



City of Wauwatosa
Health Department

STRATEGIC PLAN 2014-2017

*Improving the health and wellbeing of all Wauwatosans
through community partnerships, a competent workforce
and a proactive approach to all that we do.*

May 2014

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Letter from the Health Officer and Board of Health Chairperson

A strategic plan is a formal and ongoing process of developing, implementing, and evaluating goals to guide the actions and decisions for the future. This plan spans from 2014 through 2017 and focuses on accreditation, workforce competency, community partnerships, and community programs.

The Wauwatosa Health Department (WHD) is a vibrant agency which serves the entire community. A local health department (LHD) is the “governmental body serving a jurisdiction... geographically smaller than a state and recognized as having the primary statutory authority to promote and protect the public’s health and prevent disease. This authority is defined by the state’s constitution, statute, or regulations or established by local ordinance or through formal local cooperative agreement or mutual aid” (Public Health Accreditation Board, 2011).

Looking back from 2010 to the present, much progress was made toward accreditation with the completion of the City of Wauwatosa Community Health Assessment and Community Health Improvement Plan. The WHD Strategic Plan is the final pre-requisite for application for accreditation planned for May 31, 2014.

Workforce development progress included movement on retention and succession planning. The City recently adopted a Project Leadership series, a Performance Based Review System, and a workforce development initiative entitled Invest in Learning. The Invest in Wellness program continues to thrive.

The strategic planning process encouraged us to imagine the future of public health in the community, to celebrate successes, and define strategies to reach new goals. We are up to the challenge to move forward, continue excellent customer service, attain accreditation, and maintain/create new community partnerships to improve health and quality of life for all Wauwatosans.

Nancy Kreuser

Dr. Nancy Kreuser, BSN, MSN, PhD
City of Wauwatosa Health Officer

John Dunn

Dr. John Dunn, MD
Board of Health Chairperson



Vision, Mission, and Core Values

Our Vision

Healthy Community; Value to You; Wauwatosa Health Department

Our Mission

To protect and promote the health and safety of all Wauwatosans

Core Values

The WHD achieves a high level of professionalism by demonstrating the following values:

1. We demonstrate TEAMWORK through collaboration with each other as well as community partners.
2. We are RESPECTFUL to our community by displaying cultural competence.
3. We exhibit a high level of INTEGRITY through accountability and credibility.
4. We take a PROACTIVE approach to all that we do.

Purpose

The purpose of the WHD Strategic Plan is to:

1. define and communicate department strategic priorities, goals and objectives to the Board of Health, WHD staff, stakeholders, and the community
2. establish direction and a timeline for the WHD to achieve its goals
3. provide a basis for internal decision making, resource allocation, evaluation, and quality improvement

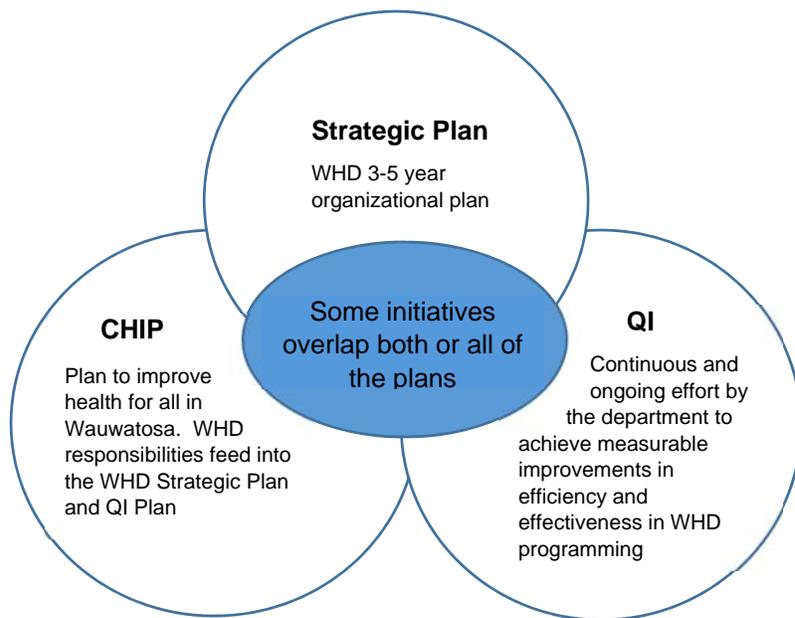
Background

Strategic planning is a process for defining and determining an organization's roles, priorities, and direction over three to five years. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has been achieved. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department. (PHAB Standards and Measures, Version 1.0, Standard 5.3, page 134).

Development of the agency strategic plan is led by the health department and its governing body with internal stakeholders and key external stakeholders providing input, as needed, into the process. (NACCHO, Developing a Local Health Department Strategic Plan, page 8). The strategic plan is based on organizational mandates, mission, vision, core values, and data that define the strengths, weaknesses, opportunities and threats (SWOT) related to the organization. In developing the strategic plan, the health department takes into consideration the results of the Community Health Assessment (CHA) and aligns priorities with the Community Health Improvement Plan (CHIP) and Quality Improvement (QI) system as appropriate.



The figure below illustrates the relationship between the CHA, CHIP, QI and the Strategic Plan:



The Community Health Assessment (CHA) informs all three plans

(Adapted from MarMason Consulting LLC, 2012 – in NACCHO, Developing a LHD Strategic Plan)

Process

The strategic planning process was led by the WHD Management Team (WMT), which consists of the Health Officer, the Supervisor of Nursing, and the Environmental Health Manager. The WMT met with the Board of Health (BOH), the WHD staff, the Wauwatosa Mayor and City Department Heads, and several stakeholders and community partners to gather input for the Strategic Plan. The Board of Health met several times during the process to offer input and approve the plan. The timeframe for the strategic planning process was:

- June 2011 through January 2012 – SWOT analysis, stakeholder meetings
- January 2012 through December 2013 – CHA and CHIP development
- January 2014 through April 2014 – Strategic Plan development and feedback
- May 2014 – Strategic Plan approval

Along with reviewing CHA data and CHIP priorities, the WMT met with residents, community leaders and community partners to conduct a Forces of Change or SWOT analysis to better understand perceived strengths and weaknesses of the WHD and the Wauwatosa community and to learn more about trends and external factors that could impact future health planning. The following are the sources of our SWOT data.



- An online SWOT survey was sent to the BOH on June 6, 2011. The WMT met with the BOH on June 21 to present the BOH SWOT summary and get additional feedback for the Strategic Plan. A summary of the findings is presented in Appendix A.
- A SWOT analysis was conducted with the WHD staff at a meeting on June 9, 2011. A summary of the finding is presented in Appendix B.
- SWOT data was collected during a series of Informant Interviews and focus groups with community partners, community leaders and stakeholders
- SWOT data was collected through an online survey. The survey was open July through November 2011. 146 surveys were completed, 75% of respondents were Wauwatosa residents.

Strategic Priorities, Goals, Objectives and Activities

The WHD identified 5 strategic priorities to work on over the next three years:

1. National Accreditation
2. Workforce Development
3. Community Partnerships
4. Community Programs and Services
5. Public Health Advocacy and Visibility

The WHD will address the strategic priorities using the following:

- **Goals:** Goals reflect our major approach for addressing each priority.
- **Objectives:** Objectives are specific and measurable statements of what will be done to achieve each goal.
- **Activities:** Activities are the short term actions that will be taken to address each objective. Activities can be adjusted as needed related to funding, timelines, and other department priorities.
- **Responsibility:** Responsibility for each activity is assigned to a WHD team or committee. The WMT will review the Strategic Plan quarterly to monitor progress on the objectives.
- **Progress:** Progress will be shown using the WHD Performance Management Tool. Projected due dates will be listed and progress will be shown through a color-coded system of work advancement. Modifications to the Strategic Plan will be addressed during monthly WMT meetings and will be reflected on the Performance Management Tool.



Strategic Priority #1: National Accreditation

Rationale: The Public Health Accreditation Board (PHAB) accreditation process seeks to advance quality and performance within public health departments. Accreditation through PHAB provides a means for a health department to identify performance improvement opportunities, to improve management, develop leadership, and improve relationships with the community. The WHD is seeking accreditation to certify agency expertise and high quality services they provide to the public, to attract future funding and grants, and to recruit/retain high quality staff.

Goal 1.1: Through December 31, 2017, institutionalize the Wauwatosa Health Department's (WHD) revised Quality Improvement Plan (QIP).

Objective 1.1.1: Implement WHD's revised QIP.

Activities:

- Revise internal and external data collection, analysis, and reporting process. [Health Improvement Committee (HIC)]
- Revise quality improvement organizational structure and assignments. [HIC]
- Update HIC and Quality Improvement Committees (QIC) roles and responsibilities. [WHD Management Team (WMT)]
- Update QIC logic modules of goals and objectives. [QIC]
- Educate staff on revised QIP. [HIC]
- Incorporate the City's strategic initiatives into WHD's operations or QIP when the City's Strategic Plan is completed. [WMT]

Objective 1.1.2: Implement revised performance management (PM) system.

Activities:

- Identify elements from previous PM system for continued usage. [HIC]
- Develop revised PM system. [HIC]
- Educate staff on revised PM system. [HIC]
- Incorporate performance management indicators in WHD's annual report. [WMT/HIC]

Goal 1.2: By December 31, 2015, attain national accreditation by the Public Health Accreditation Board (PHAB).

Objective 1.2.1: Complete accreditation steps for PHAB standards version 1.0.

Activities:

- Designate PHAB advisory committee (HIC). [WMT]
- Designate PHAB coordinator. [WMT]
- Complete PHAB application. [WMT]
- Assign staff to workgroups with a designated point person for each PHAB domain. [HIC]
- Propose selected documentation for PHAB evidence. [Domain workgroups]
- Finalize and enter documentation selection for PHAB evidence. [PHAB coordinator/HIC]
- Prepare for PHAB site visit. [PHAB coordinator/HIC]

Objective 1.2.2: Educate staff on PHAB accreditation.

Activities:

- Orient staff to PHAB accreditation and process. [WMT]
- Orient WHD Board of Health (BOH) to PHAB accreditation and process. [WMT]
- Provide periodic PHAB trainings to staff and BOH. [WMT/HIC]
- Report accreditation progress to staff and BOH. [WMT/HIC]



Strategic Priority #2: Workforce Development

Rationale: Effective public health practice requires a well prepared and sufficient workforce. The WHD seeks to establish a workforce development plan that allows staff opportunities to increase their skill and knowledge set so that they can continuously improve the quality of public health services and programs that are offered to the residents of Wauwatosa.

Goal 2.1: By December 31, 2014, establish WHD's workforce development plans.

Objective 2.1.1: Establish baseline of WHD's competency levels.

Activities:

- Research and identify core competencies for each job title. [WMT]
- Revise and implement WHD's orientation checklist for new staff. [WMT]
- Administer competency assessment to new hires at one year of employment and annually for all WHD staff. [WMT]
- Incorporate City of Wauwatosa competency-based performance evaluation system into WHD operations. [WMT/WHD staff]

Objective 2.1.2: Address departmental retention and succession for staff.

Activities:

- Review City of Wauwatosa's retention and succession plan. [WMT]
- Develop internal health department retention and succession plan. [WMT]
- Implement internal health department retention and succession plan. [WMT]

Goal 2.2: By December 31, 2017, increase the workforce's competency and capacity.

Objective 2.2.1: Educate internal WHD workforce to core and enhanced competencies

Activities:

- Administer annual competency assessment to track staff development. [WMT]
- Identify training needs on an individual and aggregate basis. [WMT]
- Provide training on an individual and aggregate basis. [WMT]
- Offer staff educational opportunities to enhance their knowledge, skills, and abilities beyond established competencies. [WMT]

Objective 2.2.2: Educate external workforce to public health.

Activities:

- Maintain existing and develop new agreements with academic institutions to provide community and public health experiences for individuals. [WMT]
- Mentor students to public health by offering observational experiences and clinical placements at WHD. [WMT/WHD staff]



Strategic Priority #3: Community Partnerships

Rationale: Community partners are important in helping to identify and define public health issues, develop solutions or improvements, develop policies, communicate important information, and implement public health initiatives. The WHD seeks to strengthen and develop community partnerships that will facilitate public health programming and help the WHD achieve its goals.

Goal 3.1: By December 31, 2015, increase the number of community partners collaborating on Wauwatosa community initiatives.

Objective 3.1.1: Maintain and enhance existing partnerships.

Activities:

- Identify existing partners and contact names and contact information. [WMT/QIC]
- Evaluate and revise current collaborative initiatives with partners. [WMT/QIC]
- Communicate progress on initiatives among partners and with other identified partners. [WMT/QIC]

Objective 3.1.2: Identify individuals, organizations, businesses, and/or entities for potential community partnerships.

Activities:

- Attend community, regional, and state functions/initiatives [WMT/QIC/WHD]
- Identify networking opportunities. [WMT/QIC]
- Identify potential new partners and contact names with mutual missions, goals, and objectives. [WMT/QIC]
- Establish communication means with partners. [WMT/QIC]

Goal 3.2: By December 31, 2017, increase the number of collaborative strategies and initiatives with community partners.

Objective 3.2.1: Engage community partners to promote evidence-based public health policies and strategies.

Activities:

- Research evidence-based strategies and promising practices addressing community initiatives. [WMT/QIC]
- Educate the City and community partners on recommended strategies and practices using selected communications methods. [WMT/QIC]
- Obtain commitments to implement selected strategies/practices by community partners. [WMT/QIC]
- Establish means to communicate progress on initiatives among partners and with other identified partners. [WMT/QIC]



Strategic Priority #4: Community Services and Programs

Rationale: All Wisconsin local health departments are required by state law to provide the following programs or services: generalized nursing program, health promotion, chronic disease prevention, communicable disease program, and human health hazard program. In addition to required programming, the WHD oversees the implementation of the CHIP, planning, implementing and evaluating programs as needed for improving the health of all Wauwatosans.

Goal 4.1: Through December 31, 2017, plan, implement, and evaluate the goals, objectives, and activities identified in the *2013 Wauwatosa Community Health Improvement Plan (CHIP)*.

Objective 4.1.1: Oversee CHIP implementation.

Activities:

- Obtain status on CHIP initiatives from community partners annually. [HIC/QIC]
- Analyze progress on CHIP initiatives. [HIC/QIC]
- Revise timelines and/or activities related to CHIP initiatives. [HIC/QIC]
- Evaluate and report progress on CHIP initiatives to the community and partners. [HIC/QIC]

Objective 4.1.2: Implement CHIP initiatives identified as WHD's responsibility.

Activities:

- See Appendix C for WHD's commitments to CHIP initiatives. [HIC]
- Evaluate and report progress on WHD's CHIP initiatives to the community and partners annually. [HIC]

Goal 4.2: Through December 31, 2017, plan, implement, and evaluate the goals, objectives, and activities identified in the WHD Communicable Disease (CD) Committee's Quality Improvement Plan.

Objective 4.2.1: Implement statutory requirements related to communicable disease prevention and control.

Activities:

- Revise and/or develop WHD's policies and procedures on statutory requirements related to CD prevention and control. [WMT/CD Committee]
- Evaluate and report statutory requirements and activities related to communicable disease prevention and control to the community and partners. [WMT/CD Committee]

Objective 4.2.2: Implement CD Committee's QIP.

Activities:

- See CD Committee's Vaccine Preventable Diseases, Non-Vaccine Preventable Diseases, and Sexually Transmitted Diseases logic models. [CD Committee]
- Evaluate and report progress on CD Committee's QIP initiatives to the community and partners annually. [HIC/CD Committee]



Goal 4.3: Through December 31, 2017, plan, implement, and evaluate the goals, objectives, and activities identified in the WHD Environmental Health & Preparedness (EH&P) Committee's Quality Improvement Plan.

Objective 4.3.1: Implement statutory requirements related to environmental health and preparedness.

Activities:

- Revise and/or develop WHD's policies and procedures on statutory requirements related to environmental health and preparedness. [WMT/EH&P Committee]
- Evaluate and report statutory requirements and activities related to environmental health and preparedness to the community and partners. [WMT/EH&P Committee]

Objective 4.3.2: Implement EH&P Committee's QIP.

Activities:

- See EH&P Committee's lead, radon, human health hazards, waste reduction, rabies, and preparedness logic models. [EH&P Committee]
- Evaluate and report progress on EH&P Committee's QIP initiatives to the community and partners annually. [HIC/EH&P Committee]

Goal 4.4: Through December 31, 2017, plan, implement, and evaluate the goals, objectives, and activities identified in the WHD Growth & Development Committee's (GDC) Quality Improvement Plan.

Objective 4.4.1: Implement statutory requirements related to health promotion and chronic disease prevention.

Activities:

- Revise and/or develop WHD's policies and procedures on statutory requirements related to programs on growth and development across the lifespan. [WMT/GDC Committee]
- Evaluate and report statutory requirements and activities related to health promotion and chronic disease prevention to the community and partners. [WMT/GDC Committee]

Objective 4.4.2: Implement GDC Committee's QIP.

Activities:

- See GDC Committee's Alcohol-Tobacco-Other Drugs (ATODA), growth and development (G&D), injury prevention, mental health, and physical activity and nutrition (PAN) logic models. [GDC Committee]
- Evaluate and report progress on GDC Committee's QIP initiatives to the community and partners annually. [HIC/GDC Committee]



Strategic Priority #5: Public Health Advocacy and Visibility

Rationale: Public health advocacy involves education and action related to health issues. Local health departments are responsible for educating the public about health conditions and risks, supporting research on health issues, and alerting the public to situations in the community that may increase the spread of a health problem. Along with education, local public health departments can inform policy makers and implement laws and standards that will pave the way for improved health conditions for all people in the community. Health departments can make themselves more visible and recognizable to policymakers, the media and the public through strong communications and marketing. The WHD seeks to increase visibility of the department and participation in advocacy efforts to ensure a healthy Wauwatosa community.

Goal 5.1: By December 31, 2017, increase public health advocacy through Board of Health initiatives.

Objective 5.1.1: Increase BOH advocacy activities.

Activities:

- Participate in meetings and policy initiatives promoting public health priorities. [BOH]
- Serve on public health-related committees and/or boards. [BOH/WMT]
- Approve resolutions or draft letters/statements on advancing selected public health initiatives. [BOH]

Objective 5.1.2: Engage community in public health advocacy.

Activities:

- Educate community on what is public health. [BOH/WMT]
- Educate community on effective strategies to improve public's health. [BOH/WMT]
- Explore methods for citizen involvement through volunteer opportunities. [BOH/WMT]

Goal 5.2: Through December 31, 2017, promote the work of the WHD through BOH initiatives.

Objective 5.2.1: Increase WHD visibility through marketing.

Activities:

- Identify various means to communicate with the community, including social media. [BOH/WMT/City of Wauwatosa]
- Develop a public health/WHD marketing and communications plan. [BOH/WMT]
- Publicize WHD programs and services. [BOH/WMT]
- Promote successful community partnerships strategies at local/state/national venues. [QIC/WMT/BOH]



Acknowledgments

The WHD would like to thank the following for their help on the Strategic Plan and for their ongoing commitment to improving the health in Wauwatosa.

Board of Health

John Dunn, MD, Chairperson
Chris Shaw, PhD, FNP, Vice Chairperson
Cheryl Davies, RD, Secretary
Leslie Martin, MD
Bobby Pantuso, Alderperson (ex officio)
Nancy Kreuser, Health Officer (ex officio)

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Mark Meske, RS
Diane Schindler, PHN
Amy Schmidt, Municipal Clerk
Lisa Simonds, Administrative Assistant

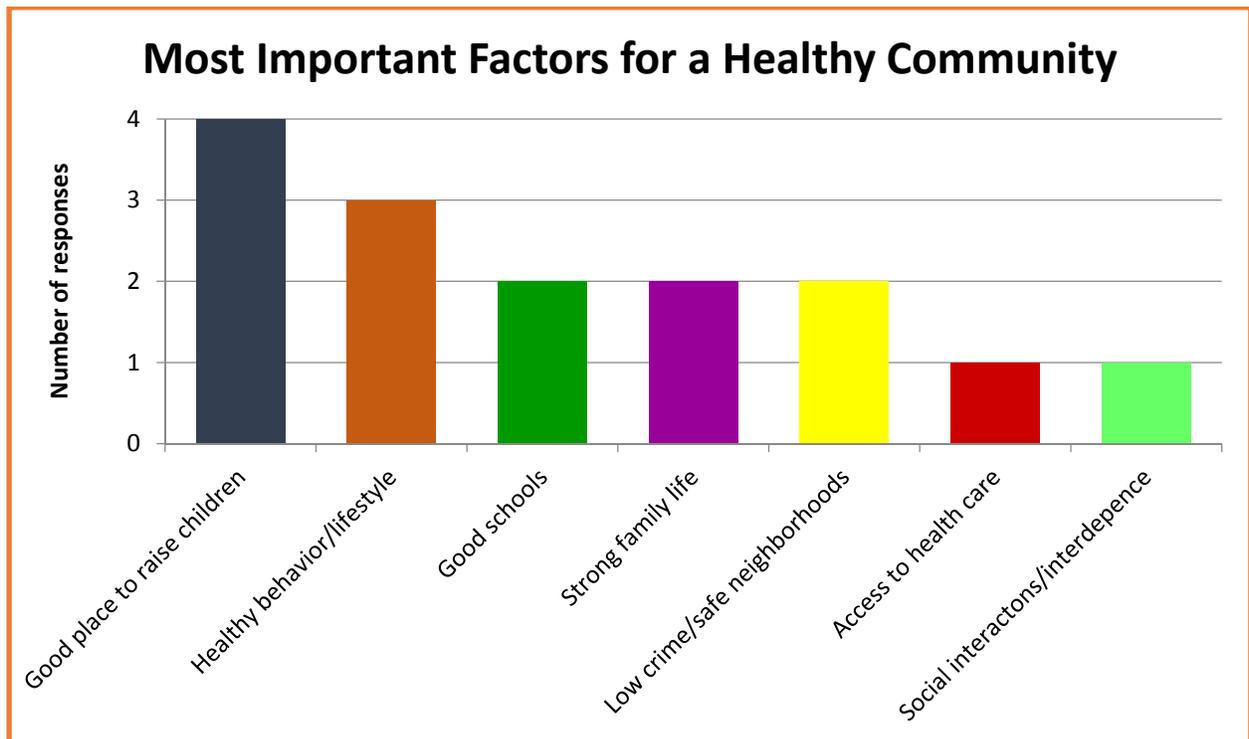


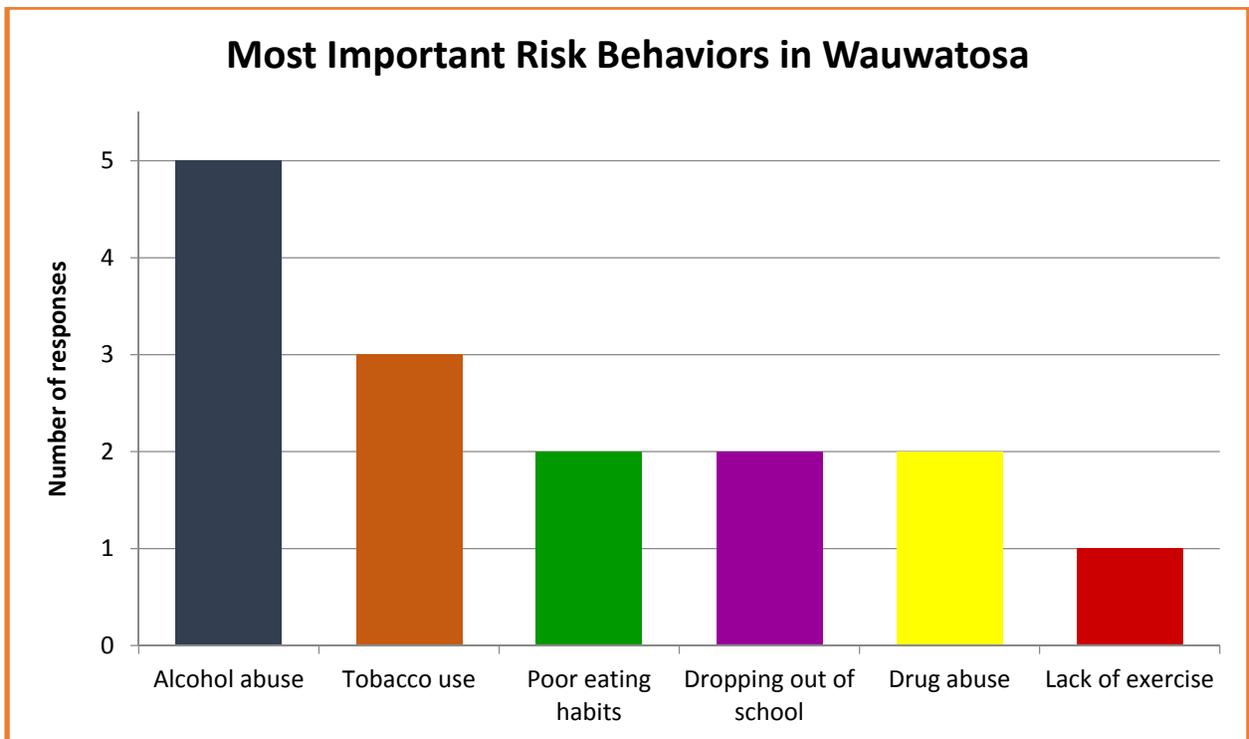
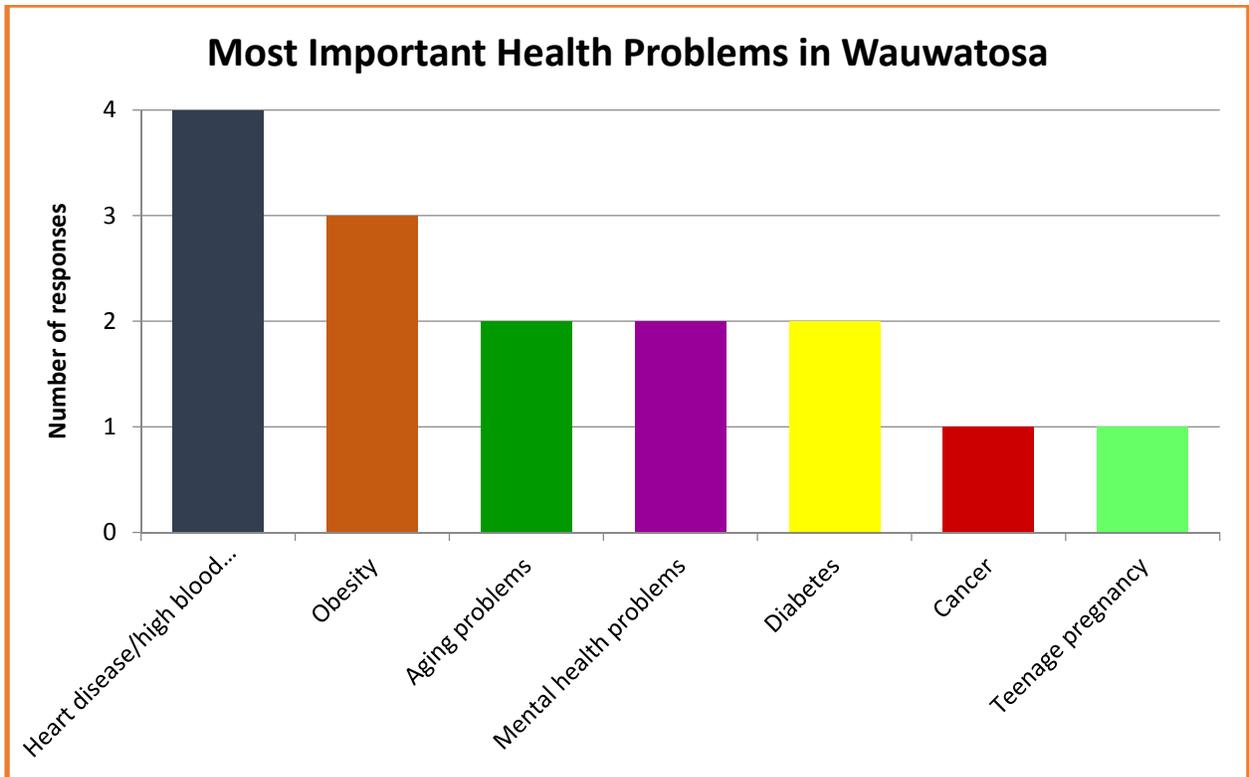
APPENDIX A

Wauwatosa Board of Health CHA and Forces of Change Survey Results

June 2011

The following are the results of the Board of Health members' responses to the online community health assessment questionnaire. This information is to provide a baseline for discussion at the June 21st Board of Health meeting.





**WAUWTOSA COMMUNITY
FORCES OF CHANGE THEMES & COMMENTS**

	Themes	Comments
Strengths	<ul style="list-style-type: none"> ✓ Schools ✓ Community/neighborhood connectivity 	<ul style="list-style-type: none"> • Central location • Community involvement • Desirable housing • Families who care about community/neighborhood • Good city services • Good percentage of economically stable citizens • Good public health services • Good schools (entered 3 times) • Safe • Strong neighborhoods
Weaknesses	<ul style="list-style-type: none"> ✓ Civic leadership/direction ✓ Perceptions/reputations 	<ul style="list-style-type: none"> • Aging housing stock • High taxes • Increased crime or at least increased publicity • Lack of direction • Lack of diversity • Not acknowledging problems • Poor leadership • Questionable reputation in the press (Mayfair) • School system • Sense of community could be stronger • Vacant North Avenue buildings
Opportunities	<ul style="list-style-type: none"> ✓ Several parcels being developed/redeveloped ✓ Neighborhoods 	<ul style="list-style-type: none"> • Burleigh Triangle development • Business opportunities • Clusters of sense of community • Good neighborhood association • Health • Innovation Park development • Many successful businesses in East Town • Milw County grounds/Medical College development • New Hoyt pool facility • State of the art health care institutions • Strengthen and market education • Support of neighborhoods
Threats	<ul style="list-style-type: none"> ✓ Crime (real or perceived increase) ✓ Aging population ✓ Economic issues 	<ul style="list-style-type: none"> • Change in demographics (if evolution of community culture is not proactively adaptive) • Crime • Crime (Mayfair becoming Northridge) • Decreased state monies • Drugs • Economic downturns • Epidemics • Increase in aging population with health needs • Increased burglaries/robberies/assaults • Lack of vision and foresight among city leadership • Teen issues • Unkempt houses/properties due to foreclosures and elderly



Additional BOH summary and comments from the June 21, 2011 meeting:

- The demographics of the city are changing; there is an asset in diversity; celebrate and nurture this
- Address long-term planning, community development, healthy environment, crime impact, and neighborhoods to keep the community healthy
- Maintain housing stock
- Neighborhoods leveraged—know your neighbor
- East Town North Avenue Plan—walkability cited; bike paths; safety in pedestrian crossing; enhancing economy; Bobby Pantuso requested WHD to write letter of support for tonight's hearing and has been involved in some aspects of this process



APPENDIX B

WAUWATOSA HEALTH DEPARTMENT FORCES OF CHANGE THEMES & COMMENTS		
	Themes	Comments
Strengths	<ul style="list-style-type: none"> ✓ Quality of staff ✓ Operational efficiency 	<ul style="list-style-type: none"> • Broad range of services • Competent people • Cost effective • Efficient operation • Experienced staff • Funding for basic functioning of department • Good management • Needed services • Response to community needs • Very well qualified staff • Well developed strategic plan
Weaknesses	<ul style="list-style-type: none"> ✓ Financial/budget constraints/limitations ✓ Limited staffing and space ✓ Limited community knowledge of purpose/services/value 	<ul style="list-style-type: none"> • Aging workforce • Financial constraints limiting filling of all needed staff positions • Inadequate community understanding of value • Lack of community knowledge of purpose • Lack of community knowledge of services • Lack of support from administration • Limited budget • Limited immunization hours • Not enough community outreach • Small facilities / space • Small staff
Opportunities	<ul style="list-style-type: none"> ✓ Become leader/model ✓ Engage in partnerships ✓ Support of elected officials 	<ul style="list-style-type: none"> • Ability to be a model to other municipalities • Ability to become a leader to other municipalities • Common Council who is basically supportive • Community outreach • Could show citizens what government can do • Partner with businesses • Partner with existing health care institutions • People interested in improving health • Proactive planning • Support of mayor/council
Threats	<ul style="list-style-type: none"> ✓ Decreased budget/funding loss ✓ Changing workforce to less experienced personnel ✓ More community needs 	<ul style="list-style-type: none"> • Disappearance of current funding streams • Funding • Inadequate understanding by the public • Inadequate understanding of and valuation of public health by city government • Job loss and loss of institutional knowledge • Lack of experienced workforce to replace those retiring • Lack of funding for new programs • Less money and more need • Merging with other health departments and losing identity • More aging population needs



APPENDIX C

Community Health Improvement Plan (CHIP) – WHD Commitment

Along with providing oversight to the CHIP process, the WHD agreed to complete or contribute to the following activities to help meet CHIP goals. All activities will be concluded by December 31, 2017.

Health Priority #1: Excessive Alcohol Use

- Secure funding for biannual compliance checks (WHD, WPD)
- Implement high school targeted programming that addresses the consequences of youth drinking and driving, such as ENCARE, “Every 48 Minutes” or “Just Drive!” (Tosa United, WSD, WHD, WPD, F&MCW)
- Promote “Parents Who Host, Lose the Most” messaging and programming (Tosa United, WHD, WSD, WPD)
- Educate the Common Council and community leaders on best practices related to reducing alcohol use among adults and youth (WHD, Tosa United)
- Educate and implement best and emerging practices with festivals serving alcohol (WHD, IRC)
- Develop questions for tracking percentage of youth who drive with someone who has been drinking (WHD)

Health Priority #2: Healthy Eating and Activity

- Identify barriers for sustained and exclusive breastfeeding and implement a response plan to reduce identified barriers (WHD, WIC, health care providers)
- Develop social media strategies to encourage participation in community healthy lifestyles offerings (WHD)
- Maintain and/or increase local food security programs (WIC, Tosa Cares, WHD)

Health Priority #3: Mental Health

- Develop and implement a community awareness campaign about mental health issues and resources (WHD, Tosa United, mental health organizations and providers)
- Update and disseminate local mental health resources (WHD)
- Track and monitor annual suicide rates based on police department data (WPD, WHD)
- Track and monitor other mental health indicators, such as depression, isolation, and bullying (WHD, WSD, health organizations)

Health Priority #4: Injury and Violence Prevention

- Coordinate and monitor data on ambulance responses, trauma data and emergency room visits by Wauwatosa residents (WFD, WHD)
- Offer the Child Home Safety Program to Wauwatosa families with young children. Expand the Child Home Safety Program to older children to address bike helmet use, falls from furniture tipping, fire prevention and indoor/outdoor safety for kids aged 4-8 years. (WHD)
- Continue to offer Safe Walk to School Programs (WSD, WPD, WHD, WDCD, DPW)
- Explore piloting bike helmet fitting events in the community (WFD, WHD, Safe Kids)
- Advocate and educate on the booster seat law (IRC, WHD)

