



## Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Vacant**  
Director

**Renee Joos**  
Director  
Employee Benefits

**Nicole Fleck**  
Labor Negotiator

### Job Evaluation Report

City Service Commission Meeting: June 28, 2022

#### Health Department

Current	Recommended
New Position	Public Health Clinic Operations Director PR 1LX (\$93,232 - \$130,521) FN: Appointment may be at any rate in the pay range with the approval of DER and Chair of the Committee on Finance and Personnel. (One Position)
Clinic Operations Director PR 1IX (\$76,988 - \$107,782) FN: Appointment may be at any rate in the pay range with the approval of DER and Chair of the Committee on Finance and Personnel. (One Position)	Public Health Nursing Director PR 1IX (\$76,988 - \$107,782) FN: Appointment may be at any rate in the pay range with the approval of DER and Chair of the Committee on Finance and Personnel. (One Position)
Vital Statistics and FIMR Manager PR 1DX (\$55,962 - \$78,342) (One Position)	Health Customer Service Manager PR 1DX (\$55,962 - \$78,342) FN: Recruitment at \$63,240/any point in the range with DER approval. (One Position)
Health Project Coordinator PR 2FN (\$49,260 - \$68,968) Recruitment at \$53,861/any point with DER approval. (One Position)	Public Health Strategist PR 2IX (\$59,632 - \$83,481) FN: Recruitment at \$63,302/any point in the range with DER approval. (One Position)

Note: Residents receive a rate that is 3% higher.

The Milwaukee Health Department (MHD) has requested a study of one new position and three current positions. Job descriptions were provided, and discussions were held with Sarah Wangerin, Human Resources Representative.

#### Position Descriptions and Recommendations

Current	New Position		One Position
Recommended	Public Health Clinic Operations Director	PR 1LX (\$93,232 - \$130,521) FN: Appointment may be at any rate in the pay range with the approval of DER and Chair of the Committee on Finance and Personnel.	One Position

This position serves as the principal staff advisor to the Commissioner of Health regarding MHD

operations and administrative services; and provides ongoing leadership and day-to-day guidance to senior management personnel who serve as Deputy Commissioners and Branch Directors as part of the MHD Leadership Team. Duties and responsibilities include:

- 30% Provide direction and counsel to program managers and directors in Clinical Services in the areas of program planning, funding opportunities, implementation of initiatives, integration of services, and program evaluation.
- 20% Provide oversight of clinical functions within the MHD, including financial activities, human resources, technical support, media relations, building services, and internal operations.
- 20% Provide leadership and coordination of clinical activities and resources of public health programs within the MHD and make recommendations to the Commissioner of Health regarding new initiatives and operational changes.
- 10% Assist in establishing and maintaining collaborative relationships within MHD, city, state, and the community to achieve desired public health objectives and outcomes.
- 10% Establish and maintain collaborative relationships with members of the administration and the Common Council in promoting and obtaining support for public health initiatives.
- 10% Perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor's degree in business administration, public administration, or a closely related field; and seven years of full-time, progressively responsible experience in public health operations management, health policy development, or health care delivery systems management, performing duties related to the essential functions of this position. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This new position will serve as a high-level advisor to the Commissioner of Health regarding MHD operations and administrative services, particularly in the area of Clinic Operations. It will also supervise the Public Health Nursing Director, Infectious Disease Program Manager, Sexual and Reproductive Health Program Manager, and the Well Woman Program Manager, and provide guidance to senior management personnel who serve as Deputy Commissioners in Pay Range 1JX (\$82,051 - \$114,879) and Branch Directors which are primarily in Pay Range 1IX (\$76,988 - \$107,782).

The requested level of Pay Range 1LX (\$93,232 - \$130,521) is appropriate based on the high-level advisory and supervisory functions of the position. Another position in the department at this same level is the Public Health Laboratory Director. The requested title of Public Health Clinic Operations Director reflects well the focus of the position. We therefore recommend this new position be classified as Public Health Clinic Operations Director in Pay Range 1LX (\$93,232 - \$130,521). Similar to other positions at this level, we also recommend a footnote that provides appointment at any rate in the pay range with the approval of the Department of Employee Relations (DER) and the Chair of the Committee on Finance and Personnel.

Current	Clinic Operations Director	PR 1IX (\$76,988 - \$107,782) FN: Appointment may be at any rate in the pay range with the approval of DER and Chair of the Committee on Finance and Personnel.	One Position
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Recommended	Public Health Nursing Director	PR 1IX (\$76,988 - \$107,782) FN: Appointment may be at any rate in the pay range with the approval of DER and Chair of the Committee on Finance and Personnel.	One Position
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This position is responsible for providing leadership and oversight for MHD nursing practices and assuring that Public Health Nurses (PHNs) demonstrate quality nursing practices; facilitating the documentation and review of written policies and procedures to accurately reflect current nursing practices; assuring that MHD nurses are practicing in accordance with state statutes and other laws governing public health nursing practices; maintaining core clinical competencies necessary to practice public health nursing at MHD, quality assurance and quality improvement activities relative to PHN practices, and ensuring safe provision of services; and providing guidance and consultation, at the request of MHD senior leadership, for MHD research opportunities, strategic planning, clinical placement opportunities, and community health improvement initiatives. Duties and responsibilities include:

- 20% Plan, direct, and provide leadership to assure safe and competent public health nursing practices in all divisions; keep abreast of current Public Health Nursing Practice standards, clinical components, state statute requirements and license standards; and assure MHD is in compliance with all applicable standards.
- 20% Maintain up-to-date policies and procedures, development and documentation of staff trainings and competencies, and safety protocols pertaining to the practice of public health nursing; be an active member of committees within MHD and maintain department-wide communication to all PHNs; and provide PHN professional development and program specific trainings to ensure safety, compliance, and maintenance with emerging trends in public health nursing.
- 15% Provide overall clinical direction for public health nursing, and other clinical services within MHD; provide consultation, direction, and support to all areas of MHD, in collaboration with program managers and directors; and act as a liaison with medical consultants to ensure up-to-date medical orders and compliance.
- 15% Initiate and participate in problem-solving, quality assurance, and quality improvement activities pertaining to the practice of public health nursing, including leadership and oversight pertaining to the electronic health record; and maintains close coordination with all department programs to ensure continuity and collaboration of services.
- 15% Develop and maintain an onboarding plan for new PHN hires; provide leadership in the recruitment, retention, and professional development of PHNs employed with MHD; facilitate the placement of PHN student learners within MHD and educate the next generation of public health nurses and related professions.
- 10% Participate in clinical planning and carry out department strategy in conjunction with deputy commissioners and MHD leadership; and maintain community partnerships as pertinent to MHD strategy and to achieve desired public health outcomes.
- 5% Perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor's degree in Nursing (BSN); a current license to practice professional nursing in Wisconsin at time of appointment and maintained throughout employment; and five years of program management or supervision in the areas of program

planning, policy and procedure development and implementation, staff development, and/or team management and quality assurance. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department has requested a title change for this vacant position to reflect a change in the focus of the duties and responsibilities. Some of the duties and responsibilities related to clinic operations have been given to the new position of Public Health Clinic Operations Director. New expanded duties and responsibilities related to the oversight and leadership of all nursing staff have been added. This position will still provide overall clinical direction for public health nurses and other clinical services within MHD but will now focus more on standardizing the onboarding, training, and engagement of the nursing staff throughout the department.

The requested title reflects well the new focus of the position. We therefore recommend the title of Clinic Operations Director in Pay Range 1IX (\$76,988 - \$107,782) be changed to Public Health Nursing Director in Pay Range 1IX (\$76,988 - \$107,782). We also recommend that this position continue to have the footnote that provides the ability to appoint at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

Current	Vital Statistics and FIMR Manager	PR 1DX (\$55,962 - \$78,342)	One Position
Recommended	Health Customer Service Manager	PR 1DX (\$55,962 - \$78,342) FN: Recruitment at \$63,240/any point in the range with DER approval.	One Position

This position functions as Deputy Registrar on behalf of the Commissioner of Health and provides coordination and management of Vital Records driven projects and programs for the City and the MHD; acts as the authorized representative of the State of Wisconsin as the Deputy Registrar for the MHD; is responsible to administer, coordinate, and evaluate all activities of the MHD Vital Statistics Office including proper registration and issuance of birth and death certificates in compliance with Wisconsin State Statute Chapter 69; and supervises the Vitals and Lead Program customer service staff who work with walk-in clients, ensures efficient operations, and troubleshoots any customer service issues that may arise during hours of operations. Duties and responsibilities include:

35% Vitals Program Oversight and Reporting

Serve as contract agency for national certificate processing company to increase MHD revenues; oversee, report, and make revenue estimates from the sale of birth and death certificates; implement changes in procedures resulting from changes in the Wisconsin State Statutes; coordinate workflow and processing of information; monitor office proceedings and operations; assure smooth and complete processing of records; develop, implement, and monitor processes and procedures to assure integrity of records; serve as liaison between MHD, state and federal agencies, and the public on matters related to vital records; provide information and collaborate with businesses and other agencies, such as funeral directors, other registrars, Wisconsin State Division of Health, medical examiners, hospitals, Center for Disease Control (CDC), fraud investigation units, the FBI, and the Department of Homeland Security; provide training for funeral directors in the proper methods of completing death certificates; and serve as Notary Public, reviewing lead documents including court orders, guardianship papers, and power of attorney documents for validity.

30% Customer Service

Maintain a climate of good public service; ensure that responses to customers are professional, courteous, and provide accurate information; provide and prepare staff with updated information,

current events and changes that may affect customers and workload so that they are equipped with all the necessary information available to respond appropriately; review work process flow and recommend and implement improvements; document improvements by maintaining up to date procedure manuals; manage staff workload and the work environment to reduce burnout and encourage teamwork and collaboration; respond to customers who require more attention; provide guidance, coaching, and assistance to staff and clients regarding burials, legitimations, statements of paternity, apostilles, and other documentation as necessary; and supervise and facilitate all activities of the MHD Vital Statistics Office and other public facing front desk staff.

30% Vitals Data Management

Work in cooperation with other MHD personnel in accomplishing objectives of their programs, including Public Health Nurses, Epidemiologists, and City of Milwaukee records personnel; maintain familiarity with web-based birth data system and interface with MHD and City ITMD (Information Technology Management Division) staff regarding information system corrections and enhancements; and create and maintain database and spreadsheet applications for vital statistics documentation such as funeral director billings, death indices and birth data.

5% Peripheral Duties

Perform other related duties as assigned.

Minimum qualifications include a bachelor's degree in business administration, management, customer service, communications, or related field; four years of experience in either a call center environment or involving high-intensity customer contact, including two years of experience at a supervisory level; and certification as a Wisconsin Notary Public within three months of appointment and throughout employment. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department has requested a title change for this vacant position to reflect a change in the focus of the duties and responsibilities. Due to the volume and complexity of the work of the Vital Statistics and FIMR (Fetal Infant Mortality Review) Manager position, the Department wishes to give the FIMR responsibilities to the recommended Public Health Strategist position listed below and have this position focus on vital statistics and expanded customer service responsibilities. Although this position will no longer have the FIMR responsibilities, the expanded customer service responsibilities will require a more extensive knowledge of lead and HUD (Housing and Urban Development) programming requirements to be able to respond to inquiries and coach staff.

It is noted that another City position in Pay Range 1DX (\$55,962 - \$78,342) that oversees the customer service function is the Customer Services Manager in the City Treasurer's Office and that three Health Department positions in 1DX (\$55,962 - \$78,342) have a recruitment rate of \$63,240 and recruitment flexibility at any point in the range with the approval of DER. With the changes listed above, we recommend the new title of Health Customer Services Manager. To assist with recruitment and retention we also recommend adding a new recruitment rate of \$63,240 and recruitment flexibility at any point in the range with DER approval.

We therefore recommend the title of Vital Statistics and FIMR Manager in Pay Range 1DX (\$55,962 - \$78,342) be changed to Health Customer Service Manager in Pay Range 1DX (\$55,962 - \$78,342) with a recruitment rate of \$63,240 and recruitment flexibility at any point in the range with the approval of the Department of Employee Relations.

Current	Health Project Coordinator	PR 2FN (\$49,260 - \$68,968) Recruitment at \$53,861/any point in the range with DER approval.	One Position
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Recommended	Public Health Strategist	PR 2IX (\$59,632 - \$83,481) Recruitment at \$63,302/any point in the range with DER approval.	One Position
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This position will provide public health program leadership and management expertise, consultation, and technical support to strengthen policies, systems, and community environments that influence health and equity among City of Milwaukee residents; have a portfolio of projects related to maternal and child health, which will include executing the Fetal Infant Mortality Review (FIMR) which provides infant death analysis towards the reduction of infant mortality and the elimination of racial and ethnic disparity in infant mortality and birth outcomes for Milwaukee, southeastern Wisconsin, north central Wisconsin, and Rock County; participate in the Strong Baby Title V Program; support the Maternal and Child Health Division's programs by informing their practice, metrics, and strategies to increase healthy birth outcomes; translate community input along with public health evidence (data/findings) into prevention and control recommendations to ensure the appropriate public health measures are adopted; and serves as a liaison to the public health system including nonprofit agencies, schools, health care systems, and other MHD programs. Duties and responsibilities include:

- 30% Fetal Infant Mortality Review (FIMR) Health Data Reporting, Analysis, and Education  
Perform all birth and data analysis including birth outcomes analysis for legislative and aldermanic reports; liaison with ITMD for birth data warehouse information and implementation; educate staff, policy makers, and the general public pertaining to data interpretation and programmatic integration; administer and expand FIMR throughout Wisconsin working in conjunction with local health departments, the Children's Health Alliance, the National Center for Fatality Review and Prevention, and the State of Wisconsin; refine data gathering and analysis on infant mortality to complete disparate contracts; administer and manage staff and activities of the FIMR project in Milwaukee and throughout Wisconsin; work in cooperation with agencies and key personnel in accomplishing goals and objectives of current funding streams; serve as a liaison between the MHD, community partners, and state and federal agencies engaged in infant mortality reduction efforts; facilitate interdisciplinary Case Review Team meetings and process conclusions; process, analyze, and report on birth certificate and FIMR data for all infant deaths and stillbirths reported to the program; recruit and select community agencies for FIMR project; present infant mortality information and FIMR data to city, state, and national public health and community partners; develop and write infant mortality papers and reports incorporating the data and institutional/agency/community recommendation process; provide leadership in the development of infant mortality reduction funding streams; participate as a public health voting member of the State of Wisconsin Newborn Screening umbrella committee; and participate in the Homicide Review Commission Child Death and Domestic Violence reviews as a public health members and Child Death Review meetings sponsored by the Milwaukee County Medical Examiner.
- 20% Fetal Infant Mortality Review (FIMR) Data Abstraction and Interviews  
Obtain and abstract prenatal, postnatal, hospital, pediatric, and additional records on all Milwaukee fetal and infant deaths; compile case information, including conducting maternal interviews; assess support and bereavement resources to share with women who have had a fetal or infant loss; conduct outreach by mail and by phone to share resources and request interviews with women who have had a fetal or infant loss; use information from interviews to inform case review summaries and identify service gaps; produce working case narratives and summaries on all fetal and infant death cases; and prepare materials for Case Review Team meetings.
- 20% Public Health Strategy and Policy  
Develop, implement, and evaluate strategic and operational plans related to public health issues, including Maternal and Child Health within the City of Milwaukee; prepare and provide public

presentations related to the public health role, strategy and impact associated with public health issues; develop options for policies, programs, services, ordinances, resolutions, and legislative position related to public health issues; examine the feasibility and implications, including fiscal, social, political, legal, and geographic, of policies, programs, and services; explain the importance of evaluations for improving policies, programs, and services; conduct health impact, community needs, and capacity-assessments; identify and champion grant opportunities within the organization, and plays a lead role in writing the grants, developing the budgets, and building new or existing projects through the grants; oversee management of awarded federal and state grants, contracts, and initiatives; assist in the development of media campaigns to address public health issues; and provide analysis of public health policy with particular emphasis on the social determinants of health and achieving greater health equity.

20% Community Engagement and Partnership Development

Assist in implementing the department's community engagement strategy; develop and maintain collaborative relationships with other city departments, state and federal regulatory and funding agencies, medical providers, community-based organizations, advocacy agencies, and academic institutions to coordinate and consult on comprehensive city-wide efforts; participate in relevant workgroups, committees, and meetings with the city, county, region, and state; negotiate for the use of community assets and resources through MOUs and other formal and informal agreements; arrange the department's presence at community events and ensure that the representatives have appropriate outreach materials; use facilitative group processes effectively to advance community involvement; integrate the role of governmental and non-governmental organizations in the delivery of public health services; utilize community input when developing public health policies and programs; evaluate the effectiveness of community engagement strategies on public health policies, programs, and resources; and engage in evaluation and quality improvement practices to ensure that community engagement activities are effective.

10% Peripheral Duties

Perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor's degree in public health, public policy, population health, public administration services or a related field and three years of experience in assessment, planning, or evaluation, preferably in a public health setting. A master's degree is desirable. Equivalent combinations of education and experience may be considered.

This position was recently classified as a Health Project Coordinator in Pay Range 2FN (\$49,260 - \$68,968) with a recruitment rate of \$53,861 that would assure efficient operation, maintenance and quality assurance of FIMR and vital statistics; abstract medical and social service system data of Milwaukee fetal and infant deaths; conduct maternal interviews; and assist with both vital statistics and FIMR program reporting, data analysis and evaluation. The Department has changed this position so that it will no longer be working with vital statistics but will have more extensive responsibilities related to FIMR.

As indicated earlier in this report, the higher-level FIMR responsibilities of the Vital Statistics and FIMR Manager will be given to this position. These duties and responsibilities include significant birth and death epidemiologic analysis; strategic and community planning; data and programmatic presentations to community, public health, city and state stakeholders; policy analysis and planning on birth outcome improvement and the education of all stakeholders; providing newborn genetic screening, genetic testing and outcomes in order to change, adapt, and forward public health and healthcare policy; and interface with other city departments towards the establishment of real-time birth and death data analysis. This

position may also work on the social determinants of health, the Community Health Assessment, the Community Health Improvement Plan, and other public health issues.

With these changes the requested classification of Public Health Strategist in Pay Range 2IX (\$59,632 - \$83,481) is appropriate. MHD currently has nine Public Health Strategists positions, eight in the Policy, Innovation, and Engagement Division and one in the Environmental Health Division. These positions provide technical expertise, project management, and leadership related to the development, implementation, facilitation, and oversight of particular programs and/or initiatives. The duties and responsibilities vary based on the projects they are working on, but all these positions translate community input along with public health evidence (data/findings) into prevention and control recommendations to ensure the appropriate public health measures are adopted; and serve as a liaison to the public health system including other nonprofit agencies, schools, health care systems, and other MHD programs.

We therefore recommend that one position of Health Project Coordinator in Pay Range 2FN (\$49,260 - \$68,968) with recruitment at \$53,861 and at any point in the range with DER approval be reclassified to Public Health Strategist in Pay Range 2IX (\$59,632 - \$83,481) with recruitment at \$63,302 and recruitment flexibility at any point in the range with the DER approval.

**Action Required – Effective Pay Period 16, 2022 (July 24, 2022)**

In the Salary Ordinance:

In the Positions Ordinance:

Prepared by: Sarah Trotter  
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker  
Andrea Knickerbocker, Human Resources Manager

Reviewed by: \_\_\_\_\_  
Renee Joos, Interim Employee Relations Director