



# NAVIGATING THE SHIFT

## EARLY INSIGHTS AND RECOMMENDATIONS FOR PUBLIC HEALTH 3.0

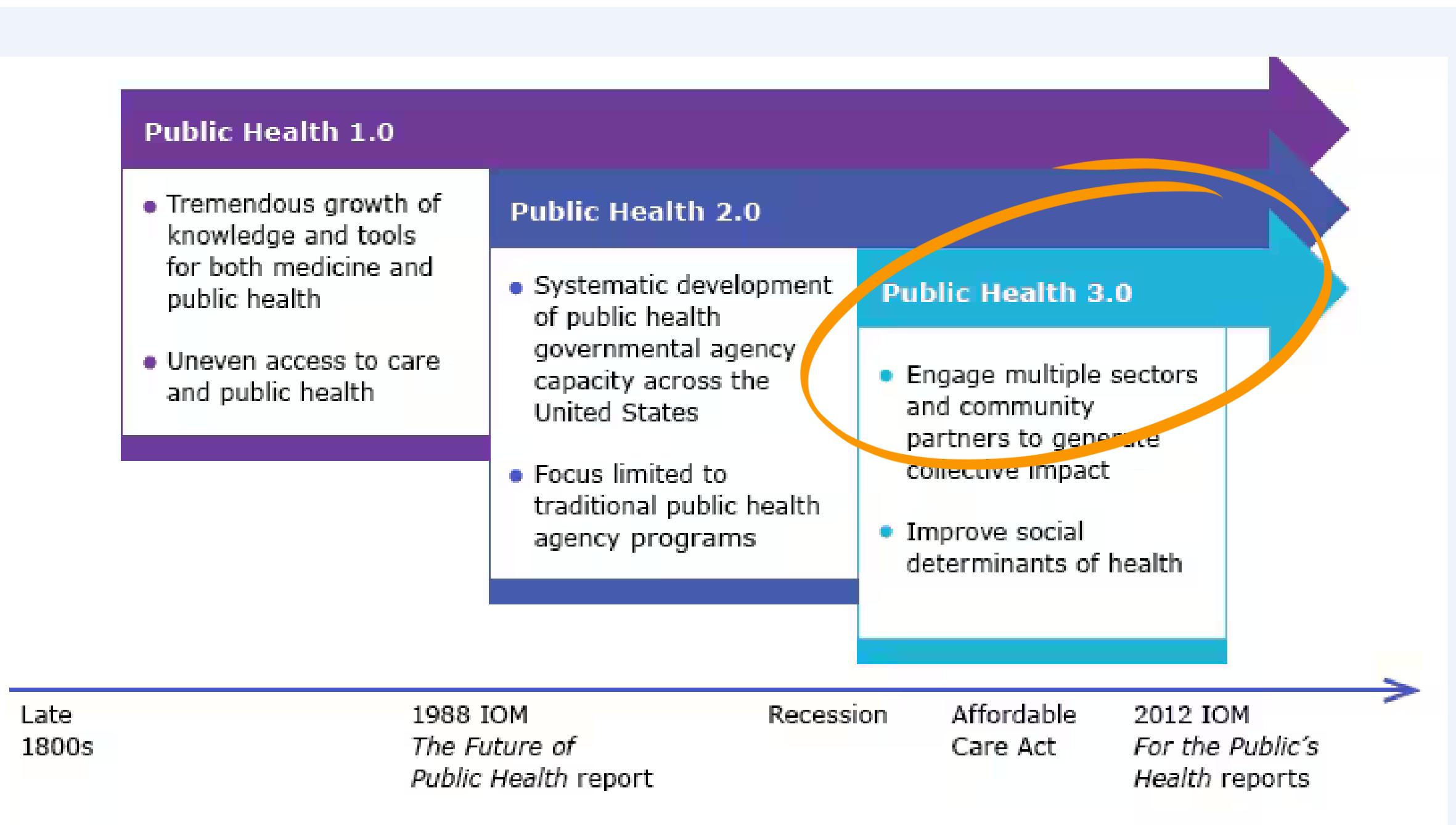
Prepared By:  
**Kirsten (Kiki) Lezama, DrPH(c), MPH, BSN, RN, CHES**

# Agenda

- Introduction/Background: What is Public Health 3.0?
- Methodology
- Program Data and Findings
- Discussion: Directions for the Shift
- Recommendations
- Limitations
- Conclusion & Next Steps

# What is Public Health 3.0?

Over the last few centuries, public health efforts have contributed to significant increases in health, wellbeing and life expectancy for Americans (De Salvo, et al, 2017; NAACHO, 2016).



## Public Health 1.0:

- Vaccines and sanitation

## Public Health 2.0:

- “Assessment, policy development, and assurance”
- Services for uninsured, underinsured, and underserved
- Condition specific grants/programming

## Public Health 3.0:

- Services → Systems
- Governmental public health role as "Chief Health Strategists"
- Building cross-sector partnerships and improving health equity

# Why is Public Health 3.0 Important?

Traditional public health service models (condition-specific programming and strict funding requirements) are **limited in their ability** to effectively address complex, modern public health issues across the social determinants.

Public Health 3.0 allows for the examination these histories, conditions, and complexities and provides a framework to **effectively address them at the systemic level.**

## Public Health 3.0 Critical Dimensions of Enhanced Public Health Practice



**Strong Leadership and Workforce**



**Strategic Partnerships**



**Flexible and Sustainable Funding**



**Timely and Locally Relevant Data, Metrics, and Analytics**



**Foundational Infrastructure**

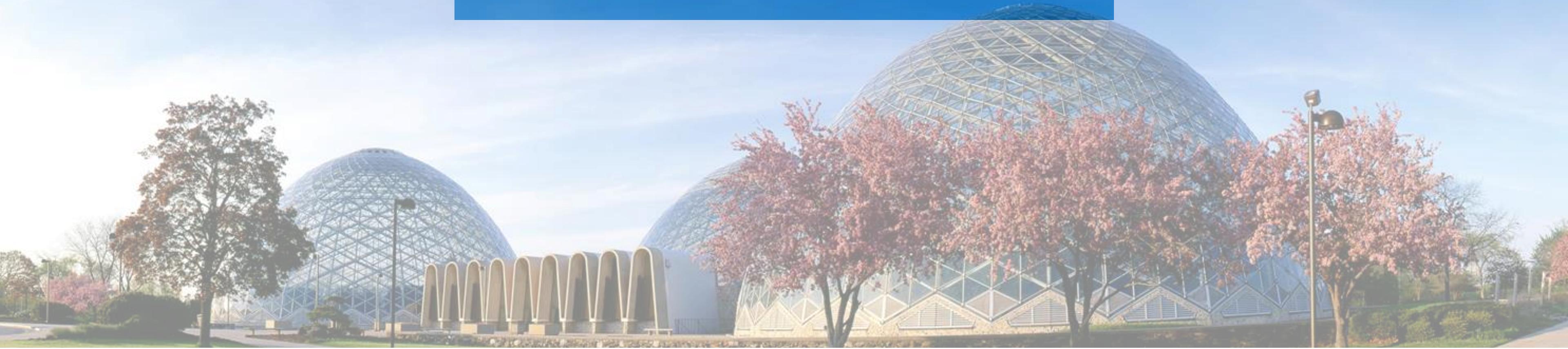
(Big Cities Health Inventory, n.d.)

# Purpose of the Report

**The Public Health 3.0 model helps MHD examine its existing community-facing programs to understand how they currently are meeting the modern-day needs of the community.**

## **The report will help MHD understand:**

- Initial understanding of where service gaps exist in programming
- Identify emerging needs
- Determine strategic areas for future collaboration within the community.
- Produce evidence-informed recommendations that will form the department's initial approach towards a Public Health 3.0



# Methodology

A mixed methods approach was utilized for the analysis, all sorted by program as applicable

- **Quantitative data sources:**

- Population health indicators from public databases
  - Big Cities Health Coalition
  - Milwaukee Health Compass)
- Program background and participant demographics
  - Community Health Assessment
  - Community Health Improvement Plan
  - 2023 Annual Report
  - 2022 Civil Rights Compliance Plan
- Current key performance indicators (KPIs) and programmatic goals
  - MHD's Data and Evaluation team

- **Qualitative data collection included:**

- Excerpts from the 2023 Annual Report
- Staff focus group narratives
- Community partner feedback from the 2022 Clinical Operation's Assessment
- Written feedback from program managers was collected from the 2022 Civil Rights Compliance Plan
- Environmental scans for each program
  - Data was sourced from the Impact 211 website/phone calls

# Program Data and Findings

Included analysis of 12 internal client-facing programs

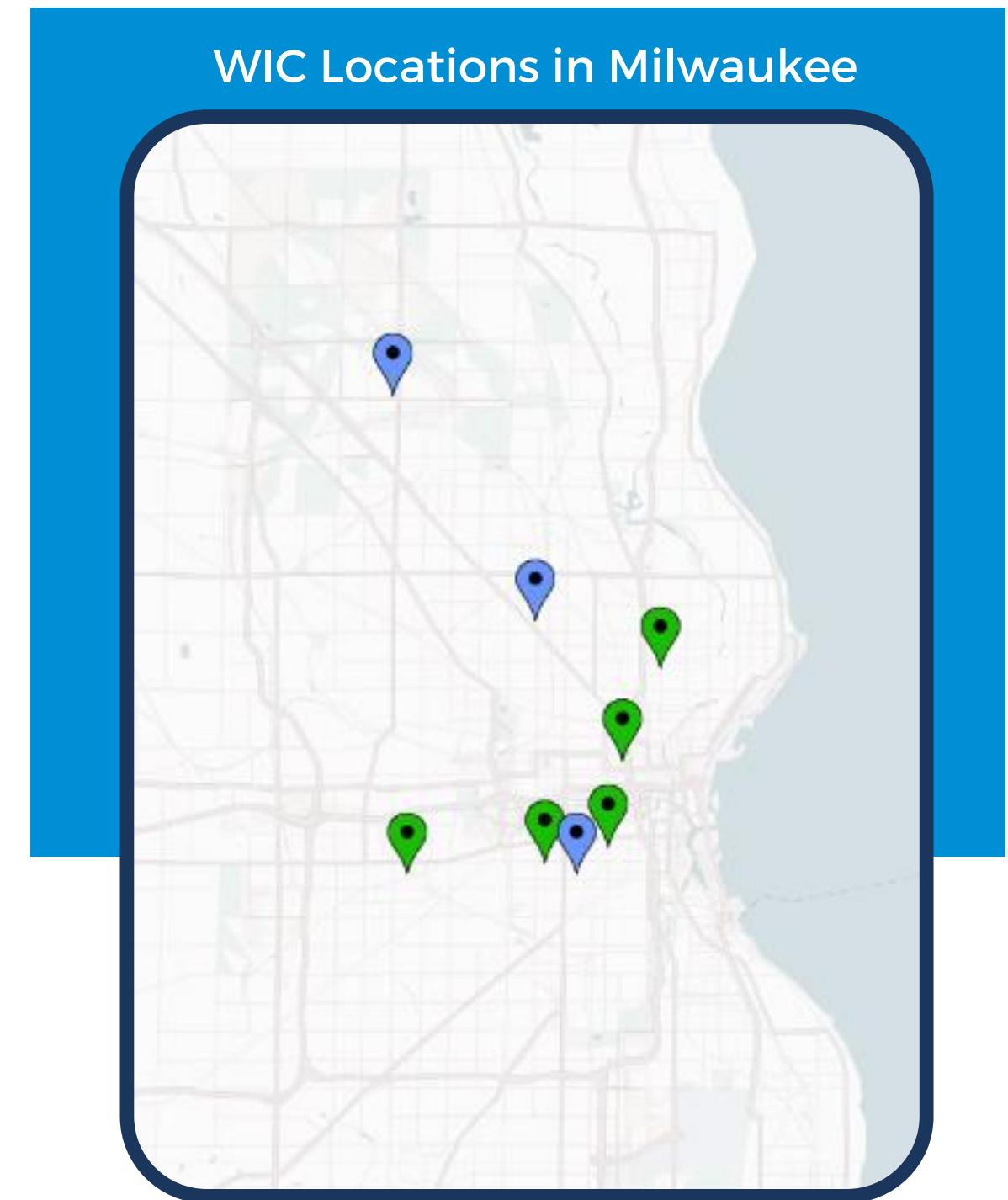
- Women, Infants and Children (WIC)
- Empowering Families of Milwaukee (EFM)/Direct Assistance for Dads (DAD) Project
- Strong Baby/Cribs for Kids Programs
- Birth Outcomes Made Better (BOMB) Doula Program
- Sexual and Reproductive Health Program
- Home Environmental Health
- Community Health Access Program (CHAP)
- Communicable Disease/Immunizations
- Tuberculosis Treatment and Control
- Milwaukee Breast and Cervical Cancer Awareness Program
- Emergency Preparedness and Response



# Program Data and Findings

Each program analysis consisted of:

- **Program Overview**
  - Describing what the program does and who it serves
- **Environmental Scan**
  - A map of existing programs that provide similar programs in the community
- **Program-Related Health Outcomes**
  - Public health outcome data that relates to the program's scope of services
- **Program Demographics and Data**
  - Describing who is served in the program and other pertinent data related to the program's current services and operations
- **Voices and Vision**
  - Qualitative data from voices internally and externally and their vision for the program's future

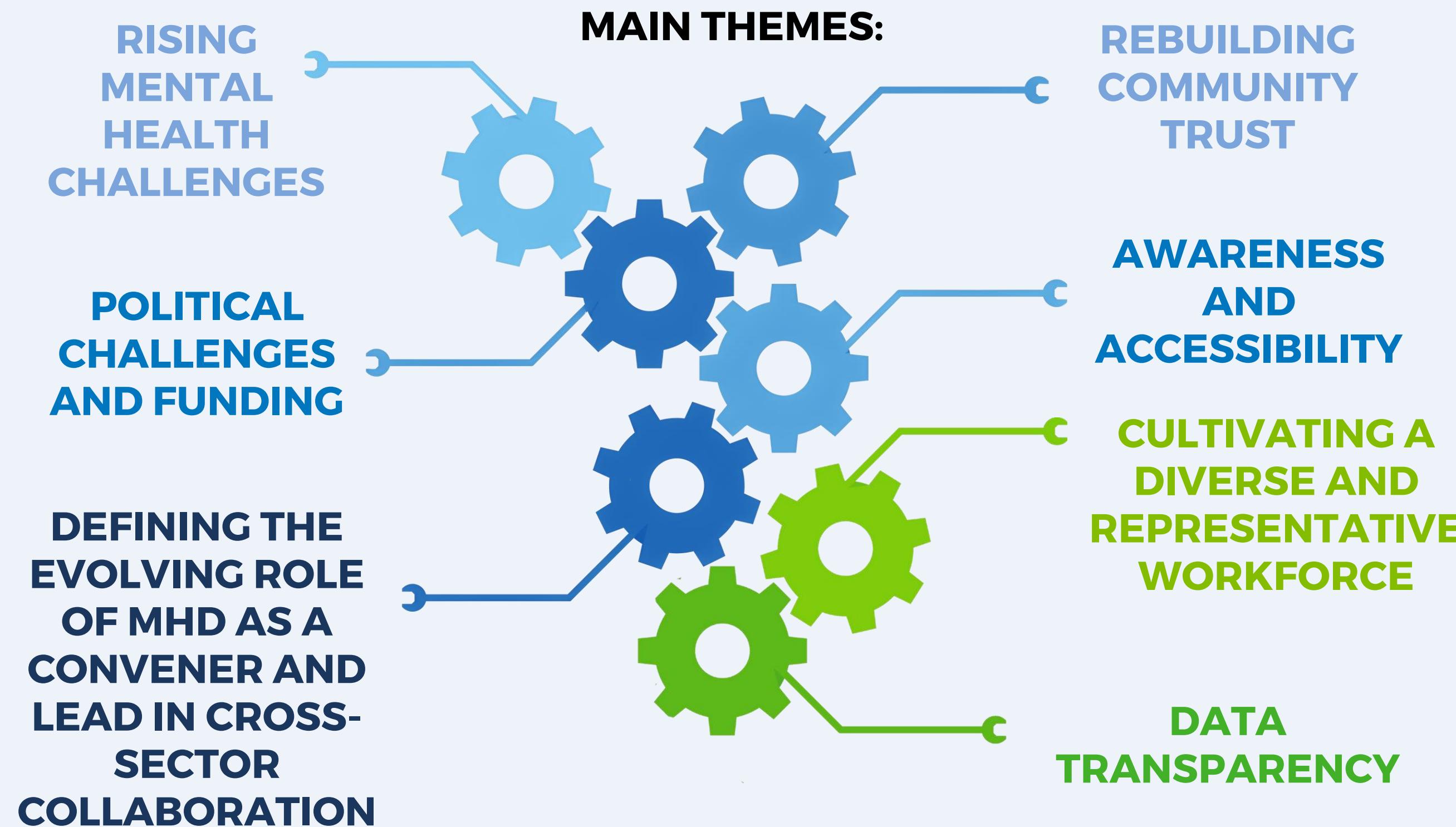


 City of Milwaukee Programs  
 External Community Partners

# Qualitative Non-Programmatic Thematic Analysis

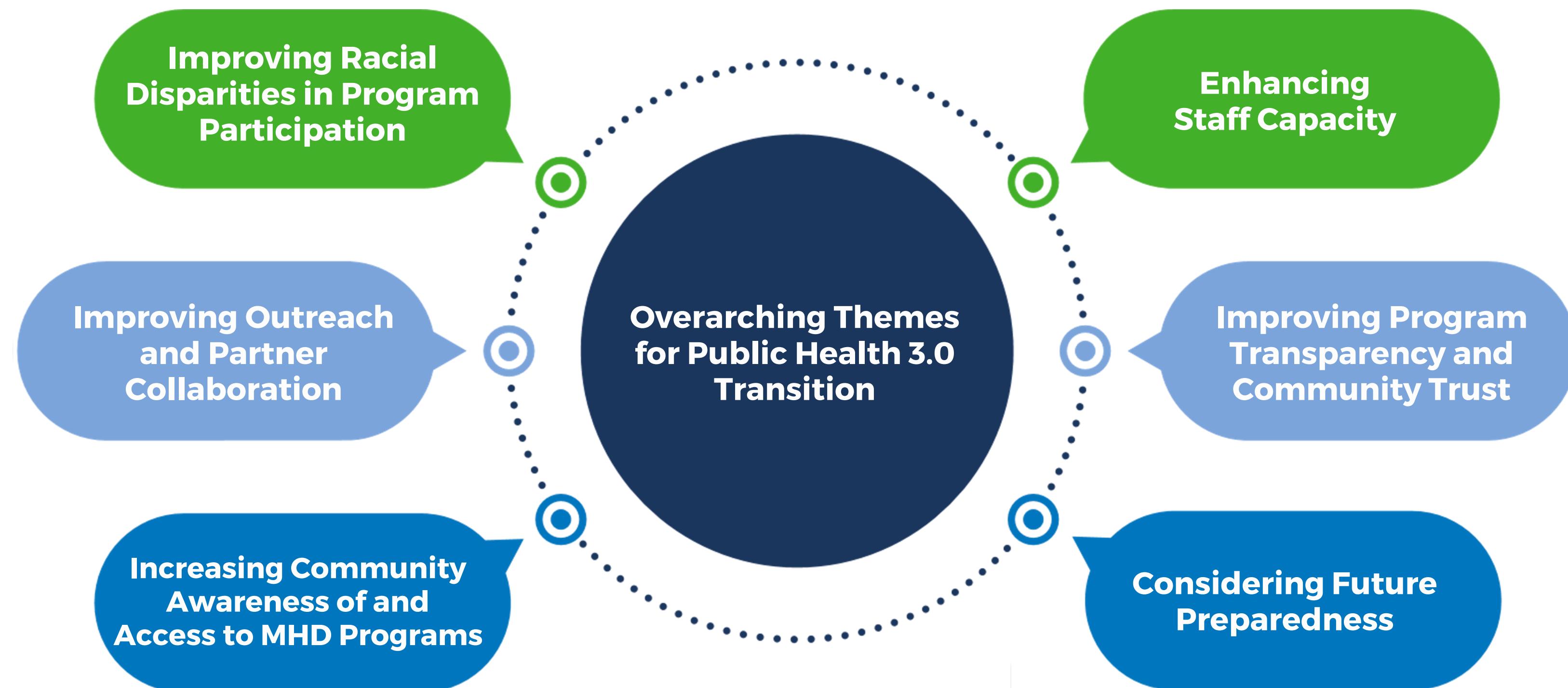
The following analysis discusses the themes found in the qualitative data from:

- Previously conducted focus groups of community partners (n=2),
- Key stakeholder interviews with the city's Board of Health (BOH) members (n=5)

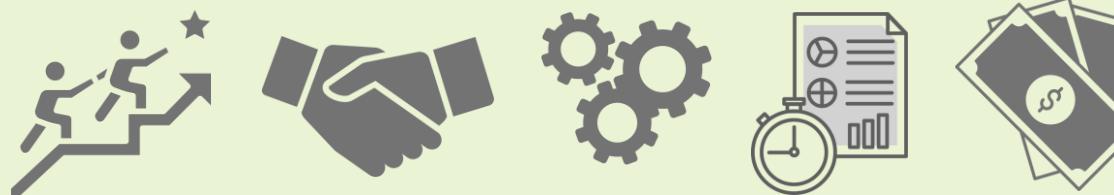


# **Discussion: Directions for the Shift**

Through synthesis of the internal and external qualitative and quantitative data, this section includes recurring themes across programs and the organization as a whole. The overarching themes are included below.



# Recommendations

Recommendation	Public Health 3.0 Critical Dimension Alignment:
<b>Grow Faith-Based Community Collaborations</b>	
<b>Continue to Grow a Diverse and Representative Workforce</b>	
<b>Improve Communication and Address Misinformation</b>	
<b>Integrate Community-Based Participatory Research</b>	
<b>Support Evolution of Staff Roles</b>	

# Limitations

- **Convenience sampling** was used to gather data, significantly limiting the range and scope of the data.
  - The **qualitative data included mostly secondary**.
  - There were only five additional primary interviews of community members conducted for this project.
  - A wider perspective of the department, its gaps, and potential needs would likely have been more comprehensive with more interview participants.
  - Smaller sample sizes significantly increase the likelihood of bias within data, creating overrepresentation and/or underrepresentation of certain views
- Some of the **data was not able to be stratified by certain demographics**, and thus, may not have provided an entirely accurate picture of the program's impact, strengths and gaps, especially as it relates to racial disparities.
- **Completing the project over the end-of-year holidays**, presenting scheduling conflicts for some of the interviews the project had intended to include but were ultimately not able to be completed.

# Conclusion

- The Public Health 3.0 model **supports the City of Milwaukee Health Department (MHD) in its vision** to help all Milwaukeeans to live their best life (City of Milwaukee, n.d.) through systems level change
- **Setting precedent and foundation** for subsequent steps, these five recommendations serve as a catalyst **for lasting, sustainable change to improve health outcomes and eliminate disparities**

# Next Steps

- **Further analysis** in order to determine how the recommendations can be integrated into existing programs and where opportunities may lie outside of programs and/or with external partners
- A **formal workgroup and/or implementation plan** should be considered to monitor the progress and evolution of these and subsequent recommendations.

“ \_\_\_\_\_

*If you've come to help me you're  
wasting your time. But if you've come  
because your liberation is bound with  
mine, then let us work together.*

\_\_\_\_\_ ,”

-Lilia Watson

*Indigenous Australian activist, artist, and academic*

The transition to a Public Health 3.0 model signifies MHD's recognition that the health and wellness of each community member is inherently interconnected. Moreover, it reflects the department's fervent commitment to work together, with the community, to create a path towards a more equitable future for all.

# References

- 211 Wisconsin. (n.d.). Family and child results. 211 Wisconsin. Retrieved from [https://211wisconsin.communityos.org/familyandchildresults/render/ds/%7B%22service%5C%5Cservice\\_taxonomy%5C%5Cmodule\\_servicepost%22%3A%7B%22value%22%3A%5B%7B%22taxonomy\\_id%22%3A410935%7D%5D%2C%22operator%22%3A%5B%22contains\\_aray%622%65D%7D%2C%22agency%5C%5Cagency\\_system%5C%5Cname%22%3A%7B%22value%22%3A%22VLTEST%22%2C%22operator%22%3A%5B%22notequals%22%5D%7D?localHistory=lij\\_2-Xil8gjMhAVNko-aA](https://211wisconsin.communityos.org/familyandchildresults/render/ds/%7B%22service%5C%5Cservice_taxonomy%5C%5Cmodule_servicepost%22%3A%7B%22value%22%3A%5B%7B%22taxonomy_id%22%3A410935%7D%5D%2C%22operator%22%3A%5B%22contains_aray%622%65D%7D%2C%22agency%5C%5Cagency_system%5C%5Cname%22%3A%7B%22value%22%3A%22VLTEST%22%2C%22operator%22%3A%5B%22notequals%22%5D%7D?localHistory=lij_2-Xil8gjMhAVNko-aA)
- 330 Partners. (2022, October 6). Clinical operations assessment. Prepared for the City of Milwaukee Health Department. Retrieved from [https://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/ADMIN/PDFs/Reports/MHD\\_CHA\\_FINAL.pdf](https://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/ADMIN/PDFs/Reports/MHD_CHA_FINAL.pdf)
- Austin, R., Rajamani, S., Jones, R. C., Robinson, K., & Eder, M. (2022). A Community-Based Participatory Intervention in the United States Using Data to Shift the Community Narrative From Deficits to Strengths. *American journal of public health*, 112(S3), S275–S278.
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 01-03-04 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=01-03-04&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 06-01-05 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=06-01-05&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 06-01-05 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=06-01-05&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 06-01-03 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=06-01-03&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Metrics and data. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=06-03-01%2C02-03-06&years=%2C&groups=%2C>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Metrics and data by race. Retrieved December 2, 2024, from [Your paragraph text](#)
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 08-02-02. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=08-02-02&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 10-06-14 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=10-06-14&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Health metrics and data. Retrieved from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=07-02-02%2C&years=%2C&groups=%2C>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Metrics and data by race. Retrieved December 2, 2024, from [Your paragraph text](#)
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-03-08 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-03-08&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-03-09 by race. Retrieved December 2, 2024, from [https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-03-09&years=&groups=race](#)
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-03-11 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-03-11&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-03-10 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-03-10&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-03-13 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-03-13&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-03-12 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-03-12&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 09-01-02 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=09-01-02&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-01-01 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-01-01&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-01-04 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-01-14&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-01-14 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-01-14&years=&groups=race>

- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 02-03-05 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=02-03-05&years=&groups=race>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 08-04-20 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=08-04-20&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 08-04-21 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=08-04-21&years=&groups=>
- Big Cities Health Inventory. (n.d.). Milwaukee, WI: Data on metric 04-01-05 by race. Retrieved December 2, 2024, from <https://bigcitieshealthdata.org/city/milwaukee-wi/?metrics=04-01-05&years=&groups=>
- Bragazzi, N. L., & Garbarino, S. (2024). Understanding and Combating Misinformation: An Evolutionary Perspective. *JMIR infodemiology*, 4, e65521.
- Braveman, P., Bennett, T., Lewis, C., Egerter, S., & Showstack, J. (1993). Access to prenatal care following major Medicaid eligibility expansions. *JAMA*, 269(10), 1285-1289.
- Bruns, H., Dessart, F. J., Krawczyk, M., Lewandowsky, S., Pantazi, M., Pennycook, G., Schmid, P., & Smillie, L. (2024). Investigating the role of source and source trust in prebunks and debunks of misinformation in online experiments across four EU countries. *Scientific reports*, 14(1), 20723. <https://doi.org/10.1038/s41598-024-71599-6>
- Bommersbach, T., Borger, K., Steverman, S., Manderscheid, R. W., Sharfstein, J., & Everett, A. (2018). Behavioral Health, Local Health Department Accreditation, and Public Health 3.0: Leveraging Opportunities for Collaboration. *American journal of public health*, 108(10), 1334-1340. <https://doi.org/10.2105/AJPH.2018.304533>
- Bond M. J. (2010). The missing link in MCH: paternal involvement in pregnancy outcomes. *American journal of men's health*, 4(4), 285-286. <https://doi.org/10.1177/1557988310384842>
- Bureau, United States Census. (2022). Income by Race in Milwaukee, Wisconsin. [https://data.census.gov/table/ACSSPPIY2022.S0201?t=00:Income%20and%20Poverty:Race%20and%20Ethnicity&g=040XX00US55\\_050X\\_X00US55079](https://data.census.gov/table/ACSSPPIY2022.S0201?t=00:Income%20and%20Poverty:Race%20and%20Ethnicity&g=040XX00US55_050X_X00US55079)
- CBS 58 News. (n.d.). Natalie's Everyday Heroes: Julia Means, community nurse and Blanket of Love founder, works to fight infant mortality in Milwaukee. CBS 58. Retrieved from <https://www.cbs58.com/news/natalies-everyday-heroes-julia-means-community-nurse-and-blanket-of-love-founder-works-to-fight-infant-mortality-in-milwaukee>
- Centers for Disease Control and Prevention. (2017). Public health 3.0: A call to action for public health to meet the challenges of the 21st century. *Preventing Chronic Disease*, 14, E78. Retrieved December 2, 2024, from [https://www.cdc.gov/pcd/issues/2017/17\\_0017.htm](https://www.cdc.gov/pcd/issues/2017/17_0017.htm)
- Centers for Disease Control and Prevention. (n.d.). What is health equity? U.S. Department of Health and Human Services. Retrieved December 17, 2024, from <https://www.cdc.gov/health-equity/what-is/index.html>
- City of Milwaukee Health Department. (2023). 2023 annual report data supplement. [https://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/ADMIN/PDFs/Reports/2023\\_Annual\\_Report\\_Data\\_Supplement\\_FINAL\\_51\\_24.pdf](https://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/ADMIN/PDFs/Reports/2023_Annual_Report_Data_Supplement_FINAL_51_24.pdf)
- City of Milwaukee Health Department. (2023). 2023 annual report. [https://city.milwaukee.gov/ImageLibrary/MKE-Health1/Reports-and-Publications/2023\\_Annual\\_Report\\_FINAL\\_51.24.pdf](https://city.milwaukee.gov/ImageLibrary/MKE-Health1/Reports-and-Publications/2023_Annual_Report_FINAL_51.24.pdf)
- City of Milwaukee Health Department. (n.d.). Breast and cervical cancer screening. <https://city.milwaukee.gov/Health/Services-and-Programs/MCH/breast-and-Cervical-Cancer-Screening>
- City of Milwaukee Health Department. (2022). Civil Rights Compliance Plan 2022-2025 [Final 2022-2025 CRC Plan]. City of Milwaukee Health Department.
- City of Milwaukee Health Department. (n.d.). Communicable Disease Control Program. <https://city.milwaukee.gov/Health/Services-and-Programs/Communicable-Disease-Control-Program>
- City of Milwaukee Health Department. (n.d.). Home Environmental Health. <https://city.milwaukee.gov/Health/Services-and-Programs/HomeEnvironmentalHealth>
- City of Milwaukee Health Department. (n.d.). Maternal and child health. [Webpage]. <https://city.milwaukee.gov/Health/Services-and-Programs/MCH>
- City of Milwaukee Health Department. (2023, March 22). Milwaukee Health Department's BOMB Doula Program celebrates World Doula Week. Urban Milwaukee. <https://urbanmilwaukee.com/pressrelease/milwaukee-health-departments-bomb-doula-program-celebrates-world-doula-week/>
- City of Milwaukee Health Department. (2024, February). Milwaukee Health Department streamlines Well Woman program for better access. City of Milwaukee. <https://city.milwaukee.gov/Health/News/2024-News-Releases/February-2024/Milwaukee-Health-Department-Streamlines-Well-Woman-Program-for-Better-Access>

City of Milwaukee Health Department. (n.d.). Sexual and Reproductive Health. <https://city.milwaukee.gov/Health/Services-and-Programs/Sexual-Reproductive-Health>

City of Milwaukee Health Department. (2022). Strategic report 2022. Retrieved December 17, 2024, from [https://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/ADMIN/PDFs/Reports/2.MHD\\_StrategicReport\\_2022.pdf](https://city.milwaukee.gov/ImageLibrary/Groups/healthAuthors/ADMIN/PDFs/Reports/2.MHD_StrategicReport_2022.pdf)

City of Milwaukee Health Department. (n.d.). Vision, mission, values. Retrieved December 17, 2024, from <https://city.milwaukee.gov/Health/AboutUs/Vision-Mission-Values>

Chauhan, A., & Potdar, J. (2022). Maternal Mental Health During Pregnancy: A Critical Review. *Cureus*, 14(10), e30656. <https://doi.org/10.7759/cureus.30656>

Coalition on Lead Emergency. (n.d.). COLE Resources. Retrieved January 16, 2025, from <https://coalitiononleademergency.org/to-be-archived/>

Collins, S. E., Clifasefi, S. L., Stanton, J., The Leap Advisory Board, Straits, K. J. E., Gil-Kashiwabara, E., Rodriguez Espinosa, P., Nicasio, A. V., Andrasik, M. P., Hawes, S. M., Miller, K. A., Nelson, L. A., Orfaly, V. E., Duran, B. M., & Wallerstein, N. (2018). Community-based participatory research (CBPR): Towards equitable involvement of community in psychology research. *The American psychologist*, 73(7), 884–898. <https://doi.org/10.1037/amp0000167>

Community Advocates. (n.d.). Milwaukee Fatherhood FIRE. Retrieved January 16, 2025, from <https://communityadvocates.net/what-we-do/milwaukee-fatherhood-fire.html>

Coronado, F., Beck, A. J., Shah, G., Young, J. L., Sellers, K., & Leider, J. P. (2020). Understanding the Dynamics of Diversity in the Public Health Workforce. *Journal of public health management and practice : JPHMP*, 26(4), 389–392. <https://doi.org/10.1097/PHH.00000000000001075>

County Health Rankings & Roadmaps. (2024). Mammography screening: Quality of care. Retrieved December 2, 2024, from <https://www.countyhealthrankings.org/health-data/health-factors/clinical-care/quality-of-care/mammography-screening?year=2024&county=55079>

Crib for Kids. (n.d.). Our partners. Crib for Kids. Retrieved from <https://cribsforkids.org/our-partners/>

Cunningham-Erves, J., Brandt, H. M., Sanderson, M., Clarkson, K., Lee, O., Schlundt, D., Bonnet, K., & Davis, J. (2022). Development of a Theory-Based, Culturally Appropriate Message Library for Use in Interventions to Promote COVID-19 Vaccination Among African Americans: Formative Research. *JMIR formative research*, 6(7), e38781. <https://doi.org/10.2196/38781>

DeFroda, S., Kannan, A., & Zhang, A. L. (2025). Building a Strong Local Reputation. *Clinics in sports medicine*, 44(1), 27–31. <https://doi.org/10.1016/j.csm.2024.03.003>

Derose, K. P., Williams, M. V., Branch, C. A., Flórez, K. R., Hawes-Dawson, J., Mata, M. A., Oden, C. W., & Wong, E. C. (2019). A Community-Partnered Approach to Developing Church-Based Interventions to Reduce Health Disparities Among African-Americans and Latinos. *Journal of racial and ethnic health disparities*, 6(2), 254–264. <https://doi.org/10.1007/s40615-018-0520-z>

DeSalvo, K., & Wang, Y. C. (2016). Health Informatics in the Public Health 3.0 Era: Intelligence for the Chief Health Strategists. *Journal of public health management and practice : JPHMP*, 22 Suppl 6, Public Health Informatics(Suppl 6), S1-S2. <https://doi.org/10.1097/PHH.0000000000000484>

DeSalvo, K. B., O'Carroll, P. W., Koo, D., Auerbach, J. M., & Monroe, J. A. (2016). Public Health 3.0: Time for an Upgrade. *American journal of public health*, 106(4), 621–622. <https://doi.org/10.2105/AJPH.2016.303063>

DeSalvo, K. B., Wang, Y. C., Harris, A., Auerbach, J., Koo, D., & O'Carroll, P. (2017). Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century. *Preventing chronic disease*, 14, E78. <https://doi.org/10.5888/pcd14.170017>

Diallo, F., Paulino, L., Shiman, L. J., Freeman, K., Brooks, B., Benson, D., & Reyes, A. (2023). Engaging businesses and faith-based organizations in public health interventions: Lessons learned from a COVID-19 and flu vaccine detailing program in the Northeast Bronx. *Public health in practice* (Oxford, England), 5, 100353. <https://doi.org/10.1016/j.puhip.2022.100353>

Doulas Milwaukee. (n.d.). Doulas Milwaukee: Milwaukee's premier doula agency. Doulas Milwaukee. Retrieved January 16, 2025, from <https://doulasmilwaukee.com/>

Duke, M. (2020, November 19). Community-Based Participatory Research. *Oxford Research Encyclopedia of Anthropology*. Retrieved 27 Jan. 2025, from <https://oxfordre.com/anthropology/view/10.1093/acrefore/9780190854584.001.0001/acrefore-9780190854584-e-225>.

Egede, L. E., Walker, R. J., Campbell, J. A., Linde, S., Hawks, L. C., & Burgess, K. M. (2023). Modern Day Consequences of Historic Redlining: Finding a Path Forward. *J Gen Intern Med*, 38(6), 1534–1537. <https://doi.org/10.1007/s11606-023-08051-4>

Gruber, K. J., Cupito, S. H., & Dobson, C. F. (2013). Impact of doulas on healthy birth outcomes. *The Journal of perinatal education*, 22(1), 49–58. <https://doi.org/10.1891/1058-1243.22.1.49>

Gwon, S. H., Cho, Y. I., Paek, S., & Ke, W. (2020). Public health nurses' workforce factors and population health outcomes in the United States. *Public health nursing* (Boston, Mass.), 37(6), 829–836. <https://doi.org/10.1111/phn.12793>

Hailu, E. M., Maddali, S. R., Snowdon, J. M., Carmichael, S. L., & Mujahid, M. S. (2022). Structural racism and adverse maternal health outcomes: A systematic review. *Health & place*, 78, 102923. <https://doi.org/10.1016/j.healthplace.2022.102923>

Health Compass Milwaukee. (n.d.). Milwaukee County Full Population: Doulas. Retrieved December 2, 2024, from <https://healthcompassmilwaukee.org/topics/NPD?tab=chart>

- Health Compass Milwaukee. (n.d.). Doulas and Social Vulnerability Index Per Zip Code. Retrieved December 2, 2024, from <https://healthcompassmilwaukee.org/topics/NPD?topic=doulas>
- Hoes, E., Aitken, B., Zhang, J., Gackowski, T., & Wojcieszak, M. (2024). Prominent misinformation interventions reduce misperceptions but increase scepticism. *Nature human behaviour*, 8(8), 1545-1553. <https://doi.org/10.1038/s41562-024-01884-x>
- Jackson, C. S., & Gracia, J. N. (2014). Addressing health and health-care disparities: the role of a diverse workforce and the social determinants of health. *Public health reports* (Washington, D.C. : 1974), 129 Suppl 2(Suppl 2), 57-61. <https://doi.org/10.1177/00333549141291S211>
- Journal Sentinel. (2021, June 17). Milwaukee Health Department alerts council that some aspects of lead program were mismanaged. Milwaukee Journal Sentinel. <https://www.jsonline.com/story/news/local/milwaukee/2021/06/17/milwaukee-health-department-alerts-council-some-aspects-lead-program-mismanaged/7741128002/>
- Jung, Y. S., Yang, H. Y., Choi, Y. H., Kim, E. K., Jeong, S. H., Cho, M. J., Nam, S. H., & Song, K. B. (2018). Factors affecting use of word-of-mouth by dental patients. *International dental journal*, 68(5), 314-319. <https://doi.org/10.1111/idj.12387>
- Konrad, K. M. L., Dunlap, M., Patrick, P. H., Smith, C. M., McNeal, K., & Dorn, J., Jr (2018). Community Based Efforts to Address Infant Mortality and Disparities in Oklahoma. *The Journal of the Oklahoma State Medical Association*, 111(8), 762-766.
- Martin, L. T., McNamara, M. J., Milot, A. S., Halle, T., & Hair, E. C. (2007). The effects of father involvement during pregnancy on receipt of prenatal care and maternal smoking. *Maternal and child health journal*, 11(6), 595-602. <https://doi.org/10.1007/s10995-007-0209-0>
- Murray T. M. (2015). Trust in African Americans' Healthcare Experiences. *Nursing forum*, 50(4), 285-292. <https://doi.org/10.1111/nuf.12120>
- National Association of County and City Health Officials (NACCHO). (2016). Public Health 3.0: A call to action to create a 21st-century public health infrastructure. [https://www.naccho.org/uploads/downloadable-resources/PH3.0\\_white\\_paper\\_final.pdf](https://www.naccho.org/uploads/downloadable-resources/PH3.0_white_paper_final.pdf)
- National Academies of Sciences, Engineering, and Medicine, Health and Medicine Division, Board on Health Care Services, Committee on the Identification and Prognosis of Low Birth Weight Babies in Disability Determinations, Applegate, A., Spicer, C. M., & Frontera, W. (Eds.). (2024). Low birth weight babies and disability. Washington, DC: National Academies Press. Chapter 4: Health conditions and impairments associated with low birth weight and their functional implications. Retrieved from <https://www.ncbi.nlm.nih.gov/books/NBK605571/>
- Parrill, R., & Kennedy, B. R. (2011). Partnerships for health in the African American community: moving toward community-based participatory research. *Journal of cultural diversity*, 18(4), 150-154.
- Public Health 3.0 Key Stakeholder Interviews. (2024, Nov & Dec). Qualitative Interviews [Video Conferences].
- Rittenhouse, D. R., Braverman, P., & Marchi, K. (2003). Improvements in prenatal insurance coverage and utilization of care in California: an unsung public health victory. *Maternal and child health journal*, 7(2), 75-86. <https://doi.org/10.1023/a:1023812009298>
- Spectrum News 1. (2019, October 9). Milwaukee celebrates Strong Baby partnership. Spectrum News 1. Retrieved from <https://spectrumnews1.com/wi/madison/news/2019/10/09/milwaukee-celebrates-strong-baby-partnership>
- United Way of Greater Milwaukee & Waukesha County. (n.d.). Blanket of Love. Retrieved from <https://www.unitedwaygmwc.org/UnitedWay>Email-Images>Email-/BlanketofLove.pdf>
- Wisconsin Department of Health Services. (2023). ForwardHealth update: Prenatal care coordination and child care coordination policy changes (Update No. 2023-10). Retrieved from <https://www.forwardhealth.wi.gov/kw/pdf/2023-10.pdf>
- Wisconsin Department of Health Services. (n.d.). Wisconsin Interactive Statistics on Health (WISH). Retrieved January 16, 2025, from <https://wish.wisconsin.gov/results/>
- Wolkin, A. F., Schnall, A. H., Nakata, N. K., & Ellis, E. M. (2019). Getting the Message Out: Social Media and Word-of-Mouth as Effective Communication Methods during Emergencies. *Prehospital and disaster medicine*, 34(1), 89-94. <https://doi.org/10.1017/S1049023X1800119X>
- Wykoff, R., Harker, D., & Loveday, L. (2024). Addressing Misinformation: A More Nuanced Understanding for Public Health Professionals. *American journal of public health*, 114(7), 679-681. <https://doi.org/10.2105/AJPH.2024.307690>
- Yang, Y., Cho, A., Nguyen, Q., & Nsoesie, E. O. (2023). Association of Neighborhood Racial and Ethnic Composition and Historical Redlining With Built Environment Indicators Derived From Street View Images in the US. *JAMA Netw Open*, 6(1), e2251201. <https://doi.org/10.1001/jamanetworkopen.2022.51201>
- Zettergren, L., Larsson, E. C., Hellsten, L., Kosidou, K., & Nielsen, A. M. (2024). Implementing digital sexual and reproductive health care services in youth clinics: a qualitative study on perceived barriers and facilitators among midwives in Stockholm, Sweden. *BMC health services research*, 24(1), 411. <https://doi.org/10.1186/s12913-024-10932-1>