



City of Milwaukee Health Department
Reorganization

Public Safety and Health Committee
April 5, 2019

Background

The City of Milwaukee Health Department hasn't gone through a formal, strategic reorganization in 10+ years.

Public health is changing! *Public Health 3.0* calls on local health departments to modernize and move into a Chief Health Strategist role.

Purpose of the Reorganization

- Ensure that the department is structured in a way where services can be delivered as **efficiently and effectively** as possible.
- Review **span of control** so supervision responsibilities are distributed sufficiently across the department.
- Identify and address program areas or functions that need additional **capacity** to function effectively.
- Allow for the expansion and contraction of the organizational chart as **emerging public health issues** force a public health department to adapt and change.
- Produce a structure that bring the MHD into the national sphere as a **modern public health** department focusing on innovation and science.

Career Aspirations Survey

Staff were asked to complete a survey to inform leadership of their career goals and what their dream job was within the department.

All Staff Meeting | 12/14/18

Launch of reorganization process.

All Staff Feedback Survey

Staff were invited to let the leadership team know what they wanted to see addressed in the reorganization.

Leadership Team | 1/16/19

All Staff feedback survey results were shared. The Leadership Team reviewed the proposed organizational chart to address span of control issues.

December 2018 | **January 2019**

Leadership Team | 12/18/18

The Leadership Team built consensus around why the department was engaging in a reorganization and developed shared nomenclature.

Leadership Team | 1/7/19

The Leadership Team talked about change management and grouped programs/initiatives/projects into categories.

Leadership Team | 1/2/19

The Leadership Team shared their visions for their areas of the department, reviewed best practices and other health department organization charts.

Leadership Team | 1/28/19

The Leadership Team finalized the organizational chart and discussed space needs.

All Staff Feedback Survey Results

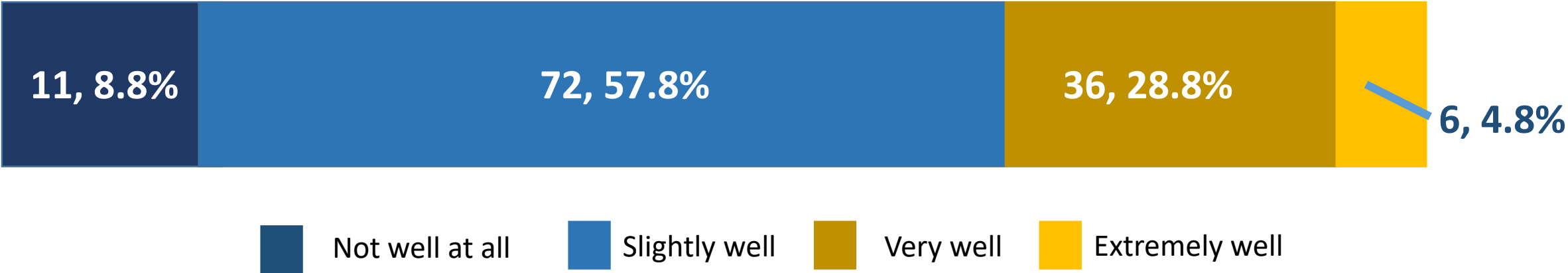
179 Respondents

83.2% Response Rate

Current Headings

N= 125

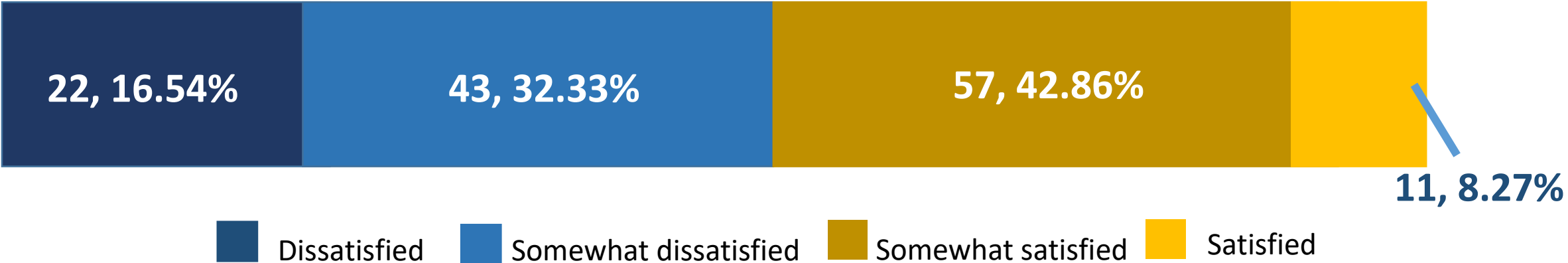
How well do the current headings describe the department?



Department Structure

N= 133

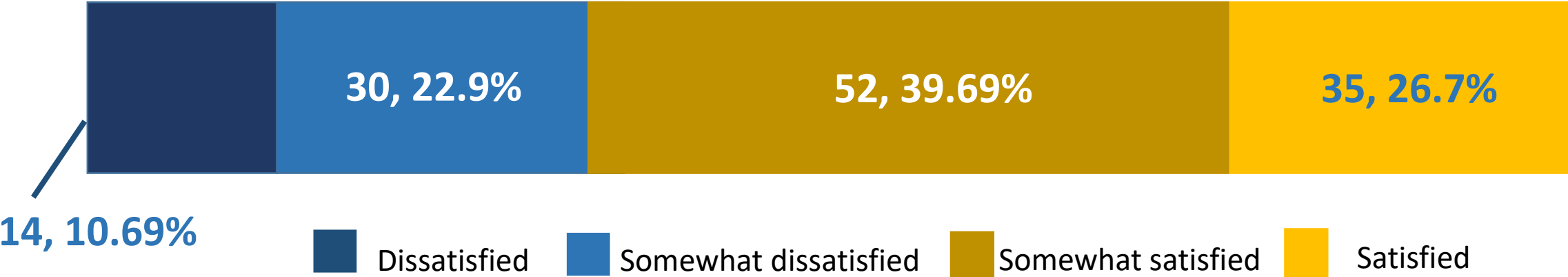
How satisfied are you with the structure of the department?



Physical Workspace

N= 131

How satisfied are you with the physical arrangement of the department?



Organization Chart | *changes for efficiency*

Operations

“There needs to be changes in job descriptions as the current ones in the area does not reflect the current needs of the area. It does not good use of employees time.”

“The flow of clinic and how the program operates. Need a new system to be able to keep up with the changes of society and healthcare.”

“Org structure should reflect hierarchy of operation to reflect efficient services across the program/division and department.”

Capacity

“1) Full staff 2) Up to date computer programs 3) CONSISTENCEY in what is expected in day to day operations.”

“There is a need for more linkage with accounting, contracting, and grants management expertise.”

“too many managers and not enough workers”.

Culture

“Hire management that treats the employees with respect and fairness across the board.”

“Stronger communicators in lead positions”

“Would like a director who actually supports our vision without micromanaging.”

“Have a more uniformed division of power and of leadership. I get told 3 different things by 3 different supervisors which can make it difficult to do my job.”

Awareness

“More visibility - too many silos. Some staff have never even been to the different locations. Some admin are rarely seen.”

“I would like to be more aware of it - all I really know about the department is how my program functions.”

MHD Vision | *current vision of the department*

Operations

“A more nimble department that can respond more effectively to challenges and attract employees able to do the same.”

“Keep getting the work done, continue training for flexibility.”

Values

“To become a leading Health Department in the country.”

“To live, work and play in a healthier Milwaukee.”

“Once again to be a powerful, motivating voice for healing in the Milwaukee community.”

Culture

“Working together to work wonders (we need to be a united front to make the biggest difference!)”

“My vision is for better communication from top down and also from the bottom up.”

“A community focus and data driven workplace.”

Services

“To be a one stop shop for health concerns in the city and serve as a conduit for linkage to care.”

“To give the best service to the community.”

“Provide quality services that are beneficial to the community.”

3 Wishes | *improving physical workspace*

Healthy Environment

“Wellness rooms! An area we could go to stretch/exercise during breaks, especially in the winter when its too cold to walk outside.”

“Improve office security.”

“Have a designated lunch room(cafeteria) w/windows, food options, and beverage options”

Location

“a "home base" to keep personal educational materials”

“Centralized location”

“Drop in's or satellite offices by admin at the clinics - it seems all the action happens at ZMB!”

Space Structure

“(for WIC) separate clinical assistant rooms and nutritionist rooms so we can be more efficient ”

“Better more updated cubicle set ups for staff”

“Outdoor workspace - benches to utilize SSHC balconies”

“The DIS need a non-clinical space to conduct interviews with clients at Keenan”

“all pieces of our desk will be the same height”

“Better storage space

3 Wishes | *improving physical workspace*

Operations

“Uploading documentation to FMIS instead of copies”

“Having an option to work from home”

“More opportunities to develop/ deliver presentations to health care professionals and the community”

“All clinics offering equal services to the participants in the communities.”

Culture

“admin talking to staff about how their vision will disrupt current flow”

“Being able to function with more autonomy.”

“All building locations have the same events (is Xmas brunch only at ZMB).”

“Be able to talk and laugh and have fun at work.”

“Respect others work space areas and do not enter without permission

Capacity

“More tablet and Surface Pros for the staff who do outreach or home visiting”

“Better Wages ”

“Option to stand while working (adjustable workspaces”

“Have a concierge or receptionist area at each location”

Immediate Actions | *enhancing divisions & programs*

Infrastructure

“Structural changes in managementHire managers that encourage, promote and strengthen their employees.”

Culture

“Communication, teambuilding & teamwork.”

“More transparency as to what upper management goals and objectives are.”

“encourage cross-divisional collaboration efforts.”

“Make communication a priority.”

Policy

“encourage cross-divisional collaboration efforts.”

“Time to ensure our current staff are fully trained.”

“Maternity Leave Pay study Ladder for other workers that aren't nurses More options for flexible schedule, ie. part-time options.”

Capacity

“Modernizing. I feel that we are very outdated in the system we use. We still use charts. I feel that technology is moving and we are still stuck in the stone ages.”

“Employee's are not paid enough nor are there opportunities for advancement, this makes retaining new staff difficult...”

Future | *Long-term vision for divisions & programs*

Operations

“A well oiled machine that collaborates inter-departmentally and externally.”

“Improve efficiency, enhance revenues and better engage systems partners.”

“To have good structure that is stable over time that leads to a great working team.”

Services

“To enhance programing that will meet the needs of the people we serve by making families strong, giving them hope a since that we care.”

“To adjust our services along with our clients needs.”

“Be an ally for schools and day cares for vaccinating children and managing records. Not just a punitive response at the end of the year.”

Culture

“Unity to increase staff retention. Autonomy not micromanagement. Happy staff providing great service.”

“To be one cohesive team that does good work but also has a family like feel since we spend 8 hours a day together.”

General

“To be the best department in the nation.”

“A healthy Milwaukee via public health promotion, prevention education, and coordinated community planning and mobilization.”

“To have a program of "Excellence“.

Cross-cutting Themes



**What does the
reorganization accomplish?**

--- What the Reorganization Accomplishes ---

Enhanced Human Resources Division

--- What the Reorganization Accomplishes ---

Supervisors with reasonable
spans of control to better
support staff

--- What the Reorganization Accomplishes ---

Smaller, more-focused divisions
under four branches that report
to Deputy Commissioners.

--- What the Reorganization Accomplishes ---

Office Coordinators at each
health center to welcome
clients and manage building
operations

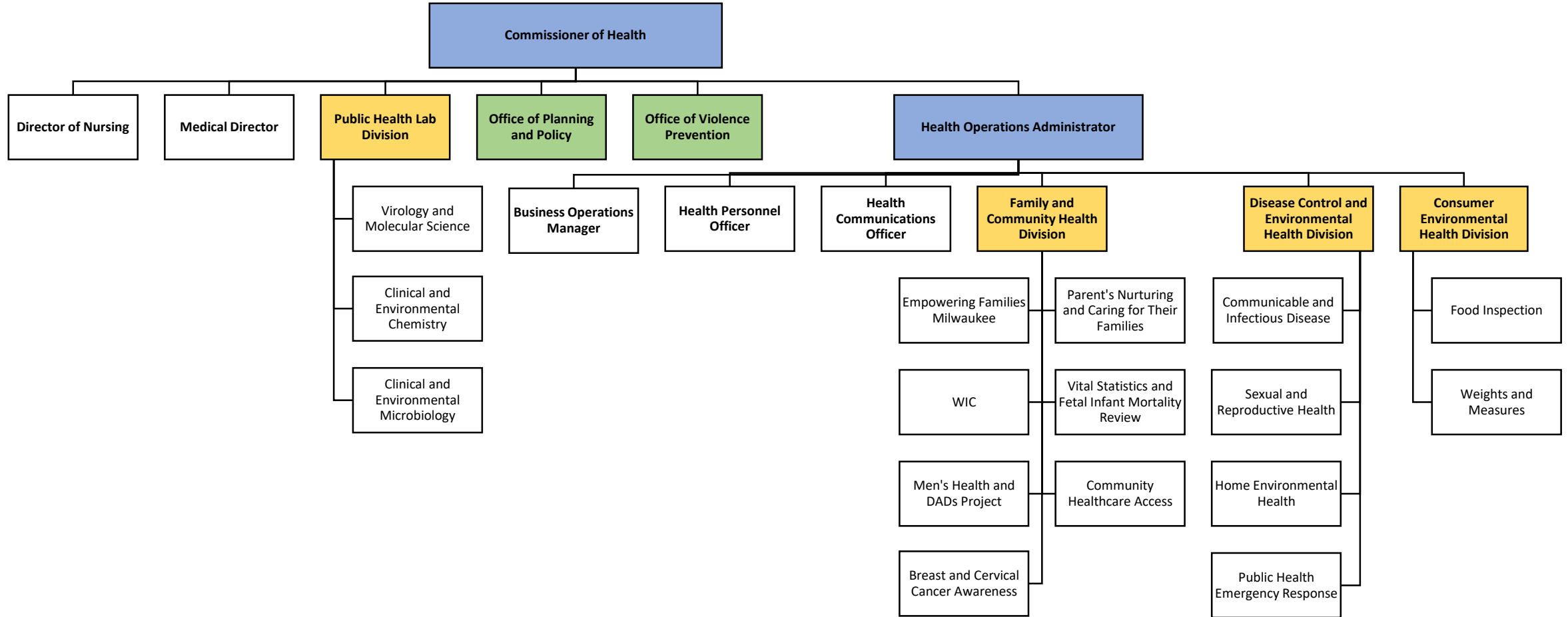
--- What the Reorganization Accomplishes ---

Medical Director on staff

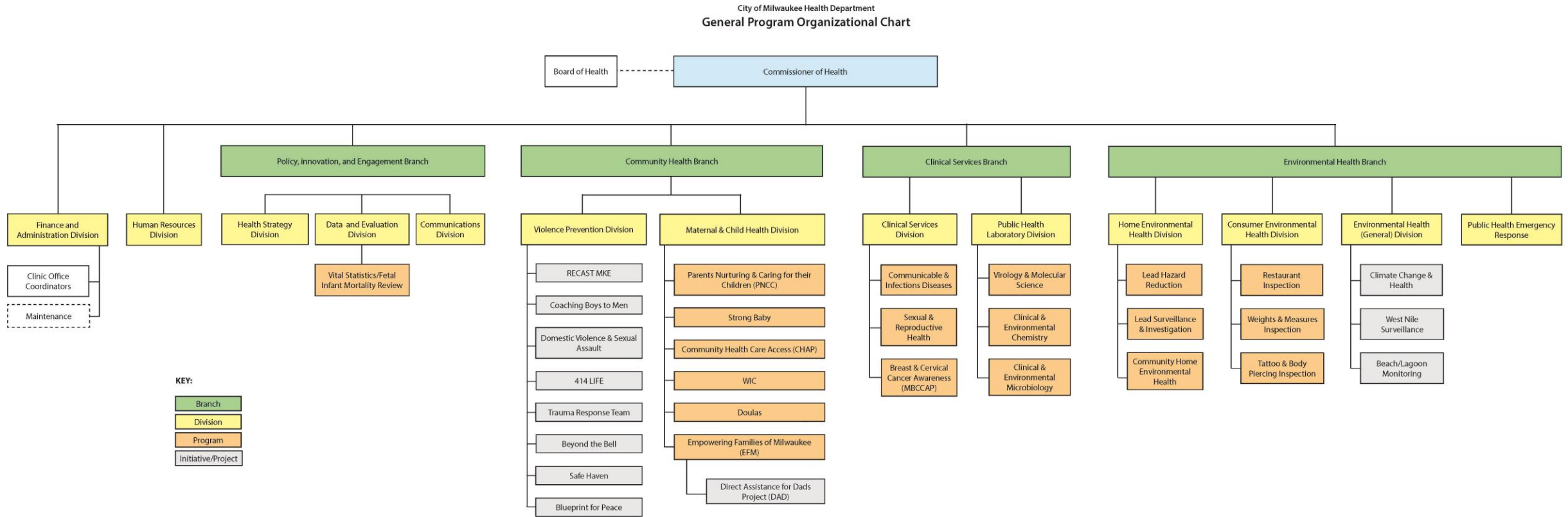
--- What the Reorganization Accomplishes ---

Enhanced data and evaluation
capacity centralized under the
new Policy, Innovation, and
Engagement branch

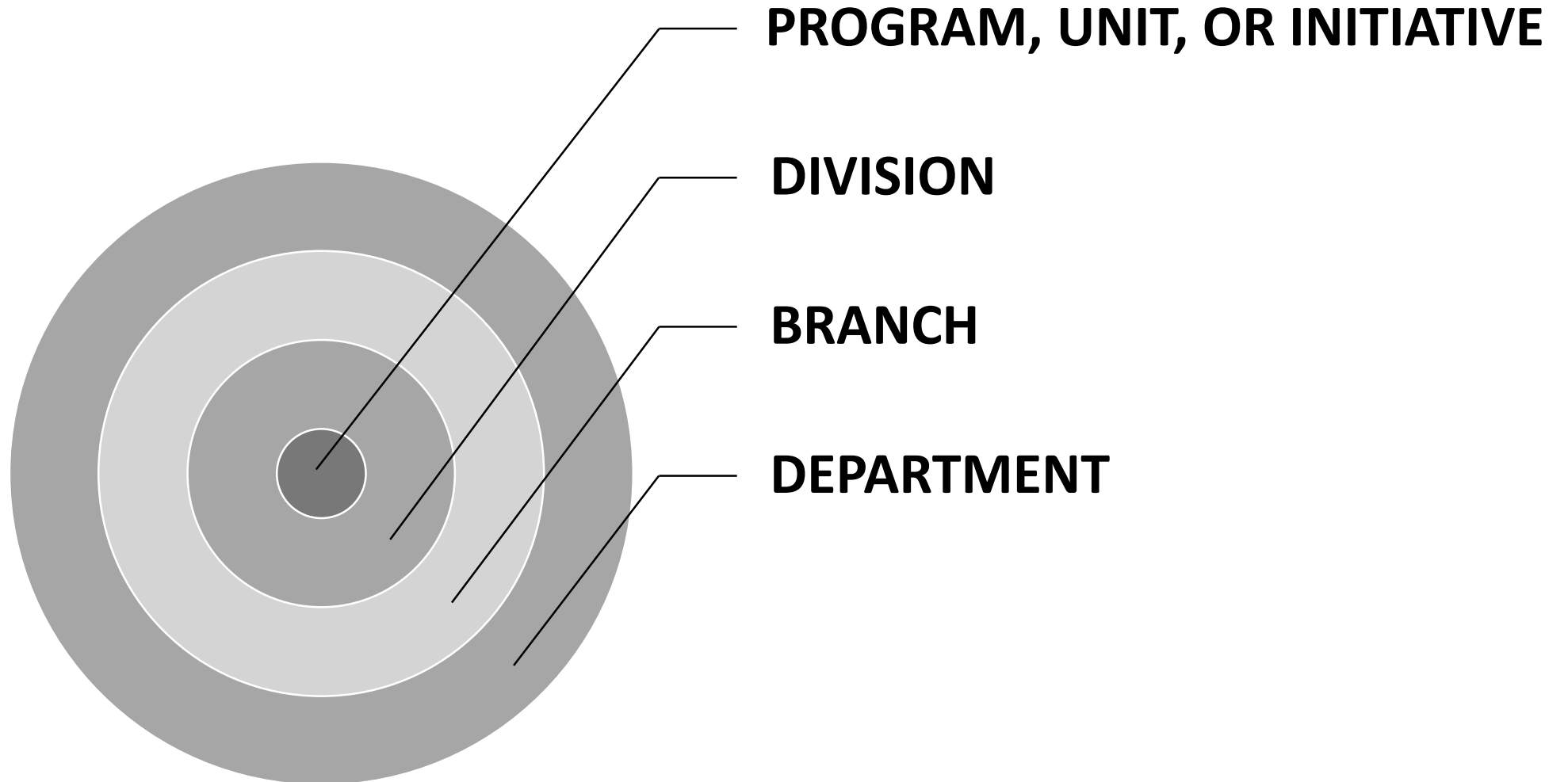
Pre-Reorganization Organizational Chart



Proposed Organizational Chart



Nomenclature



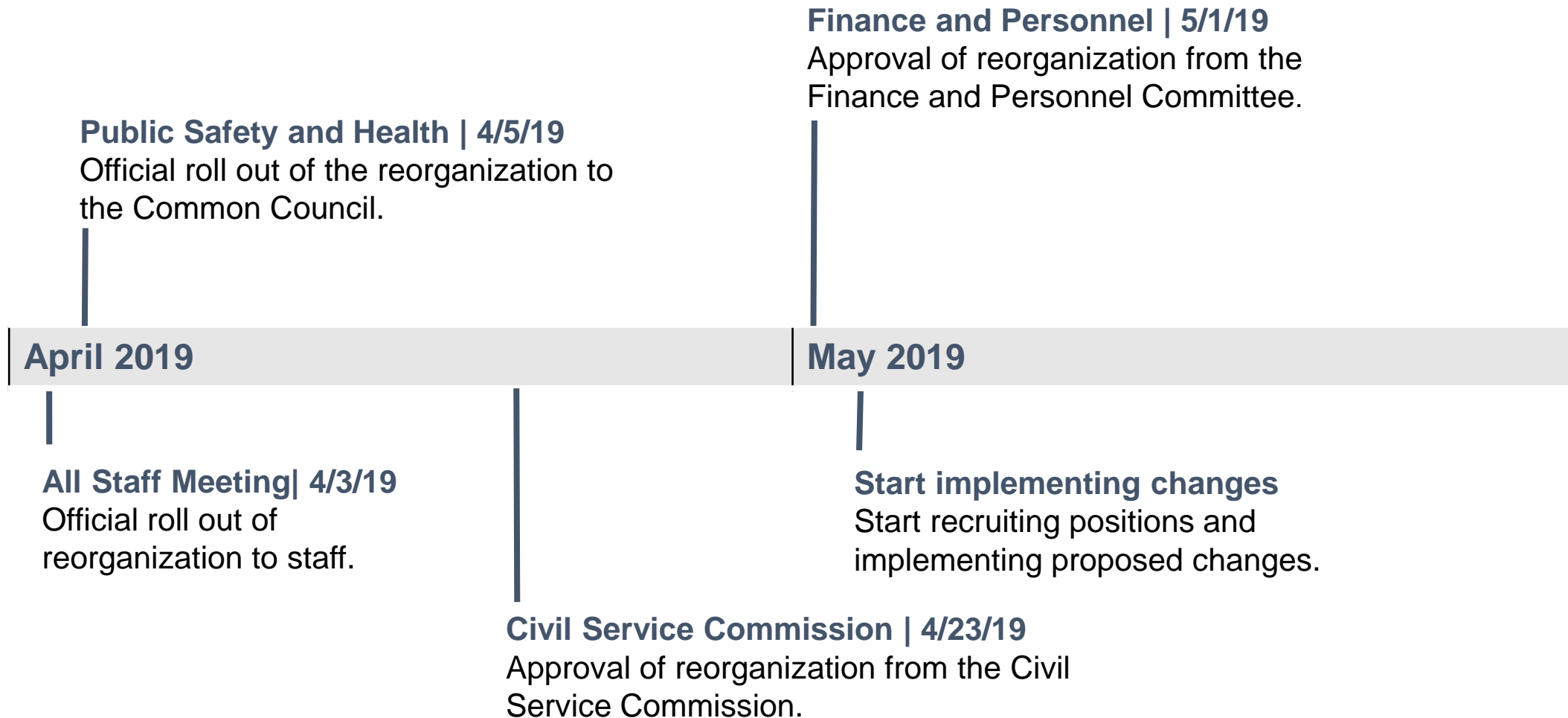
New & Open Positions

- Deputy Commissioner of Environmental Health
- Deputy Commissioner of Clinic Services
- Deputy Commissioner of Policy, Innovation, and Engagement
- Deputy Commissioner of Community Health
- Director of Clinic Operations
- Director of Data and Evaluation
- Director of Health Strategy
- Director of Finance and Administration
- NWHC Office Coordinator
- SSHC Office Coordinator
- Human Resources Representative
- DIS Supervisor
- DIS Coordinator
- Public Health Strategist-Accreditation and QI
- Health Project Supervisor-DAD

Thank You to Our Building and Maintenance Team

- Billy Pickart
- Lee Clasen
- Victor Elizondo
- Peter Kloss
- Jeff Martin
- Chantil Wilder

Implementation



Implementation

- The reorganization will be rolled out in phases, as key vacancies are filled.
 - The changes will not be effective “overnight”
 - ~60 day transition
- Staff will be directly communicated to when changes go into effect.

Implementation

Space



Parking



Feedback and Evaluation

As with any significant change, it's anticipated that some aspects of the reorganization will work better than expected, and some aspects may need additional attention.

We're committed to evaluating the plan to ensure that the reorganization accomplishes what it was designed to do.

Our Team



Thank you!

