

# Center for Urban Population Health

A Destination for Interdisciplinary Population Health Research



University of Wisconsin  
**SCHOOL OF MEDICINE  
AND PUBLIC HEALTH**

UNIVERSITY of WISCONSIN  
**UWMILWAUKEE**



*Aurora Health Care®*



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# A Message from the Director

Dear Colleagues and Partners –

On behalf of the Center for Urban Population Health, it is my pleasure to present to you this seminal document that tells the story of the Center for Urban Population Health since it was conceptualized in 1999. This document describes the history and capacity of the Center and sets forth a framework for our future growth based on exciting developments and opportunities in the field of population health.

The Center for Urban Population Health's unique capabilities and influence lie in its:

- Objectivity among multiple stakeholders and organizations,
- Interdisciplinary nature,
- Ability to address broad population health concerns,
- Research and information technology infrastructure, and
- Community connectivity.

After reviewing this document, I hope that you will agree that the Center has achieved some major milestones since it was formally established in 2001. Recognizing our noteworthy accomplishments over the last 6 years has allowed us to confidently chart our course to be significantly involved in emerging public and population health issues in the coming years.

As a destination for interdisciplinary population health research, the Center embraces the opportunity to:

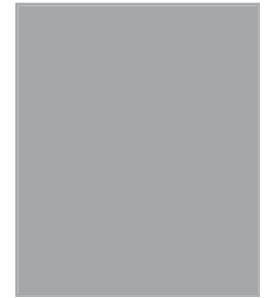
- Advance Clinical and Translation Research,
- Provide leadership for Aurora-University of Wisconsin Medical Group Research Initiatives,
- Establish a community-accessible Data Warehouse, and
- Offer significant capacity to the UWM School of Public Health

At its heart, the Center is committed to population health and connections to communities in Wisconsin's urban areas. To make a difference in people's lives, scientific knowledge about population health must be interwoven with community partnerships. Therefore, the Center has chartered a course to engage in meaningful partnerships with multiple stakeholders in order to advance research and evaluation aimed at improving the public's health.

Over the next five years the Center's team of researchers and community partners will put our mission — *To advance population health research and education to improve the health of urban communities* — into action. As the Center Director I look forward to the continued pleasure of collaborating with you and your colleagues to assure innovative, community-connected urban population health research and education.

Sincerely yours,

Ron A. Cisler



**Ron A. Cisler**, Ph.D.

Director,  
Center for Urban  
Population Health

Associate Professor of  
Health Sciences,  
University of Wisconsin-  
Milwaukee

Associate Professor of  
Population Health  
Sciences,  
University of Wisconsin  
School of Medicine and  
Public Health



# Executive Summary

The Center for Urban Population Health was formally established in April 2001 to improve individual and population health through health services research, evaluation, professional education and health promotion programming. The Center was conceptualized as a vehicle to bring together the clinical and academic strengths of the University of Wisconsin–Milwaukee (UWM) and the University of Wisconsin Medical School’s Milwaukee Clinical Campus in association with Aurora Health Care, Inc. located at the Aurora Sinai Medical Center in downtown Milwaukee. Center partners identified the need for outcomes research and evaluation associated with priority health issues impacting Wisconsin’s urban, underserved populations.

The Center is organized around a broad definition of population health which focuses on identifying the determinants of health and disease, designing and implementing preventive interventions that promote the health and well-being of populations, and measuring their effectiveness. Of particular importance are the inclusion of medical care and the health care system in the more extensive definition of population health. Research focus areas are continually reprioritized to reflect the most pressing health needs of urban communities in Wisconsin.

Beginning in 1999 through our current activities in 2007, the Center has developed the capacity and infrastructure for success and sustainability. This has been achieved through establishing a governance and organizational structure, engaging in strategic planning, building our Center Scientist Development program and engaging in research and education that spans the translational health sciences continuum.

As a destination for interdisciplinary population health research, the Center for Urban Population Health is uniquely positioned to provide leadership and research infrastructure for high priority and emerging population health initiatives.

With the foundational infrastructure provided by its three institutional partners, the Center, as an independent entity, envisions a significant role in facilitating inter-institutional collaboration, expanding translational research initiatives through participation in UW’s Institute of Clinical and Translational Research, attracting faculty for the new UWM School of Public Health, preparing future public health professionals and developing new population health research methodologies and models in clinical and community settings.



## HISTORY AND ACHIEVEMENTS

# Establishing a Basis for Growth

The Center for Urban Population Health (the “Center”) was established in April 2001 to improve individual and population health through health services research, evaluation, professional education and health promotion programming. The Center was established through a pioneering partnership between the University of Wisconsin School of Medicine and Public Health (UWSMPH)— then called the University of Wisconsin Medical School, Aurora Health Care, Inc. (AHC) and the University of Wisconsin–Milwaukee (UWM).

The idea for a Center for Urban Population Health grew out of a meeting with then Aurora Health Care, Inc. President, Ed Howe, Nancy L. Zimpher, former Chancellor for the UW–Milwaukee Campus, and Phil Farrell, former Dean for the University of Wisconsin Medical School.

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“ Center partners recognized the unique opportunity to capitalize on our urban role in serving the Milwaukee community. ”

— Nick W. Turkal, M.D.

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The Center for Urban Population Health was conceptualized as a vehicle to bring together the clinical and academic strengths of UWM and UW’s Milwaukee Clinical Campus in association with Aurora Health Care, Inc. located at the Aurora Sinai Medical Center in downtown Milwaukee. Center partners identified the need for outcomes research and evaluation associated with priority health issues impacting Wisconsin’s urban, underserved populations.

## A Public Health Milestone in Wisconsin

In June of 1999, Blue Cross & Blue Shield United of Wisconsin announced its intention to convert to a for-profit corporation and to establish a foundation dedicated to improving the public’s health with proceeds from the conversion. In October of 2000, the Wisconsin United for Health Foundation, Inc. was established to be the recipient of the proceeds from the conversion and to approve the 5-Year Plans from both the Medical College of Wisconsin and the University of Wisconsin Medical School for use of the funds.

The Wisconsin Commissioner of Insurance approved the conversion in October of 2000 in the Finding of Fact, Conclusion of Law and Order. In its first 5-Year Plan to Wisconsin’s Insurance Commissioner in 2003, UW Medical School proposed the development of a Center for Urban Population Health based at its Milwaukee Clinical Campus. While direct funding was not earmarked for the Center from the endowment, UW’s Wisconsin



Partnership Program began providing significant competitive funding to Center-related projects in 2004 and to Center infrastructure in 2006.

## Planning for the Center for Urban Population Health

Starting in February of 2000, a year prior to the Center's inauguration, a group of more than 20 people met to develop the vision, mission and structure for the Center. This dedicated group engaged in discussions and planning activities that resulted in a set of values and operating guidelines that they envisioned as critical to the Center's success and sustainability. Five workgroups formed to develop the infrastructure — referred to as cores — for the Center. These workgroups included:

- Administration
- Health Services Research
- Professional Education
- Evaluation and Planning
- Community Education and Promotion

In terms of leadership, Gary Hollander, Ph.D. served as the Administrator for the Center from 2000-2002 where he provided significant leadership for the planning workgroups and development of the Center's initial infrastructure and projects. Gary Hollander had previously directed the educational services of the Milwaukee Clinical Campus of the University of Wisconsin Medical School and managed an HIV Clinic and psychology service within Aurora Health Care, Inc.

Paul Nannis served as the Interim Director of the Center during its formation, beginning in 2002. Paul Nannis had previously served as the Commissioner of Health for the City of Milwaukee Health Department, the Director of the Office of Planning, Evaluation and Legislation at the U.S. Department of Health and Human Services and as a Senior Program Officer for the Robert Wood Johnson Foundation.

In 2003, after a year-long national search, Ron A. Cisler, Ph.D., was recruited and appointed as the Center's first permanent Director where he continues to serve today. (see announcement on page 6)

Institutional partners contributed significant resources to the development of the Center. Center offices continue to be physically located at the Aurora Sinai Medical Center and supported by the services and facilities of Aurora Health Care. The University of Wisconsin Medical School supported the initial development of the data warehouse. The infrastructure of the Center was further supported with financial and human resource contributions from the University of Wisconsin Medical School's Milwaukee Clinical Campus, the University of Wisconsin-Milwaukee, and Aurora Health Care.

The Center was established with a unique interdisciplinary focus that included health care providers, academicians representing multiple disciplines, public health professionals and research/data analysts. The Center's strength continues to lie in its objectivity among multiple stakeholders and in utilizing community-based health and clinical data to advance and inform population health programs, policies and interventions.

At its heart, the Center is committed to population health and connections to communities in Wisconsin's urban areas. To make a difference in people's lives, scientific knowledge about population health must be interwoven with community partnerships. Therefore, the Center has chartered a course to engage in meaningful partnerships with community groups in order to advance research and evaluation aimed at improving the public's health.





## **ANNOUNCEMENT**

# **Ron Cisler Named First Director of the Center for Urban Population Health**

The University of Wisconsin–Milwaukee, The University of Wisconsin Medical School and Aurora Health Care, Inc., are pleased to announce the appointment of Dr. Ron A. Cisler to the position of Director of the Center for Urban Population Health (CUPH).

The Center for Urban Population Health is an alliance between the University of Wisconsin Medical School, The University of Wisconsin–Milwaukee and Aurora Health Care, Inc. Its primary mission is community engagement in developing and implementing a comprehensive research, evaluation, health promotion and education program in the area of population health and health services. The Center is located at the Aurora Sinai Medical Center in Milwaukee's central city.

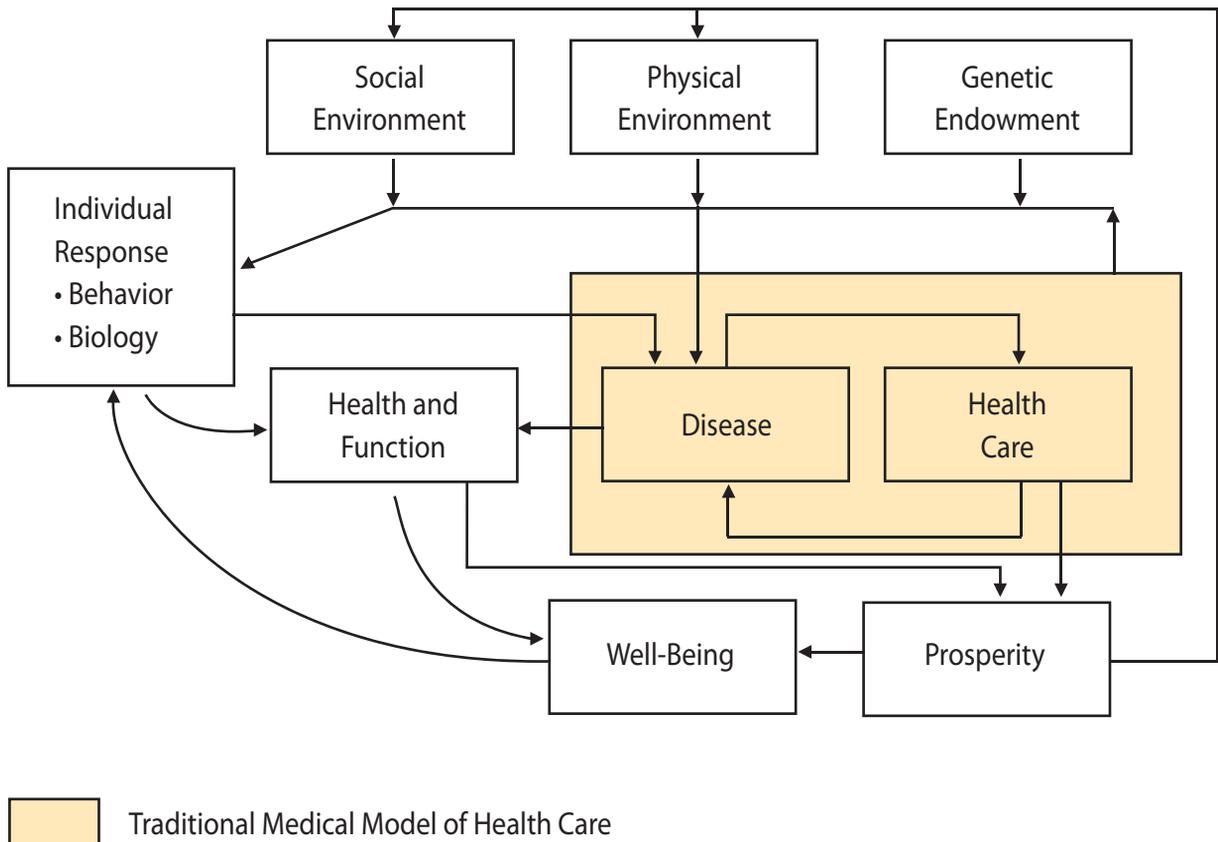
A native of Wisconsin, Dr. Cisler earned both his Ph.D. and M.S. in psychology from the University of Wisconsin-Milwaukee while also completing a graduate minor in organizational behavior and business administration. Dr. Cisler has been principal or co-investigator on over 30 federally funded grants and clinical trials. He has over 40 publications and given over 75 international, national or local academic and community-oriented addresses and presentations. He was recently promoted to associate editor for the Journal of Behavioral Health Services and Research and serves on numerous journal editorial boards as well as professional and community boards. He has recently been invited to serve on the National Advisory Committee to the Center on Cultural Diversity in Healthcare, University of Wisconsin Medical School.

As a researcher, Dr. Cisler is nationally and internationally recognized in the areas of patient engagement, treatment responsiveness, functional outcomes and treatment cost-offsets and effectiveness. As an educator, he has taught primarily graduate courses in clinical evaluation and advanced research methods in behavioral health and social service. Dr. Cisler's primary academic appointment will be as Associate Professor of Health Sciences in the University of Wisconsin–Milwaukee's Department of Health Sciences, UWM College of Health Sciences, with a secondary appointment at the University of Wisconsin Medical School.

## A Population Health Perspective

The term population health can be compared and contrasted with the term public health in terms of its breadth. The term public health has increasingly come to refer to a relatively narrow, though vitally important, set of activities that are carried out by agencies with official functions. The term population health has been increasingly used in recent years because it suggests a broader set of concerns. Of particular importance is the inclusion of medical care and the health care system in the more extensive definition of population health.

### CONCEPTUAL FRAMEWORK FOR POPULATION HEALTH



Source: modified from Evans RG, Barer ML, Marmor TR, Eds, Why are some people healthy and others not? New York: Aldine de Gruyter, 1994

## Why Population Health?

A population health perspective provides a research framework to better understand the health and well being of communities.

Population health focuses on identifying the determinants of health, disease, and well being in populations, designing and implementing preventive interventions that promote the health and well-being of populations, and measuring their effectiveness.

Population health brings together a variety of disciplines, including sociology, demography, geography, social work, psychology, education, anthropology, public health and clinical health services (medicine, nursing, allied health services).

Tools employed in the practice of population health include needs assessment, ethnography, public health surveillance, data collection and linkage, epidemiology and biostatistics, together with community-based interventions and studies.

A population health perspective increases the understanding of critical health issues that are outcomes of social inequities and of policies that maintain them.

The activities of the Center evaluate health programs and services to determine which practices result in superior health outcomes and minimize the cost of care to the consumer and to the community. These programs can include almost any organized public health activity from direct service interventions or community mobilization efforts to communication systems and professional education services.

The population health focus of the Center embraces the concept of translational research where the results of clinic and laboratory exploration is applied to direct patient care and community health practices.

While the research infrastructure of the Center continues to grow, focus areas are continually reprioritized to reflect the most pressing health needs of urban communities in Milwaukee.

*Source: Kindig, David A., Understanding Population Health Terminology. The Milbank Quarterly, Volume 85, No, 1, 2007 (pp.139-161).*





## DETAILED TIMELINE

### Center for Urban Population Health Building Blocks

**1999**

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- Aurora Health Care President, UW–Milwaukee Chancellor and UW Medical School Dean conceptualize the development of the Center for Urban Population Health.
- Blue Cross & Blue Shield of Wisconsin announces its intention to convert to a for-profit entity and to establish a foundation dedicated to improving the public's health. UW Medical School proposes funding for the Center for Urban Population Health in its plan to Wisconsin's Insurance Commissioner for utilization of conversion funds. While direct funding was not ultimately earmarked for the Center, UW's *Wisconsin Partnership Fund For a Healthy Future* provides funding for the Center through competitive grant making.

**2000**

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- Gary Hollander, Ph.D. becomes the Center's full-time Administrator and begins providing leadership for the planning work groups along with the development of the Center's original infrastructure.
- Planning work groups develop the Vision, Mission and the four core divisions of the Center.

**2001**

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- The Center's first Executive Committee Meeting held on March 21, 2001.
- Center for Urban Population Health opens its doors on April 1, 2001 with offices located at Aurora Sinai Medical Center.
- Development of the Data Warehouse is initiated through software and hardware configurations.
- Aurora Health Care projects are centralized at the Center including the Patient Satisfaction Survey and Care Management Outcomes Research.
- Evaluation projects are conducted in collaboration with the Department of Health and Family Services (DHFS), the Center for Tobacco Research and Intervention, Wisconsin HIV Primary Care Network and the Commission on Aging.
- The Health Professions Partnership Initiative (HPPI) is established to increase the number and quality of underrepresented minority groups in health professions.

## 2002

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- Paul Nannis is appointed as the Center's Interim Director.
- The Center hosts UW Medical School Projects including the Smoking Cessation Study, the Proximity Study, and research related to pain management.
- Aurora Health Care's, web-based Continuing Medical Education program is initiated with a focus on Geriatrics. (Professor Gray)
- The Center begins its relationship with the Milwaukee Health Department based on birth certificate data management.

## 2003

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- Ron A. Cisler, Ph.D., is recruited and appointed as the Center's first permanent Director after an extensive national search.
- Community projects are developed in collaboration with the Wisconsin Association for Perinatal Care (PeriData.Net®), Milwaukee Public Schools (Project 20/20) and the Milwaukee Health Department (Vital Records).
- The Center serves as a hub for UW Medical School Clinical Campus in Milwaukee for research and scholarly activities of faculty and medical residents and staff.
- Center research projects include the Healthier Moms Study and the Assessment of Children with Special Health Care Needs.
- Aurora Health Care's Eastern Wisconsin Community Health Survey is conducted and analyzed in collaboration with the Center.

## 2004

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- The Milwaukee Data Consortium meetings are initiated to plan for the integration of health, social services and public sector databases in a data warehouse accessible to the community.
- Three proposals funded by the UW Wisconsin Partnership Program including collaborations with New Concept Self-Development Center (Community Mental Health Training Institute), the Milwaukee Police Department (Milwaukee Homicide Review Commission), and the Wisconsin Association for Perinatal Care (PeriData.Net®).
- Health Careers Opportunity Program (HCOP) initiated to develop future health professionals in collaboration with UW Medical School.
- The Robert Wood Johnson Foundation funds Aurora Health Care's Healthy Lifestyles Study which is implemented with the Center hosting associated research staff.



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## 2005

- Multi-Level Information Systems and Health Promotion Interventions for Milwaukee's School Children: Health Information Improvement Project (HIIP) implemented in collaboration with Milwaukee Public Schools (MPS) to assess health status and health risks of MPS students.
- Understanding Youth Violence Using American Traditions begins implementation in collaboration with the Social Development Commission and four community-based organizations.
- Center internal Strategic Planning process initiated.
- Fourth Year Program in Milwaukee offers medical residents an immersion in urban community medicine.

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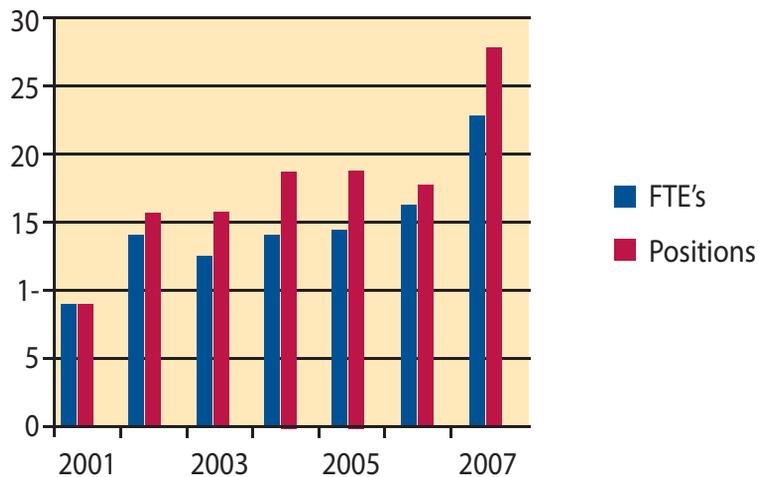
## 2006

- Public Health Development Plan initiated to build the infrastructure for interdisciplinary population health research at the Center, including funding for the Center Scientist Development Program that provides seed funding for population health research.
- Center Organization Structure revised to include Dennis Baumgardner, M.D. and Loren Galvao, M.D. M.P.H. as the Associate Directors of Health Services and Community Partnerships, respectively.
- Center space expands and doubles in size to accommodate significant staff growth.
- Aurora Health Care Research Projects at the Center include Wisconsin Network for Health Research (WiNHR), Accelerating Change and Transformation in Organizations and Networks (ACTION) and continuation of Care Management Outcomes Research.
- The Center serves as a hub for the Aurora University of Wisconsin Medical Group (AUWMG) Research Committee that conducts applied research in several areas, including breastfeeding, weight loss, prostate cancer, postpartum depression and geriatric care.
- The Center becomes the Milwaukee study site for the Survey of Health of Wisconsin's (SHOW) in collaboration with UWSMPH.

## Growth Indicators from 2001-2007

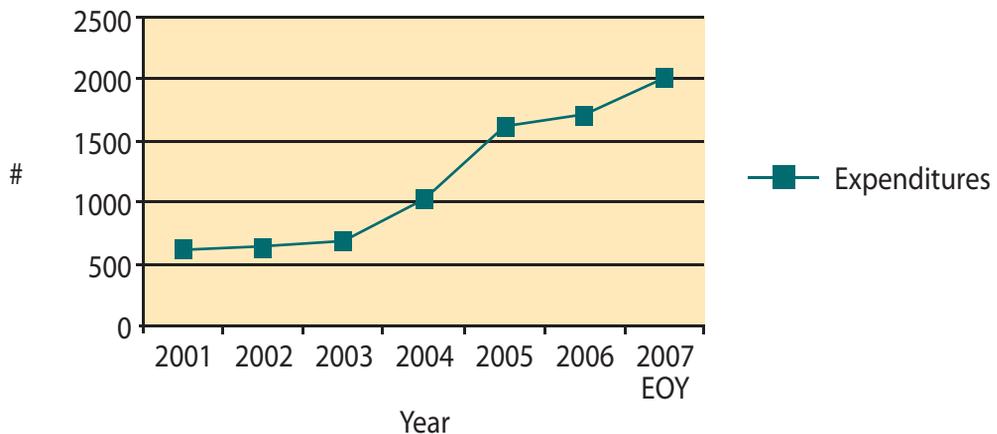
Since its inception in 2001, the Center has expanded in several different ways, including doubling its space, increasing staff, funding, projects and initiatives, scientists, and broadening its interdisciplinary scope. Below are illustrations of the Center's dramatic growth in the past few years.

### CORE STAFF



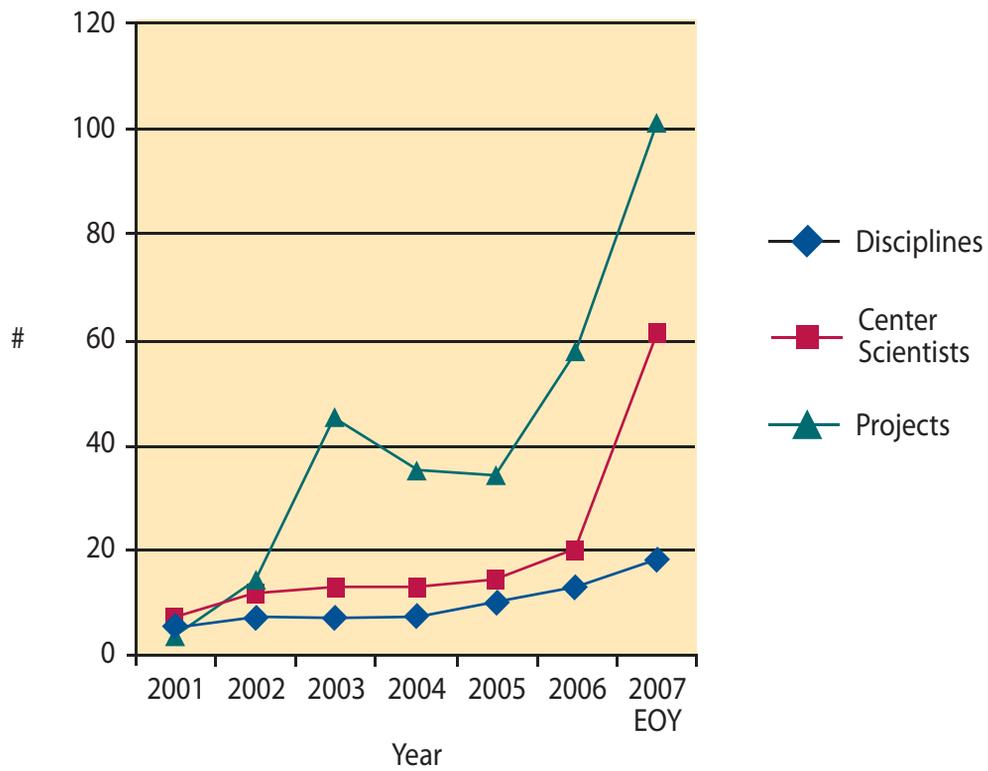
### FUNDING

#### Center for Urban Population Health Growth in Expenditures



## PROJECTS AND INITIATIVES

Center for Urban Population Health Growth in Projects, Scientists, and Disciplines





## CAPACITY AND INFRASTRUCTURE

# Building the Foundation for Success and Sustainability

The Center is structured to draw upon the strengths of its three major institutional partners: the University of Wisconsin School of Medicine and Public Health, the University of Wisconsin–Milwaukee, and Aurora Health Care, Inc. to accomplish its mission. These partners provide the foundation for the Center’s continued growth.

### Governance

#### EXECUTIVE COMMITTEE

The Executive Committee provides strategic input to the Center’s mission and goals to assure that the Center is organized to significantly improve population health in southeast Wisconsin. The Executive Committee articulates a vision for population health improvement, prioritizes goals and activities and develops funding and resources in support of the Center’s strategic initiatives.

The Executive Committee is comprised of:

- Center Director (ex-officio)
- 3 Representatives from UWM
- 3 Representatives from UW School of Medicine and Public Health
- 3 Community Representatives
- 1 Aurora Health Care Representative

Appointments to the Executive Committee are staggered for a duration of three-years with the opportunity for renewal as follows:

- UWM’s College of Health Sciences (CHS) Dean in consultation with the Provost appoints three representatives from the UWM faculty.
- UW School of Medicine and Public Health’s (UWSMPH) Dean appoints three representatives from the UWSMPH faculty. At least one of these appointments is an Aurora UW Medical Group employee.
- Three Community Representatives are recommended by the Executive Committee and appointed by the UWSMPH Dean/UWM CHS Dean.
- The Aurora Health Care Representative is appointed by the UWM CHS Dean in consultation with the UWM Provost and the UWSMPH Dean from a list advanced from Aurora Health Care’s CEO.

The Executive Committee meets four times each year at a minimum.

## DIRECTOR

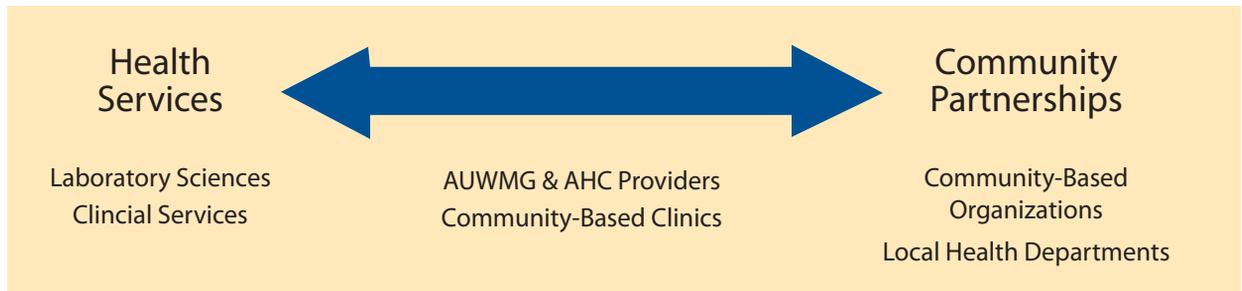
The Director is responsible for leadership and oversight of all Center activities. This leadership position is defined by management and administrative responsibilities for the Center and academic responsibilities at UWSMPH and UWM College of Health Sciences. The Center Director is jointly appointed by the Dean of UW's School of Medicine and Public Health and the Dean of UWM's College of Health Sciences per Executive Committee recommendations.

## ASSOCIATE DIRECTORS

The Center's Associate Directors assist in the leadership and oversight of all Center activities. These leadership positions are defined by management and administrative responsibilities for the Center, as well as academic, administrative, and/or clinical responsibilities at one of the Center's partner institutions.

## CENTER INITIATIVES AND CORES

The Center's internal organizational structure is defined by two initiatives — Health Services and Community Partnerships — that span the population health continuum.



### Translational Health Sciences Continuum

This continuum reflects the National Institutes of Health's recent focus on conducting *translational* research. Translational research transforms and applies the outcomes of scientific studies from the "bench" to the "bedside" to directly benefit the community. The Center provides an environment to conduct translational research by supporting both academic health researchers and health care providers in applying bench research to clinical practices. In addition, the Center's involvement in many community-based participatory research projects provides a unique opportunity to translate what is learned from the community about their health need to investigators conducting "bench" research.

The Health Services and Community Partnerships initiatives are supported by four essential functions — or support cores — that provide expertise in the areas of business operations, information technology, design and analysis, and communications. These functions are integrated through a centralized administrative unit that negotiates human and financial resources among its three institutional partners.



## ORGANIZATIONAL STRUCTURE

### Center for Urban Population Health

#### Executive Committee and Leadership

Sets research priorities and provides strategic guidance on Center mission and goals.

#### Health Services

Conducts research and research training and development of faculty, residents, fellows and students in population and translational health research.

#### Community Partnerships

Strengthens and expands community partnerships and leads conduct or community-based research including community-based participatory research and translational research.

#### Program Areas

Draw upon the Center's strengths and expertise to address community and clinical needs.

#### Business Services and Operations

Supports external contract and grant business services. Provides administrative and operational support to the Center.

#### Information Technology

Develops and supports database and information systems of research projects including new technology.

#### Design and Analysis

Facilitates and supports quantitative and qualitative research with expertise in epidemiology, biostatistics, methodology, community-based participatory research and program evaluation.

#### Communications and Dissemination

Disseminates research results in materials such as the website, annual reports, presentations and brochures. Communicates and facilitates quality public relations.



## Organizational Structure

The Center was established to conduct and facilitate original population health research and education initiatives that improve the health of urban communities through collaboration with academic and community organizations.

To achieve this goal, the Center revised its organizational structure in 2006 to more effectively advance population health through coalescing academic, clinical and community expertise. The current structure includes the Executive Committee, the Director, two Associate Directors for Health Services and Community Partnerships Initiatives, and four support cores. See page xx for the Center's current Organizational Chart.

## Strategic Plan 2005-2006

In 2005, the Center began a five-year strategic planning process to assure the growth of interdisciplinary population health research targeted to urban areas in Wisconsin. Center staff worked with Greg Schneider, President of Schneider Consulting, to develop the mission, vision, goals, strategic objectives and activities to enhance utilization of scientific knowledge to improve the health of Wisconsin's residents. At the same time, discussions about enhancing public health initiatives in the Milwaukee area began. Of particular importance were discussions related to a School of Public Health at UW-Milwaukee and the establishment of the Institute for Clinical and Translational Research (partially funded through an NIH Clinical and Translation Science Award) at UWSMPH.

The Center's Strategic Plan is continually updated to assure that activities complement the goals and needs of its 3 institutional partners — the University of Wisconsin School of Medicine and Public Health, the University of Wisconsin-Milwaukee, and Aurora Health Care — and prioritize public health needs. In the coming years, Center faculty and staff will further capitalize on the Center's strategic community and academic partnerships, and in coordination with them, fulfill an expanded role in the public health initiatives being implemented in the Milwaukee area.

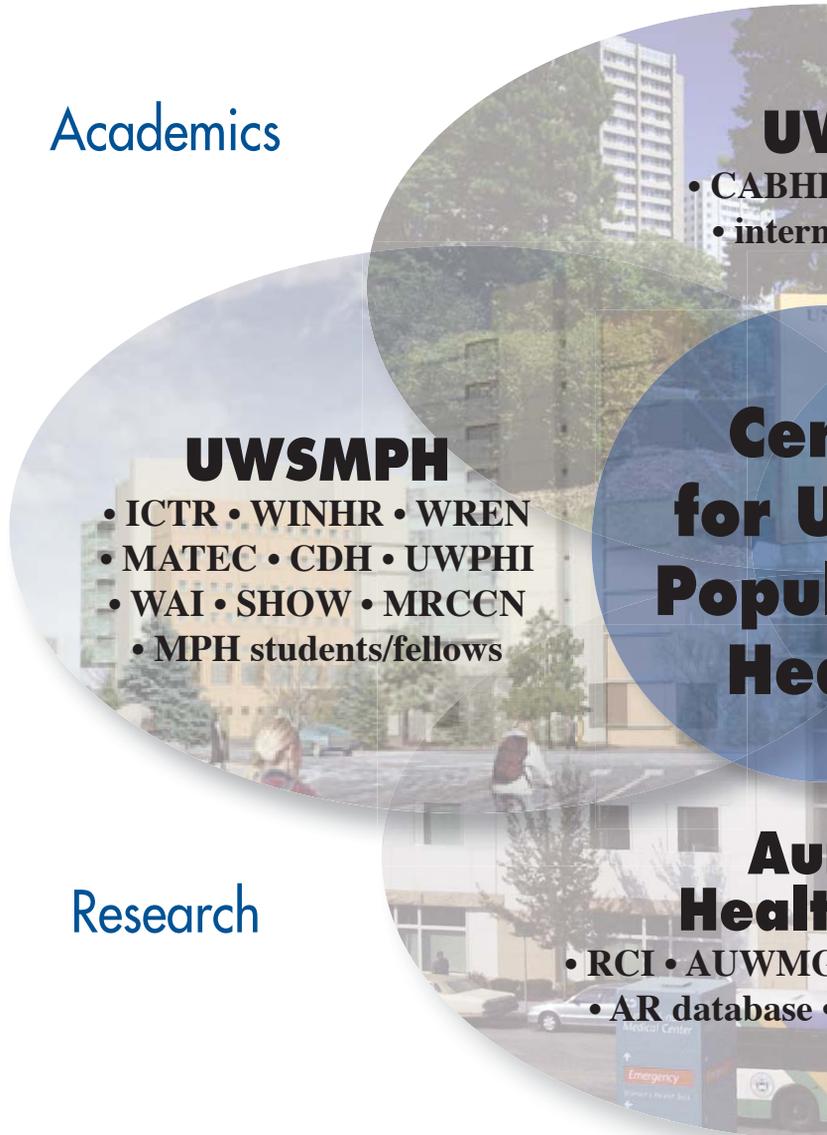
## ORIGINAL ORGANIZATIONAL STRUCTURE

At the time that the strategic planning process was initiated, the Center was structured around four cores, or operational divisions, including: Planning and Evaluation, Health Services Research, Community Health Promotion, and Professional Education. The strategic planning process resulted in a revised organizational structure for the Center.

## NEW ORGANIZATIONAL STRUCTURE

The new organizational structure elevates two of the original cores to broad-based initiatives that span the population health continuum. These two initiatives — Health Services and Community Partnerships — are now supported by four cores which provide

## Academics



## Research

**UWM**  
**R • IPHDP**  
**s/fellows**

UNIVERSITY of WISCONSIN  
**MILWAUKEE**

**Center**  
**Urban**  
**Population**  
**Health**

**Aurora**  
**Health Care**  
**G (53) • Immunolab**  
**• Education/CME**

Community  
Based

**Community**

- PBA • WAPC • SDC
- MPD • MHD • MPS
- WPF (15) • ARCW

Health  
Services



University of Wisconsin  
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AND PUBLIC HEALTH**



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the infrastructure needed to conduct population health research. The four support cores assure capacity and expertise in the following areas:

- Business Services and Operations
- Information Technology
- Design and Analysis
- Communication and Dissemination

The Center's progress on its 2005-2006 strategic plan has been significant. Major highlights include:

### **1. Develop a highly collaborative and multidisciplinary critical mass of population health scientists:**

- The Center established formal relationships with 10 Aurora UW Medical Group (AUWMG) faculty and 13 UWM faculty (on a part-time basis) to advance population health research through the provision of funding and research infrastructure.
- A full-time epidemiologist (shared with Aurora Health Care) was hired to provide methodological expertise in qualitative and quantitative research methods on Aurora-related projects.

### **2. Develop and implement sound information systems technologies:**

- The Center collaborated with Aurora Health Care to analyze its current IT portfolio to advance development of the Aurora Research Database.
- The relationship with the City of Milwaukee Health Department continues to grow related to utilization of vital statistics databases and population of the Center's data warehouse.
- A framework to allow organizations to share birth data was advanced through collaboration with the Wisconsin Association for Perinatal Care (WAPC) and various hospitals.
- Center Information Technology capacity continues to be strengthened through the hiring of a Web Application Developer position and collaboration with other local and national IT initiatives.

### **3. Develop faculty and student applied research skills through educational partnerships:**

- As a result of funding from the UW Wisconsin Partnership Program, the Center established its Public Health Development Plan to assure funding for the Center Scientist Development Program.
- AUWMG Research Committee continues to fund various research projects.

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- In partnership with the City of Milwaukee Health Department, the Center shares a Public Health Education and Training position — Barbara Beck, Ph.D. — to develop public health learning and research opportunities for graduate students (MPH students and fellows).
  - Graduate students and medical residents continue to benefit from research electives and mentoring from Dennis Baumgardner, M.D., the Center’s Associate Director for Health Services. Service learning opportunities for both undergraduate and graduate students along with seminars and conferences are offered by the Center to train future researchers.

#### **4. Develop even stronger community involvement, support, partnerships, outreach and community-based research:**

- The Center’s organizational structure was revised to elevate Loren Galvao, M.D., M.P.H. to Associate Director in order to provide greater leadership for Community Partnerships initiatives across the population health continuum.
- The Center hired a Coordinator of Community-Based Initiatives, David Frazer, M.P.H., to further expand community partnerships with the Center.
- As a part of the Center Scientist Development Program, capacity for Community-Based Participatory Research was enhanced.
- Partnerships with multiple community-based agencies and organizations have been maintained and new relationships are being established to raise awareness of opportunities to work with the Center and to disseminate and translate research results into effective public health policies and practices.

#### **5. Develop an increased capacity for health services research relating to quality improvement and better clinical outcomes:**

- The Center’s organizational structure was revised to elevate Dennis Baumgardner, M.D. to Associate Director in order to provide greater leadership for Health Services research and initiatives across the population health continuum.
- Additional research support staff was hired to support Health Services Initiatives.
- The Center actively participates in Aurora Health Care’s Research and Clinical Innovation Initiatives through principal investigator responsibilities and integration of research databases.
- The Center continues to collaborate on Aurora Health Care’s Accelerating Change and Transforming Organization and Networks (ACTION) projects.

#### **6. Strengthen the Center’s foundation and infrastructure:**

- In addition to a significant increase in the Center’s faculty, research and



administrative staff, funding from multiple and diverse sources have been secured in support of expanded community partnerships and technological innovations.

- A new project management system is in the process of being developed at the Center to enhance administrative efficiency.
- The Center's space doubled to accommodate the increase in staffing.

## Center Initiatives

### **CENTER SCIENTIST DEVELOPMENT PROGRAM**

To fully realize the vision of interdisciplinary population health research, the Center Scientist Development Program continues to grow as a result of human and financial contributions from all three institutional partners.

- Aurora Health Care supports the Center Scientist Development Program through the Aurora University of Wisconsin Medical Group (AUWMG) Research Committee that is chaired by the Center's Associate Director for Health Services Initiatives, Dennis Baumgardner, M.D.
- UWM faculty are provided competitive seed funding and research infrastructure for implementation of population health studies that address priority public health problems as part of the Center's Public Health Development Plan, funded by the Wisconsin Partnership Program's Medical Education and Research Committee.
- UWSMPH faculty participate as Center Scientists through specific projects and more recently through the Center's involvement with the UW's Institute for Clinical and Translational Research.

### **HEALTH SERVICES INITIATIVES HIGHLIGHTS**

#### **Wisconsin Network for Health Research (WiNHR)**

Funding from Wisconsin Partnership Program's Medical Education and Research Committee provides support for WiNHR, which is a collaborative research partnership committed to improving the health of Wisconsin through the application of scientific knowledge. WiNHR has developed a multi-site infrastructure to facilitate clinical research that can be utilized and accessed by academic researchers. WiNHR partners include Marshfield Clinical Research Foundation, Gundersen Lutheran, UW Madison Hospitals and Clinics, and the Center for Urban Population Health/Aurora Health Care. In addition to specific research endeavors, WiNHR is supporting the establishment of a collaborative Institutional Review Board (IRB) and is exploring common variables in disparate data sets that can be utilized for future research.

#### **Wisconsin Research and Education Network (WREN)**

WREN, a major research initiative that is associated with WiNHR, is a statewide network of clinicians — predominantly family medicine physicians — who plan and conduct joint research

projects and education. The Center is collaborating with WREN to providing local oversight and infrastructure to the Milwaukee-based Practice Enhancement and Education Assistant.

### **Wisconsin Initiative to Promote Healthy Lifestyles (WIPHL)**

The goal of WIPHL is to help the people of Wisconsin live healthier lives. WIPHL is partnering with clinics in the State of Wisconsin to implement evidence-based, cost effective Screening, Brief Intervention and Referral to Treatment services to enable patients to make positive changes. WIPHL is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) through the Wisconsin Department of Health and Family Services. This initiative is coordinated by the UWSMPH Department of Family Medicine. The Center provides quality assurance activities across the Milwaukee-based sites.



### **Aurora Health Care Databases**

In collaboration with Aurora Health Care's Information Technology/Care Management Database Team, the Center is working to increase the research value and availability of clinical databases. The Center serves as a liaison between researchers and Aurora's Care Management Team to assist researchers in accessing Aurora's extensive data sets to study issues and evaluate interventions that improve clinical care. In addition to cataloguing multiple datasets at Aurora Health Care, the team is exploring the utilization of specific data elements to assure the relevance and standardization of information collected. The outcome of this project is to identify and prioritize information and data needed to advance population health research.

### **Aurora University of Wisconsin Medical Group (AUWMG) Research Committee**

The AUWMG Research Committee supports AUWMG health care providers in conducting applied research and scholarly activities. The Center provides basic research support in the form of design and analysis and information technology for faculty, residents, students and fellows. Projects aimed at health care quality improvement, geriatrics, women's health and pregnancy, healthy lifestyles, health disparities and substance abuse are being conducted to increase the effectiveness of clinical practice.

### **Accelerating Change and Transformation in Organizations and Networks (ACTION)**

The Agency for Healthcare Research and Quality (AHRQ) funds the ACTION to facilitate rapid translation of research into practice. This research focuses on identifying best practices for adoption in clinical environments. Project partners include representatives from Aurora Health Care, the Aurora UW Medical Group, the Center for Urban Population Health, UWM College of Nursing, UW Population Health Institute, UW Industrial Systems Engineering, UW School of Nursing, the Urban Institute and Danya International, Inc.



### **Wisconsin Registry for Alzheimer's Prevention (WRAP)**

This study, led by the researchers at UW's Wisconsin Alzheimer's Institute, focuses on adult children of person's with Alzheimer's disease. The purpose of this study is to define the patterns and predictors of cognitive change through documentation of family histories, laboratory studies, structural functional imaging and neuropsychological testing. The Center is providing administrative and research oversight to the Milwaukee-based extension of the WRAP project.

## UW Center for Tobacco Research and Initiatives (CTRI)

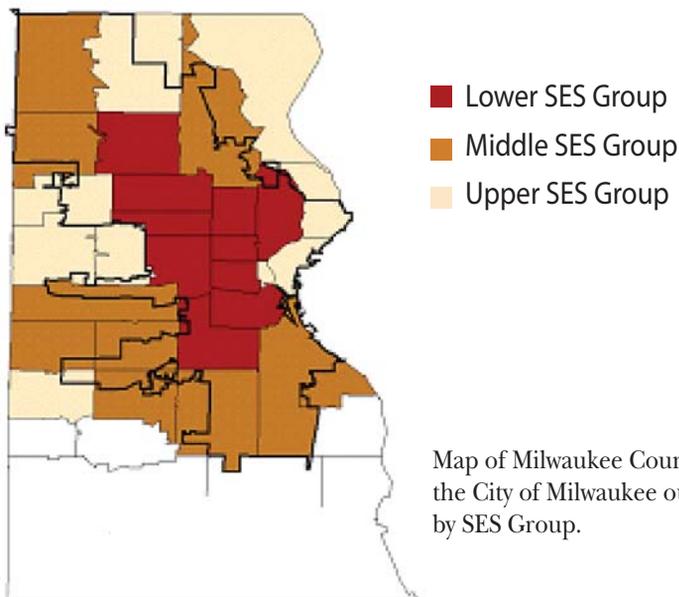
Through access to the Information Technology/Care Management Database, CTRI is evaluating the effectiveness of a pharmacotherapy clinical trial through assessment of health care utilization patterns and the cost of smoking cessation treatments. The Center links and de-identifies Aurora Care Management and CTRI data in support of this project.

## Community Partnerships Initiatives Highlights

### City of Milwaukee Health Department (MHD) Collaboration

The Center's strategic partnership with the MHD is multifaceted and includes both programmatic initiatives and cooperative leadership positions. In addition to vital records data management that results in birth statistics and identification of trends in birth rates, the Center is collaborating on the program evaluation portion of the MHD's Nurse-Family Partnership program to assess the effectiveness of comprehensive services to first-time, high-risk mothers and their children.

The MHD's Commissioner of Health, Bevan Baker, C.H.E., serves on the Center's Executive Committee providing input on the strategic direction of the Center. Geof Swain, M.D., M.P.H., Chief Medical Officer and Medical Director for the MHD, is partially funded by the Center which serves as his academic home in his role as Center Scientist and Associate Professor at UW School of Medicine and Public Health. Barbara Beck, Ph.D., UWSMPH Associate Faculty Associate, serves as the MHD's Public Health Education and Training Coordinator. In this role that is partially funded by the Center, Dr. Beck supports service learning opportunities for public health fellows and students placed at the MHD and the Center for Urban Population Health.



Map of Milwaukee County ZIP codes with the City of Milwaukee outlined, and shaded by SES Group.



### **Milwaukee Public Schools (MPS) Collaboration**

The Center has cultivated a strong partnership with MPS that is defined by multiple projects.

**Project 20/20: Advanced Technology for Vision Screening.** Project 20/20, a collaborative effort of the Center, MPS and Prevent Blindness Wisconsin demonstrated innovative technology to efficiently provide vision screening for MPS students. The Center continues to maintain the Project 20/20 software and database in support of ongoing vision screening using this technology. This partnership is expanding through E-Sight, a program that seeks to streamline vision screening, referral and data management to assure services to children identified with vision problems. E-sight is funded by the Faye McBeath Foundation and Emory T. Clarke Foundation.



### **Milwaukee Public Schools Multi-Level Information Systems: Health Information**

**Improvement Project.** With funding from UW's Wisconsin Partnership Program, this project assessed the general health and health risks of MPS students with the goal of informing decision-making regarding ways to improve the health of school children. These results are being shared with community members, parents, MPS administrators, as well as on a state and national level.

### **Collaboration with Social Development Commission**

The Center has a multifaceted relationship with the Social Development Commission that is both advisory and programmatic. Deborah Blanks, Executive Director of the Social Development Commission, serves on the Center's Executive Committee which provides strategic direction to the Center.



Programmatically, the Center collaborates with the Social Development Commission and multiple community-based organizations — Greater Galilee Baptist Church, New Horizon Center, Inc., Mothers against Gun Violence and Arms Around Armani — to better understand and prevent youth violence. This project titled *Understanding Youth Violence Using African American Traditions*, is funded by the Helen Bader Institute for Nonprofit Management.

### **Survey of the Health of Wisconsin (SHOW)**

The purpose of SHOW, funded by the Wisconsin Partnership Program through UW's Population Health Institute, is to create an infrastructure to assess population health needs and conditions of the healthcare delivery system in Wisconsin. Loren Galvao, M.D., M.P.H., the Center's Associate Director of Community Partnerships, provides leadership for SHOW's Milwaukee-based work.



### **Peri-Data.Net®**

In collaboration with the Wisconsin Association of Perinatal Care (WAPC), Marquette University and 50+ hospitals, the Center has developed and maintained PeriData.Net®, a statewide database to assure compliance with State Vital Records statutes and to improve birth outcomes through data analysis. Wisconsin Partnership Program funds are allowing PeriData.Net® to be expanded to rural Wisconsin hospitals.

### **Homicide Review Commission**

The Milwaukee Police Department, City of Milwaukee, Milwaukee County District Attorney's office, and community-based agencies are collaborating together to promote healthy and safe neighborhoods and reduce the rate of homicides in Milwaukee County. The Center provides ongoing academic consultation, and conducted a needs assessment which provided recommendations around the issue of data sharing across agencies.



### **Midwest AIDS Training and Education Center (MATEC)**

The goal of the MATEC is to provide HIV and AIDS training to health care professionals in order to increase the number of health care providers who are effectively educated and motivated to prevent, diagnose, treat and manage HIV infection. The Center oversees and employs an Outreach Specialist for Milwaukee and Southeastern WI activities.

### **Milwaukee Regional Cancer Care Network (MRCCN)**

Using the "Building Blocks for Comprehensive Cancer Control Planning Model" as outlined by the CDC, this project is dedicated to developing a regional partnership network dedicated to breaking down barriers to access to cancer care. The Center facilitates the MRCCN through UWM's Partnerships for Healthy Milwaukee.

Consortium on the Inclusion and Care of the Under-Represented in Clinical Research  
The Center is a member of a national consortium to address best practices, tools, curricula and innovative strategies regarding outreach, care and recruitment of underrepresented populations in clinical research.

### **Aurora Health Care Community-Based Collaborations**

The Center for Urban Population Health assists Aurora Health Care on several projects and initiatives:

**Aurora Community Health Survey.** This comprehensive survey of eastern Wisconsin conducted by Aurora Health Care in partnership with 30 local public health agencies identified areas of greatest health need including the prevalence of risk factors and disease conditions. The Center performs data analysis for this project.

**Safe Mom, Safe Baby:** A Collaborative Model of Care for Pregnant Women Experiencing Intimated Partner Violence. The purpose of this project is to identify pregnant women and new mothers at risk for Intimate Partner Violence and provide targeted assessments, case management, education, prenatal care, advocacy, mentoring, and effective clinic and in-home interventions to improve the health and safety outcomes of women and their children. The Center provides data scanning, cleaning, and analysis for the project.



**The Health Care Task Force on Pre- and Inter-Conception Care: Optimizing Women's Health and Increasing Access to Primary and Preventive Health Services.** Led by Aurora Health Care, the task force is working to develop culturally appropriate strategies for enhancing access to preconception and prenatal care and improving birth outcomes among at-risk women. The Center for Urban Population Health is coordinating and evaluating this project.



## A VISION FOR THE FUTURE

# A Destination for Interdisciplinary Population Health Research

As a destination for interdisciplinary population health research, the Center for Urban Population Health is uniquely positioned to provide leadership and research infrastructure for high priority and emerging initiatives related to:

- Clinical and translational research,
- Development of public health research and education, and
- Research that examines root causes of public health problems and identifies strategies to improve the health status of high-risk communities in Milwaukee.

With the foundational infrastructure provided by its three institutional partners, the Center, as an independent entity, envisions a significant role in facilitating inter-institutional collaboration, expanding UWSMPH connectivity related to the Institute for Clinical and Translational Research, attracting faculty for the new UWM School of Public Health, preparing future public health professionals and developing new population health research methodologies and models in clinical and community settings. These advancements present the potential for expansion of the Center's institutional partners.

Because population health considers multiple determinants of health including medical care, public health, social factors, the physical environment, genetics and individual behavior, the Center has both the capacity and flexibility to engage non-traditional disciplines such as medical sociology, ethnography, community anthropology, political science, urban planning and social work.

With the ability to access a remarkable amount of community-based health data, link multiple organizations and disciplines and offer expertise that spans the continuum from health services to community partnerships, the Center is a one of a kind agency that is working to transform public health capacity in Wisconsin.

The Center's distinctive capacity and influence lies in its:

- Objectivity among multiple stakeholders and organizations,
- Interdisciplinary nature,
- Ability to address broad population health concerns,
- Research and information technology infrastructure, and
- Community connectivity.

As the City of Milwaukee finds itself on the brink of tremendous growth, the Center embraces the opportunity to continue to serve as a home for community, academic and clinical partners to work collaboratively to improve the health of urban populations.



## Strategic Plan 2008-2012

In 2007, the Center updated its Strategic Plan to assure that its activities complement the goals and needs of its 3 institutional partners — Aurora Health Care, the University of Wisconsin School of Medicine and Public Health, and University of Wisconsin–Milwaukee — and to guarantee the growth, relevance and application of interdisciplinary population health research.

**MISSION:** Advancing population health research and education to improve the health of urban communities.

**VISION:** To be a destination where researchers can lead innovative, community-connected urban population health research and education.

**PRINCIPLES AND VALUES:** The Center embraces these principles and values:

- Promoting a **population health framework** as a unifying approach for addressing health determinants, interventions and health outcomes;
- Forging **partnerships** with community and academic experts from diverse organizations, backgrounds, perspectives and disciplines;
- Creating an **environment of innovation**;
- **Translating research** into effective policies, programs and practices;
- Working to **reduce health disparities**.

**STRATEGIC GOALS:** The Center capitalizes on its strengths to focus on populations across the lifespan. The Center prioritizes its activities based on the goals of the US Healthy People 2010 and the Healthiest Wisconsin 2010 plans and the needs of urban communities.

The Center's strategic goals are:

1. Strengthening and expanding community and institutional partnerships;
2. Creating opportunities to advance population health education, training and professional development;
3. Expanding the capacity to support interdisciplinary population health research along a continuum from health services research to community-based participatory research; and
4. Developing internal infrastructure including information technology, research design and analysis, communications and business operations.

## UW's Institute for Clinical and Translational Research

The University of Wisconsin School of Medicine and Public Health (UWSMPH) is the recipient of a National Institutes of Health Clinical and Translational Science Award (CTSA). As a result, UW has established the Institute for Clinical and Translational Research (ICTR) to accelerate the translation of scientific discovery into improved health.

The specific goals of ICTR are to:

1. Create an academic home for clinical and translational science that is conducive to the development of interdisciplinary research teams.
2. Develop a cadre of multidisciplinary biomedical and behavioral scientists capable of accelerating translation of research findings into evidence-based policies and practices.
3. Provide access to a coordinated infrastructure and resources (bioinformatics, biostatistics, core technologies and facilities) needed for clinical and population based research.
4. Develop the infrastructure necessary to investigate and establish the tools necessary to transfer medical discoveries to the community and to respond to the health care needs of the community.



As an ICTR partner, the Center for Urban Population Health anticipates having 2-3 three experienced investigators stationed at AUWMG/CUPH for translational research. The Center will also be involved in ICTR based on its significant involvement in the Wisconsin Network for Health Research (WiNHR) and Wisconsin Research and Education Network (WREN).

With UWSMPH as one of its three institutional partners, the Center for Urban Population Health, as an independent entity, is committed to engaging in the following strategies to further facilitate the success of the Institute for Clinical and Translational Research:

- Serve as the Milwaukee academic home for interdisciplinary research teams.
- Serve as a centralized, coordinating entity for interdisciplinary urban population health research.
- Provide research infrastructure including information technology, epidemiology, biostatistics and research design and analysis.
- Facilitate community-academic partnerships.

- Provide access to community or clinical research sites and/or recruitment of study participants through WiNHR and established relationships with multiple Milwaukee area agencies and organizations.
- Translate and apply research results into public policy and practices.

Translational research is central to the principles and values of the Center and its work spans the continuum from Health Services to Community-Based Initiatives. The Center provides a fertile environment for translational research by supporting academic health researchers and health care providers in applying the results of their investigations to clinical practice and community interventions. The Center's partnerships with community-based research activities provide a unique opportunity to apply community knowledge and values about their health into research projects.

## Aurora UW Medical Group Research Initiatives

The Aurora UW Medical Group (AUWVG) is responsible for supporting, growing and coordinating research and scholarly activity among AUWVG faculty and its residents, students and fellows. The AUWVG Research Committee is chaired by Dennis J. Baumgardner, M.D., the Center's Associate Director of Health Services Initiatives, who provides strategic oversight of AUWVG research activities. The Center serves as the primary source of facilitation and support for faculty and resident/student/fellow research projects.

Current AUWVG research activities relate to health care quality improvement, geriatrics, women's health, healthy lifestyles, health disparities, maternal/child health, substance abuse, epidemiology and specific diseases. AUWVG allots 2.5 total FTE for physicians, midwives, nurse practitioners, physician assistants and behavioral scientists to acquire research release time.

Since the inception of AUWVG on July 1, 2006, there have been 53 research projects involving 20 AUWVG faculty, 18 residents and 7 students.

With Aurora Health Care as one of the Center's three institutional partners, the Center for Urban Population Health, as an independent entity, is committed to engaging in the following strategies to assure adequate human resources in support of meaningful research activities for AUWVG faculty, staff, residents, fellows and students.

- Serve as a cornerstone of CTSA activities in Milwaukee through the provision of research infrastructure for CTSA projects and active participation in the Wisconsin Network for Health Research (WiNHR) and the Wisconsin Research and Education Network (WREN).



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- Increase the Center’s core human resources to enhance the research and administrative infrastructure needed to support AUWMG research.
  - Recruit additional Center faculty with research expertise in priority health areas.
  - Support the hiring of one AUWMG faculty with research training in each of the three AUWMG departments — Family Medicine, Internal Medicine and OB/GYN.
  - Increase research initiatives across Aurora Health Care departments and disciplines that continues to incorporate residents and students
  - Expand collaborative relationships needed for interdisciplinary health services research.
  - Rapidly translate, communicate, and apply research findings.
  - Further integrate AUWMG’s research activities with the Center’s mission and goals.
  - Coordinate with UWSMPH and UWM’s School of Public Health related to research and applied research training for students.

## Data Warehouse

The Center for Urban Population Health (CUPH) is deeply committed to the development of a Data Warehouse that integrates disparate health data sets into a comprehensive resource that can be accessed by the public health community. To achieve this goal, the Center is engaged in planning to collect, coordinate and manage population health and health utilization data.

One of the primary tenets of Healthier Wisconsin 2010 is that public health policies, programs and interventions be based on reliable data. At present, Milwaukee lacks a one-stop shop where community organizations, residents, planners, advocates, researchers and public health professionals can access health information for analysis and decision-making.

Over the past 6 years, the Center has acquired the technology and skill set needed to work with large population-health data sets. Also, a complex security scheme has been developed to ensure the privacy and safety of confidential health data. To populate the Data Warehouse, the Center is planning to collaborate with multiple government and community agencies to develop strategies to create a central repository for population health data.

The Data Warehouse provides a framework for the analysis, interpretation, and application of population-based data to increase understanding of the determinants of health. This comprehensive data system will provide unparalleled opportunities for research in urban population health with Center staff providing data and data analysis based on broad public health concerns and specific research and program needs.

The Center is committed to full development and implementation of the Data Warehouse and is employing the following strategies to obtain and manage the data necessary to monitor and assess Milwaukee’s health status and inform public health decisions.

- Identify key local and state data sets — demographic, health, human service, crime, housing and education — that are relevant to Milwaukee’s public health community.
- Foster relationships between and among local and state data sources — through Memorandum’s of Understanding — that resolve privacy issues, assure confidentiality, determine access standards and effectively integrate data.
- Conduct training programs for community end users to provide information on how to access and utilize the data warehouse for planning and evaluation purposes
- Establish a link on the Center’s web site for Data Warehouse access.
- Develop and provide health indicators related to priority health issues at a variety of geographic levels (state, city, neighborhood, census tract)
- Secure funding for COMPASS (Community Mapping, Planning & Analysis for Safety Strategies) for a Healthier Milwaukee and related Data Warehouse needs.

The City of Milwaukee has a number of significant health challenges such as infant mortality, teen pregnancy, communicable diseases, alcohol and drug abuse as well as a number of high risk health behaviors. Factors such as race, cultural influences, income and education levels are inextricably woven into health disparity rates. The purpose of the Data Warehouse is to provide access to reliable data — through a one-stop portal — that can be utilized to increase the effectiveness of health programs and interventions and inform resource allocation.

While broad-based community support exists for the Data Warehouse, significant core funding is needed to fully assemble, categorize and blend health related data in an accessible manner.

## School of Public Health at UW–Milwaukee

UW–Milwaukee (UWM) is currently planning to create Wisconsin’s first accredited School of Public Health. The new School of Public Health will enhance Milwaukee’s public health infrastructure through research, the identification of strategies to improve overall health outcomes, policy development and most importantly, the expansion of a highly qualified public health workforce.

As the Director of the Center for Urban Population Health, Ron A. Cisler, Ph.D., serves on UWM’s School of Public Health Planning Council. The Planning Council is responsible for developing the infrastructure, collaborative relationships, policies and curriculum needed for an accredited School of Public Health.

With UWM as one of its three institutional partners, the Center for Urban Population Health, as an independent entity, is committed to engaging in the following strategies to facilitate the development and operations of the School of Public Health (SPH).



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- **Faculty Recruitment:** Experienced faculty are needed to assure meaningful degree programs in public health. The Center can provide access to its current interdisciplinary research infrastructure to attract SPH faculty and support their research endeavors. Importantly, the Center also supports Aurora Health Care and UWSMPH faculty in their innovative population health research endeavors through the provision of research infrastructure.
  - **Epidemiology and Biostatistics Expertise:** UWM currently has academic strength and expertise in 3 of the 5 core public health disciplines — environmental health, health services administration and social and behavior science. Less capacity was identified in the areas of epidemiology and biostatistics. Building upon its existing research capacity and in partnership with UWM, the Center can provide the biostatistics and epidemiology infrastructure needed for accreditation.
  - **Research:** Conduct collaborative research projects with UWM’s SPH, and continue to partner with the City of Milwaukee Health Department (MHD) and other Milwaukee community based agencies on projects that target priority public health problems.
  - **Milwaukee Regional Academic Health Center:** Actively participate in the Milwaukee Regional Academic Health Center collaboration between the UWM’s SPH, the MHD and Aurora Health Care. The Center can build upon its existing community-academic partnerships, its historical commitment to providing learning and research opportunities for students, and its significant research infrastructure to facilitate vibrant and collaborative academic-practice initiatives. The Center envisions its involvement with the Academic Health Center as interdisciplinary with public health as just one of its core components.
  - **Health Policy:** Conduct and translate research on urban health issues that inform and guide multi-level policy development and best practices to advance community health improvement. The Center could house the proposed Urban Health Policy Institute, an analytical think tank that recommends health policy. The Center also looks forward to the opportunity to analyze and translate data on health disparities into effective policies and practices for the emerging Center for Health Equity being developed by the City of Milwaukee Health Department.

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- **Practicum and Service Learning Opportunities:** Practicum, service learning and research experiences are central to training public health professionals and a core component of the Center’s strategic objectives. The Center currently engages in student applied research and can further expand these initiatives in collaboration with UWM’s SPH. The Center’s Data Warehouse can be made accessible for student’s theses, dissertations, and research experiences.

The infrastructure and the various roles proposed by the Center to facilitate the development of a School of Public Health at UWM are strategies currently being implemented as a part of the Center’s Public Health Development Plan. The Public Health Development Plan is a 3-year initiative funded by UWSMPH’s Wisconsin Partnership Fund for a Healthy Future to build and expand the capacity of population health research and education in Milwaukee.

At the center of a School of Public Health is the link between research and community engagement. This value is indistinguishable with the Center’s mission of “Advancing population health research and education to improve the health of urban communities.”



