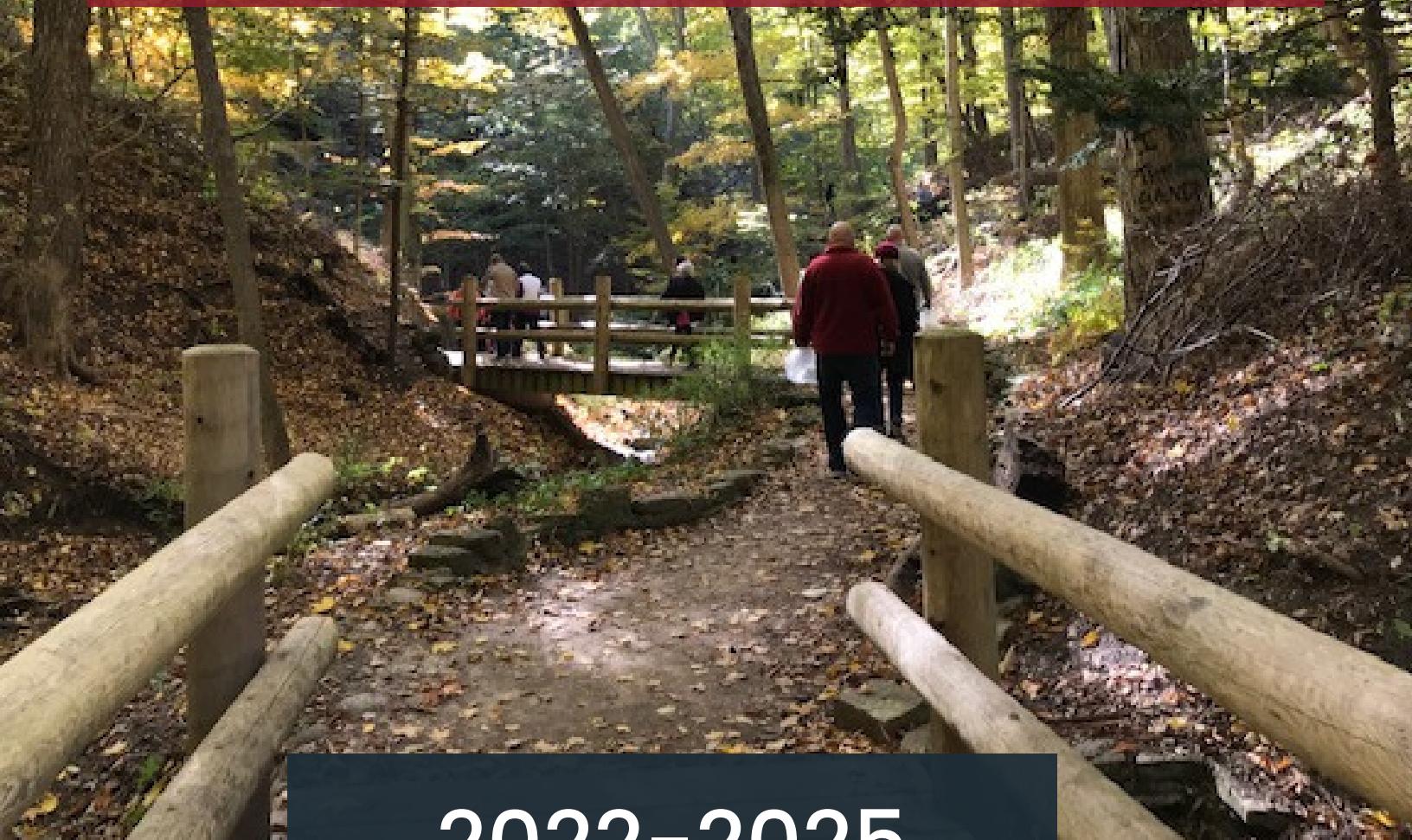


# South Milwaukee/St. Francis Community Health Improvement Plan



2022-2025

A community-based plan of action to address the health priorities of **Mental Health** and **Substance Misuse**



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# Message from the Health Officer

Dear South Milwaukee and Saint Francis community members,

The South Milwaukee/St. Francis Healthy Community Partnership is excited to deliver this Community Health Improvement Plan (CHIP) to the residents and visitors of our great city. This is a culmination of hard work from many partners, community members, and organizations, to which we extend our deepest gratitude.

The vision of the Health Department is Empowered to live well. We envision all individuals achieving their highest potential for wellness as they live, work, play, and learn in our community. Efforts to achieve health goals involve utilizing community assessment, policy development, and assurance while planning public health programs. These programs form the backbone of health department activities and services.

Through Community Health Assessment, Mental Health and Substance Misuse have been identified as the health priorities to focus on in the next three years. The last few years battling the COVID-19 Pandemic has created many challenges for all of us and this plan provides guidance and direction for improving the health and wellness of our residents.

A plan is not an end, but a beginning. Community health improvement planning is occurring all across the nation and significant improvements are being realized when entire communities work to improve the community's health. With the aid of individuals and organizations in South Milwaukee and Saint Francis, we can achieve the objectives outlined and see substantially healthier communities by 2025.

Respectfully in good health,



A handwritten signature in cursive ink that reads "Jaqueline M. Ove, MS, BSN, RN".

Jaqueline M. Ove, MS, BSN, RN  
South Milwaukee/St. Francis Health Department  
Public Health Administrator/Health Officer

# Acknowledgements

The creation of this Community Health Improvement Plan would not be possible without members of the South Milwaukee/St. Francis Healthy Community Partnership and their contributions of time, effort, and generosity of community members. Thank you to everyone who has helped both listed and unlisted below.

Jim Shelenske – City of South Milwaukee  
Tami Mayzik – City of South Milwaukee  
Patrick Brever – City of South Milwaukee  
Craig Maass – City of South Milwaukee  
Sarah Calderon – City of St. Francis  
Bill Jessup – South Milwaukee Police Department  
Kevin Hunter – St. Francis Health Department  
Tristan Marshall – South Milwaukee Public Library  
Amanda Dehli – St. Francis School District  
Eddy Ringsby – St. Francis School District  
Kim McBride – St. Francis School District  
Ben Williams – St. Francis School District  
Jeff Weiss – School District of South Milwaukee  
Molly Gallegos – School District of South Milwaukee  
Stephanie Cahlamer – School District of South Milwaukee  
Joel Eul – St. Thomas More  
Pat Hasek – St. Thomas More  
Rose Flores – Divine Mercy  
Judy Grabczyk – Franciscan Villa Childcare  
Rev. Denise Mbise – Trinity Lutheran Church  
Rev. Beth Abbott – First Congregational UCC  
Patrick Higgins – Project Concern Food Pantry  
Amanda Rodriguez – Community Medical Services  
Sandy Quinlan – Grobschmidt Senior Center  
Jackie Ove – South Milwaukee St. Francis Health Department  
Mary Kosterman – South Milwaukee St. Francis Health Department  
Melissa Ellis – South Milwaukee St. Francis Health Department  
Kailyn Dorniak – South Milwaukee St. Francis Health Department  
Taylor Wey – South Milwaukee St. Francis Health Department  
Brad Rutter – South Milwaukee St. Francis Health Department  
Deborah Guthrie – South Milwaukee St. Francis Health Department  
Sabrina Einhorn – Oak Creek Health Department  
Mariana Liebsch – Community Member  
Breanna Ori – Medical Student

# Executive Summary

The COVID-19 pandemic has consumed much of the South Milwaukee/St. Francis Health Department's time and resources this past year. Moving forward, the department looks forward to focusing more on prevention efforts and the chosen health priority areas of mental health and substance misuse.

These two health priorities were chosen by the South Milwaukee/St. Francis Healthy Community Partnership, a group facilitated by the Health Department, but functions by participation from local agency, organization, and community representation.

The chosen health priorities reflect a community-based participatory effort to address health inequities that exist within the South Shore communities of South Milwaukee and St. Francis.

This Community Health Improvement Plan was created with consideration of the 2019 South Shore Community Health Assessment, an assessment completed through cooperation of the Cudahy, Oak, Creek, and South Milwaukee/St. Francis Health Departments.

# COVID-19 Pandemic

## March 2020

The first cases of COVID-19 were reported in March 2020. Health Department staff worked to notify, contact trace, and follow-up with those that tested positive through January of 2022.

## Testing

The South Shore Health Departments worked together to host drive-through testing at the Bucyrus building from October 23, 2020 to March 31st, 2021.

The Health Department also offered drive-up testing at the City building beginning March 1st, 2022 with a contract that extends through June 30, 2023.

## Vaccination

The South Shore Health Departments hosted a mass-vaccination clinic site from March 2021 to June 2021 where 14,631 doses were administered.

The Health Department also hosts regular COVID-19 vaccination clinics at its main office in South Milwaukee at least two days per week.



# Community Health Improvement Plan (CHIP)

## **What is a CHIP?**

A CHIP is a Community Health Improvement Plan, a document that guides a Health Department's work, strategies, and initiatives. It is a document contains health priority objectives, goals, and action items to help promote better health outcomes for its served community

A CHIP is developed through utilization of Community Health Assessment (CHA) data metrics. A CHA measures health indicators, such as substance use (tobacco, alcohol, and opioids), mental health, access to healthcare, physical activity, and other metrics as data is available.

A CHA and CHIP are two separate documents and processes used in tandem with one another to plan programming, initiatives, and work within communities. The CHA is done every five (5) years and the CHIP is done every three (3) to five (5) years.

# CHIP Development Timeline

## March 2020

COVID-19 response begins in South Milwaukee/St. Francis

## May 2022

HCP reconvenes to solidify health priority areas and work on preliminary goals/ objectives

## October 2022

HCP meeting to sign up for action items and create implementation plan

## December 2019

South Shore Community Health Assessment is approved and adopted

## March 2022

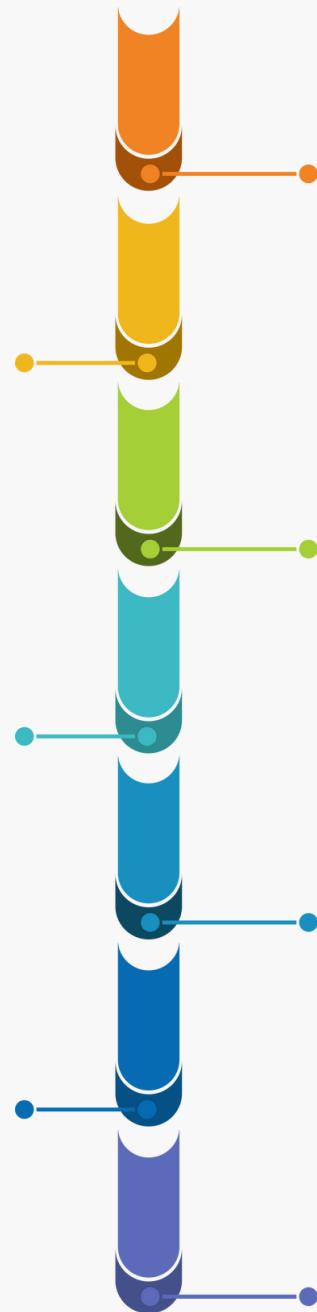
First Healthy Community Partnership (HCP) meeting since 2019, health priorities are reaffirmed

## September 2022

HCP finalizes CHIP goals, objectives, and puts finishing touches on document

## November 2022

Board of Health approves the CHIP and publishes for the community to view



# Health Community Partnership CHIP Actions



Community Health Assessment was approved by Board of Health and used as a guide for future programming and CHIP



Healthy Community Partnership (HCP) members were surveyed to reconfirm previous CHA health priorities were still to be prioritized



Some HCP and community members were used for key informant interviews to provide more context for best outcomes



HCP members met for a facilitated discussion on what specific strategies could work to help improve the health priorities



SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was completed by HCP members to analyze internal and external perspectives



Goals and objectives were created based on member feedback from a series of surveys, discussions, and health department contributions



CHIP was approved by Board of Health and is used to guide the work of the Health Department and Healthy Community Partnership for the next 3 years

# Key Informant Interviews

From February to March, seven community members representing different agencies served as key informants for interviews to help assist the Health Department in how it can best interact and work with the communities it serves.

Through the process, insight was gained on how partners view the work of the health department. Overall, it was positive, with key informants citing strong leadership and programming that is appreciated by community members as notable points. The following items are drawn as conclusions and can be used as considerations for LHD improvement within the 2022 CHIP process. For interacting with the community and general public, the key informants noted that in general (not specific to the health department), there could be improvements in strategic communication. This could entail more advertisement about specific information on when and where certain information can be accessed. It also could include print or phone triage communication for the elderly population that does not use online communication sources as much.

Furthermore, the key informants had a strong consensus for a gap in service. The community has an opportunity to improve its mental health service coverage, but also to improve general mental health for its residents. Key informants also noted the opioid overdose fatality level as a concern, which most likely has a causal effect from the mental health service shortage. For barriers to access, it returns to the previous point of strategic communication and ensuring that residents know how to access information, but also what housing, food, city, and municipal services are available to them.

While the key informant interview process has drawn these conclusions, it is just one piece of the evaluative process. Other evaluations can and should be done, but also the response to the interviews is just as important. The implementation and effect of the administrative changes from the interviews can help improve health outcomes for the community and attitudes in the future about the local government that can last for years.

# SWOT Analysis Results

In February 2022, HCP members completed a SWOT (strengths, weaknesses, opportunities, and threats) survey. This survey was completed to assess the internal group and external community environment regarding the health priorities that were defined through the CHA.

HCP members were asked the question "What strengths, weaknesses, opportunities, and threats exist within the South Milwaukee and St. Francis community regarding access to mental health services, addressing mental health topics, and substance misuse?"

The following chart reflects a brief summary of the compiled responses, with the most common themes that emerged being represented on the table

<b>Strengths</b> <ul style="list-style-type: none"><li>• QRT (Quick Response Team) Visits</li><li>• Hospital, health department network, and Community Medical Services</li></ul>	<b>Opportunities</b> <ul style="list-style-type: none"><li>• Transportation, hours of services, and overall access</li><li>• Communication of services offered</li></ul>
<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Knowledge of current resources and accessibility of services within the communities</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Stigma and public opinion surrounding mental health issues</li><li>• Funding opportunities</li></ul>

# Health Priority 1: Mental Health

Mental health is a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community. There is emerging evidence that positive mental health is associated with improved physical health outcomes. A person struggling with mental health issues may experience stress, depression, anxiety, relationship problems or mental health illnesses to varying degrees.

## **Why is Mental Health being included in the 2022 CHIP?**

- In 2018, 73,085 people were provided mental health services, 8,663 of those people were in Milwaukee County (Wisconsin Department of Health Services)
- The percentage of adults reporting a mental health condition has increased in the South Shore (10% to 23%) and Milwaukee County (13% to 23%)
- The percentage of South Shore residents reporting "always or nearly always feeling sad, blue, or depressed in the past 30 days" has more than doubled from 2009 to 2018 (4% to 9%)

# Goals and Objectives

The following goals and objectives were developed in a lengthy but thoughtful process that began with Healthy Community Partnership meetings. The meetings were being held virtually at the time, which turned out to be an advantage. The facilitator of the meeting coordinated an activity called a "Jamboard", which is essentially a virtual whiteboard where people can collaborate and share ideas. This activity prompted HCP members to brainstorm and voice their opinions anonymously in a judgement-free environment. The facilitator gathered responses about what strategies could be implemented in order to facilitate change and what interventions would be most effective in our communities. The ideas of HCP members led to the creation of these goals and objectives which are based on several factors: the South Shore Community Health Assessment, survey responses, feedback from community members, and alignment with state and national health priorities.

<b>Mental Health Goal 1: Increase knowledge of mental health topics to promote awareness and decrease stigma</b>	
Objective	Key Actions
<b>Objective 1.1</b> By December 31st, 2023, 100% of first responders and health employees in South Milwaukee and St. Francis will attend a Trauma-Informed Care training.	<ul style="list-style-type: none"><li>Host trauma-informed care training in partnership with local police and fire departments to deliver the training</li></ul>
<b>Objective 1.2</b> By December 31st, 2025, all residents in the cities of South Milwaukee and St. Francis will be offered suicide prevention education, training, and resources.	<ul style="list-style-type: none"><li>Increase QPR (Question, Persuade, Respond) trainings for general public</li><li>Work with community organizations to promote current efforts for mental health education (i.e. Trinity Lutheran ELCA's Healing Network)</li><li>Engage with Milwaukee County Behavioral Health to provide a train the trainer for QPR for Healthy Community Partnership members</li></ul>

# Goals and Objectives

## **Mental Health Goal 2: Assure access to quality mental healthcare services within the communities**

Objective	Key Actions
<b>Objective 2.1</b> By December 31st, 2024, the Healthy Community Partnership will assure access to quality mental healthcare services by creating an asset map of current services available and identifying any gaps.	<ul style="list-style-type: none"><li>Identify assets and gaps in care through a facilitated process involving stakeholders in the area</li><li>Create recommendations for needed services and present them to the appropriate policy-making body and stakeholders</li></ul>
<b>Objective 2.2</b> By December 31st, 2025, the Healthy Community Partnership will utilize asset map recommendations to engage mental health providers to fill gaps to ensure equitable access to services.	<ul style="list-style-type: none"><li>Meet with mental health service providers to address mental health needs in the communities</li></ul>

## **Mental Health Goal 3: Increase social cohesion, connectedness, and resiliency within communities**

Objective	Key Actions
<b>Objective 3.1</b> By December 31st, 2023, members of the Healthy Community Partnership will host an annual event to promote awareness for mental health topics.	<ul style="list-style-type: none"><li>Host a community event with physical activity that promotes awareness of mental health topics</li></ul>
<b>Objective 3.2</b> By December 31st, 2024, the Healthy Community Partnership will engage as a vendor in at least two community-based events that are inclusive of all ages.	<ul style="list-style-type: none"><li>Develop activities for all ages, focusing on areas where there are deficits in current programming</li><li>Promote local events in the communities and encourage participation</li><li>Seek out community members to share their experiences on mental health</li></ul>

# Health Priority 2: Substance Misuse

Substance misuse can have a major impact on the social, physical and emotional health of individuals, families and communities. Substance use disorder and addiction typically develop in adolescence and for some individuals, progresses to a chronic illness that requires lifetime care.

## **Why is Substance Misuse being included in the 2022 CHIP?**

- In 2017, the South Shore reported 116 drug-related hospitalizations. The rate of drug-related hospitalizations in the South Shore is 2X the rate of the state of Wisconsin
- The percentage of South Shore residents reporting binge drinking in the last 30 days (defined as  $\geq 4$  drinks per occasion for females;  $\geq 5$  drinks per occasion for males) was 31% in 2018, compared to 25% in Wisconsin and 17% in the United States
- E-cigarette use in Wisconsin high school students has increased 154% from 2014 to 2018, with 20% of Wisconsin high schoolers reporting e-cigarette use in 2018. Additionally, 7% of South Shore adults report the use of e-cigarettes compared to 4% in Milwaukee County and 5% in Wisconsin

# Goals and Objectives

Similar to the first priority, the following goals and objectives began as ideas from Healthy Community Partnership members during a "Jamboard" activity and further developed with several factors in mind. Most notably, the South Shore Community Health Assessment, survey responses, feedback from community members, and alignment with state and national health priorities.

## Substance Misuse Goal 1: Prevent opioid and other substance misuse and deaths

Objective	Key Actions
<b>Objective 1.1</b> By December 31st, 2023, the Healthy Community partnership will work with local school districts to support at least one prevention initiative including alcohol, tobacco, opioid, or another substance.	<ul style="list-style-type: none"><li>Understand current programs and support implementation on best practices and possible modifications of current lessons</li><li>Utilize Wake Up Call Room (and backpack tool)</li><li>Narcan training</li></ul>
<b>Objective 1.2</b> By December 31st, 2025, the Health Department and interested community members will work with the Milwaukee and South Shore OFR (Overdose Fatality Review) Teams to determine prevention efforts at a local level as relevant.	<ul style="list-style-type: none"><li>South Shore CARES will implement identified prevention efforts, such as family education about what to look for in an overdose</li><li>Utilize and enhance QRT (Quick Response Team) visits as evidence-based programming develops</li></ul>
<b>Objective 1.3</b> By December 31st, 2025, youth access to alcohol will be decreased through increasing alcohol compliance checks within the communities.	<ul style="list-style-type: none"><li>Coordinate with local agencies to conduct ID compliance checks at local liquor stores</li></ul>

# Goals and Objectives

## Substance Misuse Goal 2: Educate the general public on harm-reduction strategies

Objective	Key Actions
<p><b>Objective 2.1</b> By December 31st, 2024, the health department will work with community organizations to deliver at least two harm reduction promotion activities or initiatives.</p>	<ul style="list-style-type: none"><li>• Promote HOPE kit distribution by first responders and community members to create familiarity with the resource</li><li>• Provide a Narcan training to the general public</li><li>• Make changes to the "orange folder" resource as necessary to have information kept up to date</li></ul>
<p><b>Objective 2.2</b> By December 31st, 2025, members of the Healthy Community Partnership will work together to destigmatize harm reduction strategies for substance misuse.</p>	<ul style="list-style-type: none"><li>• Work with opioid treatment facilities for public education opportunities, such as Vivent and Community Medical Services</li><li>• Create media/social media campaign on the importance of harm reduction strategies in reducing opioid deaths</li></ul>

# Next Steps

Now that the Community Health Assessment has been completed and the Community Health Improvement Plan has been developed, it's time to take the next steps.

First and foremost, the South Milwaukee/St. Francis Healthy Community Partnership will have their next meeting and key actions will be separated out and assigned by year.

Next, an implementation plan will be developed. This plan will also be established within our performance management system in order to track our goals.

Then, community work groups will be formed to focused on our health priorities, Mental Health and Substance Misuse.

Throughout the next three years, community events will be planned in collaboration with community partnerships. HCP members will work diligently on their assigned key actions.

Concurrently, South Milwaukee and St. Francis stakeholders will continue to be engaged every step along the way.

Last but not least, goals and objectives will be evaluated on a regular basis to assure continuity and quality of work through the next Community Health Assessment.