Aurora Sinai Medical Center Community Health Implementation Strategy

January 1, 2023 – December 31, 2025

Community health improvement is an effective tool for creating a shared vision and supporting a planned and integrated approach to improving health outcomes. The basic premise of community health improvement is that entities identify community health issues, prioritize those that can be addressed, and then develop, implement, and evaluate strategies to address those issues. Tax-exempt hospitals are required to conduct a community health needs assessment (CHNA) and develop an implementation strategy to document how the hospital will address prioritized community health needs. The following outlines a summary of the CHNA process and provides details on Aurora Sinai Medical Center's plans to address their prioritized community health needs.

SUMMARY OF MILWAUKEE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS

Every three years, the health system members of the Milwaukee Health Care Partnership (Advocate Aurora Health, Ascension Wisconsin, Children's Wisconsin, and Froedtert Health) conduct a collaborative Community Health Need Assessment (CHNA) in Milwaukee County. The CHNA serves as the foundation from which hospitals and local health departments develop their respective community health improvement strategies.

These findings are also intended to inform a broader audience — community health centers, government health agencies, public health departments, philanthropy, community-based organizations, and civic leaders — about the top health issues facing our community.

The Milwaukee County CHNA relies on three sources of information:

- **Community Health Survey (primary data):** an on-line survey conducted August – October 2021, with more than 8,600 Milwaukee County residents completing 50 questions related to the top health needs in the community, individuals' perception of their overall health, access to health services, and social drivers of health, including racism and health equity.
- **Stakeholder Interviews and Focus Groups (primary data):** conducted by health system community benefit leaders with 103 individuals representing 93 organizations to identify the community's most pressing health issues and effective health improvement strategies. The focus groups were selected to assure input from organizations representing vulnerable populations and those with expertise in community health. The groups included leaders and representatives from Safety Net clinics, local community health departments, youth serving organizations, and organizations serving low-income populations.
- **Health Compass Milwaukee (secondary data):** a dynamic website providing more than 300 of the most current health indicators for Milwaukee County at the county, municipal, zip code, and census tract levels (where available), as well as related demographic data such as race/ethnicity, education, income, and housing. healthcompassmilwaukee.org

This report along with additional Milwaukee County CHNA materials can be found on **Health Compass Milwaukee in the Local Reports section**.

Aurora Health Care®

Aurora Sinai Medical Center
945 N. 12th Street
Milwaukee, WI 53233

SIGNIFICANT HEALTH NEEDS IDENTIFIED AND SELECTED FOR IMPLEMENTATION STRATEGY AND WHY

Advocate Aurora Health has a strong history of community engagement and service. A targeted strategy was developed to build on this history—one that transforms and aligns our community-facing work through a health equity lens. Health equity means everyone has a fair and just opportunity to be as healthy as possible. The Advocate Aurora Health Community Strategy provides an overarching framework for the health system centered on six areas of focus which include: access to innovative care; access to behavioral health; workforce development; community safety; housing; and food security. The Aurora Sinai Community Health Implementation Strategy aligns with the Advocate Aurora Community Strategy, but this plan is unique to the health needs of the community served by Aurora Sinai. Aurora Sinai prioritized the following health issues to be addressed with their 2023-2025 Community Health Implementation Strategy:

- Access to Innovative Care and Services
- Behavioral Health: Mental Health and Substance Use
- Housing
- Community Safety and Violence Prevention
- Workforce Development

Access to Innovative Care and Services

Access to health care was a top health issue identified in the Aurora Sinai Community Health Needs Assessment. Key stakeholder and survey respondent data call out that access to care is more comprehensive than just being seen by a health care provider. For this strategy, Access to Innovative Care and Services is about creating conditions in our hospital, across our health system and in our community to provide accessible, available, affordable, and targeted health care and health services to support everyone's ability to live well.

Data for Milwaukee County shows the county falls behind Wisconsin and other counties for adults without health insurance, no recent dental visits, and clinical care ranking (for access and quality as reported in the County Health Rankings). Additionally, many of these indicators are seeing significantly worsening trends. In Milwaukee, significant gaps exist in health care coverage between racial/ethnic groups.

Behavioral Health: Mental Health and Substance Use

Behavioral health, which includes treatment and services for mental health conditions and substance use disorder, is a growing public health concern and was identified as a top health issue in the Aurora Sinai Community Health Needs Assessment. In 2021, the mental health hospitalization rate in Milwaukee County was 852.1 admissions per 100,000 residents, higher than the Wisconsin average of 650.8 per 100,000 residents. The 2021 mental health emergency department visit rate was 1,353.4 visits per 100,000 residents, higher than the Wisconsin average of 919.8 per 100,000 residents. Non-Hispanic Black residents were disproportionately impacted, with a rate of 2,647.5 visits per 100,000 residents.

In Milwaukee County, the rate of drug overdose mortality was 41.7 per 100,000 population in 2016-2020, higher than Wisconsin rate of 21.7 per 100,000 population. From 2017-2021, the Milwaukee County substance use emergency department visit rate was 1,138.6 visits per 100,000 residents, higher than the Wisconsin average of 649.3 visits per 100,000 residents. Non-Hispanic Black residents were disproportionately impacted, with a rate of 1,715.9 visits per 100,000 residents.

Housing

The socioeconomic and environmental conditions where people live, work, learn, play and pray have a direct impact on a wide range of health and quality of life outcomes. In the Aurora Sinai Community Health Needs Assessment, the community identified housing as an important social driver because housing affects health in multiple ways. Housing and neighborhood location impacts community safety, exposure to environmental pollutants, access to transportation, and more. Housing quality impacts exposure to environmental health hazards like lead and radon, contributes to overcrowding, and more. Thirdly, housing affordability and homeownership impacts short and long-term economic security.

From 2016-2020, 49.1 percent of Milwaukee County housing units were owner occupied, lower than the Wisconsin average of 67.1 percent. The rate of owner occupied housing units is lowest among the non-Hispanic Black population, at 24.7 percent. Twenty-five percent of renter occupied housing units are rent-burdened, meaning renters are spending more than 50 percent of their income on rent.

Community Safety and Violence Prevention

Community safety and violence prevention was a top health issue identified from the community health survey, key stakeholder interviews, and focus group participants. Community input to the assessment elevated community safety themes such as reckless driving, civil unrest, and racial tension as well as violent crime and shootings. Survey data shows respondents' perception of violence-related issues and lack of economic opportunities as a root cause. While Milwaukee County residents overall reported their neighborhoods relatively safe to live in, those who lived in high-need zip codes and respondents of color were less likely to report that their neighborhood is safe. This reflects the geographically concentrated nature of the problem and segregation of communities in Milwaukee.

Workforce Development

A steady job in favorable working conditions means more than just a paycheck. Employment can also mean a link to health insurance benefits for a family, the ability to pay for childcare services or education, and the opportunity to purchase healthy, nutritious food. Unemployment, on the other hand, can lead to negative health outcomes such as a decline in one's ability to access care for themselves or their family members, development of depression or other behavioral health issues, or an inability to pay for basic living expenses. Employment can also affect health if one's working conditions are unsafe or if wages are not at a level that sustains one's living expenses.

The median household income in Milwaukee County is $55,078, which is lower than the state's median household income of $66,706. There is a large racial disparity in the median household income with the non-Hispanic White and Asian or Pacific Islander populations having the highest household incomes and the non-Hispanic Black, Native American and Hispanic or Latino populations having the lowest median household incomes.

HEALTH PRIORITY: Access to Innovative Care and Services

IMPACT:

Improve health among residents by creating conditions that provide accessible, available, affordable, and targeted health care and health services to support everyone's ability to live well

DESCRIPTION OF HEALTH NEED DATA:

- Nineteen percent of Milwaukee County residents reported an inability to access health services in the last 12 months
- Twenty-one percent of City of Milwaukee residents reported an inability to access health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- The overall rate of insured residents in Milwaukee County 89.2 percent. The highest rate of insured residents is among the White non-Hispanic population (95.4 percent), and the lowest is among the Hispanic/Latino population (70.0 percent)

Source: American Community Survey, 2019

- The rate of preventable emergency department visits for the City of Milwaukee is 1,665.6 visits per 100,000 residents, but the rate is higher for the non-Hispanic Black population at 2,561.4 visits per 100,000 residents

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Access to Innovative Care

NATIONAL: **HEALTHY PEOPLE 2030**

- Settings and Systems: Health Care

HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #1: Increase access to primary care

SPECIFIC INTERVENTIONS AT AURORA SINAI	COLLABORATIVE PARTNERS	OBJECTIVES
• Through participation in the Milwaukee Health Care Partnership Emergency Department Care Coordination (MHCP EDCC) program, link Medicaid-eligible and uninsured patients using our hospital emergency department for primary care with medical homes	• Milwaukee Health Care Partnership • Aurora Family Service	• Increase number of non-emergent patients presenting in our Emergency Department are navigated to a medical home
• Provide the Refugee Health Coordination program, which delivers health screenings and primary medical care	• Aurora Medical Group	• Increase refugee health screenings and primary medical care
• Partner with the Returning Citizen program, linking formerly incarcerated individuals with a medical home	• Returning Citizen Program	• Increase formerly incarcerated individuals who have a medical home
• Education and awareness of LGBTQ clinical services; by becoming a local and national leader in LGBTQ patient care, education, research, and advocacy	• Aurora Medical Group • Cream City Foundation • LGBTQ Community Center • Diverse and Resilient	• Maintain a Human Rights Campaign (HRC) Healthcare Equity Index (HEI) accreditation (https:// www.hrc.org/hei) • Selection of site champions, task forces, and an ombudsperson who will serve as a liaison for LGBTQ patients to resolve issues • Provide continuing education opportunities for team members on culturally competent LGBTQ healthcare and health disparities • Partner with community organizations to increase outreach and collaboration • Support the maintenance of the Advocate Aurora LGBTQ Health webpage Advocate Aurora LGBTQ Health webpage

MEASURING OUR IMPACT

- Appointments scheduled; Federally Qualified Health Center (FQHC) appointments and show rate
- Number of individuals served by Refugee Health Coordination program
- Number of individuals served by Returning Citizen program
- Process milestones in LGBTQ activities; number of unique hits to LGBTQ webpage

HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #2: Increase access to innovative services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide prescriptions upon discharge free of cost to under-insured patients who lack resources through the Aurora Essential Medication Fund	• Aurora Pharmacy	• Increase patients who are able to access needed medications
• Provide Coverage to Care (C2C) program to deliver intensive and systematic case-management for hospital ED high utilizers, incorporating health care literacy, health care advocacy, health care coordination and medical homes	• Aurora Family Service	• Reduce preventable emergency department visits
• Through the Family Enrichment program, provide home visiting services for expectant and new parents and their families, including ongoing family-centered case management services, in-home parent education, assistance with navigating the health system, support and advocacy, managing stress and anger, and preparing for school and learning skills for the child; provide program referrals	• Aurora Family Service	• Increase coping skills and reduce stress for new parents
• Provide Baby Boxes to selected mothers delivering at Aurora Sinai, ensuring availability of a safe sleeping environment for the baby's first three months of life	• Aurora Medical Group	• Increase safe sleep practices and reduced risk of sudden unexpected infant death (SUID)
• Safe Mom Safe Baby: A case-management service providing management and advocacy services to pregnant or recently-delivered women experiencing intimate partner violence	• Aurora Healing and Advocacy Services	• Provide personalized treatment and support for pregnant women after domestic violence
• Provide a social worker in our Emergency Department to work with patients to identify social drivers of health needs (including housing, food security, etc.) and offer social service navigation, and appropriate linkages to community resources	• Aurora Medical Group	• Increase linkages to appropriate community resources

HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #2: Increase access to innovative services cont.

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide education and referrals to the Women, Infants and Children (WIC) Special Supplemental Nutrition Program to low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk	• WIC Special Supplemental Nutrition Program	• Increase access to food, health care, and nutrition education
• Provide the Center for Senior Health & Longevity (CSHL), which provides outpatient, inpatient, and specialty services for older adults		• Help older patients achieve the highest quality of life possible

MEASURING OUR IMPACT

- Number of prescriptions provided; dollar value
- Number of individuals served by Coverage to Care
- Number of individuals served; levels of service and outcomes
- Number of baby boxes distributed
- Number of Emergency Department patients navigated to community resources
- Number of women, infants, and children served
- Number of CSHL visits and appointments

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use

IMPACT:

Improve mental health and reduce misuse of drugs and alcohol among Milwaukee County residents through preventative strategies and increased access to behavioral health services

DESCRIPTION OF HEALTH NEED DATA:

- Ten percent of Milwaukee County residents reported an inability to access mental health services in the last 12 months
- Eleven percent of City of Milwaukee residents reported an inability to access mental health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- In Milwaukee County, the rate of drug overdose mortality was 41.7 per 100,000 population, higher than the Wisconsin rate of 21.7 per 100,000 population

National Vital Statistics System-Mortality, 2016-2020

- The rate of mental health emergency department visits for City of Milwaukee is 1,778.0 visits per 100,000 residents, and is nearly double for non-Hispanic Black residents, at 3,311.9 visits per 100,000 residents

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Access to Behavioral Health Services

STATE: **WISCONSIN STATE HEALTH PLAN PRIORITY AREAS**

- Alcohol
- Opioids
- Suicide

NATIONAL: **HEALTHY PEOPLE 2030**

- Health Conditions: Mental Health and Mental Disorders
- Health Behaviors: Drug and Alcohol Use

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use cont.

STRATEGY #1: Increase access to Behavioral Health Services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide Aurora Behavioral Health resources in our Emergency Department to expedite appropriate referrals and assist with navigation, facilitate interactions with staff, and provide inpatient transfers, appointment scheduling and motivational interviewing	• Aurora Behavioral Health Services	• Identify and refer patients to appropriate Behavioral Health services
• Provide leadership and operational support of Milwaukee County Mental Health Emergency Center	• Milwaukee Health Care Partnership	• Increase access to Behavioral Health inpatient and outpatient care
Through a partnership between local school districts and the Advocate Aurora Health Student and Family Assistance Program (SFAP) provide: • Virtual or in-person confidential counseling • Behavioral education on topics such as anger management and marijuana use • Life-balance services, such as financial counseling, legal consultation or assistance finding childcare	• Aurora Employee Assistant Program	• Increase access to Behavioral Health resources for students and their families

MEASURING OUR IMPACT

- Number of Emergency Department patients assessed for Behavioral Health services and disposition of patients needing behavioral health services
- Number of patients served in Milwaukee County Mental Health Emergency Center
- Number of school district partnerships; number of families served

STRATEGY #2: Improve mental health through community collaborations

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide referrals to ED2Recovery program to support peer support services for individuals who have experienced a drug overdose	• Wisconsin Community Services (WCS)	• Increase referrals to ED2Recovery program to link people who have experienced an overdose with peer support specialists
• Provide a drug take-back box, enabling community members to safely and securely discard unwanted opioid and other prescriptions	• Aurora Pharmacy	• Reduced availability of opioids and other unwanted prescriptions in the community

MEASURING OUR IMPACT

- Number of ED2Recovery referrals
- Pounds of medications collected

HEALTH PRIORITY: Housing

IMPACT:

Increased opportunity for safe and stable housing

DESCRIPTION OF HEALTH NEED DATA:

- From 2016-2020, 49.1 percent of Milwaukee County housing units were owner occupied, lower than the Wisconsin average of 67.1 percent. The rate of owner-occupied housing units is lowest among the non-Hispanic Black population, at 24.7 percent
- Twenty-five percent of renter-occupied housing units are rent-burdened, meaning renters are spending more than 50 percent of their income on rent

Source: American Community Survey, 2016-2020

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Housing

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**

- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**

- Social Determinants of Health: Economic Stability: Neighborhood and Built Environment
- Social Determinants of Health: Economic Stability: Housing and Homes

STRATEGY #1: Increase opportunity for safe and stable housing

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Through the MHCP Housing Initiative, provide patients access to a housing navigator who will facilitate linkages to permanent housing	• Milwaukee Health Care Partnership	• Increase linkages to permanent housing
• Provide the Safe Home Environment (SHE) program, linking pregnant women experiencing intimate partner violence with safe alternative housing. This program is part of the larger Safe Mom Safe Baby program described on page 5	• Aurora Healing and Advocacy Services	• Provide personalized treatment and support for pregnant women after domestic violence
• Sponsor respite beds located at the Salvation Army to provide safe discharge and shelter to medically fragile individuals	• Salvation Army	• Increase access to shelter

MEASURING OUR IMPACT

- Number of individuals served
- Number of women served though the SHE program
- Number of individuals served

HEALTH PRIORITY: Community Safety and Violence Prevention

IMPACT:

Increased safety and enhanced violence prevention and response

DESCRIPTION OF HEALTH NEED DATA:

- Violence prevention and community safety was a top health issue identified from the community health survey, key stakeholder interviews, and focus group participants
- While Milwaukee County residents overall reported their neighborhoods relatively safe to live in, those who lived in high-need zip codes and respondents of color were less likely to report that their neighborhood is safe

Source: Milwaukee Health Care Partnership Community Health Needs Assessment

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**
- Community Safety

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**
- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**
- Health Behaviors: Violence Prevention

STRATEGY #1: Increase safety and enhanced violence prevention and response

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
Consistent with Aurora's system-wide Forensic Nursing and Aurora Healing and Advocacy Services programs, provide: • Provide 24/7 crisis response, personal advocacy, system advocacy, information and referral, individual and group counseling and support and follow-up services to a minimum of 750 victims of sexual and domestic violence • Increase Milwaukee's response to survivors of sexual assault by providing 24/7 access advocates through the Aurora Healing Center Sexual and Domestic Violence Hotline • Collaborate and coordinate services with local systems, multi-disciplinary teams, and population-specific service providers to ensure that underserved survivors of sexual and domestic violence have access to services that will support their efforts to achieve justice and healing • Provide community education/prevention/outreach trainings related to sexual assault, domestic violence, and sex trafficking	• Aurora Healing and Advocacy Services	• 450 victims will receive immediate support • 100% of survivors served will be offered personal advocacy • 400 survivors will receive individual counseling services • The hotline will respond to a minimum of 1600 calls • 30 survivors will receive counseling at Sojourner Family Peace Center • 6 trainings will be conducted annually

HEALTH PRIORITY: Community Safety and Violence Prevention cont.

STRATEGY #1: Increase safety and enhanced violence prevention and response cont.

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Support a cross-system Human Sex Trafficking and Resource Navigation initiative	• Milwaukee Health Care Partnership	• Improve access to quality healthcare for individuals victimized by sex trafficking
• Provide the Safe Home Environment (SHE) program, linking pregnant women experiencing intimate partner violence with safe alternative housing. This program is part of the larger Safe Mom Safe Baby program described on page 5	• Aurora Healing and Advocacy Services	• Provide personalized treatment and support for pregnant women after domestic violence
• Participate in the NWSP community-building activities designed to make neighborhoods safer. Near West Side Partners (nearwestsidemke.org)	• Near West Side Partnership (NWSP)	• Make the Near West Side a great place to live, work, play and stay by revitalizing and sustaining thriving business and residential corridors
• In collaboration with Aurora Trauma Informed Care (TIC) program, Women's Health will improve postpartum follow-up care for women at-risk due to comorbid medical and social complexity		• Improve completion rate for 6-week postpartum visits by 20% for low-income patients with a Behavioral Health diagnosis by end of 2023

MEASURING OUR IMPACT

- Number of individuals served; levels of service and outcomes; number of trainings
- Process milestones of the MHCP Human Sex Trafficking Education and Resource Navigation initiative
- Process milestones of the NWSP safety strategies
- Number and percentage of patients screened for Behavioral Health; Number and percentage of Behavioral Health referrals; Number and percentage of patients participating in pre-visit intervention; Number and percentage of Emergency Department visits

HEALTH PRIORITY: Workforce Development

IMPACT:

Increased opportunities for stable employment

DESCRIPTION OF HEALTH NEED DATA:

- The median household income in Milwaukee County is $55,078, which is lower than the state's median household income of $66,706
- There is a large racial disparity in the median household income with the non-Hispanic White and Asian or Pacific Islander populations having the highest household incomes and the non-Hispanic Black, Native American and Hispanic or Latino populations having the lowest median household incomes

Source: American Community Survey, 2016-2020

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**
- Workforce Development

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**
- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**
- Social Determinants of Health: Economic Stability

STRATEGY #1: Increase opportunities for stable employment

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide training programs for nursing assistant, medical assistant, sterile processing/surgical tech, and phlebotomist positions	• Herzing University • ACL Laboratories • Center for Health-care Careers of Southeast Wisconsin	• Hire trained individuals into permanent employment and upskill frontline team members
• Participate in the Community Assessment Training program, providing job skills training and experience for high school students with cognitive or physical limitations	• Milwaukee Public Schools	• Provide students with cognitive or physical limitations opportunities for learning job skills
• Provide Temporary Work Experience internships at our hospital. The 90-day internship is intended to give job seekers first-hand, paid experience on job duties, role expectations, and workplace culture	• Wisconsin Division of Vocational Rehabilitation (DVR)	• Offer permanent employment opportunities at Advocate Aurora Health when positions become available

HEALTH PRIORITY: Workforce Development cont.

STRATEGY #1: Increase opportunities for stable employment cont.

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Offer paid Culinary Registered Apprenticeship and Facilities Maintenance Technician Registered Apprenticeship positions. These full-time paid, benefit eligible positions equip participants with both on-the-job training and instruction through MATC, resulting in a technical diploma	• Wisconsin Department of Workforce Development (DWD) • Milwaukee Area Technical College (MATC)	• Hire trained individuals into permanent employment
• Through the NAVIGATE program, provide current team members in entry-level or middle-skilled positions (CNAs, food services, transporters, environmental services, etc.) with soft-skills workshops, mentorship, and career coaching and development designed to help them advance into higher-level positions	• Wisconsin Department of Workforce Development (DWD) • Milwaukee Area Technical College (MATC)	• Provide advancement opportunities for current team members
• Offer paid internship for a young woman interested in pursuing a healing career, in partnership with PEARLS for Teen Girls	• PEARLS for Teen Girls	• Expand capacity for care for survivors while developing the local pipeline of talent interested in healing works and help develop the future career of a young person
• Participate in the Metropolitan Milwaukee Association of Commerce Region of Choice Initiative	• Metropolitan Milwaukee Association of Commerce	• Increase the number of African American and Hispanic/Latino employees in Metro Milwaukee by 15 percent, and the number of African American and Hispanic/Latino managers in Metro Milwaukee by 25 percent, over 5 years

MEASURING OUR IMPACT

- Number of individuals, by program type trained and hired, by position
- Number of students trained; number of training hours provided
- Number of individuals completing interns; number of interns hired
- Number of current culinary and facilities apprentices; number of individuals completing an apprenticeship
- PEARLS for Teen Girls Internship outcomes
- Percentage of African American and Hispanic/Latino employees; percentage of African American and Hispanic/Latino managers

Note: Plans to address selected CHNA priorities are dependent upon resources and may be adjusted on an annual basis to best address the health needs of our community.