



Department of Employee Relations

Cavalier Johnson

Mayor

Harper Donahue, IV

Director

Molly King

Employee Benefits Director

Nicole M. Fleck

Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: March 12th, 2024

Health Department – Community Health

| Current | Recommended |
|---|---|
| Maternal and Child Health Director PR 1LX \$96,998 - \$135,794 FN: Recruitment is at \$105,376 (One Position) | Family and Community Health Director PR 1LX \$96,998 - \$135,794 FN: Recruitment is at \$109,089 (Two Positions) |
| Community Outreach Specialist PR 2EN (\$48,079 - \$67,309) FN: Recruitment rate \$56,291 (One Vacant Position) | |

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

Health Department – Clinical Services

| Current | Recommended |
|---|--|
| Infectious Disease Program Manager PR 1HX \$75,162 - \$105,223 FN: Recruitment is at \$95,023 (One Position) | Infectious Disease Program Director PR 1IX \$80,098 - \$112,137 FN: Recruitment is at \$95,932 (One Position) |
| Sexual and Reproductive Health Program Manager PR 1HX \$75,162 - \$105,223 FN: Recruitment is at \$95,023 (One Position) | Sexual and Reproductive Health Program Director PR 1IX \$80,098 - \$112,137 FN: Recruitment is at \$95,932 (One Position) |

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

The following recommendations in this report are made to reclassify or repurpose positions to better reflect the duties and structure within the department and raise the recruitment rates of these positions based on market data and/or internal or external comparator positions.

Maternal and Child Health Director

| Current | Recommended |
|--|---|
| Maternal and Child Health Director PR 1LX \$96,998 - \$135,794 FN: Recruitment is at \$105,376 (One Position) | Family and Community Health Director PR 1LX \$96,998 - \$135,794 FN: Recruitment is at \$109,089 (Two Positions) |

| | |
|---|--|
| Community Outreach Specialist PR 2EN (\$48,079 - \$67,309) FN: Recruitment rate \$56,291 (One Vacant Position) | |
|---|--|

Background

The Milwaukee Health Department has requested the reclassification of a Maternal and Child Health (MCH) Director position and the repurpose of one Community Outreach Specialist position to a new classification of Community Health Director. Job descriptions were provided and discussions were held with Lindsey O'Connor, Health Human Resources Administrator and Sarah Wallisch, Human Resources Representative.

The Milwaukee Health Department's Community Health Branch has seen significant changes to their programming since the departmentwide reorganization in 2019. The Branch has implemented and expanded the BOMB Doula program, reorganized their Woman, Infants, and Children (WIC) program to accommodate a projected 2,363 additional participants, and absorbed a layoff plan when the Parents Nurturing and Caring for Children (PNCC) program was sunset in 2023. The department has also restructured their administrative support and customer service staffing into a centralized Health Center Administration and Operations section.

The current leadership structure in the Community Health Branch consists of one Deputy Commissioner and one Director, which oversee all branch programs and incumbents. The Community Health Branch represents the largest branch in the Health Department without additional directors or program subsets, such as the Public Health Laboratory as a part of the Clinical Services branch, or the Environmental Health Branch, which contains three essential sections, all headed by a program director.

In Community Health, the current Maternal and Child Health Director helps develop, implement, manage, and evaluate all branch programs and supports the Deputy Commissioner of Community Health by providing daily supervision of MCH program managers, and by working to assure impact, quality, and efficiency within each internal MCH process. The position also forges partnerships within the Milwaukee community and represents the MHD in area coalitions and networks.

Due this expansion in services, the Health Department has proposed to repurpose an existing vacant position to create a second Director position. Each Director will oversee a division of branch programs:

| Division 1 | Division 2 |
|--|---|
| <ul style="list-style-type: none"> • Women, Infants and Children (WIC) Program • Community Healthcare Access Program (CHAP) • Health Center Administration and Operations | <ul style="list-style-type: none"> • Empowering Families of Milwaukee (EFM)/Direct Assistance to Dads Project (DAD) • Birth Outcomes Made Better (BOMB) Doula Program • Strong Baby Program; Newborn Screening |

Each Director will work closely with division program managers and the designated epidemiologists/strategists for Community Health, Finance and Human Resources teams and other targeted MHD leadership. The department also indicates that each Director may be asked to provide tertiary/coverage support to each other's Division's managers as needed or in absence of the other. The Managers oversee a bevy of different professionals in which the Director may need to provide direct/indirect oversight, guidance, and direction for. This is including, but not limited to, Public Health Nurses, Public Health Social Workers, Fatherhood Specialists,

Office Support Staff, Clinic Assistants, Nutritionists, Dietetic Technicians, Community Outreach Specialists, Doulas, Health Project Supervisors, Program Coordinators and Health Access Assistants.

Essential Functions:**Operations Management and Administration**

- Assist the Deputy Commissioner of Community Health in program management. This includes independently overseeing all the designated programs in the assigned Division.
- Ensure that Division programs comply with internal and external deliverables and expectations.
- Conduct Quality Assurance/Quality Improvement on Division programs, and work to improve and streamline internal processes and administration.
- Write, edit, and proofread reports to foundation and government funding sources, and internal reports. Ensure that Division's program grant deliverables are finalized and submitted in a timely manner.
- Work with Division Managers and graphics team to ensure that respective web pages are up to date and accurate.
- Support the Deputy in managing contracts/subcontracts, including negotiating terms, drafting documents, authorizing payments, and monitoring overall performance of contractors/subcontractors.
- Participate in internal committees related to Division.
- Oversee collection and review of data from Division programs.
- Contribute to strategic planning for Division objectives and goals, budgeting, intra-divisional synergies and cooperation, and work with external divisions.

Staff Supervision and Administration

- Help hire, train, support, supervise, and evaluate Division staff as assigned.
- Monitor and approve time off for Division management level staff (vacation, sick, FMLA, etc.).
- Approve and monitor student/intern program placements within the assigned division.
- Conduct performance evaluations for Division management level staff.
- Oversee performance including: performance evaluations, improvement plan development, and disciplinary measures as needed.
- Contribute to efforts to build morale, enforce accountability and discipline, and improve performance.
- Some on call responsibility for the BOMB Doula Program in the leadership rotation with the Program Manager and Coordinators for remote leadership support to doulas after hours.

Grant Writing and Program Development

- Identify and research corporate, foundation, and government sources of funding for Division Programs to propose to Deputy.
- Contribute to the planning and preparation of proposals for grants or contracts.
- Establish and nurture relevant community partnerships.

Community and Department Leadership

- Represent the MHD through participation on and collaboration with external groups and consortia.
- Participate in community planning concerning health and social welfare
- Respond to internal and external requests for information about Division activities.
- Prepare talking points, presentations, and ad-hoc reports as requested by the Health Commissioner, the

Deputy Commissioner, Mayor, and Common Council.

Minimum qualifications include a bachelor's degree from an accredited college or university in nursing, public health, healthcare administration, social work, community health, human services or a related field and five years of progressively responsible experience in public health care program planning, policy development, community health assessment or health administration, including two years supervising staff and providing program management.

Market Data Comparison for Program Director from ERI

ERI defines a Program Director as a position that Plans the delivery of the overall program and its activities. Implements long-term goals and objectives to achieve the successful outcome of the program. Confirms that the program operates within the policies and procedures of the organization. Coordinates the delivery of services among the different program activities to increase the effectiveness and efficiency. Identifies the risks associated with the program activities and manages the risks. Develops new initiatives to support the strategic direction of the organization. Develops an annual budget and operating plan to support the program. Ensures that program activities comply with all relevant legislation and professional standards. Writes reports on the program for management. Monitors and approves all budgeted program expenditures. Monitors the program activities on a regular basis and conducts an annual evaluation according to the program evaluation framework. Reports evaluation findings to the Executive Director.

| Job Title | Geographic Area | Level | 25th Percentile | Survey Mean | 75th Percentile |
|------------------|----------------------|---------|-----------------|-------------|-----------------|
| Program Director | Milwaukee, Wisconsin | Level 1 | \$92,974 | \$102,297 | \$111,303 |
| Program Director | Milwaukee, Wisconsin | Level 2 | \$109,089 | \$119,677 | \$129,913 |
| Program Director | Milwaukee, Wisconsin | Level 3 | \$129,735 | \$141,987 | \$153,995 |

ERI as of January 1st, 2024

Analysis and Recommendation

Based upon the above comparison to the market rates of pay in Southeastern Wisconsin, the recommendation is to reclassify on position of Maternal and Child Health Director and one position of Community Outreach Specialist to Community and Community Health Director in Pay Range 1LX \$96,998 - \$135,794 with a minimum recruitment rate of \$109,089.

Health Clinical Services – Program Directors

Background

The Milwaukee Health Department has requested the reclassification of two program managers in their Clinical Services branch to Director roles. Job descriptions were provided and discussions were held with Lindsey O'Connor, Health Human Resources Administrator and Sarah Wallisch, Human Resources Representative.

The department indicated that after an evaluation of their organizational structure, it was determined these roles are performing at a director level versus a program manager due to the scope of responsibility and decision making. These positions create and implement long term program strategy within MHD's 2022-2027 strategic plan, in alignment with the Public Health 3.0 (PH 3.0) model that is built on anti-racist competencies, practices, and policies.

Both positions have or are facing program service and location expansions, and increasing clinical operations responsibility. The Milwaukee Health Department is eliminating a duplicative operations director position that has been vacant for almost two years. Responsibilities for clinical operations had already fell onto Program Managers as a result of that vacancy.

Infectious Disease Program Manager

| Current | Recommended |
|---|--|
| Infectious Disease Program Manager PR 1HX \$75,162 - \$105,223 FN: Recruitment is at \$95,023 (One Position) | Infectious Disease Program Director PR 1IX \$80,098 - \$112,137 FN: Recruitment is at \$95,932 (One Position) |

The Infectious Disease Program Manager serves as the subject matter expert for communicable disease control and immunization campaigns for the entire city of Milwaukee. The position oversees associated grants, contracts, interagency agreements and budgets as well as provides operational oversight of all activities of staff assigned to these programs. This position is responsible for coordination of epidemiologic investigations, studies, projects including surveillance, data analysis and dissemination of information related to response to communicable and emerging infectious disease outbreaks both man-made (bioterrorism) and naturally occurring in origin. This position works closely with other government, non-profit and community organizations in coordination public health projects, initiatives and collaborations consistent with the strategic outcomes of the MHD. This position acts as a representative for the MHD on committees, task forces, workgroups as assigned by the Commissioner and Deputy Commissioner, and is involved in departmental emergency preparedness, planning and response activities.

Essential Functions:

Program Management, Direction, and Planning

- Manage and direct staff and associated resources, systems and processes in reportable communicable disease, immunization programs within the MHD;
- Monitor national and state communicable disease reduction, preparedness, and immunization goals; and assure programmatic activities align with identified best practices for achieving these goals and consistent with MHD and City outcomes;
- Prepare appropriate program summaries, project updates, special reports, technical papers, grant applications, and other documents as needed or requested to support programs; prepare annual budgets for grant and program activities; and provide summary activity reports and action plans;
- Formulate and recommend City policies, ordinances, resolutions, legislative position, etc. related to a variety of communicable disease, immunization issues;
- Develop and implement strategies for the integration of technology into public health practice to achieve efficiencies in programmatic activities; and
- Establish policies and procedures for increasing immunization rates, decreasing the incidence of communicable disease, and improvement of public health emergency preparedness, planning and response.

Communicable and Vaccine-Preventable Disease Epidemiology

- Track communicable and vaccine-preventable disease and syndromic system surveillance data in the city, Milwaukee county and Southeastern Wisconsin for identification of trends and detection of unusual cases of

disease, clusters or outbreaks and for the evaluation of the impact of disease control and prevention measures;

- Utilize principles of infectious disease epidemiology along with field epidemiologic investigation data to develop and adapt policies and procedures for the prevention and control of infectious and vaccine-preventable diseases;
- Direct the implementation of case, contact, and community containment measures by the MHD in the prevention and control of infectious diseases, including outbreaks;
- Monitor trends in both childhood and adult immunizations, develops and directs the implementation of interventions to increase immunizations; and evaluate the cost effectiveness of immunization intervention activities; and
- Develop, maintain, and administer various data management systems related to tracking infectious disease, immunization, and emergency response activities. This includes operational oversight for the MHD regarding use of the Wisconsin Electronic Disease Surveillance System (WEDSS) and Wisconsin Immunization Registry (WIR) by staff.

Public Health Emergency Preparedness and Response

- Assist Commissioner, Deputy Commissioner and Emergency Preparedness Director in developing policies, procedures, and response plans for public health emergencies in the City including but not limited to: terrorism incidents involving weapons of mass destruction (WMD); hazardous materials spills/releases; extreme weather events, and emerging infectious disease outbreaks;
- Provide strategic input and managerial support for MHD activities under various preparedness grants and contracts with Federal and State agencies including the CDC Public Health Cooperative Grant and Cities Readiness Initiative (CRI).
- Conduct emergency preparedness assessments, and develop plans to address pandemic preparedness within the department.
- Participate in the development of strategies to ensure and maintain systems for alert messaging to health care providers and other key community partners.

Compliance & Safety

- In conjunction with the Business Operations, Lab Operations & HR Director ensure compliance with legislation and regulations related to health care clinics (HIPAA, OSHA, CLIA, etc.).
- Maintain current knowledge of professional licensing and scope of practice requirements for clinical staff, ensuring that staff maintain required licenses and credentials.
- Provide leadership and follow up with regard to incidents, errors, and other patient service issues as needed. Oversee appropriate actions related to safety and emergency preparedness.
- With Deputy Commissioner of Medical Services or physician consult and Public Health Clinic Operations Director support implementation of clinical policies and protocols, and documentation of clinic processes.
- Support compliance with all state and federal laws related to clinical operation

Minimum qualifications include a bachelor's degree in public administration, public policy, human services, public health, or related field from an accredited college or university and four years of progressively responsible experience in public health care program planning, policy development, community health

assessment or health administration, including two years supervising staff and providing program management.

Sexual and Reproductive Health Program Manager

| Current | Recommended |
|---|--|
| Sexual and Reproductive Health Program Manager PR 1HX \$75,162 - \$105,223 FN: Recruitment is at \$95,023 (One Position) | Sexual and Reproductive Health Program Director PR 1IX \$80,098 - \$112,137 FN: Recruitment is at \$95,932 (One Position) |

The Sexual and Reproductive Health Program Manager provides leadership, management and supervisory oversight of the MHD comprehensive STI clinic, HIV program, STI/HIV field operations, as well as associated epidemiology and surveillance activities; oversees and promotes prevention programs and participates in strategic planning with other governmental and/or community organization to achieve the goals and outcomes of the MHD.

Essential Functions:

Program Management and Development

- Establish and monitor program goals, direction and outcomes.
- Analyze local and national data to determine disease trends and design appropriate prevention and intervention service.
- Develop, implement and evaluate STI/HIV strategic plans and outcomes for the MHD.
- Together with MHD leadership, ensure direction, enact department priorities, and optimize resource allocation to allow Milwaukee's program to move forward in concert with national objectives and keep abreast of STI/HIV initiatives.
- Serve as primary point of contact for the STI/HIV/ programs for the MHD
- Collaborate with a variety of MHD programs to integrate STI/HIV services in the Milwaukee community.
- Collaborate and direct multiple grants in the STI/HIV areas to assure goals, objectives and outcomes are met
- Work closely with the STI Consultant Medical Director, nursing and disease investigation leaders, and state and federal partners to assure clinic, field and surveillance protocols are current and enforced.

Management and Administration

- Assist in preparation and monitoring of grant applications and budgets;
- Assist with contract negotiations;
- Develop and monitor contracts with professionals and community-based organizations (CBO);
- Prepare reports, briefings and updates as necessary;
- Facilitate clinical learning experiences and site visits for program partners and grantors;
- Assure appropriate program staff composition;
- Interact with City government units, non-City agencies and CBO's as necessary;
- Provide professional expertise to research projects proposals and undertakings;
- Work with Clinic Operations leadership to manage equipment and supply needs of the clinics.

- In conjunction with medical leadership, develop, implement and maintain all STI/HIV/, protocols and procedures consistent with State and Federal guidelines; ensure compliance with state and federal programs such as Title X and 340B programs.

Supervision

- Direct and supervise program staff in the STI/HIV;
- Oversee all daily clinical and administrative duties associated with the STI clinic.
- Oversee activities of CDC supervisory staff (3) assigned to the STI/HIV Program;
- Assure appropriate staffing and scheduling to meet the needs of the program;
- Conduct and make recommendations for hiring, evaluation and promotion of program staff;
- Assess work performance and provide mentoring, staff development and training as necessary;
- Promote professional development and accountability in a supportive environment;
- Work with the MHD Personnel Office regarding personnel issues of STI/HIV Program staff.
- Provide on-sight supervisory support to other clinic activities at Keenan Health Center as needed.

Community Leadership

- Collaborate with the MHD STI/HIV management team, Local Health Departments, State of WI Division of Health, academic institutions, and other community health centers, managed care organizations, physician networks and private physicians to assure program goals are met;
- Provide leadership to the MHD regarding preventive STI/HIV care;
- Coordinate efforts with other coalitions and initiatives and draw on available sources for technical assistance;
- Identify, recruit, develop, support and maintain primary partners around STI/HIV awareness and service delivery.

Minimum qualifications include a bachelor's degree in public administration, public policy, human services, public health, or related field from an accredited college or university and four years of progressively responsible experience in public health care program planning, policy development, community health assessment or health administration, including two years supervising staff and providing program management.

Comparison to Internal Position

| Classification | Function |
|--|---|
| Title: Emergency Response Planning Director Pay Range: 1IX \$80,098 - \$112,137 FN: Recruit at \$95,932 Department: Milwaukee Health Department | <p>The basic function of this position is to be responsible for the development, implementation, and evaluation of cost-effective and outcome-based strategies for the department's emergency preparedness and general environmental health programs. Duties and responsibilities include:</p> <ul style="list-style-type: none"> • Assure program compliance with all city, state, and federal regulatory requirements relating to environmental health and emergency preparedness. |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Monitor national best practices for regulatory programs and implement proven strategies to improve division performance and outcomes. • Formulate and recommend city policies, ordinances, resolutions, legislative positions, etc. |
| <p>Minimum qualifications: Requirements include a bachelor's degree from an accredited college or university in environmental health, emergency preparedness, public health, physical sciences, biological or natural sciences, and/or public or business administration; and minimum of five years' of full-time progressively responsible experience in emergency preparedness, program management, and supervision preferably within a governmental agency overseeing programs similar to those conducted within the division.</p> <p><i>(Minimum requirements have not yet been assessed by the DER Staffing Division)</i></p> | |

In considering the responsibilities of these positions, both the Infectious Disease Program Manager and the Sexual and Reproductive Health Program Manager are comparable in level and scope of responsibility to other directors in the Health Department's Environmental Health Division, namely the Emergency Response Planning Director. These positions all report directly to a Deputy Commissioner.

Based on these considerations, we recommend reclassifying the Infectious Disease Program Manager to Infectious Disease Program Director in pay range 1IX (\$80,098 - \$112,137) with a recruitment rate of \$95,932. We similarly recommend reclassifying the Sexual and Reproductive Health Program Manager to Sexual and Reproductive Health Program Director in pay range 1IX (\$80,098 - \$112,137) with a recruitment rate of \$95,932.

Action Required – Effective Pay Period 10, 2024 (April 28th, 2024)

*** Please see submitted addendum to CCFN for Salary and Position Ordinance changes.**

Prepared by: Sarah Wangerin
Sarah Wangerin, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: Harper Donahue
Harper Donahue IV, Employee Relations Director