional commitment by maintaining uninterrupted testing and treatment services. Simultaneously, the SRH program has addressed a significant number of DIS syphilis client referrals within the clinic. This ensures that all clients and their at-risk contacts receive appropriate testing, treatment, and referrals for the prevention of STI transmission.
- Contraception: Contraception was made available to patients in April 2023. Birth control pills, patches, rings, and Depo injections became available. In addition, the program has continued to provide emergency contraception and condoms. Expanding access to contraceptive options for patients supports their decision making and reproductive health autonomy.

# Challenges

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## Infectious Disease (ID)

- Combating low vaccination rates in some schools and responding to subsequent outbreaks of vaccine-preventable diseases continue to be a challenge. The Immunization Program will continue to work closely with schools to increase childhood vaccination rates.
- Adjusting to the commercialization of COVID-19 vaccine and shifting program goals and operations to align with new vaccine eligibility.
- Changes to ID follow-up requirements for some communicable diseases and addition of new reportable conditions.

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## Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)

- With the cancellation of MHD's radiologist contract and after a thorough investigation of clinic processes, MHD made the decision to discontinue offering mammograms and pap smears onsite at SSHC. Instead, MHD will be coordinating these services with its network of local healthcare partners. This strategic shift allows MHD to focus on better serving the needs of uninsured and underinsured residents. Services will continue to be provided at NO COST to enrolled individuals.
- Malfunction with Drobo PACs (image storage).
- Staff vacancies (2 departures; 1 resignation, 1 retirement).

## Sexual and Reproductive Health (SRH)

- Staffing shortages and a changing workforce continue to impact the SRH Program in 2023. Multiple vacancies throughout 2023 have inhibited the ability to increase capacity and expand services. These vacancies also have a direct impact on the program's ability to provide adequate training and support to new employees during onboarding, as there is limited capacity available for training.
- Outreach limitations: Additionally, staffing challenges limited SRH/DIS's ability to participate in the number of community outreach events SRH/DIS would like to support. Events were prioritized according to where the needs of the community could be met. The program looks forward to increasing this capacity in 2024.

# Infectious Disease (ID)

The ID program continues to investigate reports of communicable diseases in Milwaukee. The reporting, surveillance, and control of reportable communicable diseases is a core public health function and is mandated by the Wisconsin State Statute and Wisconsin Administrative Code. Communicable diseases requiring follow-up include vaccine-preventable diseases (i.e. mumps and pertussis), vector-borne diseases (i.e. Zika and Lyme disease), and gastrointestinal infections (i.e. shigella and salmonella).

ID program staff investigate reports of communicable diseases and outbreaks, conduct contact investigations, monitor trends, provide educational interventions, and supply prophylactic medications when necessary. In October of 2023, the ID received a report of a measles case. It was the first measles case in the City of Milwaukee since 2011. The ID team acted quickly to follow up with the case and all contacts to prevent further spread of this virus.

## Website

[milwaukee.gov/CDPC](https://milwaukee.gov/CDPC)

## 2023 Data Highlights

**1,189**

ID cases followed up  
by ID Program\*

*\*Does not include COVID-19 cases*

**7,225**

immunizations  
provided\*

*\*Now includes COVID-19 immunizations*



## Tuberculosis Prevention

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



## Immunizations

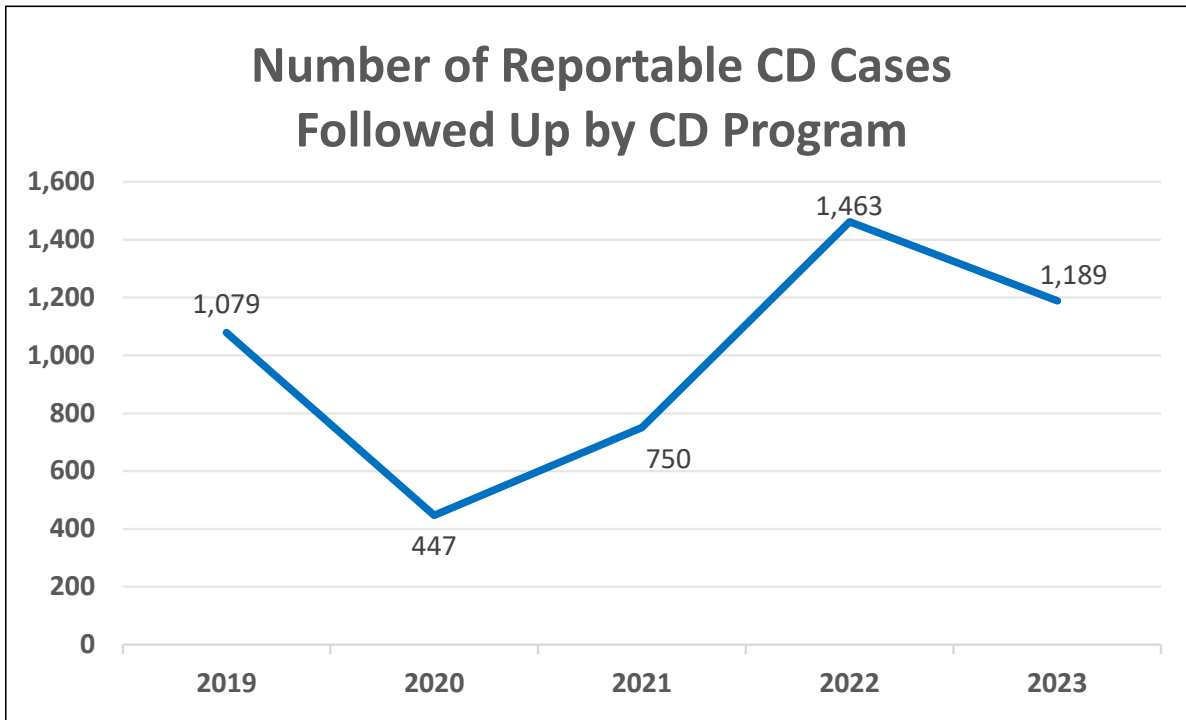
One of the most important tools to protect the community from disease is immunizations. Sustaining high childhood immunization rates in the city, along with reducing disparities among racial and ethnic groups, remain the primary objectives of the MHD Immunization Program. Improving immunization rates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

The Immunization Program not only provides immunizations during weekly walk-in clinics, but it also partners with community agencies to provide clinics throughout the city. In 2023, the Immunization Program hosted 39 clinics in the community, offering COVID-19 and influenza vaccinations along with routine childhood and adult vaccines.

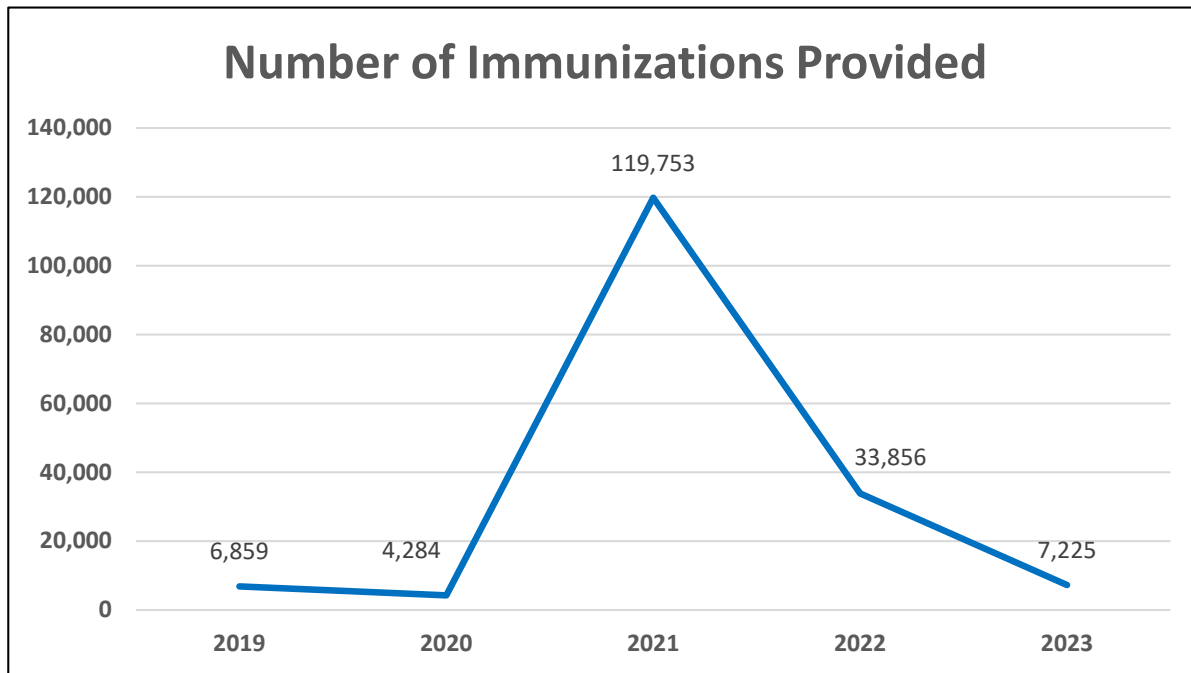
In addition, the program hosts educational symposiums and events directed toward schools, childcare centers, and clinicians to increase compliance with Wisconsin immunization law.



# Infectious Disease Data



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



\* These numbers now include COVID-19 immunizations, a change from 2022.

# Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP)

The Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) aims to connect uninsured women ages 45-64 years old to breast and cervical cancer screening services. MBCCAP is a care coordinator for the Department of Health Services Wisconsin Well Woman Program (WWWP) grant. MBCCAP enrolls eligible persons into the WWWP program that pays for breast and cervical cancer screenings, diagnostics, and case management. Additionally, the program serves as a navigator for persons to receive Well Woman Program services at external provider locations.

## Program Eligibility:

- Open to low-income Wisconsin residents
- Open to women, transgender women (who have taken or are taking hormones), and transgender men (who have not undergone a bilateral mastectomy and/or have not undergone a total hysterectomy)
- Ages 45-64 (some exceptions for ages 35-39)
- No health insurance (or have health insurance that does not cover screenings and/or follow-ups, or are not able to pay the deductible or co-payment)

## Website

[milwaukee.gov/MBCCAP](https://milwaukee.gov/MBCCAP)

## 2023 Data Highlights

**1,223**

total screenings for Milwaukee residents

**1,146**

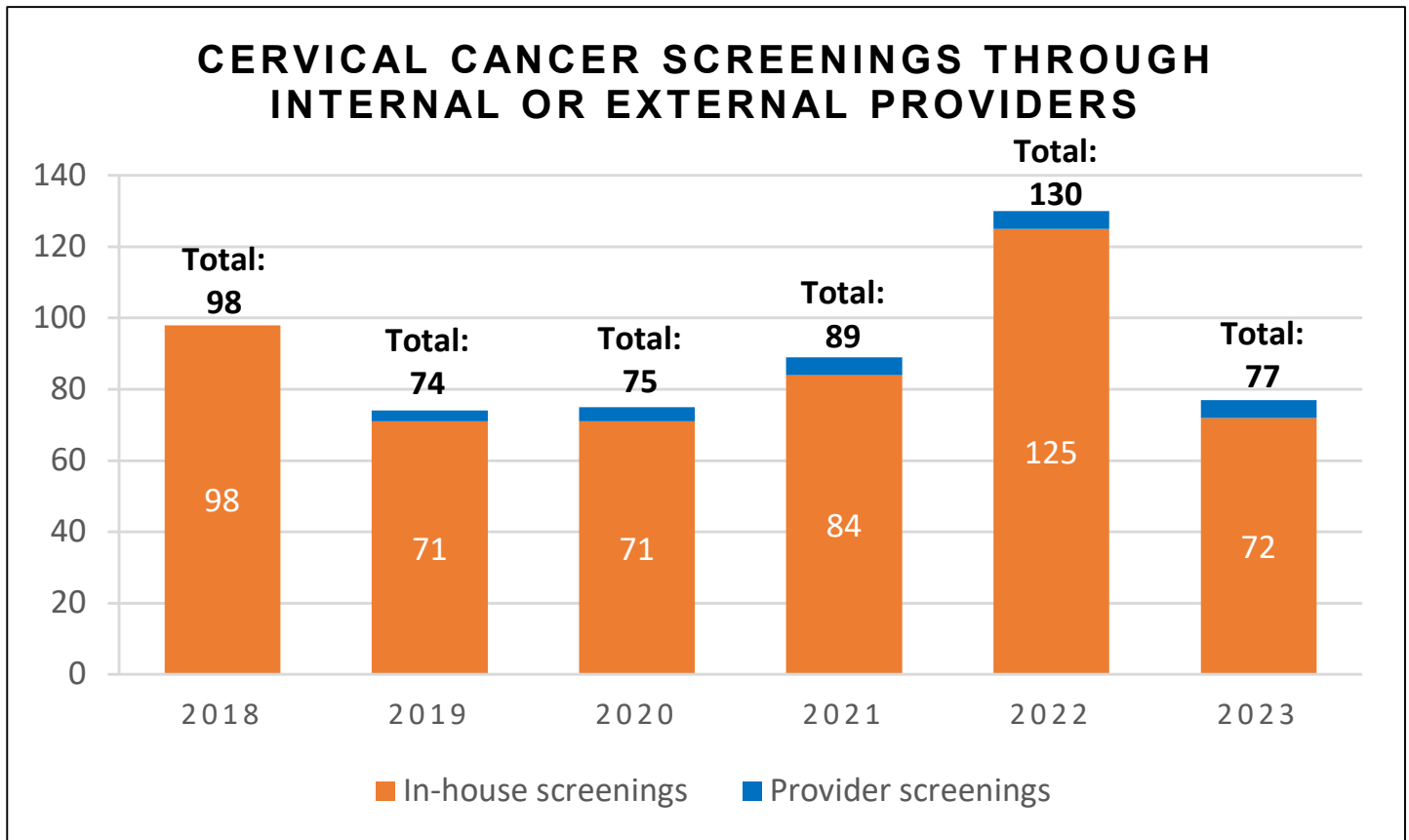
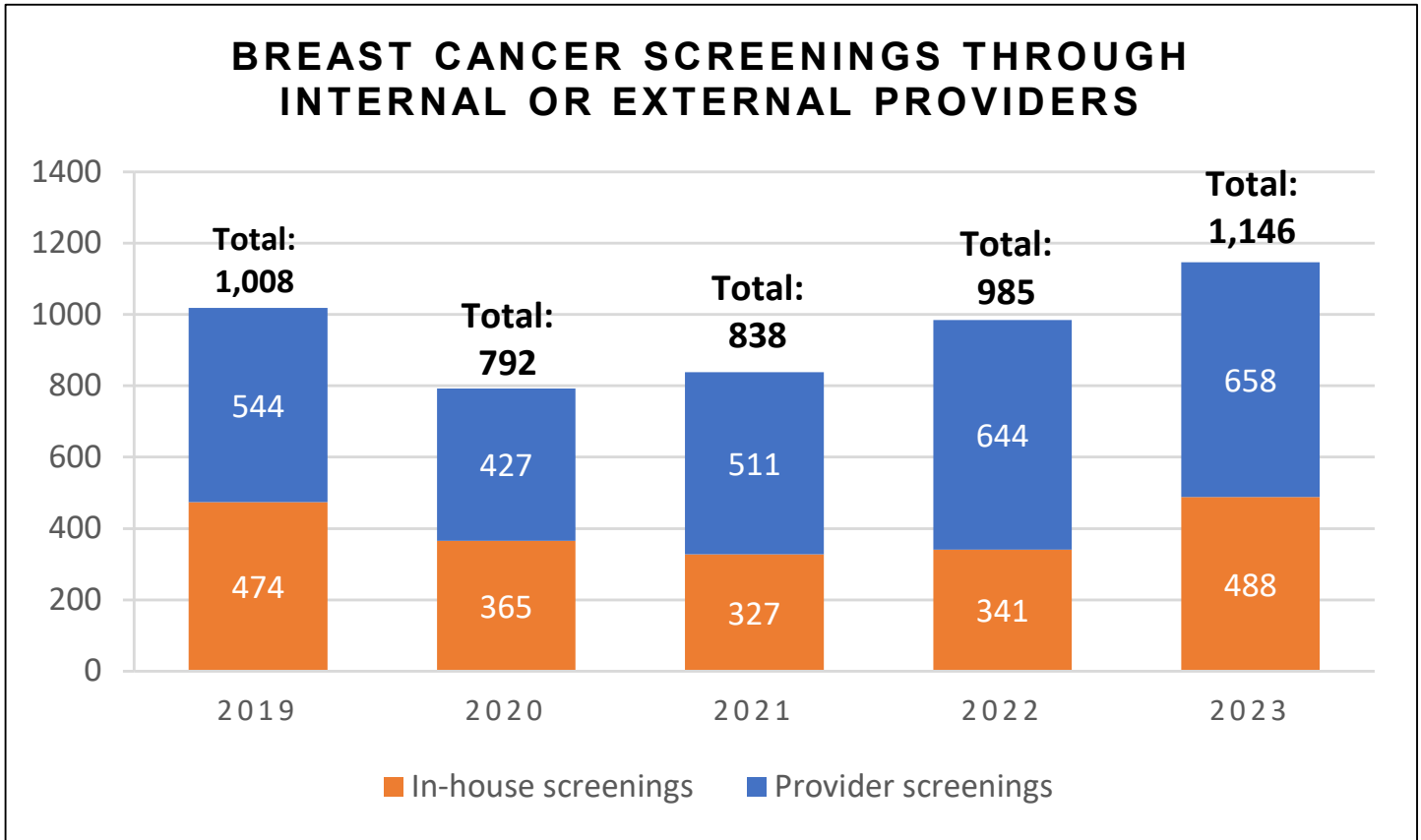
breast cancer screenings

**77**

cervical cancer screenings



# MBCCAP Data





# Sexual and Reproductive Health (SRH)

The Sexual and Reproductive Health Program (SRH) provides STI testing, treatment, and reproductive care - including birth control, emergency contraception, and pregnancy testing. Additionally, patients are provided education about sexual health, healthy relationships, and risk reduction techniques. The SRH clinic aims to reduce barriers to care by providing services to clients who are 12 years of age or older on a walk-in basis at no cost to the client.

The Disease Intervention Specialists (DIS) perform epidemiological investigations, partner services, linkage to care, field-delivered therapy, and follow-up care for clients known or suspected of having a reportable sexually transmitted infection (STI) in the City of Milwaukee. This includes gonorrhea (GC), chlamydia (CT), human immunodeficient virus (HIV), and syphilis. Additionally, follow-up tracking and care for HIV cases in Milwaukee County and for syphilis cases across the Southeastern Region of Wisconsin is provided.

The SRH Clinical Team and the DIS Team work in tandem to reduce the incidence of STIs in the City of Milwaukee. The teams are comprised of subject-matter experts who aim to educate patients, providers, and the community at large on risk reduction techniques, healthy relationships, and the most current practices in testing and treatment protocols. The work the teams do is crucial as most STIs are asymptomatic, but if these infections remain undetected and untreated, they have serious health consequences for the community and also pose an increased risk of HIV transmission.

## Website

[milwaukee.gov/SRH](https://milwaukee.gov/SRH)

## 2023 Data Highlights

**6,734**

clinic visits

**4,597**

people tested for STIs

**124,854**

condoms distributed

**604**

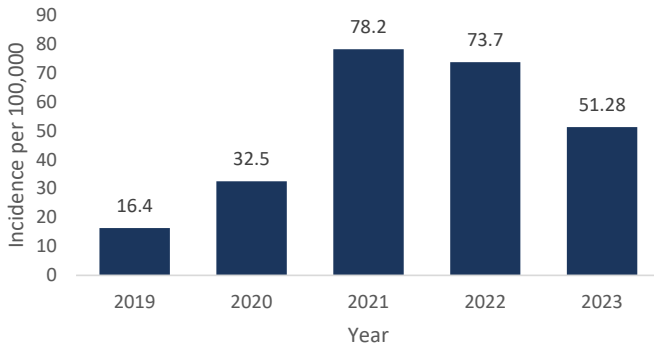
people provided with emergency contraception

*\* All metrics specific to Keenan Health Center (KHC)*

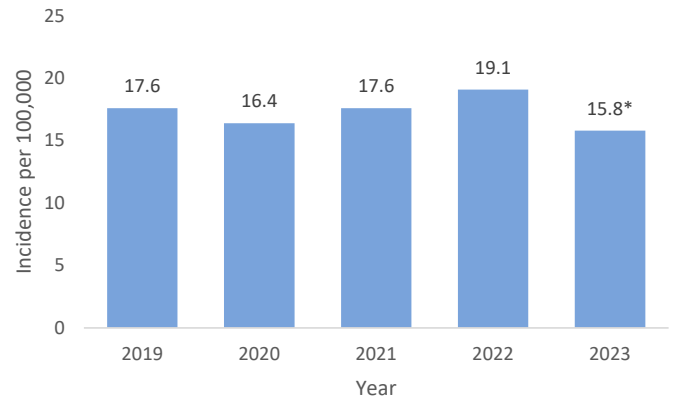


# SRH Data

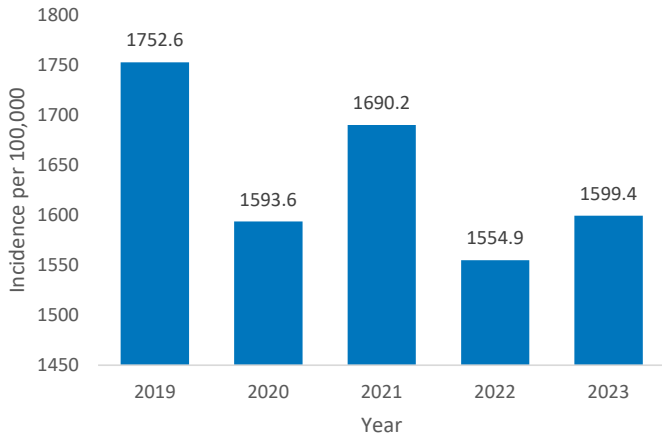
**Primary and Secondary Syphilis  
Incidence per 100,000  
Population  
City of Milwaukee, 2019-2023**



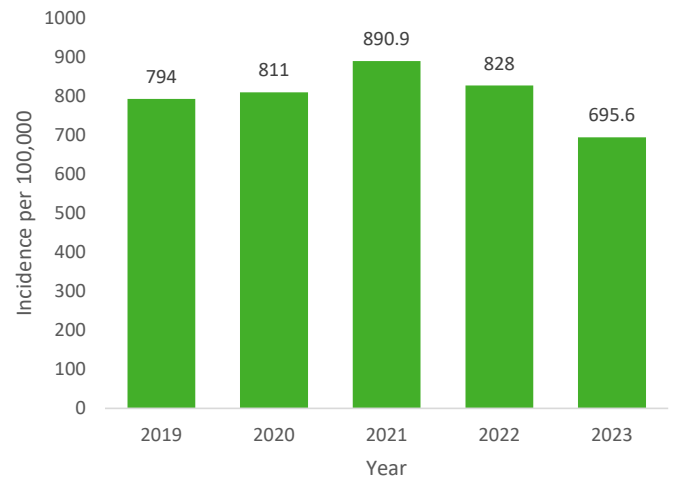
**HIV Incidence per 100,000  
Population  
City of Milwaukee, 2019-2023**



**Chlamydia Incidence per 100,000  
Population  
City of Milwaukee, 2019-2023**



**Gonorrhea Incidence per 100,000  
Population City of Milwaukee, 2019-2023**



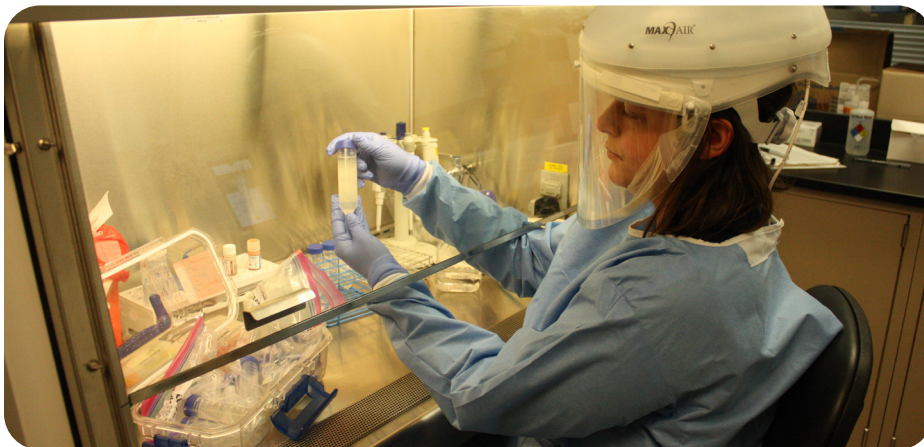
# CLINICAL SERVICES:

## Health Department Laboratory

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

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

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



### Website

[milwaukee.gov/MHDLab](https://milwaukee.gov/MHDLab)

### 2023 Data Highlights

**8,054**

syphilis tests performed

**14,879**

gonorrhea tests performed

**1,346**

mycoplasma tests performed

**11,291**

lead tests performed  
(dust, paint, soil)

**44**

SARS-CoV-2 air samples

**1,160**

COVID-19 samples  
sequenced

## Grants

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
ELC COVID Enhancing Detection	CDC	1/1/2023 - 7/31/2026	\$4,177,955
Phylodynamics	CDC	9/30/2022 - 9/29/2023	\$388,870
ELC Advanced Molecular Detection	CDC	8/1/2021 - 7/31/2024	\$1,338,256
Strengthening HAI and AR Program Capacity	CDC	8/1/2022 - 7/1/2024	\$302,812
Strengthening the US Response to Resistant Gonorrhea	CDC	8/1/2023 - 7/31/2024	\$462,916
Public Health Emergency Preparedness	CDC	7/1/2023 - 6/30/2024	\$195,000

## Accomplishments

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- MHDL Developed a publicly available dashboard for monitoring SARS-CoV-2 in Milwaukee's wastewater, which can be used for wastewater-based epidemiology to help monitor and predict future outbreaks.
- Performed over 60,000 tests, including testing for infectious diseases, lead, and more.
- Contributed nationally as a leader among local Public Health Laboratories

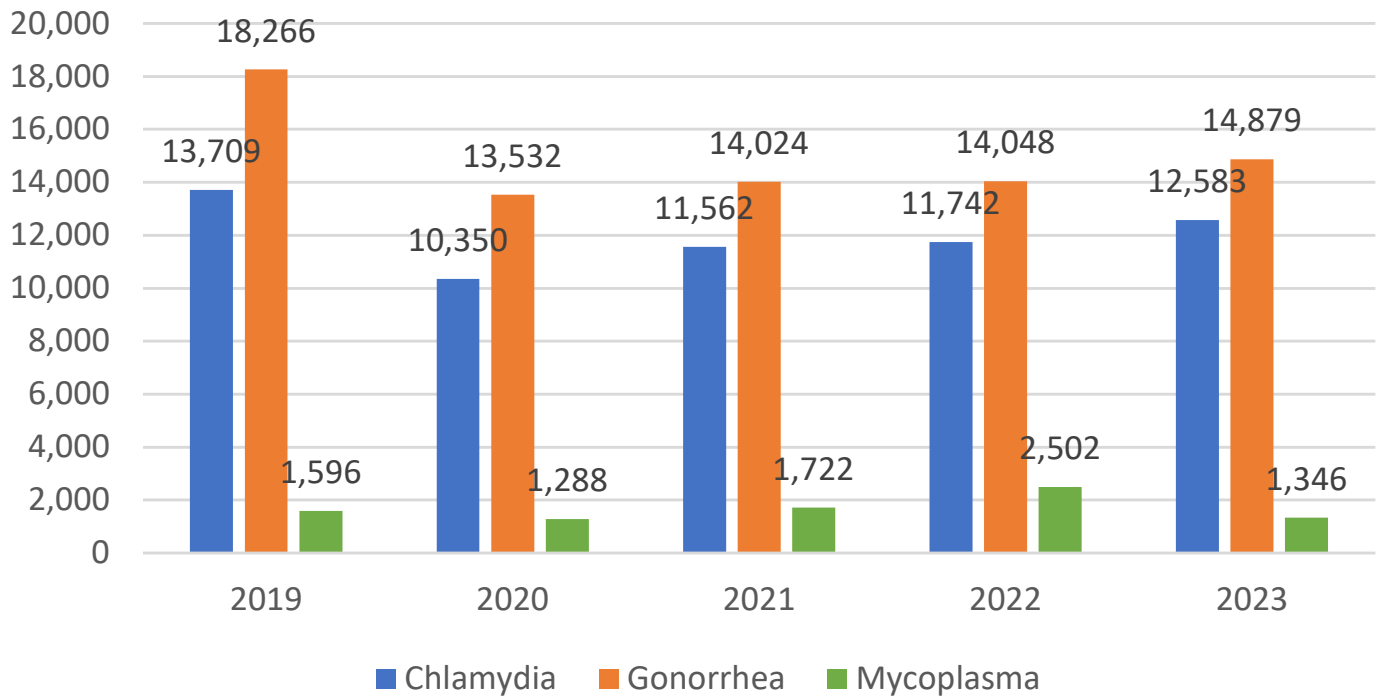
## Challenges

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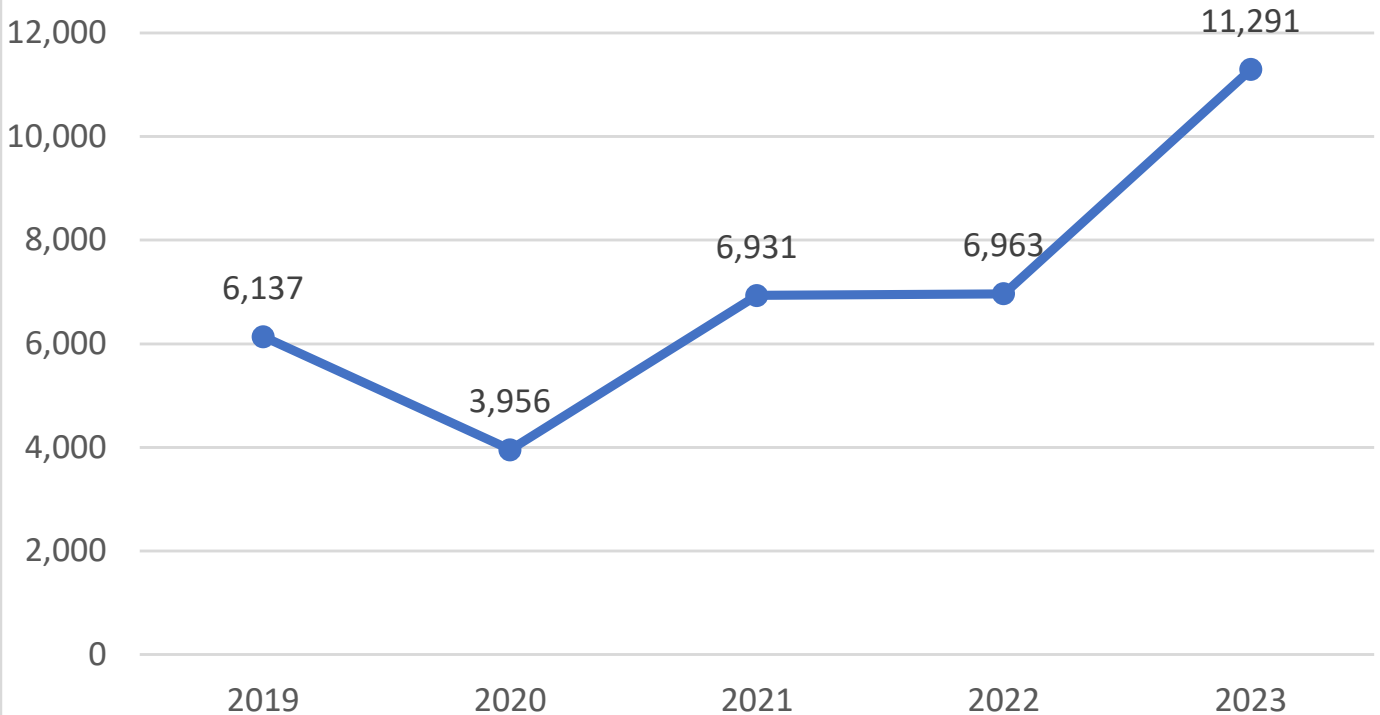
- Vacancies in management and administrative support positions. High turnover leads to loss of institutional knowledge.
- Funding for non-grant supported programs.
- Diminished federal funding for COVID-19 related programs.

# MHD Lab Data

## Communicable Disease Tests Performed



## Lead Tests Performed (Dust Wipes, Paint, Soil)



# POLICY, INNOVATION, AND ENGAGEMENT (PIE)

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

The PIE branch leads the department’s efforts to obtain national public health accreditation, which includes advocating for and maintaining written policies and procedures, driving community engagement, and planning processes to draft the city’s Community Health Assessment (CHA), Community Health Improvement Plan – MKE Elevate, MHD’s Strategic Plan, MHD’s Annual Report, Workforce Development Plan, and Performance Management and Quality Improvement Plan. PIE supports internal programming and external community-facing relationships in emerging Public Health including but not limited to community resiliency, food systems, housing, lead, maternal and child health, mental health, and policy.

**2023 Data Highlights**

- 90**  
open records requests
- 20**  
policies revised
- 2,772**  
narcotics kits distributed
- 24,593**  
fentanyl test strips distributed
- 1.6 million**  
total website visits

## Grants

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Preventive Health Grant	WI Department of Health Services (DHS)	10/1/2023 - 9/ 30/2024	\$57,839
SNAP-Ed Grant	WI Department of Health Services (DHS)	10/1/2023 - 9/ 30/2024	\$24,804
Strengthening U.S. Public Health Infrastructure, Workforce, & Data Systems	Centers for Disease Control (CDC)	12/1/2022 - 11/30/2027	\$8,151,554

# PIE Responsibilities

## Data and Evaluation

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

## Health Strategy

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

## Marketing and Communications

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



## Accomplishments

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- MHD's MKE Elevate launched the 2023-2028 Community Health Improvement Plan (CHIP). This plan identified 4 priority areas, including Racism and Health Equity (overarching priority), Maternal and Child Health, Healthy Built Environment, and Safe and Supportive Communities. MKE Elevate lays out goals and strategies to improve the health and well-being of Milwaukeeans. The Policy, Innovation, and Engagement Branch leads this plan.
- The department added Workforce Development to the Policy, Innovation, and Engagement branch by hiring our first Public Health Workforce Infrastructure Director.
- MHD applied for the Public Health Accreditation Board's Pathways to Recognition Program, a process for accomplishing tasks to help the department reach national accreditation by 2027.

## Challenges

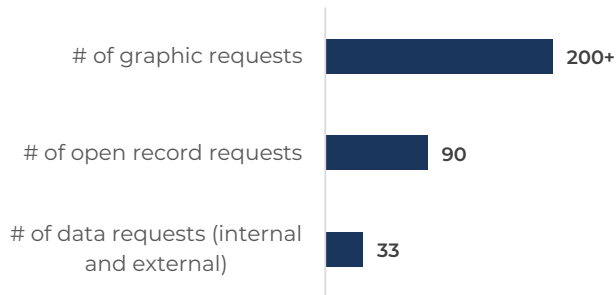
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- Complete turnover of three key leadership positions, including Health Strategy Director, Health Data and Evaluation Director, and Marketing and Communications Officer.
- Capacity and infrastructure limitations to effectively recruit and maintain a diverse workforce reflective of the City of Milwaukee.
- Increasing expectations for long-term public health intervention-related data and insufficient timetable for completion of objectives.

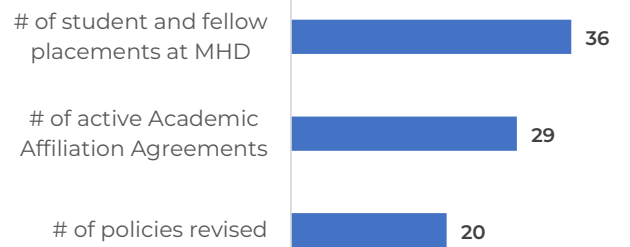


# PIE Data

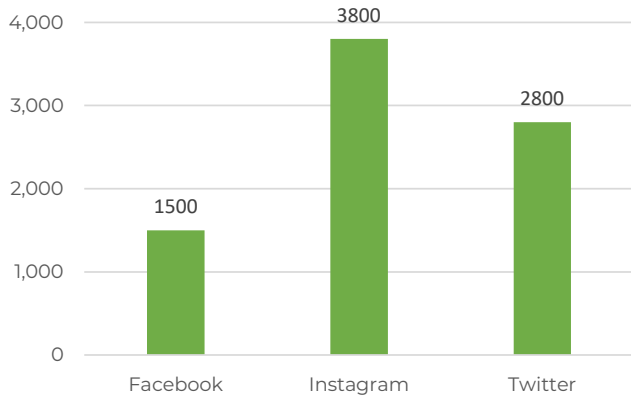
## Request Volume 2023



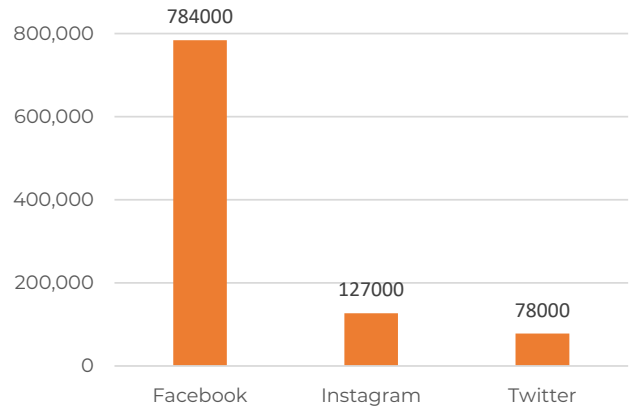
## Workforce Development 2023



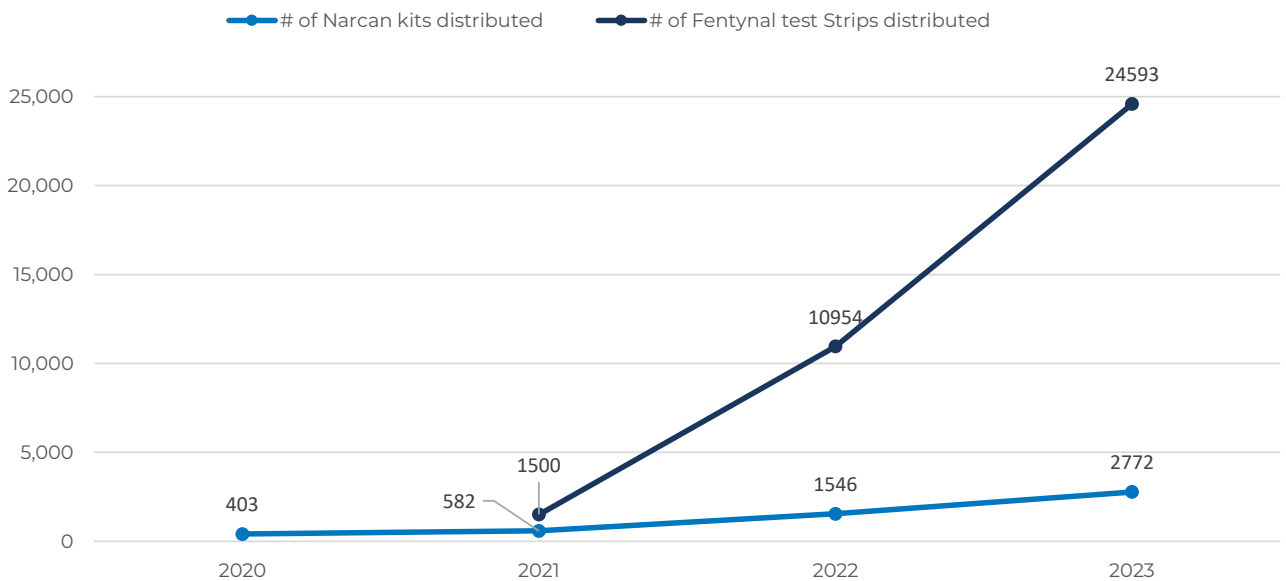
## Social Media Engagement 2023



## Social Media Reach 2023



## Substance Misuse Initiatives



# Marketing and Communications

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In 2023, the Marketing and Communications team made significant strides in promoting the remarkable work of MHD! From aiding in the design and publication of the CHIP, as well as the COVID-19 Wastewater Dashboard, our team was exceptionally active - also launching MHD's monthly newsletter, *Healthy Times*, and coordinating MHD's blog, *The Beat*.

## In addition to those initiatives, the Marketing and Communications branch achieved the following:

- Reached and engaged with individuals on social media nearly one million times
- Recorded a total of 1.6 million visits to the MHD website, including 602,000 visits from first-time users
- Handled over 200 graphic requests
- Worked with the data team to create a new data collection workflow, as well as a redesigned layout of the Annual Report
- Attended FEMA Disaster Preparedness Training in Anniston, Alabama in preparation for the RNC
- Issued 20 Media Releases to highlight health advisories and alerts, campaigns to educate the public about various health issues, preventative measures, healthy behaviors, and available services and programs within MHD
- Managed over 100 press inquiries, press conferences, and interviews with MHD subject matter experts
- Developed and distributed marketing materials to promote MHD initiatives, such as the Routine childhood immunization campaign featured on MCTS buses





**In 2023, the inception of the department’s new MHD WorkPHORCE (Public Health Occupational Readiness Centered in Equity) program marked a significant step towards developing a comprehensive workforce development plan, encompassing both internal and external approaches to develop a more diverse, equitable, and inclusive workforce. With the five-year Public Health Infrastructure Grant serving as a catalyst, the program hired its first Director of Public Health Workforce Infrastructure in August 2023.**

### **Core Competency Integration**

The program collaborated with the Public Health Foundation to prioritize the Council on Linkages Between Academia and Public Health Practice’s Public Health Core Competencies. In addition, the department was one of the first in the nation to integrate the Public Health Training Center’s Racial Justice Competencies. Both sets of competencies will be used in the recruitment, development, and training of staff in the department’s emerging workforce development plan.



### **Expanded Placement Opportunities**

The new Education and Engagement Placement program at MHD strives to provide learning opportunities to learners from all backgrounds. The program is centered around honoring lived experiences and creates opportunities for both academic and non-academic learners, which has opened learning opportunities for those both inside and outside of formal academic programs. This approach creates more access points to enter the public health workforce and also forms a pipeline for those same individuals into further career advancement and development within the department. Overall, the program aims to not only enhance the skills and competencies of the public health workforce but also to promote equity, diversity, and inclusion as fundamental values in the field.

### **Anti-Racist Preceptor Training**

After identifying a gap in anti-racist mentorship and preceptorship, the program began developing a specialized training with specific modules, activities, and resources to support preceptors in examining and addressing their unconscious biases and micro/macro aggressions, mitigate power differentials, and create a positive, supportive learning experience for all placement participants. The incorporation of Racial Justice Competencies and anti-racist principles into preceptorship guidelines will work to build and support a diverse and representative workforce.

**Stay tuned to hear more about MHD’s WorkPHORCE as the program continues to grow!**

# Fetal Infant Mortality Review (FIMR)

The Health Department provides Vital Records services through the State of Wisconsin's Vital Records Office. Having a City-run point of access for birth and death certificates provides an important service to not only City residents but anyone needing access to the State of Wisconsin birth or death information, as governed by Wisconsin Statutes, Chapter 69.

The Vital Records office serves customers internationally by providing certified birth and death certificates, uncertified copies of the same, and other data and research services to the public and MHD programs. Birth and death certificates are critical for Milwaukee families in dealing with health insurance, employment, travel, taxes, and major life events. With the State of Wisconsin recently closing in-person service for Vital Records, MHD's availability for walk-in service as well as online, fax or phone service is increasingly valuable for City residents.

MHD's Vital Records handled nearly 65,000 customer transactions in 2023 for all customers, a 4% increase from 2022, and 23% more than the 5-year average for 2018-2022. Most revenue from birth and death certificates is reverted to the State of Wisconsin as required by law. Fees for copies and rush transactions are retained by the City. Vital Records transactions continue to generate positive net revenue for the Health Department, totaling over \$215,000 in 2023.

## Website

[milwaukee.gov/FIMR](https://milwaukee.gov/FIMR)

## 2023 Data Highlights

**68**

infant deaths

*16% decrease from 2022*

**9.0**

infant mortality rate per 1,000 births

*20% decrease from 2022*



## Grants

Grant Name	Funding Source	Dates of Grant Period	Amount Over Grant Period
Maternal & Child Health Block Grant/Strong Baby Program	WI Department of Health Services (DHS) - Consolidated Contract	1/1/2023-12/31/2023	\$755,857

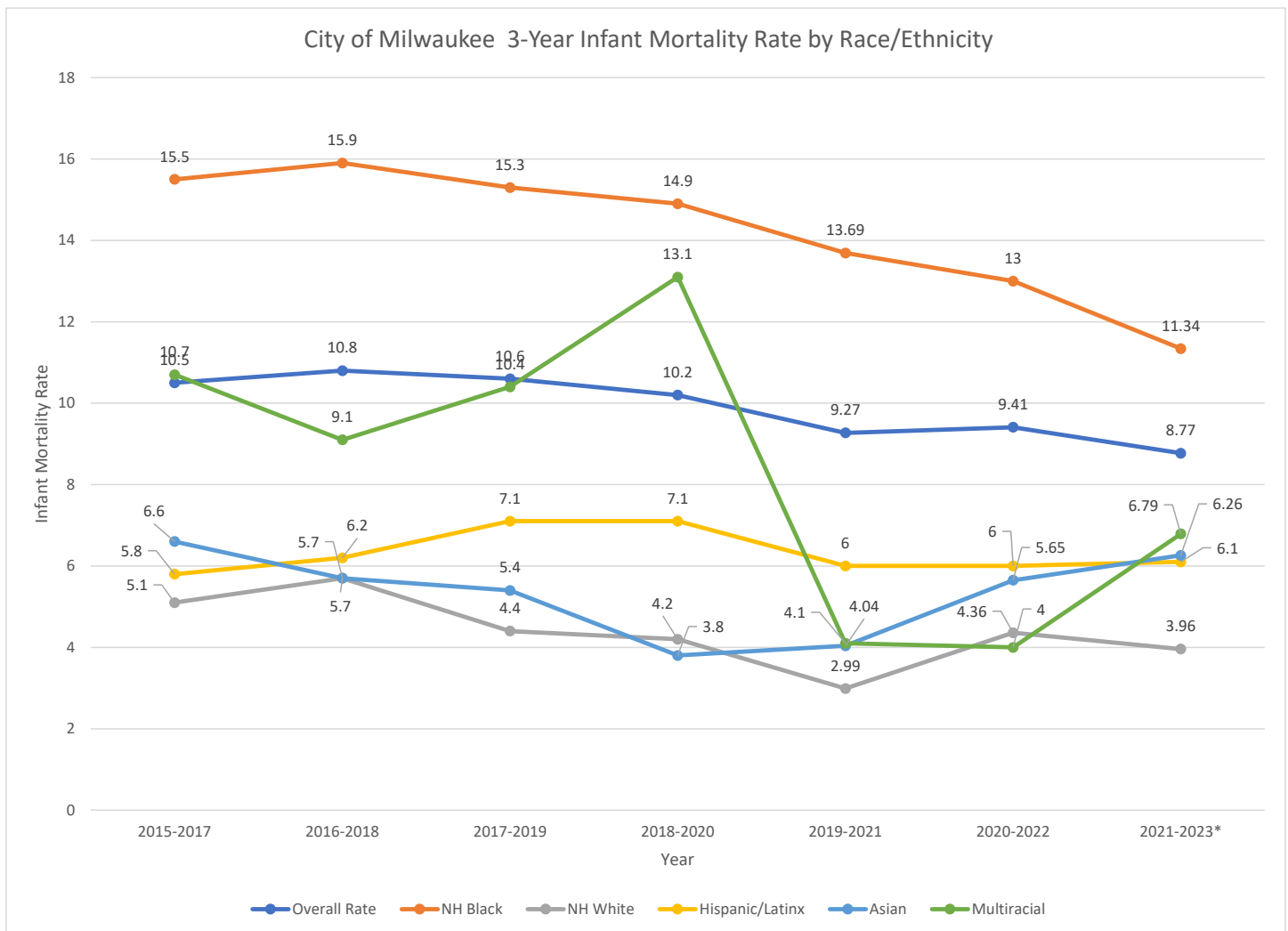
# Accomplishments

- FIMR team continues to meet increased demand for certificates with less than full staffing.

# Challenges

- Initiating first steps to expand customer service functions offered at Vitals, maintaining high customer service levels, and meeting the increase in transaction volume.

## FIMR Data



# Acknowledgements

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

## **MHD Leadership Team:**

**Michael Totoraitis, PhD** - Commissioner of Health

**Aaron Szopinski** - Budget and Administration Manager

**Lindsey O'Connor, MBA, PHR** - Human Resource Officer

**Erica Olivier, MSW** - Deputy Commissioner of Maternal and Child Health

**Tyler Weber, MPH** - Deputy Commissioner of Environmental Health

**Bailey Murph, MPH** - Deputy Commissioner of Policy, Innovation, and Engagement

**Jefflyn Brown, MSN-Ed, RN** - Deputy Commissioner of Clinical Services

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**Mallory Krumrei, MPH** - Data and Evaluation Coordinator

**Dianne Williams, M.Ed, MS** - Data and Evaluation Coordinator

**Songlor Xiong** - Data and Evaluation Coordinator

**Kong Xiong, MPH** - Data and Evaluation Coordinator

**Sivani Manchu, MPH** - Epidemiologist

**Feras Rizeq, MD, MPH** - Epidemiologist

**Cait McCrory, MPH** - WI Population Health Service Fellow

**Marc Mejaki** - Lead Program Information Specialist

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**Betsy Vornholt** - Marketing and Communications Coordinator

**Christopher Trejo** - Graphic Designer

