



**City of Milwaukee Health Department's Childhood Lead Poisoning Prevention Program:
Review and Follow-up of Prior Audits
July 2019**

Introduction

At the request of the Common Council, the Comptroller's Office issued a request for proposals to "perform a review (years 2012 to June 2018) and follow-up of the prior audits of the City of Milwaukee Health Department's Childhood Lead Prevention Program." On May 7, 2019, a contract was fully executed by the City for the Public Health Foundation (PHF) to conduct the review and follow-up of prior audits.

Overview of Public Health Foundation

PHF's mission is to "improve public health and population health practice to support healthier communities." For nearly 50 years, PHF has been serving the needs of the public health community by helping to improve the performance and effectiveness of state, municipal, county, tribal, and territorial health departments. PHF focuses on providing technical assistance and training, sharing evidence-based interventions and strategies, and developing tools and other resources – all designed to help health departments improve performance and outcomes.

As a national non-profit and non-membership organization, PHF brings a broad perspective and reputation for practical, objective, and evidence-based solutions; a reach that cuts across disciplines, sectors, and types of organizations; and an ability to be flexible and responsive to emerging needs. Hundreds of thousands of professionals and organizations regularly turn to PHF for the latest models, training, guidance, and tools to help them do their jobs more effectively and efficiently. Over the past seven years, PHF has been onsite at over 500 health departments, providing technical assistance and training, including assessing and auditing programmatic and organizational performance.

Approach to Review and Follow-up

In addition to reviewing past audits, reports, data systems, and other records, PHF will explore potential underlying causes of the issues experienced with the Childhood Lead Poisoning Prevention Program (CLPPP). In our experience working with health departments on quality, process, and performance improvement, identifying and addressing underlying causes are essential to making short-term and lasting improvements.

PHF is reviewing what has occurred in the past, what currently is occurring, and how these practices are or are not addressing deficiencies, best practices, and standards noted in the City's Request for Proposals. We also will be looking at how the CLPPP relates to national standards for high performing health departments and the relationship to national lead poisoning prevention benchmarks. Through

this thorough review of how the CLPPP has been operating and performing, our team will be able to develop feasible recommendations that can be implemented for improving the program's operations, outputs, and outcomes.

Finally, PHF will provide technical assistance during the project period to assist with effective implementation of recommendations and implementation of continuous quality improvement processes. We believe it is feasible and desirable to provide technical assistance and training during this project, so that action can be taken and momentum sustained that can lead to long-term improvements to the CLPPP.

Public Health Foundation Team

The team assembled for this project has years of experience and expertise in assessing and improving program and organizational performance. Team members have run state and local health departments; developed, implemented, and improved health department programs; and developed quality and process improvement and performance management system methods and tools.

Team members are the following:

Ron Bialek, MPP – Project Director – Mr. Bialek has more than 35 years of experience in public health practice and academia, leading efforts to improve the quality, performance and outcomes of public health agencies and systems. He has extensive experience in providing capacity building assistance to build public health infrastructure and improve performance of the workforce and public health agencies at the national, state and local levels. Mr. Bialek has led the national efforts that resulted in establishment of the consensus set of Core Competencies for Public Health Professionals and the Council on Linkages Between Academia and Public Health Practice. He has led the Public Health Foundation's efforts to develop the nation's premier public health learning management network, TRAIN, and the population health driver diagram framework to help communities align actions of public health, healthcare, and other organizations when addressing specific community health challenges.

Mr. Bialek has developed policies and programs with and for local and state health departments to build workforce competencies, performance management systems, and quality improvement initiatives. He is a national leader in capacity building assistance, including developing public health practice guidelines, community health and public health system performance assessment techniques, and building partnerships between health departments, hospitals and health systems, and academic institutions. He has extensive experience in designing and delivering training to public health professionals in state, municipal, county, tribal, and territorial health departments working to improve quality, performance, and outcomes of individuals, programs, and organizations in the areas of performance management, public health practice, and community health assessment.

Matthew Stefanak, MPH - Team Lead – During his 25-year tenure as Mahoning County (OH) Health Commissioner, Mr. Stefanak led community efforts to dramatically reduce the prevalence of childhood lead poisoning in Youngstown, Ohio and surrounding communities in the rust belt. As a result of Mr. Stefanak's leadership over a 17-year period, childhood lead poisoning cases declined by 95% between 1995 and 2012. He created and secured funding from the Centers for Disease Control and Prevention (CDC) and U.S. Department of Housing and Urban Development (HUD) for Childhood Lead Poisoning Prevention and other lead hazard remediation programs. He supported the development of a

specialized department in the Mahoning County government to run the first lead remediation program funded by a HUD grant. Mr. Stefanak's work in county government and with community stakeholders to build significant private financial support resulted in an action plan to eliminate childhood lead poisoning from Mahoning County. The number of housing units with unremediated lead hazards also declined by more than 40% thanks to the targeted strategies, case finding, and effective legal interventions to address hazards in rental properties instituted by Mr. Stefanak. Mr. Stefanak, his health department, and its community partners were recognized by Youngstown's interfaith religious community and the U.S. Environmental Protection Agency for the successful approach to addressing childhood lead poisoning in Mahoning County. Mr. Stefanak has studied the research on lead poisoning for more than 30 years and has written numerous papers on the topic for peer-reviewed journals and published grey literature on his novel approaches to addressing the remediation of childhood lead exposure in the community.

Margaret Anne Vosel, BSN, RN – Audit and Field Review Lead - Ms. Vosel oversaw the Alabama Childhood Lead Program as Director of Women's and Children's Health Division for the Alabama Department of Public Health (ADPH). With ADPH for more than 15 years, she performed countless program reviews and federal compliance audits to ensure high-performing health department operations. For lead poisoning programs, Ms. Vosel was responsible for reviewing all processes for identifying and responding to elevated lead levels, streamlining processes, and identifying targeted opportunities for follow-up. She performed executive management of Alabama's lead program, including program budget, personnel, data, and performance reviews. She monitored lead testing results, how ADPH utilized case managers for follow-up with families, remediation of homes with lead exposure, and ADPH's partnership with Medicaid. Ms. Vosel has worked extensively as a nurse supervisor and trainer in Maternal and Child Health programs within the Alabama Department of Rehabilitation Services and ADPH. She also was the Director for Alabama's Title X Family Planning Program with 82 clinical sites statewide. Ms. Vosel has vast experience with federal grant management including budgets, contracts, data collection, developing quality improvement measures and monitoring private and public billing practices. She participated in numerous federal grant audits, responding to and developing corrective action plans where needed. Ms. Vosel has experience developing clinical program policies and procedures to reflect grant requirements, state statutes and clinical best practice.

Leslie Beitsch, MD, JD – Statute, Regulatory, Programmatic Review Lead - As Deputy Secretary for Health at the Florida Department of Health and Commissioner of Health and State Health Officer for the Oklahoma State Department of Health, Dr. Beitsch oversaw lead poisoning prevention programs and ensured high-quality operations using proven performance management and quality improvement methodologies. As an attorney for more than 30 years, Dr. Beitsch is also familiar with addressing statutes, regulations, standards, policies, and practices to improve health. Through PHF, Dr. Beitsch has provided extensive technical assistance and training to public health professionals in state, municipal, county, tribal, and territorial health departments. More recently, Dr. Beitsch joined the faculty at the Florida State University College of Medicine in November 2003 as Professor of Health Policy and Director of the Center for Medicine and Public Health.

As the Commissioner of the Oklahoma State Department of Health, Dr. Beitsch provided oversight for 2,500 employees and a budget of \$260 million. As the Deputy Secretary and Assistant State Health Officer for the Florida Department of Health, Dr. Beitsch provides guidance and direction for public health programs, county health departments, and the state laboratory and pharmacy. Prior to these

appointments, Dr. Beitsch served as the Assistant State Health Officer and Division Director for Family Health Services and the Medical Director of the Broward County Health Department in Ft. Lauderdale.

Amanda McCarty, MS, MBA – Performance Management Trainer - Ms. McCarty helps agencies improve their performance management systems and delivers performance management training, coaching, and consultations. Ms. McCarty has 16 years of experience in public health performance management, including evaluation, project management, quality improvement, and change leadership in government, corporate, not-for-profit, clinical, and academic settings. She is a subject matter expert in process improvement, program evaluation, and change leadership within public health and healthcare delivery organizations. Through PHF, Ms. McCarty provides training to health departments and their staffs who are working to improve performance, quality, and outcomes of program work. She was formerly the Director of the Center for Performance Management for the West Virginia Bureau of Public Health, and is currently Assistant Professor in Health Service Administration at West Virginia University Institute of Technology, researching and teaching courses in public health, health service, and sociology. Ms. McCarty is known for her ability to connect with department staff, develop a good understanding of department goals and objectives, and design performance management systems to improve operations, overcome challenges, and drive key performance indicators.

John Moran, PhD, CQM, CMC, CQIA – Quality Improvement and Performance Management Technical Assistance and Training Lead – Dr. Moran has over 30 years of performance management and quality improvement expertise in developing and delivering training, tools, and technical assistance programs to public health professionals in state, municipal, county, tribal, and territorial health departments working to improve quality, performance, and outcomes of individuals, programs, and organizations. He has provided consulting to clients worldwide, implementing and evaluating performance management and quality improvement programs, and writing articles and books on performance management and quality improvement methods.

Dr. Moran has served as Senior Quality Advisor and Performance Management and Quality Improvement (PMQI) consultant at PHF since 2008, advising on performance management, and quality and process improvement, and providing training and technical assistance to thousands of public health professionals in hundreds of state, municipal, county, tribal, and territorial health departments. He has facilitated and led more than 1,000 problem solving groups in public health, healthcare, government, and industry focusing on improvement projects designed to make system-wide improvements and lasting change. He has excellent management and administrative skills that have been demonstrated through a wide range of positions in administration, management consulting, and educational support to healthcare organizations. Dr. Moran also functioned successfully as COO and Senior Vice-President in healthcare organizations and at the director level in industry and consulting.

Vanessa Lamers, MEd, MPH – Project Manager – Ms. Lamers has more than 10 years of expertise in understanding needs and functions of public health professionals, and providing targeted assistance that addresses timely, identified challenges. She has experience in supporting state, municipal, county, tribal, and territorial health department staff to build their capacity and access resources, tools, and training to improve their program and organizational performance and quality. Ms. Lamers has concentrated expertise in environmental health and preparedness sectors, including vector control and drinking water assessments, lead and healthy homes, environmental epidemiology, environmental health assessment, and training of public health professionals and the public. She has several years of experience in

environmental and occupational safety, and training university staff and faculty in basic emergency preparedness. Ms. Lamers designs programs for public health professionals and health departments to maximize efficiency and effectiveness with the use of quality improvement tools and methods.

Kathleen Amos, MLIS – Literature/Best Practices Search Lead - As a trained medical librarian with 10 years of workforce development experience, Ms. Amos is a public health literature review expert for PHF. She identifies best practices from state, municipal, county, tribal, and territorial health departments to ensure that programs are as effective and efficient as possible. She has experience leading collaborative performance improvement, workforce development, and capacity building initiatives with national scope and multiple stakeholders through the Council on Linkages Between Academia and Public Health Practice. Ms. Amos serves a key role as the primary contact for collecting and analyzing workforce needs and providing training and technical assistance to improve quality, performance, and outcomes of individuals, programs, and organizations.