

## Board of Health Letter 2025

Dear Mayor Johnson and Board of Health Members,

I am writing to express my strong interest in joining the Board of Health for the City of Milwaukee, Wisconsin. As a practicing physician associate with over 22 years of experience and a doctorate in medical sciences, I am deeply committed to ensuring equitable access to high-quality medical care and optimizing health policies. Having practiced medicine in both academic and non-academic institutions across the United States, I have become a catalyst for change, leading efforts to expand healthcare access through multidisciplinary initiatives. Throughout my career, I have been a passionate advocate for public health, recognizing the critical role of health literacy and systemic transformation, particularly in urban communities. My expertise lies in maximizing healthcare efficiency through resource management, innovation, and interprofessional collaboration. I would be honored to contribute to the city of Milwaukee's public health initiatives aimed at strengthening our community.

After graduating from Yale University's Physician Associate program, I began my career in geriatrics and hematology, joining the Institute of Aging to research frailty among the elderly in the Washington, D.C. metropolitan area. Our efforts successfully improved frailty scores by addressing chronic anemia, allowing patients to maintain independent living and reducing their reliance on extensive community resources. Later, at Walter Reed Army Medical Center, I worked alongside physicians, PAs, and nurses to provide medical services during the Iraq War. This was followed by a role at the VA in Vermont, where I was honored with a special contribution award for my work in patient education and outreach for military veterans.

At Harvard's Brigham and Women's Hospital and the University of Pittsburgh Medical Center, I identified and addressed significant delays in transitional medicine workflow, communication, and documentation practices. My efforts helped reduce hospital readmissions and improved post-acute care, ensuring that community members remained healthier outside of acute care settings.

After relocating to Milwaukee, I served in the ICU and cardiology teams during the COVID-19 pandemic. During this time, I was recruited to join the leadership team at Ascension Wisconsin's tertiary care center as the first PA on their Medical Executive Committee. With my versatile skill set,

I collaborated with care teams to develop flexible and lean staffing models for acute care and ambulatory clinics, adapting to COVID-19 surges and addressing community needs. As an inaugural member of one of the nation's first dedicated post-acute COVID clinics, I played a key role in developing access and workflow protocols in accordance with Wisconsin DHS recommendations. In my role as Ascension Wisconsin's first lead Advanced Practice Provider (APP), I led the integration of approximately 600 APPs into the medical staff, working closely with the Chief Clinical Officer and medical directors. I continue to drive initiatives that improve care transitions, reduce emergency department and hospital readmissions, and enhance virtual healthcare platforms to serve our most vulnerable populations. To remain at the forefront of healthcare leadership, I pursued a doctorate in medical science with a concentration in administration and obtained Lean Six Sigma Green Belt and Institute for Healthcare Improvement certifications.

My engagement in public health initiatives has expanded since the pandemic, as new opportunities for improvement emerged. As regional director for the Wisconsin Association of PAs, I led successful legislative efforts that positioned Wisconsin as the third state to join a national PA health license compact, streamlining multistate licensure and improving healthcare accessibility for Milwaukee residents. Additionally, I collaborated with Wisconsin's Medicaid representatives to push for Medicaid reform, broadening medical service coverage, a milestone set to take effect this year. I have also played a pivotal role in fostering interdisciplinary collaboration between the Wisconsin Medical Society and WAPA, ensuring seamless communication among healthcare providers. As a member of the Wisconsin Public Health Association and the Wisconsin Muslim Civic Alliance, I actively promote local health awareness and community engagement. My clinical practice primarily serves underserved communities, and I provide accessible preceptorship for PA and NP students, as well as medical residents affected by hospital closures in western Wisconsin.

As a multilingual American with Canadian, Indian, Pakistani, and British heritage, and having been raised in a multigenerational immigrant household, I have an inherent understanding of social and economic hardships and the importance of collective community strength. Growing up in the diverse Washington, D.C. metropolitan area, I was surrounded by individuals from various ethnic, cultural, religious, socioeconomic, and political backgrounds. My family instilled in me the value of serving communities, particularly during times of crisis. This commitment has led me to participate in medical missions in Haiti following the 2010 earthquake and continue educational outreach initiatives in Pakistan and India. These experiences have reinforced my belief that resilience and

collaboration can drive meaningful change.

Milwaukee has become my home, and while the city faces its own unique challenges, its leadership and residents consistently demonstrate resilience and ambition for progress. By promoting health and well-being and leveraging available resources and innovations, I hope to contribute to the Board of Health's mission. I am eager to collaborate with the Department of Health Services and city leadership to advance public health initiatives that benefit our community.

Thank you for your time and consideration. I look forward to the opportunity to serve.

Sincerely,

Irum Ziauddin, DMSc, PA-C