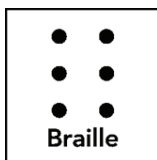




2017-2022 COMMUNITY HEALTH IMPROVEMENT PLAN



Our Health. Our Community. Our Future.



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OUR HEALTH. OUR COMMUNITY. OUR FUTURE.





Letter from the Mayor

Dear Friends,

In 2016, I joined the City of Milwaukee Health Department in launching Milwaukee's community-driven health improvement plan process. Today, I proudly support the next step: The release of the MKE Elevate Community Health Improvement Plan.

MKE Elevate is the result of a year-long collaboration that involved community residents, partners, and stakeholders in selecting the priority areas we must collectively address to improve the health and well-being of all Milwaukee residents.

The plan before you calls on all of us – elected officials, business and nonprofit leaders, health care experts, social service providers, neighborhood influencers, and city residents alike – to align our existing work in these areas and to lead, collaborate, or support efforts for greater collective impact.

Cutting across each of these priority areas is the topic of equity. Data continue to show what I see and hear from too many residents: Despite significant improvements in key areas, disparities in health outcomes in Milwaukee remain far too great. Too many residents continue to have the odds stacked against them. That is why it is essential that through this work we don't just help our residents beat the odds, but we work to change the odds so that every member of our community has an equal opportunity to be healthy.

No single person or agency can improve the health of a community alone, which is why you will see numerous community partners listed in our activities. Milwaukee has shown before that when we come together around our city's most pressing issues, we can create monumental positive impacts.

The MKE Elevate Community Health Improvement Plan is a living document. I urge you to join me and the individuals and organizations who developed the plan you see here, as we put these strategies into action and work to elevate the health of all Milwaukee residents.

Sincerely,

A handwritten signature in black ink that reads "Tom Barrett". The signature is written in a cursive, flowing style.

Tom Barrett
Mayor





Letter from the Commissioner

Dear Partners,

Since 1867, the City of Milwaukee Health Department (MHD) has worked to improve and protect the health of all who live, work, and play in the city of Milwaukee. Today, 150 years later, the MHD remains steadfast in this mission. And although the century may have changed, one of the foundational activities of public health has not: The work to assess our community's health and bring together partners to address our most pressing issues. Through the release of the 2017-2022 MKE Elevate Community Health Improvement Plan, we are working to do just that.

The MKE Elevate plan is not simply a report, but a roadmap for addressing the root causes of poor health outcomes and health disparities citywide.

The vision outlined in this plan has come directly from our survey of community residents, who have called on us to continue efforts to create safe and healthy neighborhoods. To support this vision, community residents, partners, and stakeholders have asked for collaborative work and collective action that will support three priority areas: Economic Security, Inclusive & Fair Society, and Positive Mental Health.

For the past year, individuals and community partners engaged in a series of planning meetings to review Milwaukee's health data, evaluate the results of our MKE Elevate community survey and photo campaign, and identify strategies that will help us coordinate action in these areas.

This plan calls on us all to work together. Public health is a shared responsibility. Improving the health of our community will not happen overnight, nor will it happen even when incredible institutions work alone.

I am grateful for those in our vast public health system – the health care, human services, education, youth development, recreation, faith, advocacy, agency, public safety, philanthropic, business, and economic development partners – who are committed to not only driving change within our own entities, but are also working toward these collective goals. It is only by aligning our work that we will see the greatest impact and improvements in Milwaukee's health.

In good health,

A handwritten signature in black ink that reads "Bevan K. Baker". The signature is stylized and cursive.

*Bevan K. Baker, FACHE
Commissioner of Health*

Our Vision



Introduction

MKE ELEVATE: A COMMUNITY-DRIVEN PLAN TO ELEVATE OUR HEALTH, OUR COMMUNITY, OUR FUTURE

MKE Elevate is a plan to elevate the health of all Milwaukee residents. While countless individuals and programs work tirelessly to improve health outcomes citywide, this plan seeks to focus and align work to address priority issues selected by our community, for our community.

In 2016, the City of Milwaukee Health Department (MHD) was joined by Mayor Tom Barrett in launching a comprehensive, community-driven process to develop the MKE Elevate plan. The MHD provided leadership and oversight to the process, facilitating community input and participation.

The process began with the release of the **City of Milwaukee Community Health Assessment**, a report detailing more than 100 data points across 21 core variables on the health status of Milwaukee residents as well as the conditions that impact these health outcomes.

Using this data as a guide, the MHD sought feedback directly from community residents. Through an online and in-person survey, more than 3,000 people weighed in on what they

viewed as Milwaukee's most pressing health issues. At the same time, a photo campaign asked residents to visually identify healthy and unhealthy aspects of city life, and received more than 1,000 submissions. Based on this input, MKE Elevate identified its vision: **To Support Safe and Healthy Neighborhoods.**

In support of this vision, MKE Elevate combines resident input with insight from key stakeholder interviews and meetings to identify three Priority Action Areas that not only address community-identified concerns, but also significantly influence safety and health:

- 1. Economic security**
- 2. Inclusive & fair society**
- 3. Positive mental health**

In 2017, the MHD engaged community partners in a series of meetings, seeking to coordinate a response to the three community-identified priority areas for action. Meeting participants crossed sectors and silos to develop goals and objectives for action, as well as proposed strategies to support these objectives.

How to Use this Plan



The MKE Elevate Community Health Improvement Plan (CHIP) is intended to serve as a vision for the health of the community and a framework for individuals and organizations to use to leverage resources, build partnerships, and identify their own priorities and strategies that can align with these efforts and help elevate the health of the Milwaukee community.

In the report, you will find a description of the community- and stakeholder-identified Priority Action Areas, including a summary of local data to help explain why the issue is a priority in Milwaukee. You will also find information about how each Priority Action Area



aligns with state and national priorities. Goals and objectives are described, including specific strategies that partners have already committed to implementing. Additional partners who expressed interest in supporting the priority area are also listed. We encourage you to review the priorities and goals, reflect on the suggested strategies, and consider how you can participate in this effort.

The MKE Elevate CHIP was designed to complement and build upon other guiding documents, plans, initiatives, and coalitions already in place to improve the health of the Milwaukee community. Rather than conflicting with or dupli-



cating the recommendations and actions of existing frameworks and coalitions, the participants of the MKE Elevate planning process identified existing partners and resources wherever possible.

In addition to guiding future services, programs, and policies for community agencies and organizations to support, the MKE Elevate CHIP fulfills a required prerequisite for the City of Milwaukee Health Department to be eligible for national public health accreditation, which demonstrates the agency's commitment to improving quality and public health system performance.

Building MKE Elevate

The MKE Elevate Community Health Improvement Plan was developed with a broad set of community partners who make up the local public health system. The planning process was facilitated by the City of Milwaukee Health Department (MHD) with a goal of creating a plan that will be owned not by one single agency, but by the community as a whole.

In facilitating the process to develop the MKE Elevate plan, the MHD used the Wisconsin Way Model – which emphasizes working together, as well as a continuous cycle of assessment, implementation, and evaluation – as a framework. Below, find a summary of the planning process activities guided by core steps in this model.

1 **Assessing Needs & Resources** through the release of the 2015-2016 City of Milwaukee Community Health Assessment,¹ a report providing detailed information through more than 100 data points across 21 core variables on the health status and social conditions that impact health outcomes of Milwaukee residents.

2 **Focusing on What’s Important** by analyzing data, surveying more than 3,000 community residents on their health priorities,² conducting an innovative community photo campaign that received more than 1,000 submissions,³ and assessing the outside forces that may impact the work of the local health system. The MKE Elevate planning team then convened a meeting of community advisers to review these results and recommend priority areas to be included in the MKE Elevate plan.

3 **Choosing Effective Policies and Programs** by hosting three communitywide Priority Action Team meetings⁴ with community residents and stakeholders. Participants were asked to review data and validate the priority action areas before developing goals, objectives and strategies for each priority area – and also begin identifying the agencies and organizations already working on these areas or who may be best poised to respond.⁵

.....
For a detailed report on the process used to develop the MKE Elevate Community Health Improvement Plan, see the [MKE Elevate Process Report online at Milwaukee.gov/MKEelevate](#).
.....

To align the work of MKE Elevate with other relevant initiatives, one-on-one meetings were held with key partners in the summer of 2017. Many shared strategies were identified and are included in this plan; additional strategies were incorporated with feedback during the public comment period.

4 **Acting on What’s Important** by developing an implementation plan. Following the release of the MKE Elevate plan, Priority Action Teams will convene to develop detailed action plans as well as determine baseline measures and work plans for each priority action area.

5 **Evaluating Actions** by developing a detailed plan for evaluation and ongoing monitoring of the work and outcomes of the MKE Elevate Collaborative. The MKE Elevate plan will be revised based on the results of this evaluation, in order to continuously improve the process.

Our Process

1

Milwaukee Residents Selected their Top Concerns from a List of 37 Health Issues:

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Access to affordable & healthy food • Access to basic human needs • Access to internet & Wi-Fi • Access to healthcare services • Accessibility – resources for disabilities • Accidental injuries • Alcohol and substance abuse • Chronic disease prevention • Crime & neighborhood safety • Dental health • Education • Emergency management (including law enforcement and fire protection) | <ul style="list-style-type: none"> • Environment • Health equity (elimination of health disparities) • Health insurance • Health of babies & mothers (including infant mortality) • Health of children & teens • Health of LGBTQ youth & adults • Health of older adults • Health of youth & adults with disabilities • Immunizations • Infectious diseases • Jobs and income/wages • Mental health | <ul style="list-style-type: none"> • Nutrition • Obesity • Parks & recreation • Physical activity & exercise • Poverty • Quality of healthcare services • Racism & other forms of discrimination • Safe & affordable housing • Sexually transmitted diseases (including HIV/AIDS) • Stress management • Tobacco use • Transportation • Violence |
|--|---|--|

2

Community Advisers Collected & Categorized Residents' Survey Results

Top Community Concern: Crime & Neighborhood Safety

Priority Areas for Action:

Economic security • Inclusivity and fairness in society • Mental and behavioral health

3

MKE Elevate Partners and Stakeholders Confirmed Priorities and Developed Goals to Address the Community's Concerns

Vision: Support Safe & Healthy Neighborhoods by addressing three priority areas

Economic Security	Inclusive & Fair Society	Positive Mental Health
<ul style="list-style-type: none"> • Improve access to basic human needs such as safe & affordable housing, healthy & affordable food • Improve access to & quality of education • Improve access to employment that provides family-supporting wages & benefits 	<ul style="list-style-type: none"> • Strengthen & enhance neighborhood & civic leadership • Enhance community connectedness • Promote equitable laws & practices 	<ul style="list-style-type: none"> • Improve access to mental health services • Improve mental health perception & reduce stigma • Become a trauma-informed city



Our Milwaukee

Milwaukee is a vibrant city made up of unique neighborhoods with rich cultural histories, renowned festivals and thriving entertainment districts, world-class universities, professional sports teams, and more.

Located along the shore of Lake Michigan, Milwaukee is the largest city in Wisconsin and the 30th largest city in the United States, with a population of 595,047 according to 2016 U.S. Census Bureau estimates.⁶ The largest of 19 municipalities in Milwaukee County, and the largest city in southeast Wisconsin, Milwaukee encompasses 96.1 square miles.

As the main cultural and economic hub of the Milwaukee–Waukesha–West Allis Metropolitan Statistical Area (MSA), the 39th largest MSA in the US,⁷ Milwaukee plays a pivotal role in the region's economic success.

The economy is dominated by small- to medium-size firms with representatives in nearly every industrial classification. Six of Wisconsin's 10 Fortune 500 companies are headquartered in Milwaukee County, including Johnson Controls, Northwestern Mutual, Manpower Group, Rockwell Automation, Harley-Davidson and WEC Energy Group, for a total revenue worth of \$106 billion.⁸

Milwaukee County's largest industry, in employment and wages, is in education and health services, with the majority of growth concentrated in the latter.⁹ Professional and business services is the second largest sector, while financial activities and manufacturing are the highest wage sectors in the county.¹⁰ By 2022, the Wisconsin Department of Workforce Development projects education and health services, professional and business services, and trade, transportation and utilities will be the largest workforce employment sectors in the area.¹¹ The increase in health services may be driven by the area's four major multi-hospital health systems.

While Milwaukee is poised to continue growing economically, with significant investment and transformation being seen in the heart of the city, a number of measures identify persistent challenges.

Milwaukee County's labor force participation rate lags that of the state and the city's unemployment rate is higher than the state rate. Although many of Milwaukee's strengths are a result of its diverse population, with approximately 53% of residents identifying as Black, Asian, or of another race other than white, the city is challenged with higher unemployment rates among minority populations as well as disparities in education and income equality that break along racial lines. Importantly, transportation challenges, both in lack of a driver's license and reliable transportation, make it difficult for segments of the population to get to work with ease. Disparate incarceration rates in Wisconsin, especially impacting communities of color in Milwaukee, also contribute to economic insecurity and a real and perceived sense of lived inequality.

And, although Milwaukee is home to many of Wisconsin's wealthiest residents, it is also home to the majority of the state's poorest residents, with a poverty rate of 29% in the city compared to just over 10% for Wisconsin.¹² The state is plagued with racial disparities in poverty, exemplified in the significant spatial segregation of the poor and rich. As Milwaukee has the largest proportion of the state's minority populations, poverty is most pronounced in the city, with rates varying by race and ethnicity. Among African-Americans in the city, 39.2% are living in poverty compared to 33.3% of Hispanics and 14.7% of non-Hispanic Whites.¹³ In Milwaukee, 83% of students qualify for free or reduced lunch compared to 42% statewide and 52% nationally.¹⁴ The overall percentage of children 18 years and under living in poverty is 41.7%.¹⁵





Disparities in educational outcomes also exist. While Wisconsin reports some of the highest graduation rates in the nation, averaging 88% high school graduation statewide compared to the national average of 83%,¹⁶ the Milwaukee Public Schools saw only 54.7% graduation rates for African-American students and 58.7% for Hispanic students.¹⁷ Considering all the factors above, not surprisingly, a report by the Annie E. Casey Foundation concluded that the status of African-American children in Wisconsin was the worst in the nation.¹⁸

Lastly, although Milwaukee has Wisconsin's most concentrated health resources, health disparities are also the most pronounced. Milwaukee has higher-than-state-average rates of infant mortality, sexually transmitted diseases, cancer (breast, cervical, lung, and prostate), violence, teen pregnancy, childhood lead poisoning, and mortality due to unintentional injuries. Moreover, in 2014, a study examining trends in the black-white life expectancy in the U.S. between 1990 and 2009 found that while most states were reducing the life expectancy gap over this period, Wisconsin had little improvement for males and a wider black-white gap for females.¹⁹

There is no doubt that the disparities noted above are a product of the cumulative effects of disadvantage over a long period of time; addressing these disparities in a significant way will require a multipronged strategy driven in a concerted manner by multiple partners across our community.

MKE Elevate articulates the Milwaukee community's vision to simultaneously capitalize on the city's strengths in an inclusive way and focus community efforts around three priority areas, which participants of the MKE Elevate's process have identified as being essential to the promotion of a safe and healthy Milwaukee.

Our Focus

Why safe and healthy neighborhoods?

To some, a neighborhood may be a dot on a map - a geographic location with set boundaries. But ask any life-long Milwaukee resident, and you'll find that a neighborhood is an identity, a history, a social community, a culture.

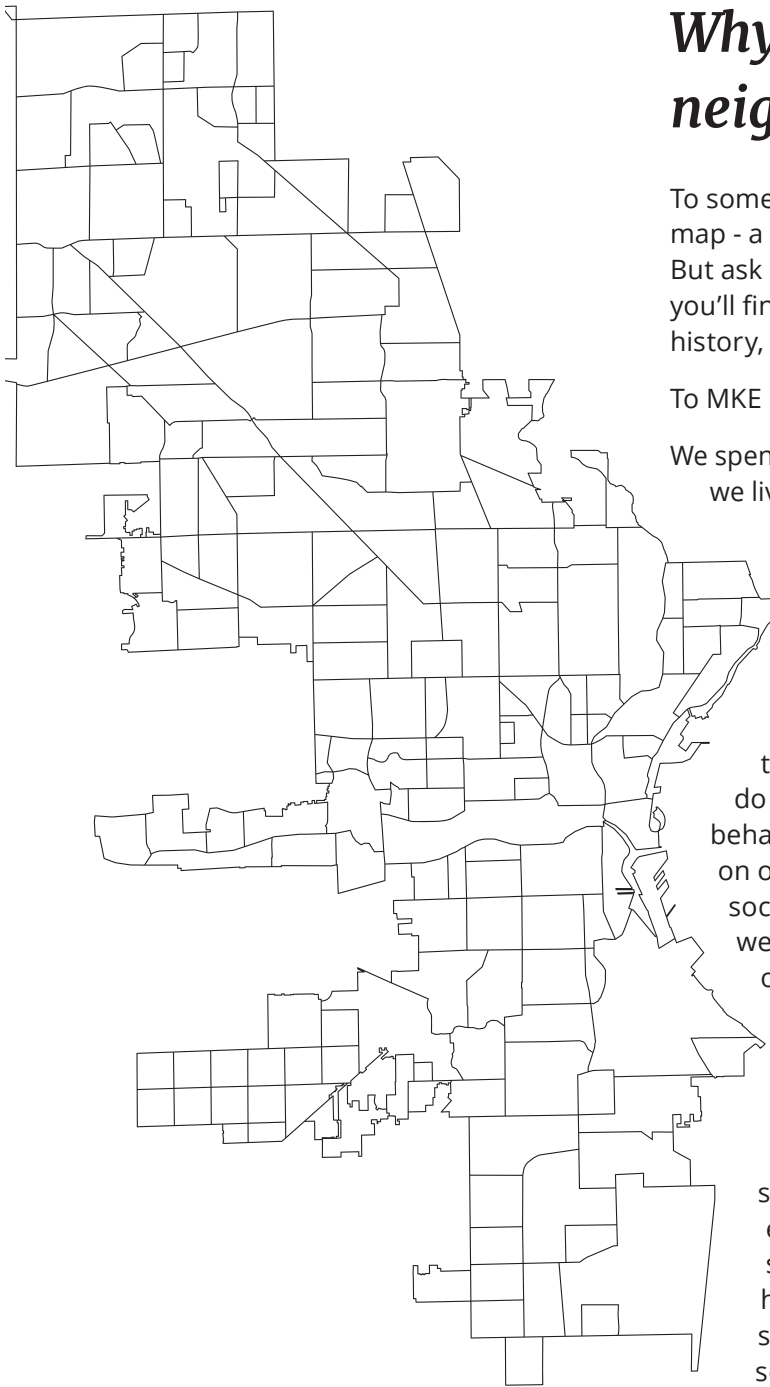
To MKE Elevate, the neighborhood is the priority.

We spend more than two-thirds of our time where we live.²⁰ The neighborhoods we call home affect our proximity to jobs, schools, public services, amenities, public transportation, and more. They can support, or limit, the choices and resources available to residents.

Public health experts have long known that what affects our health has little to do with health care or individual health behaviors alone.²¹ Rather, a significant impact on our individual health comes from the social and economic environment in which we live. These are the social determinants of health, or the "environments in which people are born, live, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks."²²

They include factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care. Researchers have found that social factors, including education, racial segregation, social supports, and poverty accounted for over a third of total deaths in the United States in a year.²³

Simply put: Life in our neighborhoods directly shapes our health.





.....
MKE Elevate strives to support safe and healthy neighborhoods, where economic security is possible, where racial and ethnic disparities are addressed at the root causes, and where mental wellness is supported.
.....

Milwaukee residents recognize this. Through the MKE Elevate Priority Issue Survey, respondents identified issues that fall within the social determinants of health as the top issues that need to be addressed to improve health and well-being across Milwaukee.²⁴ As the top issue, 42.8% (or 1,281 of 2,994) of respondents identified crime and neighborhood safety as a priority that needs to be addressed to improve the health of residents. In addition, 17.6% (or 528 of 2,994) identified violence as a priority.

As a response, the vision of MKE Elevate is to create safe and healthy neighborhoods. To do this, MKE Elevate seeks to address three priority action areas that not only respond to the top issues identified by community residents through the MKE Elevate community resident survey, but also significantly influence safety and health within neighborhoods: Economic security, fairness and inclusivity, and mental health.

OUR HEALTH. OUR COMMUNITY. OUR FUTURE.



Economic Security

Why is economic security a public health issue?



Economic security is at the root of health, directly affecting things like having a safe place to live and getting enough to eat. Children living in poverty in the United States are more likely to experience health problems like asthma and serious emotional or behavioral difficulties.²⁹

Economic insecurity has been shown to create chronic stress, which negatively affects physical health over the long term. In 2015, 32% of people in the United States living below the poverty line reported living with two or more chronic illnesses, compared to 26% of all people in the U.S.³⁰



Economic resources also affect access to health care and medication. In 2014, over 20% of people living below the poverty line in the US delayed or did not get needed medical care due to cost.³¹ Additionally, over 20% of people living in poverty did not receive needed prescriptions or needed dental care due to cost.³²

Why is economic security a priority in Milwaukee?

Economic security has significant influence on the health of a community. Among adults ages 25 and older in the City of Milwaukee, 18.2% had less than a high school degree, which compares to a 13.6% nationally.³³ In addition, the 2015 unemployment rate in the city of Milwaukee was 4.3% which is lower than the national average. However, the unemployment rate among African-Americans was 17.3%.³⁴ Access to healthy food is also an issue related to economic security, with an estimated 240,000 Milwaukee residents living more than 1 mile from a grocery store.³⁵

Through the MKE Elevate Priority Issue Survey several economic security-related priorities were identified. Most notably, nearly 40% (or 1,195 of 2,994) of respondents identified access to affordable and healthy food and 33.8% (or 1,011 of 2,994) identified jobs and income/wages as issues that need to be addressed to improve the health of Milwaukee. Other priorities identified by respondents included education (29.8% or 891 of 2,994), access to basic human needs (27.8% or 831 of 2,994), poverty (26.1% or 780 of 2,994), and safe and affordable housing (20.1% or 601 of 2,994).

STATE AND NATIONAL ALIGNMENT

This priority action area is in alignment with the State Health Plan's Healthiest Wisconsin 2020 objective to create policies to reduce poverty and included in the national plan, Healthy People 2020, as one of the five key areas to social determinants of health, a topic within the national plan.

.....
Goal 1: *Improve access to basic human needs such as healthy & affordable food, and safe & affordable housing*
.....

.....
Goal 2: *Improve access to and quality of education*
.....

.....
Goal 3: *Improve access to employment that provides family-supporting wages and benefits*
.....

<p align="center">Goal 1: Improve access to basic human needs such as healthy & affordable food, and safe & affordable housing</p>		
Objectives	Strategies	Implementation Partners
<p>1.1 Create a local, sustainable food system and increase demand for healthy food</p>	<ul style="list-style-type: none"> Develop a citywide food system policy and action agenda 	<p>Environmental Collaboration Office (ECO) Milwaukee Food Council</p>
	<ul style="list-style-type: none"> Continue Healthy Eating and Active Living Environment (HEALE) projects 	<p>American Cancer Society American Heart Association Feeding America</p>
	<ul style="list-style-type: none"> Support Nutrition and Quality Council to provide education to food pantry employees about healthy food donation and preparation 	<p>Feeding America</p>
	<ul style="list-style-type: none"> Improve health education to increase demand for fresh and healthy food 	<p>Environmental Collaboration Office (ECO)</p>
	<ul style="list-style-type: none"> Strengthen emergency food system that ensures nutritious food 	<p>Milwaukee Food Council</p>
<p>1.2 Foster economic development of businesses that sell healthy food in underserved neighborhoods</p>	<ul style="list-style-type: none"> Establish a Food Trust Model in Milwaukee creating a flexible city fund to address food access 	<p>American Heart Association</p>
	<ul style="list-style-type: none"> Develop other retail outlets as sources of fresh food 	<p>City of Milwaukee License Bureau Environmental Collaboration Office (ECO)</p>
<p>1.3 Increase farmers' market, community, and individual garden utilization</p>	<ul style="list-style-type: none"> Expand awareness of use of SNAP funds at farmers' markets 	<p>Farmers' Market Coalition</p>
	<ul style="list-style-type: none"> Expand acceptance of EBT benefits at all farmers' markets 	<p>Milwaukee Food Council</p>
<p>1.4 Increase safe housing environments</p>	<ul style="list-style-type: none"> Provide free home repairs to low-income homeowners 	<p>Community First City of Milwaukee Department of Neighborhood Services</p>
	<ul style="list-style-type: none"> Provide weatherization products and energy conservation 	<p>Community First</p>
	<ul style="list-style-type: none"> Support City's sale of tax foreclosed properties to low income residents 	<p>City of Milwaukee Department of City Development</p>
	<ul style="list-style-type: none"> Support the City's landlord training program 	<p>City of Milwaukee Department of City Development City of Milwaukee Department of Neighborhood Services</p>
	<ul style="list-style-type: none"> Maintain Strong Neighborhood Loan Program 	<p>City of Milwaukee Department of City Development</p>
	<ul style="list-style-type: none"> Maintain Compliance Load Program offering qualified home owners interest-free, deferred payment loans to repair code violations 	<p>City of Milwaukee Department of Neighborhood Services</p>
<p>1.5 Promote fair housing policies</p>	<ul style="list-style-type: none"> Advocate for anti-eviction policies for pregnant women 	<p>Milwaukee Lifecourse Initiative for Healthy Families (LHF)</p>

Goal 2: Improve access to and quality of education		
Objectives	Strategies	Implementation Partners
2.1 Advocate for a sustainable funding model that supports high-quality early childhood education	<ul style="list-style-type: none"> Reduce the State-imposed per-pupil revenue gap that exists between pupils in Milwaukee Public Schools and students in surrounding communities to ensure equal revenue per pupil across Wisconsin 	Milwaukee Public Schools
	<ul style="list-style-type: none"> Advocate for full funding for all-day 4K programming by allowing school districts to count each child in all-day K4 programming as a full 1.0 FTE of funding 	Milwaukee Public Schools
	<ul style="list-style-type: none"> Advocate for funding for K3 programming 	Milwaukee Public Schools
	<ul style="list-style-type: none"> Advocate for an increase in the amount of State funding to meet the growing costs of bilingual education 	Milwaukee Public Schools
2.2 Improve family environments and quality of early learning to foster healthy child development	<ul style="list-style-type: none"> Promote early childhood home visitation and positive parenting programs 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	<ul style="list-style-type: none"> Strengthen preschool enrichment with family engagement 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	<ul style="list-style-type: none"> Refund/Create Family Resource Centers in MPS schools and neighborhood centers 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
2.3 Increase and encourage positive youth engagement	<ul style="list-style-type: none"> Strengthen quality and coordination of mentorship and after school/summer programs 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	<ul style="list-style-type: none"> Bolster school-based violence and trauma prevention and community schools' initiatives 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace

Goal 3: Improve access to employment that provides family-supporting wages and benefits		
Objectives	Strategies	Implementation Partners
3.1 Develop and promote neighborhood businesses that hire local residents	<ul style="list-style-type: none"> Continue to refine sector strategies and improve and coordinate business services to support employers 	Employ Milwaukee
	<ul style="list-style-type: none"> Use new and existing financing resources to expand business development and spur job creation 	Transform Milwaukee Plan City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	<ul style="list-style-type: none"> Make neighborhoods more desirable for housing and business development by reducing the number of foreclosed and vacant properties 	Transform Milwaukee Plan
	<ul style="list-style-type: none"> Increase job training, skill enhancement, and educational opportunities by fostering partnerships between state agencies and nonprofit community groups 	Transform Milwaukee Plan
	<ul style="list-style-type: none"> Create incentives and improve employer readiness to hire and retain those facing accessibility barriers and remove barriers for jobs 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	<ul style="list-style-type: none"> Create opportunities for local entrepreneurship and economic development 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace

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Goal 3 (continued): Improve access to employment that provides family-supporting wages and benefits		
Objectives	Strategies	Implementation Partners
3.2 Increase access to and awareness of job training, skill enhancement, and educational opportunities	<ul style="list-style-type: none"> Collaborate to implement cross-program strategies to ensure there are "no wrong doors" for job seekers who navigate the talent development system 	Employ Milwaukee
	<ul style="list-style-type: none"> Continue and expand Employ Milwaukee's Youth Workforce Investment Activities 	Employ Milwaukee
	<ul style="list-style-type: none"> Work with system partners to align workforce development and education programs and resources 	Employ Milwaukee
	<ul style="list-style-type: none"> Support minimal level of proficiencies necessary to allow individuals to be successful in job training programs 	Employ Milwaukee
	<ul style="list-style-type: none"> Continue and expand workforce development partnerships as well as internship, job shadowing, summer job programs for high school and college students 	City of Milwaukee Earn & Learn Program City of Milwaukee Department of City Development Growing Prosperity Plan Employ Milwaukee Feeding America Milwaukee Police Department City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	<ul style="list-style-type: none"> Develop ladders of advancement for Milwaukee youth and Milwaukee Entrepreneurs 	Environmental Collaboration Office (ECO)
	<ul style="list-style-type: none"> Advocate for the expansion of the State of Wisconsin transitional jobs program 	City of Milwaukee Department of City Development Growing Prosperity Plan
	<ul style="list-style-type: none"> Increase coordination of youth job programs to link higher need youth to subsidized jobs and supportive services (strengthen employability and earn income concurrently) 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
3.3 Advocate for local and state policies that increase wages and benefits	<ul style="list-style-type: none"> Strategies to be determined by action team 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	3.4 Expand financial literacy and security education	<ul style="list-style-type: none"> Strategies to be determined by action team

Additional partners who expressed interest in supporting this priority area include: American Diabetes Association of Wisconsin, Acelero Learning Wisconsin, Urban Economic Development Association of Wisconsin, Core el Centro, Milwaukee Homeless Veterans Initiative, University of Wisconsin-Milwaukee College of Health Sciences, City of Milwaukee Equal Rights Commission, and Disability Rights Wisconsin.

Inclusive and Fair Society

Why is an inclusive and fair society a public health issue?

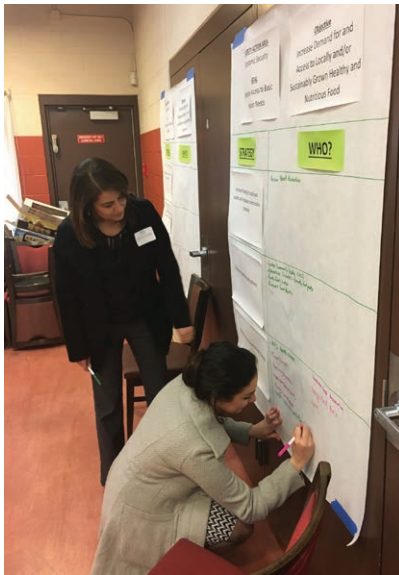
In the United States, evidence shows that people of color tend to have worse health outcomes than White people. For example, a 2014 report from the CDC shows that white people have a longer life expectancy than black people (78.8 compared to 74.5 years). These health outcomes are linked to the social, economic, and political forces that shape our lives. Therefore, to promote good health for everyone, it is essential to create an inclusive and fair society, and to undo the racist systems that have contributed to disparities, such as higher infant mortality, lower life expectancy, and higher rates of diabetes, heart disease, cancer, and other issues.



Experiencing racism on the individual level creates stress, which impacts personal health, but racism also operates at a societal level. Historically, communities of color have been excluded from government, schools, and neighborhoods through laws and organizational practices. These patterns are called systemic racism and have contributed to segregation and the continued disenfranchisement of communities of color. As a result, many people of color lack adequate access to many necessities for good health: stable employment, adequate and affordable housing, healthy foods, and quality schools. In Milwaukee, as in many places across the country, Latinos and African Americans tend to have higher rates of poverty and unemployment than white residents.

These important determinants of health are also addressed in the plan's objectives for Economic Security as well as the City of Milwaukee's separate economic agenda, Growing Prosperity. The policies and practices that create patterns of unequal access need to be changed or eliminated for every member of the community to reach their full health potential.

Why is a fair and inclusive society a priority in Milwaukee?



The city of Milwaukee is one of the country's most segregated cities. Furthermore, Wisconsin has one of the largest white-black disparities in life expectancy, meaning that white residents are more likely to live longer than black residents.

MKE Elevate's vision of creating safe and healthy neighborhoods will only be realized when persisting root causes of racial disparities in our community are eliminated.

Community members who participated in the MKE Elevate planning process recognized the effects of racism and discrimination and their impact on health. Overall, 18.5% (or 554 of 2,994) of MKE Elevate Priority Issue Survey respondents identified racism and other forms of discrimination as an issue that must be addressed to improve the health and wellbeing of Milwaukee.

STATE AND NATIONAL ALIGNMENT

This priority action area is in alignment with the State Health Plan's (Healthiest Wisconsin 2020) objective to create policies to reduce discrimination and increase social cohesion. Nationally, Healthy People 2020 addresses objectives related to disability and health, as well as the social determinants of health, which contribute to creating an inclusive and fair society.

Goal 1: Promote equitable laws and practices

Goal 2: Enhance community connectedness

Goal 3: Strengthen and enhance neighborhood & civic leadership

Goal 1: Promote equitable laws and practices		
Objectives	Strategies	Implementation Partners
1.1 Advocate for the requirement to conduct an equity review as part of the legislative process	• Explore the feasibility of adopting a Health in All Policies approach for the City of Milwaukee	City of Milwaukee Health Department
	• Develop a rubric for evaluating policies on fair housing practices	Metropolitan Milwaukee Fair Housing Council
	• Promote the creation of a racial equity impact assessment at the city and county level	Milwaukee Lifecourse Initiative for Healthy Families (LIHF)
1.2 Expand implicit bias and micro-aggression reduction and de-escalation tactics training for first responders, including law enforcement and crisis intervention service providers	• Continue and expand practice of training all police officers on Fair and Impartial Policing and Procedural Justice	Milwaukee Police Department City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	• Conduct trainings for City of Milwaukee employees to learn about health and racial equity	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	• Potentially expand to Milwaukee Public School Employees	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace

Goal 2: Enhance community connectedness		
Objectives	Strategies	Implementation Partners
2.1 Increase community conversations and healing sessions	• Use creative placemaking to establish places where all residents can interact	City of Milwaukee Department of City Development, Growing Prosperity
	• Continue and consider expanding Sankofa, Celebrando, and Community Health Worker forums that bring individuals together with positive health messages	American Cancer Society
	• Continue and consider expanding Hate at Home workshops	Metropolitan Milwaukee Fair Housing Council
	• Continue to host police and resident listening sessions	Frank Zeidler Center for Public Discussion
	• Create and promote community events and safe transportation routes in neighborhoods most impacted by violence	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
2.2 Provide increased opportunities for government-community partnerships and trust-building	• Increase the number of public meetings and/or hearings occurring in the community	City of Milwaukee Department of City Development
2.3 Increase opportunities for neighborhood beautification projects	• Expand resources available for Bloom and Groom	City of Milwaukee Department of City Development
	• Continue to use City vacant lots for community gardens	City of Milwaukee Department of City Development

Goal 3: Strengthen and enhance neighborhood and civic leadership		
Objectives	Strategies	Implementation Partners
3.1 Build community member capacity for civic leadership	<ul style="list-style-type: none"> Support the growth of affinity groups that engage young Milwaukeeans in civic life 	City of Milwaukee Department of City Development, Growing Prosperity Plan
	<ul style="list-style-type: none"> Explore the feasibility of creating a community advisory board for the City of Milwaukee Health Department 	City of Milwaukee Health Department
	<ul style="list-style-type: none"> Continue Building Neighborhood Capacity program 	Milwaukee Christian Center
	<ul style="list-style-type: none"> Educate community members to be neighborhood advocates 	Sixteenth Street Community Health Center
	<ul style="list-style-type: none"> Expand efforts to build neighborhood and resident organizing and advocacy capacity 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
3.2 Reduce barriers to voter registration and casting ballots	<ul style="list-style-type: none"> Continue and expand pre-election registration and voter education activities in communities that have been historically un- or under-represented in voting 	Election Commission
	<ul style="list-style-type: none"> Continue and expand partnerships to make voter registration more accessible 	Election Commission Milwaukee Public Libraries City of Milwaukee Health Department

Additional partners who expressed interest in supporting this priority area include: Medical College of Wisconsin Institute for Health & Equity, COA Youth and Family Centers, City of Milwaukee Equal Rights Commission, and Diverse and Resilient.

Positive Mental Health

Why is positive mental health a public health issue?

The World Health Organization (WHO) defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” The WHO, therefore, recognizes that health is not only physical, but also mental and social. Positive mental health is a key component of community health.

There are many factors that affect mental health, just like those that affect physical health, including safe housing and neighborhoods, equitable jobs and wages, quality education, and equity in access to quality health care. Research shows that mental illness, especially depressive disorders, are strongly related to the presence and treatment of many chronic illnesses, including diabetes, cancer and cardiovascular disease.

As with any health outcome, mental health can be promoted at many levels including prevention, treatment, and lessening of the negative impacts. The three goals in this priority area address these three levels of mental health promotion.

Access to and use of treatment for mental illness are major issues in the United States. In 2014, over 30% of adults in the U.S. with serious mental illness did not receive treatment in the same year, more than 50% of youth aged 12–17 in the U.S. who experienced a Major Depressive Episode in the last year did not receive treatment.

Stigma, or the negative perception of mental illness, affects use of treatment, as well as the wellbeing of people living with mental illness. A 2007 survey showed that only 25% of adults living with mental illness symptoms believed that people are caring and sympathetic to persons with mental illness.

Supporting positive mental health is especially important in places like Milwaukee where many kids and young people are exposed to trauma, which affects their health throughout their lifetime.



Why is a positive mental health a priority in Milwaukee?

Like many communities, mental health is a significant issue facing the city of Milwaukee. In 2016, Milwaukee County residents reported an average of four unhealthy mental days in the previous month, compared to a national average of 2.8 days. In addition, 8% of city of Milwaukee residents reported considering suicide in 2015, which is more than double the national average of 3.7%. Among those experiencing mental health issues, access to affordable and quality care is a barrier to seeking treatment, with 5% of adults having unmet mental health needs.

Through the MKE Elevate Priority Issue Survey, one out of four (25.1% or 751 of 2,994) survey respondents identified alcohol and substance abuse as a priority that needs to be addressed to improve the health of Milwaukee. In addition, over one fifth (21.2% or 626 of 2,994) identified mental health as a priority issue. Mental Health was also identified as a community priority in the 2015-2016 City of Milwaukee Community Health Assessment.

STATE AND NATIONAL ALIGNMENT

This priority action area is in alignment with the State Health Plan's (Healthiest Wisconsin 2020) Mental Health focus area, as well as national goals of improving mental health through prevention and ensured access to appropriate, quality services (Healthy People 2020).

Goal 1: *Improve access to mental health services*

Goal 2: *Improve mental health perception and reduce stigma*

Goal 3: *Become a trauma-informed city*

Goal 1: Improve access to mental health services		
Objectives	Strategies	Implementation Partners
1.1 Build community capacity to provide mental health and addiction/substance abuse services	<ul style="list-style-type: none"> Reduce barriers to access mental health and substance use disorder treatment services 	Milwaukee County Behavioral Health
	<ul style="list-style-type: none"> Increase coordination and utilization of City of Milwaukee and Milwaukee County programs, including Homeless Outreach Team, Crisis Intervention Team, Crisis Assessment Response Team, Medicine Disposal and Collection, Mobile Urgent Treatment Team 	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace Milwaukee Police Department
	<ul style="list-style-type: none"> Support the Milwaukee Coalition for Children's Mental Health Plan to improve children's mental health in Milwaukee 	Milwaukee Coalition for Children's Mental Health
	<ul style="list-style-type: none"> Advocate for increased Medicaid reimbursement for targeted behavioral health services 	Milwaukee Health Care Partnership
	<ul style="list-style-type: none"> Support the development and implementation of Access HUBs. 	Milwaukee Health Care Partnership
	<ul style="list-style-type: none"> Expand enrollment in the Comprehensive Community Services Benefit 	Milwaukee Health Care Partnership
	<ul style="list-style-type: none"> Expand psychiatric telemedicine including teleconsultation for children and pre- and post-partum women 	Milwaukee Health Care Partnership
	<ul style="list-style-type: none"> Increase capacity and number of addiction/substance abuse service providers 	Milwaukee Health Care Partnership
	<ul style="list-style-type: none"> Promote the integration of primary care clinics with integrated behavioral health 	Milwaukee Health Care Partnership
	<ul style="list-style-type: none"> Support mental and physical preparedness for pregnancy 	Milwaukee Lifecourse Initiative for Healthy Families (LIHF)
1.2 Improve care coordination between service providers and community members	<ul style="list-style-type: none"> Increase care coordination capacity of community health workers 	Unite MKE
	<ul style="list-style-type: none"> Engage community health workers and parent peers to support families with young children in navigating culturally appropriate, family-directed services to meet their needs with dignity 	Milwaukee Coalition for Children's Mental Health
	<ul style="list-style-type: none"> Enhance the Milwaukee Police Department Homeless Outreach Team that works to identify individuals in need and engage in outreach 	Milwaukee Police Department

Goal 2: Improve mental health perception and reduce stigma		
Objectives	Strategies	Implementation Partners
2.1 Develop campaigns and educational activities that increase community awareness and knowledge of mental health and addiction/substance abuse	• Continue and expand stigma-reduction public education presentations by persons with lived experience	NAMI Greater Milwaukee Frank Zeidler Center for Public Discussion
	• Expand Milwaukee Behavioral Health Division's efforts to reduce stigma around mental health and substance abuse	Milwaukee County Behavioral Health Division
	• Expand creative visual arts experiences for youth and their families around stigma reduction	Milwaukee Coalition for Children's Mental Health
2.2 Identify and support peer-to-peer community ambassadors to educate others about mental health and addiction/substance abuse	• Specific strategies to be determined by action team	Milwaukee Coalition for Children's Mental Health

Goal 3: Become a trauma-informed city		
Objectives	Strategies	Implementation Partners
3.1 Provide Trauma 101 or trauma-informed service delivery training for community organizations, residents, and city government employees	• Train all City of Milwaukee Health Department staff who provide direct services in trauma-informed care	City of Milwaukee Health Department
	• Continue practice of training all police officers on Fair and Impartial policing and Procedural Justice	Milwaukee Police Department
	• Train all Milwaukee County Department of Health and Human Services staff in trauma-informed care	Milwaukee County Behavioral Health Division
	• Train community organizations and residents in trauma-informed care	Saint A
	• Adopt a trauma-informed approach to violence prevention in Milwaukee, across sectors, institutions and partners that acknowledge trauma and encourage trauma-sensitive approaches to violence prevention	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	• Promote and implement police practice that is trauma-informed and reduces elements of bias across government departments and other sectors, including education and youth serving organizations	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	• Offer ongoing, collaborative opportunities for training and capacity-building for organizational partners and community stakeholders to better understand best and promising practices in preventing violence and reducing trauma	City of Milwaukee Health Department Office of Violence Prevention, Blueprint for Peace
	• Offer training to providers, professionals, and first responders to better identify, engage, assess, and support youth and families who have experienced trauma	City of Milwaukee Health Department Office of Violence Prevention, ReCAST Milwaukee
	• Use validated assessment strategies to determine which social services are trauma informed, culturally responsive and useful for youth and families	City of Milwaukee Health Department Office of Violence Prevention, ReCAST Milwaukee



Implementation: What's Next?

A community health improvement plan is meant to be a “long-term, systematic effort to address public health problems on the basis of the results of community health assessment activities and the community health improvement process.”

The MKE Elevate Community Health Improvement Plan outlines the goals, objectives, and strategies for addressing what the Milwaukee community has asked for: Safe and healthy neighborhoods, where economic security is possible, where racial and ethnic

disparities are addressed at the root causes, and where mental wellness is supported.

While the planning process was facilitated by the City of Milwaukee Health Department (MHD), the plan was developed with a broad set of community partners who make up the local public health system. The goal was to create a five-year plan that will be owned not by one single agency, but by the community as a whole. It is meant to be broader than any public health agency or partner’s own strategic plans,

and involve the greater public health system in addressing community needs.

Following the release of the plan, Priority Action Teams will be convened to develop work plans that respond to our community’s priorities, as well as evaluation and ongoing monitoring mechanisms for their strategies and outcomes. A Steering Committee will be identified to provide oversight and coordination to the work of the Priority Action Teams.

Six-Month Implementation Goals: Building MKE Elevate Capacity

In order to ensure successful plan implementation, the first six months will be dedicated to growing and sustaining the MKE Elevate collaborative by developing and establishing a structure for the collaborative, as well as implementation and evaluation processes. Activities to support this coordination and oversight will include:

- Establishing a Steering Committee for the MKE Elevate Collaborative
- Developing an implementation plan for the MKE Elevate Community Health Improvement Plan
- Establishing sustainable staffing to support the Collaborative
- Creating a public dashboard to track MKE Elevate performance metrics
- Identifying a sustainable funding model for the MKE Elevate Collaborative

Your individual, agency, and organization participation and support is needed. MKE Elevate can only make an impact with a broad coalition working together.

There are many ways you can partner. Anyone interested in staying up-to-date with MKE Elevate can join the email listserv. Partners interested in helping to implement and evaluate the MKE Elevate Community Health Improvement Plan can join an Action Team. You may even consider serving as an Action Team Co-Lead or a member of the Steering Committee. Foundations and individual donors will also be needed to help support a successful process.

To be added to the listserv, sign up to join an action team, or follow our progress, visit the MKE Elevate website at:

www.Milwaukee.gov/MKEelevate

Steering Committee	<p>Who: Action team co-chairs with additional key partners</p> <p>What: Provide oversight of MKE Elevate Implementation</p> <p>When: Convene a minimum of 2x/year</p>			
Action Team Co-Leads	<p>Who: One community partner with expertise in area and one MHD Employee</p> <p>What: Responsible for convening action teams</p> <p>When: Convene action teams a minimum of 3x/year</p>	<p>Positive Mental Health</p>	<p>Inclusive & Fair Society</p>	<p>Economic Security</p>
Action Team Members	<p>Who: Partners who are responsible for implementing plan strategies</p> <p>What: Provide updates on implementation</p> <p>When: Convene a minimum of 3x/year</p>			
Listserv	<p>Who: Anyone interested in staying up-to-date with MKE Elevate</p> <p>What: Staying informed through email updates</p> <p>When: Updated a minimum of 3x/year</p>			
Sponsor or Donor	<p>Who: Foundations and funders</p> <p>What: Provide financial support to partners implementing strategies</p> <p>When: Throughout implementation</p>			
MHD Team	<p>Who: MHD Staff</p> <p>What: Provide backbone support during MKE Elevate implementation</p> <p>When: Throughout implementation</p>			

KEY

City of Milwaukee Health Department (MHD) Employees Community Partners

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