



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

MILWAUKEE 2019 - 2021



**Children's
Wisconsin**

Kids deserve the best.

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Introduction

Children’s Wisconsin prides itself on providing the best care for kids, but to do that, we need to thoroughly understand the factors that shape children’s lives and health before they ever enter our care. As part of the Milwaukee Health Care Partnership (MHCP), Children’s teamed up with other area health systems to achieve a comprehensive health needs assessment in Milwaukee County. You can find the full assessment at chw.org/about/annual-reports.

The Community Health Implementation Strategy is Children’s response to those identified needs. It will be our compass over the next three years, allowing us to pinpoint areas where we can make the most meaningful impact on kids’ health and direct our programs, services and advocacy efforts accordingly. While we recognize that one organization alone cannot eliminate the community’s biggest health challenges, Children’s is uniquely positioned to be an advocate for children through our strong pediatric expertise and long-established community partnerships, programs and services. This report also highlights the many assets that we can leverage across the community to work collaboratively to improve and sustain the health and well-being of Wisconsin’s kids.

ABOUT CHILDREN’S WISCONSIN

Children’s Wisconsin is the region’s only independent health system dedicated solely to the health and well-being of children and is recognized as one of the leading pediatric health systems in the United States. In addition to our hospital campuses in Milwaukee and Neenah, Wis., we offer care at community-based locations throughout Wisconsin.

We provide primary, specialty, urgent and emergency care; community health services; injury and violence prevention services; foster care and adoption services; child and family counseling; child advocacy services and family resource centers. We also advocate for policies to improve children’s health and well-being. Every year, we invest more than \$130 million in the community to improve children’s health through advocacy, education, research, and our health plan.

CHILDREN’S WISCONSIN VISION

Our vision is that Wisconsin’s kids will be the healthiest in the nation — physically, mentally and socially. That means building a culture where resources are aligned to achieve that vision. It means collaborating with community partners because no organization can achieve such an ambitious goal alone. And it means putting kids’ health at the center of every decision we make.

OUR COMMUNITY

Children’s serves children and teens from across the state and beyond. However, for the purposes of this report, we defined our community as the children and youth living in Milwaukee County. Research shows that some of the highest levels of need are in Milwaukee County, and we have invested significant resources to address health disparities in the lowest-income neighborhoods.

Milwaukee County, which covers 241.4 square miles, sits on the western shore of Lake Michigan and is home to the state’s largest city. It is the most populous county in Wisconsin and the 45th most populous county in the United States, with an estimated 2018 population of 955,306. Milwaukee County is vibrant and diverse. It also faces some serious challenges, including poverty, violence, housing instability and other factors that can affect a child’s well-being.



Methodology

Children’s assesses the health of the community for a number of reasons including to:

- Support strategic priorities and implementation of community and population health initiatives
- Support informed decisions about clinical and community services, health promotion and prevention programs, and strategic partnerships
- Provide insight into the barriers our communities face to overall health and well-being to inform future solutions
- Report on the benefit provided to the community as indicated in the Federal Internal Revenue Code



Note. Graphic reprinted with permission from the Association for Community Health Improvement

Children’s community health needs assessment and implementation strategy follow a similar model as presented by the Association for Community Health Improvement (ACHI).¹ The implementation strategy reflects the output of step 5 (prioritize community health issues) and directly focuses on steps 7 – 9 (plan implementation strategies, implement strategies and evaluate progress).

The MHCP assessment identified five top health issues prioritized by survey respondents and key informants across the county: chronic disease, substance use, mental and behavioral health, access to care, and violence. In addition, three ongoing issues were cited as requiring urgent and persistent attention: infant mortality, sexually transmitted infections and alcohol.

Children’s engaged a cross-section of experts representing community, clinical, leadership and staff partners to review the data and priorities advanced by the MHCP process and apply expertise and additional knowledge specific to pediatric health. After ranking community health needs assessment priorities based on several criteria (alignment with strategy, unique impact on children, clear inequities, and actionable and measurable nature), Children’s has committed to advancing four critical child and adolescent health issues that we believe will positively impact our community. Under chronic disease, we focused on oral health and asthma, which are two of the most prevalent chronic illnesses in children. We also added infant mortality as a priority because of its prevalence and severity among our demographic, as well as Children’s unique position to influence the issue as the only pediatric health system in the county. Rather than focusing on access to care as its own issue, we have embedded it into each of the other priorities as a determinant of health.



CHILDREN'S COMMITMENT TO HEALTH EQUITY

Though sometimes used interchangeably, disparity and inequity have different definitions. According to *Human Impact Partners*: **health disparities** are differences in health status and mortality rates across population groups, which can sometimes be expected, such as cancer rates in the elderly versus children; **health inequities** are differences in health status and mortality rates across population groups that are systemic, avoidable, unfair and unjust, such as infant mortality for Black or African American children versus White children.² Health inequities result from community conditions, social policies and institutional practices that routinely expose disempowered groups to greater risks to their health.³ Understanding the difference provides greater context for the determinants of health and serves as a means to prioritize health

issues, develop health policy and shape effective health programs.

Children's commitment to health equity is reflected in a multitude of ways, including:

- **Making health equity a strategic priority** by establishing a vision statement and Office of Inclusion, Diversity and Equity
- **Implementing strategies to address health disparities** such as access to health care in schools, in-home safe sleep interventions, free health education courses, and screening for and referrals to social and medical resources
- **Measuring and reporting on determinants of health** such as housing, poverty, and education; along with disparities in health outcomes whenever possible



Children's implementation strategies

We recognize that Children's cannot completely eliminate every challenge to children's health. These issues are large and complex, and there are social, environmental, genetic and behavioral factors beyond our control. Nor can we solve these problems alone as there are multiple systems that intersect and influence health outcomes for children. With that understanding, as a leader in pediatric health care and an advocate for the health of kids across our community, we are committed to working with our community

partners to make a difference for the kids who need us most. Through evidence-based programming, collaboration, education and advocacy, we can leverage available resources to ensure the best care for kids in our community. As the following sections demonstrate, we are already implementing a variety of strategies to make strides toward these goals and, through this plan, are demonstrating a commitment to blend these strategies with bold goals serving as a catalyst to improving health outcomes for kids.

PRIORITY: CHRONIC DISEASE

Asthma

Asthma is a prevalent chronic disease for children in Milwaukee, much more than many other Wisconsin counties, putting children and youth in Milwaukee County at greater risk for hospitalization and missed school days if their condition is not managed correctly.

GOAL

IMPROVE MANAGEMENT OF ASTHMA FOR CHILDREN.

OBJECTIVES

1. Reduce the rate of preventable visits to the emergency room
2. Reduce the absenteeism rate for students with asthma

ACTIONS AND IMPLEMENTATION

Children's will continue to implement the following strategies in alignment and partnership with our community.

WISCONSIN ASTHMA COALITION

Since 2001, Children's Wisconsin has supported this diverse, statewide coalition that works to take control of asthma through implementation of the Wisconsin Asthma Plan. The Wisconsin Asthma Plan is a blueprint for managing asthma across the state and includes a multitude of activities ranging from direct service to families and schools as well as education to medical professionals.

Anticipated impact: prevention, access to care. The Wisconsin Asthma Plan and subsequent activities will impact the rate of asthma deaths, hospitalizations, emergency department visits, missed school or work days due to asthma, and the number of asthma patients who receive appropriate asthma care.

Learn more: chawisconsin.org/wac



ASTHMA EDUCATION

Asthma sends more Wisconsin kids to the emergency room than any other health issue. When nurses in the Children's Wisconsin Milwaukee hospital Emergency Department noticed the same kids and families returning again and again, they took action. They developed an innovative new program that keeps kids healthier and out of the hospital by providing asthma education in the Emergency Department.

During emergency visits, nurses educate families about asthma and help them understand how to control it. They explain concepts in plain, simple language and use interactive videos with eye-catching graphics to engage learners. To date, hundreds of families have benefited from the program, and their response has been overwhelmingly positive.

COMMUNITY HEALTH ASTHMA MANAGEMENT PROGRAM

Launched in 2015 at nine Milwaukee Public Schools, Children's Community Health Asthma Management Program (CHAMP; formerly Asthma Care and Environmental Services) provides self-management education by a trained asthma educator, asthma action plan review, two in-home sessions with a walkthrough, follow-up calls and recommended actions for reducing asthma triggers.

Anticipated Impact: education, asthma control.

We expect this program to improve asthma control, enhance asthma knowledge, decrease the percentage of emergency department visits and hospitalizations due to asthma exacerbation, decrease the percentage of students with asthma who are chronically absent (missing at least one day of school per week averaged over a minimum of three months), and increase the number of environmental recommendations implemented to reduce asthma exacerbation.

CHRONIC DISEASE ASTHMA ADVOCACY

In addition to supporting a strong Medicaid/Children's Health Insurance Program (CHIP) program at the state and federal levels, which helps ensure kids have access to the medical care they need, Children's has supported efforts to reduce youth access and use of tobacco-related products. This includes advocating for legislation to restrict flavored tobacco and e-cigarette products, restricting vaping/e-cigarette use in public places, prohibiting the sale of vapor products to minors and raising the age of purchase of tobacco products to 21. Children's has also supported efforts to improve school construction notification alerts so that students with asthma, along with students with other health conditions, are well informed and better able to manage their care.



COMMUNITY COLLABORATIONS

Key strategic partners for improving childhood asthma include: Wisconsin Asthma Coalition members, school nurses, allergists, pulmonologists, certified asthma educators, the Medical College of Wisconsin, area schools and school districts, American Lung Association in Wisconsin and the Wisconsin Department of Health Services.

Oral Health

Oral health is an integral part of overall health and is key to children's growth and development. And yet our assessment notes that one in three Wisconsin children are living with untreated dental decay. Primary issues leading to adverse outcomes in pediatric oral health include early tooth decay and access to dental care.

GOAL

REDUCE THE RATE OF UNTREATED DENTAL DECAY FOR CHILDREN IN WISCONSIN.

OBJECTIVES

1. Increase awareness through education and health promotion
2. Increase access to preventative care

ACTIONS AND IMPLEMENTATION

Children's will continue to implement the following strategies in alignment and partnership with our community.

WISCONSIN SEAL-A-SMILE

Wisconsin Seal-A-Smile provides school-based oral health prevention services to nearly 80,000 children across the state. The Children's Health Alliance of Wisconsin leads and manages this project in collaboration with the Wisconsin Department of Health Services and Delta Dental of Wisconsin. Approximately \$1.05 million is managed by the Alliance and awarded to local programs to provide these services.

Anticipated impact: access to care, early intervention. The Seal-A-Smile program will impact oral health by increasing the number of children receiving dental sealants and oral health assessments in school. We expect to see an increase in the percentage of children in eligible schools participating and in the percent of third graders who have dental sealants.

WISCONSIN ORAL HEALTH COALITION

The Wisconsin Oral Health Coalition led by Children's Health Alliance of Wisconsin is a dedicated group of more than 200 individuals, organizations and agencies addressing oral health access issues and working to improve oral health for all residents statewide. We work to create meaningful change to improve oral health and access to care through diverse public and private partnerships. Additionally we manage and support eight local oral health coalitions across Wisconsin.

Anticipated Impact: access to care. This coalition will increase access to dental services and mobilize partners at the grassroots level to engage in advocacy and program development.

WISCONSIN MEDICAL DENTAL INTEGRATION PROJECT

The Wisconsin Medical Dental Integration Project focuses on engaging health systems in the integration of dental hygiene services in the primary care medical home. Participants work as part of a learning collaborative to implement quality improvement techniques and identify, document and spread best practices.

Anticipated Impact: access to care, early intervention. We expect to see an increased number of patients receiving dental services at a well visit and an increase in the percentage of children ages 0 - 5 that remain caries free after receive dental services at a well visit.

Learn more: chawisconsin.org/initiatives/oral-health/wisconsin-medical-dental-integration

CHRONIC DISEASE ORAL HEALTH ADVOCACY

Children's Wisconsin has advocated for a number of initiatives to help kids' oral health, including:

- Supporting a strong Medicaid/CHIP program at the state and federal levels, which helps ensure kids have coverage for the oral health care they need
- Efforts to increase dental and oral health care access, including legislation to expand the settings where dental hygienists can provide important preventive care, as well as advocating for the licensure of dental therapists
- Improving oral health care for kids in out-of-home care
- Increasing funding to help care for dental patients with complex health care needs
- Funding for the school-based Seal-a-Smile program to ensure kids receive sealants to help prevent cavities
- Efforts to limit youth vaping, which can have oral health consequences



COMMUNITY COLLABORATIONS

Key strategic partners for improving oral health include: Advancing a Healthier Wisconsin, Delta Dental of Wisconsin, DentaQuest Foundation, Milwaukee Health Care Partnership, the Medical College of Wisconsin, Wisconsin Dental Association, Wisconsin Dental Hygienists' Association, Wisconsin Primary Health Care Association, Gunderson Health System, Advocate Aurora Health, Ascension Wisconsin, Sixteenth Street Community Health Center, UW Health, North Lakes Community Health Center, Wisconsin Chapter of the American Academy of Pediatrics and the Wisconsin Department of Health Services.

PRIORITY: INFANT MORTALITY

Infant mortality was identified as an emerging trend for the Milwaukee Health Care Partnership's Community Health Needs Assessment; however, Children's leadership and community partners see it as a prominent area of focus for Children's. Essential drivers influencing rates of infant mortality include prenatal and perinatal care, and unintentional injuries.

GOAL

REDUCE THE INFANT MORTALITY RATE FOR BLACK OR AFRICAN AMERICAN CHILDREN IN MILWAUKEE.

OBJECTIVES

1. Increase awareness of the importance of and access to high-quality prenatal care through education and health promotion
2. Increase awareness of and utilization of community-based social service resources

ACTIONS AND IMPLEMENTATION

Children's will continue to implement the following strategies in alignment and partnership with our community.

HEALTHY START

Healthy Start is a program through the Health Resources and Services Administration designed to improve access to quality health care and services for women, infants, children and male partners through outreach, care coordination, health education and connections to health insurance. Healthy Start aims to strengthen the health workforce, specifically for those individuals responsible for providing direct services; build healthy communities; ensure ongoing, coordinated, comprehensive services are provided in the most efficient manner through effective service delivery; and promote and improve health equity by connecting families with appropriate organizations.

Anticipated impact: awareness and access.

Healthy Start works to improve health outcomes before, during and after pregnancy, and reduce

racial/ethnic differences in rates of infant death and adverse perinatal outcomes.

Learn more: milwaukeehealthystart.org

FAMILY CASE MANAGEMENT

Children's has a contract with the Wisconsin Department of Children and Families, through the Division of Milwaukee Child Protective Services, to provide ongoing case management services for families whose children have been determined to be unsafe and subsequently removed while parents work on enhancing their ability to parent safely. One of the services our case managers provide is a newborn safety bundle, which includes education and screening for safe sleep environments. If families do not have a safe space for a baby to sleep, family case managers provide resources (e.g., Pack 'n Play, newborn nest, etc.).

Anticipated Impact: education, screening. Family case managers assess sleep environments, provide education, and if necessary, respond with appropriate intervention.

HOME VISITING

Through our home visiting programs, parent educators trained in various models provide in-home parent education, support, community resources and child development services to pregnant and parenting families. Home visiting uses an evidence-based model that is family-centered, culturally sensitive, strength-based, and promoting of positive child development and early school readiness. One particular curricula used is Sleep Baby Safe, provided by Children's Health Alliance of Wisconsin, which promotes a consistent

and clear safe sleep message and other resources for professionals working with families.

Anticipated Impact: parent knowledge of child development. Home visits improve child health (e.g., children will have a primary care provider), child development and school readiness (e.g., developmental screening and follow-up), maternal health (e.g., postpartum depression screening and follow-up), and positive parenting practices (e.g., home safety assessment).

COMMUNITY HEALTH NAVIGATORS AND COMMUNITY CONNECTORS

Children’s is actively partnered with five neighborhoods across Milwaukee, aligning Children’s resources with community needs. As certified community health workers, community health navigators and community connectors support families to meet basic needs and support them as they work toward self-sufficiency focusing on housing, safety, financial management, education, social support, parenting and health.

Anticipated Impact: empowerment. Community health navigators and community connectors

work with families to improve health outcomes, increase access to and utilization of community resources, and increase self-sufficiency.

INFANT MORTALITY ADVOCACY

Children’s has advocated for a variety of initiatives in this area, including:

- Supporting a strong Medicaid/CHIP program, which helps ensure kids have access to the medical care they need
- Increased funding for state and federal home visiting programs to provide parent education and resources on topics like pregnancy and prenatal care, child development and behaviors, which help strengthen family functioning and reduce the likelihood of child maltreatment
- Efforts to enable more accurate reporting for the state’s birth defects registry, which will help connect families with resources they need
- Increased funding to promote safe sleep practices and improve infant and child death review programs to better understand risk factors and circumstances surrounding child death and to drive prevention programming

COMMUNITY COLLABORATIONS

Key strategic partners for reducing infant mortality include: City of Milwaukee Health Department, Easter Seals, Black Child Development Institute – Milwaukee, Birth in Color, Wisconsin Department of Children and Families, Division of Milwaukee Child Protective Services, Special Supplemental Nutrition Program for Women, Infants and Children (WIC) clinics, OB/GYN offices, birthing hospitals, area schools, local social service agencies, public health departments and more.



PRIORITY: MENTAL AND BEHAVIORAL HEALTH

Behavioral health encompasses both mental health and substance abuse, noted by the MHCP's assessment to be among Milwaukee County's greatest health problems. Notable issues in the pediatric population include access to care, bullying and suicide.

GOAL

INCREASE ACCESS TO MENTAL AND BEHAVIORAL HEALTH CARE.



DEPRESSION SCREENING

At our primary care clinics, 98 percent of teens are screened for signs of depression. These screenings have real-life, positive impact on kids like Cady. When a routine screening at age 12 with her Children's Wisconsin pediatrician revealed concerns about anxiety, Cady began getting additional support and therapy. Now Cady is 17, about to graduate from high school, and doing great. Her dad wonders how Cady's life might be different now if her anxiety and depression hadn't been identified and addressed at a young age. "Getting Cady help and giving her the tools to handle her anxiety has been a very good thing," he said.

OBJECTIVES

Three strategic areas of focus and action to reach our goal include:

1. Improve early detection and prevention
2. Seek innovative solutions that increase access
3. Reduce stigma

ACTIONS AND IMPLEMENTATION

To achieve our objectives, Children's will continue to implement the following strategies in alignment and partnership with our community.

CHILD PSYCHIATRY CONSULTATION PROGRAM (CPCP)

There is a critical shortage of child psychiatrists in Wisconsin and nationwide. To help fill the provider gap the Medical College of Wisconsin, in conjunction with Children's offers CPCP, an on-call mental and behavioral health consultation service to enrolled primary care providers. Child psychiatrists, a psychologist and resource coordinators provide ongoing education and consultation to primary care providers on behavioral health issues. This helps primary care providers treat kids with mental and behavioral health issues in their medical homes so that kids can more quickly get the treatment they need.

Anticipated impact: early detection, access to care.

We will continue to expand the number of enrolled providers and clinics using CPCP to improve child access to high quality behavioral health care services.

Learn more: chw.org/medical-care/psychiatry-and-behavioral-medicine/for-medical-professionals/psych-consult-site

INTEGRATED MENTAL AND BEHAVIORAL HEALTH CARE

A psychologist or psychotherapist is part of the medical team at some Children's Wisconsin primary care sites, making it easy for primary care providers (PCPs) to consult on patients' behavioral health concerns, provide same-day behavioral health services, and make an immediate and in-person referral for patients who need mental health intervention. The psychologist or psychotherapist offers same-day behavioral health services to patients while they are in the clinic to see their PCP, including behavioral health screening, health and behavior consultation related to behavioral management of physical health conditions, informal consultation to the PCPs, and "warm hand-offs." A warm hand-off allows the patient to meet the behavioral health provider in person and facilitates the development of rapport and successful referral to a separate, co-located behavioral health visit. During those visits, the behavioral health provider completes diagnostic evaluations and provides brief psychotherapy, with close coordination with the PCP.

Anticipated impact: access to care. When behavioral health providers are involved as a functional team member during primary care visits (same-day behavioral health visits), we can improve family engagement in primary care and greatly reduce the time to access behavioral health care.

TRIPLE P

Triple P is a universal access, evidence-based program for caregivers of children ages 0-12. It aims to increase parents' and caregivers' knowledge of positive parenting techniques. Parents and caregivers are reached through five Children's primary care clinics and Community Services locations in Milwaukee and Racine.

Anticipated impact: prevention. We track the number of referrals received and the number of families actively participating in education and applying attained skills.

SCHOOL-BASED MENTAL HEALTH

School-based mental health services are provided to students with mental and behavioral health concerns in the child's own school. Therapists spend one to five days per week in nearly 50 partner schools, where they provide assessment and psychotherapy to children who are referred to the program. Therapists also provide ongoing professional education, support and consultation to teachers, parents and school personnel.

Anticipated impact: early detection, access to care, reduced stigma. Services increase access to mental and behavioral health care for children and families who might otherwise have barriers to service. By increasing access, we aim to reduce distressing symptoms and behavioral difficulties, support positive behaviors and reduce disciplinary action — all of which positively influence kids' school attendance and academic performance.

SCHOOL AND FAMILY E-LEARNING COURSES AND RESOURCES: HEALTHY MINDS, ACT NOW!, IT'S UR CHOICE

Children's fun and engaging e-learning programs inspire students and their families to lead healthier lives, both physically and emotionally. Offered at no cost to schools across Wisconsin, these programs meet national health education standards and were developed using evidence-based research and community input. Topics include bullying prevention, substance use and mindfulness. Resources are designed to serve children in grades K3 - 8, offering interactive and educational materials for teachers, counselors, students and families, and truly impacting the culture of health across school communities.

Anticipated impact: prevention, reduced stigma. These e-learning resources can improve student and staff knowledge, empower students and families, improve school climate, reduce behavioral difficulties and stressors, increase positive behaviors, and reduce office referrals and school suspension, in turn positively influencing attendance and academic performance.

Learn more: healthykidslearnmore.com

MENTAL AND BEHAVIORAL HEALTH ADVOCACY

Children's is committed to ensuring children get the mental and behavioral health care they need and works with policymakers to improve access, coverage and care. The issues we have supported include the following:

- Improving access to school-based mental health care across the state by reducing barriers and increasing funding
- Funding for bullying prevention programming to help students develop skills to combat bullying and build interpersonal communication skills
- Funding to support the Child Psychiatry Consultation Program (CPCP), which helps connect providers across the state to pediatric mental and behavioral health experts to provide enhanced care and resources to their patients
- Efforts to recognize the importance and effectiveness of trauma-informed care for children and families
- Initiatives to improve mental and behavioral health care for kids in out-of-home care, as well as policies to offer alternative family treatment courts for parents with issues related to mental illness or substance abuse
- Federal efforts to expand funding for behavioral telehealth care, like the CPCP
- Funding to increase the pediatric mental and behavioral health care workforce to ensure we have adequate providers specially trained to care for kids

COMMUNITY COLLABORATIONS

Key strategic partners for improving mental and behavioral health include: philanthropic partners, Wisconsin Department of Public Instruction, area schools and school districts, Department of Health Services, Child Abuse and Neglect Board, the Medical College of Wisconsin, prevention and out-of-home care placing programs, primary care and family care providers, and residential and day treatment programs.



PRIORITY: VIOLENCE

The Milwaukee Health Care Partnership Community Health Needs Assessment identified violence as major area of concern for both community leaders and community members. Our assessment of youth in Milwaukee County emphasized their exposure to and experience of violence in three areas: community violence (including guns, gangs and bullying), human trafficking and child maltreatment (including abuse and neglect).

GOAL

REDUCE THE RATE OF VIOLENCE FOR CHILDREN LIVING IN MILWAUKEE COUNTY.

OBJECTIVES

1. Strengthen the capacity of Children's violence prevention programs and services
2. Increase coordination with community-based violence prevention programs and services
3. Implement trauma-informed practices to support both children and families who have been victims of violence and Children's employees who provide the intervention and support services

ACTIONS AND IMPLEMENTATION

Children's will continue to implement the following strategies in alignment and partnership with our community.

PROJECT UJIMA

Project Ujima works to stop the cycle of violent crimes by reducing the number of repeat victims of violence through individual, family and community interventions and prevention strategies. The program's key elements include hospital-based services (medical care, peer support, crisis intervention and social and emotional assessment), home-based services (medical follow-up of injuries, evaluation of primary



PROJECT UJIMA

Children's Wisconsin's Project Ujima program uses individual, family and community interventions and prevention strategies to bring about healing, recovery and resilience for survivors of community violence. A recent collaboration with University of Wisconsin-Milwaukee's Peck School of the Arts gave participants a chance to create a collaborative art project called the Peace Paper Project. Project Ujima participants show improvements in psychosocial well-being, including levels of anger, anxiety and depression, and they avoid repeat victimization.

Says one teen participant, "I just want everyone to have positive mindsets and safe lives, to respect each other, love each other, and the golden rule: treat others how you want to be treated, no matter how mean or cruel they can be. Everyone needs a little bit of love in their life, and Ujima gave me that."

health care needs, psychological screening and counseling), community-based services (mentoring, youth development, family and youth support groups, gang interventions, job preparedness and advocacy to address legal, education and housing issues), and community and professional education about youth violence.

Anticipated impact: prevention. We expect to maintain our current recidivism rate of less than 5 percent for program participants.

Learn more: chw.org/childrens-and-the-community/families-and-clients/family-support-services/violence-prevention-counseling

MILWAUKEE CHILD ADVOCACY CENTER

Children's Child Advocacy Centers (CAC) bring together multidisciplinary partners in child maltreatment investigations to provide comprehensive, on-site medical, forensic interview and advocacy services for children and families in Milwaukee County. By bringing together professionals from law enforcement, criminal justice, child protective services, victim advocacy agencies and the medical and mental health communities, CACs provide comprehensive services for child victims and their families.



Anticipated impact: prevention, access to care. The CACs positively impact the number of children and families benefitting from a comprehensive review, which minimizes trauma and helps to break the cycle of abuse as well as increase prosecution rates for perpetrators.

Learn more: chw.org/childrens-and-the-community/child-abuse-prevention/child-advocacy-centers

PERIOD OF PURPLE CRYING

A pilot project launched in 2016, Period of PURPLE Crying is an evidence-based infant abuse prevention program that educates parents and caregivers about normal infant crying and the dangers of shaking an infant. Parents and caregivers are reached through Children's Wisconsin Neonatal Intensive Care Unit and Emergency Room, primary care clinics and urgent care locations.

Anticipated impact: prevention. Period of PURPLE Crying will increase the number of families that benefit from enhanced knowledge and awareness of normal infant crying, which could reduce the rate of injury for infants.

AWARENESS TO ACTION

This statewide program will begin working across Milwaukee County over the next three years. Awareness to Action educates and advocates for adults to take action to prevent child sexual abuse. Education includes resources for adults on healthy sexual development and how to discuss sexual development with children.

Learn more: a2awisconsin.org

SCHOOL AND FAMILY E-LEARNING COURSES AND RESOURCES: ACT NOW!

Children's fun and engaging e-learning programs inspire students and their families to lead healthier lives, both physically and emotionally. Offered at no cost to all schools across Wisconsin, these programs meet national health education standards and were developed using evidence-based research and community input. Topics include bullying prevention, substance use and mindfulness. Resources are designed to serve children in

grades K3 – 8, offering interactive and educational materials for teachers, counselors, students and families, and truly impacting the culture of health across school communities.

Anticipated impact: prevention, empowerment.

These e-learning resources and services can improve student and staff knowledge, empower students and families, improve school climate, reduce behavioral difficulties and stressors, increase positive behaviors, and reduce office referrals and school suspension, in turn positively influencing attendance and academic performance.

Learn more: healthykidslearnmore.com

VIOLENCE PREVENTION ADVOCACY

Children's recognizes violence as a public health epidemic with a devastating effect on the children and families of Wisconsin. Children's advocates for a variety of laws, policies and funding focused on violence prevention, including:

- Funding for bullying prevention programming, home visiting and parent education programs, and child abuse and neglect prevention, investigation and treatment services
- Legislation to further protect child victims of sexual abuse, trafficking and dating violence
- Funding for the Child Abuse Prevention and Treatment Act, as well as for additional funding to provide resources to care providers to help identify potential physical abuse in infants
- Policies to reduce child and youth access firearms, including efforts to improve background checks and promote safe firearm storage, and use of other safety mechanisms to better protect children
- Additional funding for U.S. Centers for Disease Control and Prevention research on firearm-related injuries and fatalities

COMMUNITY COLLABORATIONS

Key strategic partners to reduce the impact of violence on children and families include: philanthropic partners, Wisconsin Department of Children and Families, Milwaukee Police Department, area schools and school districts, Milwaukee County District Attorney's Office, City of Milwaukee Public Health Department's Office of Violence Prevention, Sojourner Family Peace Center, Milwaukee Homicide Review Commission, Froedtert Hospital & Medical College of Wisconsin, Child Abuse and Neglect Prevention Board, community-based organizations, and families and communities impacted by violence.

DEVELOPING STRATEGIES

Many efforts to improve community health take time for planning and integration. Though we're not yet able to designate a specific set of targets or outcomes, the following are important tactics in development across our health system.

Community partnerships

Community partnerships are key to Children's overall strategy. We will continue to improve our collaboration with our community partners, advancing their capacity, sharing best practices and data, and regularly seeking their feedback so we can continue to engage effectively and meaningfully for the community we serve.

Determinants of health screening

Children's has been actively engaged in shared learning with Milwaukee Health Care Partnership and other health care providers around the best practices and opportunities for implementing system-wide screening for determinants of health. With an understanding that unmet basic needs can be barriers for a child to reach their full health potential, we will continue to learn and scale our screening and response to a child and family's social needs.

Commitment to inclusion, diversity and equity

Children's is accelerating our commitment to inclusion, diversity and equity, which includes adding a dedicated office to support this work. Our vision is that everyone at Children's will commit to inclusion, diversity and equity in every interaction to strengthen our culture, communities and the experiences of the families we serve. Our strategic objectives are focused on culture, workforce, health equity and community.

Care coordination

Children's has an opportunity to continue to grow and learn in the area of care coordination and co-managing families to support chronic conditions and social needs. Learning from the community, family and health care leaders, Children's will actively

engage in implementing and expanding our knowledge and infrastructure to support care coordination.

Data and infrastructure

To ensure Children's commitment to these improvement strategies, we will continue to seek opportunities to increase our ability to monitor outcomes in new and expanded ways.

Children's vision measures

In 2019, Children's board and senior leadership team adopted strategic vision measures. The vision measures bring definition, focus and opportunity to Children's vision of Wisconsin's kids being the healthiest kids in the nation. Over the next few years Children's will continue to identify indicators and understanding of the vision measures.



STRATEGIES THAT CROSS MULTIPLE PRIORITIES

Some of Children's strategies cut across the priority areas. These strategies and collaborative initiatives also play an important role in improving children's overall health and well-being.

Children's Community Health Plan

Created by Children's Wisconsin, this insurance offering serves more than 130,000 children and adults who are covered by BadgerCare Plus, ensuring that more families get access to high-quality health care. Our community health plan facilitates a variety of health promotion initiatives for families, including a Healthy Moms Healthy Babies prenatal care program, asthma outreach, out-of-home care and healthy shopping education.

Learn more: childrenscommunityhealthplan.org

Children's Community Health Plan — Care4Kids

Care4Kids is an innovative program designed to offer comprehensive and coordinated health services for youth in foster care in six Southeastern Wisconsin counties, including Milwaukee County. Children's is certified as the provider for Care4Kids in the six-county region, and all youth participating in Care4Kids enroll into Children's Community Health Plan as their primary insurance plan. We work with primary care providers to recognize the unique needs of youth placed in foster care (i.e. out-of-home care) and serve as "Centers of Excellence" for Care4Kids. The Care4Kids program creates a "medical home" team for youth in foster care, consisting of the child welfare worker, family members, foster parents and other health care providers to develop a comprehensive health care plan that addresses the youth's specific physical, behavioral health, dental and vision care needs. As a result, youth receive consistent care that is coordinated between providers and caregivers who are familiar with the specific needs of that child, ultimately improving access, quality and health care outcomes for Care4Kids participants.

Learn more: chw.org/childrens-and-the-community/healthy-kids-healthy-communities/health-insurance/care4kids

School nursing

It's not always easy for children to get the health care they need. School nurses fill a critical gap

by making sure that kids get vision and hearing screens, care for chronic conditions such as diabetes and asthma, and health and wellness education. The full-time school nurses work within 10 partner schools in Milwaukee and help coordinate care with physicians, social workers and other community resources.

Anticipated impact: access to care, education and referrals. This program increases time in school as a result of students' immediate access to care and increases vision and dental screenings, compliance with immunizations, and referrals to outside agencies and medical care partners.

Advocacy

Children's is committed to advocating on behalf of children and families across Wisconsin. Through federal, state and local advocacy, Children's focuses on public policies that improve the health of children and have a significant impact on our communities beyond just those served by Children's. Along with valuable partner organizations, Children's advocates for several policies related to the identified priorities and other important topics to improve the health and well-being of Wisconsin kids and families. In particular, Children's recognizes the importance of having a strong Medicaid/CHIP program as key for both short- and long-term child health outcomes. Children's also offers opportunities to take grassroots action to contact lawmakers through our Children's Advocacy Network. Advocates take action on important health and well-being topics to help raise our collective voices on behalf of kids and families. Additionally, Children's participates in lobby days alongside our association partners in both Madison and Washington, D.C., to advocate on our shared policy priorities to improve children's health and well-being. These events offer our patient families, leaders, staff and community members opportunities to stay informed and engaged in important child health policy conversations.

Conclusion

While this report does not encompass all of Children’s Wisconsin’s health initiatives, it demonstrates the current and emerging strategies that we continue to use to address our community’s most critical needs: mental and behavioral health, chronic disease prevention and management, violence prevention and infant mortality. These are significant health priorities that require long-term work and strong partnerships, but we are making progress, and we won’t give up until Wisconsin kids are the healthiest in the nation.

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