Southwest Suburban
HEALTH DEPARTMENT

Accredited Health Department • PHAB Advancing Public Health Performance • Public Health Accreditation Board

ANNUAL REPORT

2025



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Southwest Suburban
HEALTH DEPARTMENT

Vision

Create a safe community where all people can achieve their best health and wellbeing.

Mission

Improve health and wellbeing of all through health education and promotion, disease prevention, partnership, and support of a diverse and connected community.

Values

Our five values guide us to achieve our vision and mission. These actions demonstrate our passion for improving the lives of those who live, learn, work, play, or worship in the West Allis, Greenfield, and West Milwaukee community.

- **Collaboration**: Work with community members and partners to find new solutions and build strong connections.
- **Accountability**: Ensure quality of service that is responsive to community's needs.
- **Respect**: Treat everyone with dignity and fairness, giving everyone a fair chance to live their best life.
- **Education**: Help everyone take charge of their health and make smart health choices.
- **Equity:** Make sure all information and activities are easy for everyone to access and understand.

2025 SWSHD Snapshot



844
Total Vaccines Administered



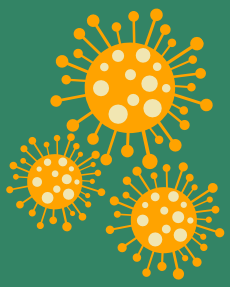
64,306
Birth/Death Certificates Processed

917
Licensed Establishments



4,572
Boxes of Naloxone Distributed

906
Communicable Disease Cases Managed





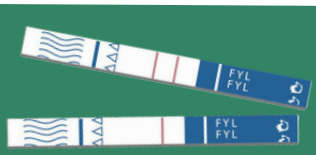
3,228
WIC Families Served

12,369
Milwaukee County Senior Dining Meals Distributed



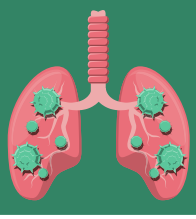


1,480+
People Reached Through Social Connection Events



10,722
Drug Testing Strips Distributed

235
TB Skin Tests Administered



176 Car Seats Checked/Distributed



716,625
Total Content Views by Users

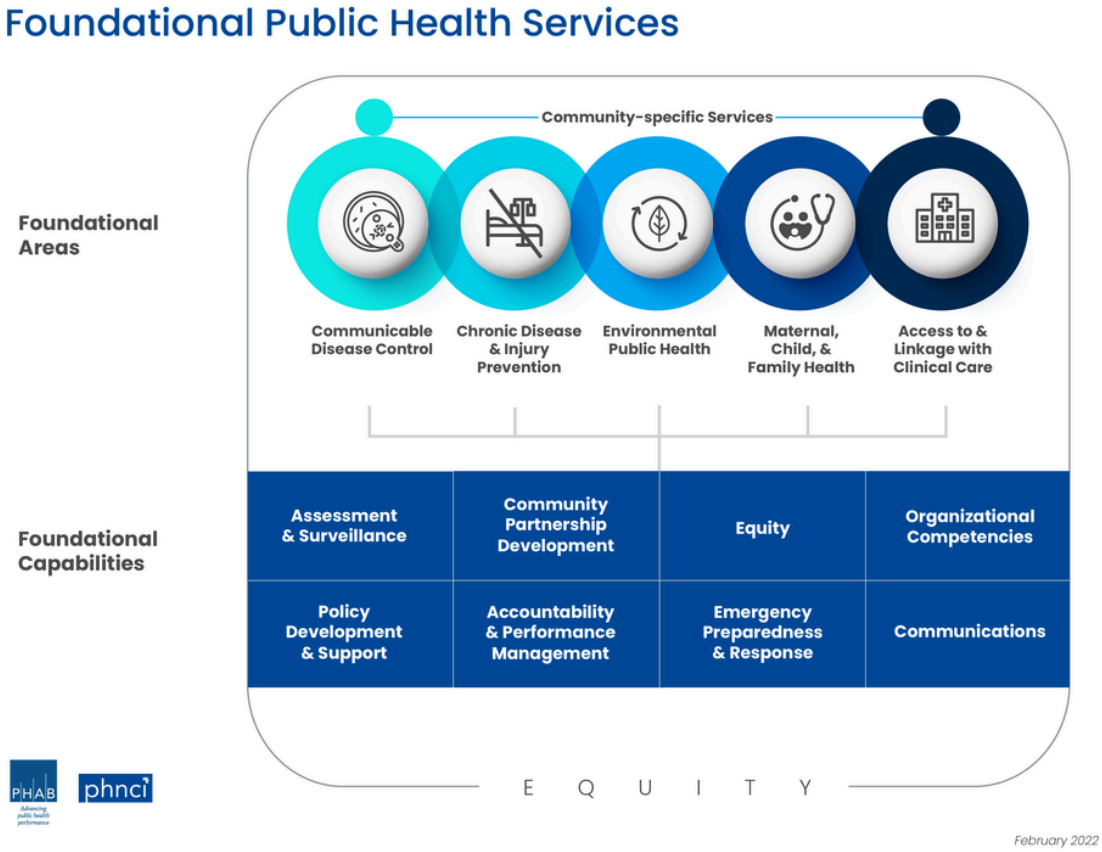


2,259
Vision Screenings Completed in Schools

Foundational Public Health Services

Linking the SWSHD Services to Foundational Public Health Services

The SWSHD Annual Report is a complement to the Foundational Public Health Services framework. This framework outlines the unique responsibilities of public health agencies, including the SWSHD, and defines a set of foundational capabilities and areas that should be available in every community.



The SWSHD has a fundamental responsibility to provide public health protections and services in a number of areas including: preventing the spread of communicable disease, ensuring food, air, and water quality are safe, supporting maternal and child health, improving access to clinical care services, preventing chronic disease and injury, and other services specific to their community's needs.

The infrastructure needed to fulfill these responsibilities works to provide fair and just opportunities for all to be healthy and includes eight capabilities: 1) Assessment & Surveillance, 2) Community Partnership Development, 3) Equity, 4) Organizational Competencies, 5) Policy Development & Support, 6) Accountability & Performance Management, 7) Emergency Preparedness & Response, and 8) Communications.

Source: Foundational Public Health Services - PHNCI. https://phnci.org/uploads/resource-files/FPHS-Factsheet-November-2018.pdf. Accessed April 5, 2022.

Foundational Areas

The Foundational Areas are topic specific programs and services aimed at improving the health of the community. There are five Foundational Service Areas:

1. Communicable Disease Control
2. Chronic Disease & Injury Prevention
3. Environmental Health
4. Maternal, Child, & Family Health
5. Access & Linkage to Clinical Care



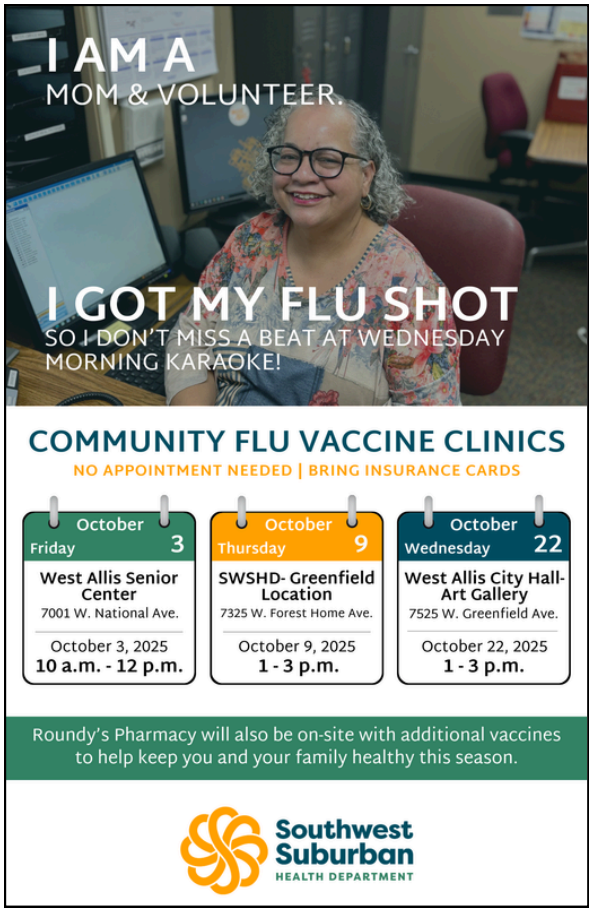
Communicable Disease Control

Communicable disease management accounts for a large portion of a Public Health Nurse's time as it requires detailed follow-up to ensure protection of the public. Communicable disease management may involve investigation, inspection, laboratory collection, isolation, and/or the provision of medications or vaccines.

In 2025, the U.S. saw its largest measles resurgence since 1991, with 2,242 confirmed cases—about 93% among unvaccinated individuals or those with unknown vaccination status. Wisconsin reported 36 cases. Although no cases occurred in our jurisdiction, staff prepared by reviewing measles response protocols, including symptoms, isolation and quarantine guidance, exposure follow-up, and coordination with medical providers on testing and treatment. Our staff also led and participated in a tabletop exercise with the Greenfield and West Allis Fire Departments to practice response to a measles case or first-responder exposure.

906
Communicable Disease Investigations

vs. 973 in 2024



In 2025, we refreshed our previous flu vaccination campaign where we spotlighted individuals reasons for getting the flu shot from the communities we serve. All campaign materials and social media posts continued to be promoted in both English and Spanish. We hosted three community vaccine clinics across West Allis and Greenfield, as well as seven additional clinics directly in senior apartment buildings to ensure higher-risk individuals could access the vaccine and remove all barriers. Additionally, walk-in clinics were made available throughout October and November.

Promoting flu prevention through outreach & collaboration

415
Flu Vaccines Administered

vs. 486 in 2024

Immunizations

Immunizations are important to prevent communicable diseases and are often required for daycare and school admittance. The SWSHD is a Vaccines for Children (VFC) provider. Children and adolescents up to age 19 are eligible to receive free vaccines if they meet certain criteria. The health department also provides adult vaccines such as, Hepatitis A & B. In 2025, a total of 429 immunizations were administered.

429 **Immunizations Administered**

vs. 495 in 2024



TB Skin Testing

The Mantoux tuberculin skin test is one method of determining if you are infected with Tuberculosis (TB) Disease. We provide TB skin tests for residents and non-residents and in 2025 a total of 235 TB Skin Tests were completed, compared to 230 in 2024.

Chronic Disease and Injury Prevention

The SWSHD works collaboratively with community partners to identify, plan, and implement chronic disease and injury prevention education. In 2025, the SWSHD lead the following Chronic Disease and Injury Prevention initiatives including:

SWSHD Overdose Fatality Reviews: The Overdose Fatality Review (OFR) gathers a team of local multi-disciplinary partners that work to understand the risk factors and circumstances leading to fatal overdoses and identify opportunities to prevent future overdoses. The basis of OFR is that overdose fatalities could have been prevented with the right action, timing, intervention, and/or response. The goals of the SWSHD OFR, representing West Allis, Greenfield, and West Milwaukee are to: A) Identify risk factors leading to fatal overdoses, B) Recognize gaps in service and barriers to treatment, and C) Develop and implement recommendations for policy and program change at the local, county, and state levels to prevent future overdoses. In 2025, we conducted 6 total Overdose Fatality Reviews: 3 for West Allis, 2 for Greenfield, and 1 for West Milwaukee. Each meeting reviewed 2 decedents, totaling 12 case reviews.

From these 12 cases the OFR generated 43 recommendations. 81% (n=35) of these recommendations are at the local level meaning that that they are actionable by local agencies, organizations, and community stakeholders. Of the 2025 local recommendations, 69% are in progress or complete, 14% not yet started, and 17% on hold or not feasible at this time. Beyond the local level, 16% of new recommendations fall under county jurisdiction, 9% at the state level, and 2% at the federal level, highlighting that while most solutions can be implemented locally, some require broader policy changes and intergovernmental collaboration.

GrapeVine Health Education Classes: Public Health Nurses offer a variety of GrapeVine courses that support residents by connecting them with trusted health information and resources to help prevent chronic disease and achieve their fullest potential, at any age. Overall, these classes help individuals reduce their chances of developing a chronic disease and improve their quality of life. A total of 6 classes were held in 2025 and included Advanced Care Planning, Heart Disease & Stroke, Self-Care, Coping With Stress Through Journaling, Brain Health, and Sleep.

73 **Individuals Reached by GrapeVine Classes**

GrapeVine

WISCONSIN WOMEN'S HEALTH FOUNDATION

Stepping On: This workshop meets weekly for 7 weeks with 2 hour evidence-based sessions. Stepping On gives participants strategies for avoiding falls including balance and strength exercises, home safety check suggestions, medication review, and more. In 2025, a total of 10 individuals completed the course.



Question, Persuade, Refer (QPR): QPR is an evidence-based suicide prevention training that increases awareness of stigma and frames suicide as a public health issue. Participants learn how to recognize the warning signs of suicide and gain practical skills to question, persuade, and refer someone who may be at risk. In 2025, a total of 49 individuals were trained in QPR.

Naloxone Administration Training: The SWSHD is part of the Naloxone Direct Program which allows us to distribute free Naloxone to the community. Throughout 2025, we held community trainings and worked with multiple organizations to train their staff or clients. Some of these organizations include Rogers Behavioral Health patients and West Allis West Milwaukee School District. A total of 728 individuals were trained on Naloxone Administration and 1,565 boxes of Narcan were distributed as a result of these trainings. We also directly supply the West Allis Fire Departments Mobile Integrated Healthcare Program and West Allis Police Department with Narcan to distribute to community members.

728 **Individuals Trained**



1,565 **Boxes of Narcan Distributed**

vs. 897 in 2024

Public Health Vending Machines

Our Public Health Vending Machines (PHVM) have continued to be a key component in helping to promote health and prevent opioid-related overdoses. They offer a discreet and convenient way for individuals to access free harm reduction supplies without judgment or barriers. In 2025, we rebranded our two PHVMs in Greenfield to align with our new SWSHD brand guidelines. The refreshed look has helped to reintroduce them to the Greenfield community!



Our PHVMs are strategically placed in areas of the city that have experienced higher rates of fatal and non-fatal overdoses. These locations include:

- SWSHD- West Allis Location (7120 W. National Ave)
- Community Medical Services (2814 S. 108th St)
- Greenfield Fire Station #92 (4333 S. 92nd St)
- Hayat Pharmacy (4931 S. 27th St)

Individuals can access a wide range of harm reduction and health supplies in the PHVMs. See below for all the items distributed from the PHVMs.

Items Distributed

Narcan
3,007 Boxes

Drug Testing Strips
5,022

Menstrual Supply Kits
1,088

COVID-19 & Flu Test Kits
1,400

Drug Disposal Bags
749

Medication Lock Bags
406

Hygiene Kits
1,101

Socks
1,042 pairs

Sleeping Bags/Blankets
49

Gun Locks
1,318

Condoms
5,153

Cold Weather Kits
316

Hand Warmers
84

First Aid Kits
102

Personal Safety Alarms
191

Rain Ponchos
126

Environmental Health

Licensing & Inspection, Complaint Investigation, Rabies & Animal Bites

The SWSHD provides environmental health services to the cities of West Allis, Greenfield, and villages of West Milwaukee and Greendale.

675 **Total Citizen Nuisance Complaints**

vs. 772 in 2024

204 **Rat Related Complaints**



vs. 279 in 2024

Rodent and pest infestations were the leading cause of investigation in 2025. Other major causes of investigation included pest infestations, animal nuisance complaints, and unsanitary living conditions. In 2025, due to the tragic flooding event that occurred in August, there was an increase in mold related complaints that were reported to the Environmental Health Team. The overall number of complaints in 2025 were slightly less than in 2024, but consistent with recent trends in complaint reporting. Additionally, we saw a consistent number of insect infestations reported, specifically from multi-unit buildings and licensed establishments.

Rat complaints are often linked to food sources from feeding wild or stray animals, as well as harborage conditions caused by unkept properties, garbage, and waste. To further combat the rodent problem, approximately 260 bait stations were strategically installed across 68 alleyways in West Allis.

Food Safety Program

The SWSHD is an agent of the Wisconsin Department of Agriculture and Wisconsin Department of Health Services (DATCP). The food inspection program conducts annual and complaint related inspections of food service establishments, mobile food truck vendors, and temporary events.

917 **Licensed Establishments**

vs. 934 in 2024

- Food: **758**
- Pools: **68**
- Hotel, Motel, Tourist Rooming Houses: **59**
- Body Art: **32**

The environmental staff also provide food safety trainings, educational consults, plan review, and pre-opening site evaluations. In 2025, the SWSHD continued our work on the FDA Voluntary National Retail Food Regulatory Program Standards, with $13,500 in funding awarded to support this program. These standards provide a framework for ensuring best practices for food safety inspection programs.

Maternal, Child, & Family Health

Women, Infant, and Children (WIC)

WIC helps moms eat healthier and have healthier babies. Moms are provided breastfeeding information/support that resulted in 81% of babies born to WIC mothers receiving breastmilk in 2025. WIC children eat more nutritious foods and are better prepared for school. During 2025, there were 3,228 residents (infants, children, and pregnant women) enrolled in the West Allis WIC Program compared to 3,291 in 2024. These WIC participants received a total of 38,745 monthly food benefits of healthy WIC foods compared to 39,492 in 2024..

3,228+

INDIVIDUALS SERVED

vs. 3,291 in 2024

38,745

FOOD PACKAGES ISSUED

vs. 39,492 in 2024

This summer, SWSHD WIC partnered with FoodWise to host three Farmers Market tours at the West Allis Farmers Market. These tours provided participants with their WIC Farmers Market checks and taught them how to use them. Families learned about the wide variety of fresh produce available and received tips on how to prepare healthy meals using these ingredients. This initiative was part of our Quality Improvement Project aimed at increasing our Farmers Market check redemption rate to 58% and improving participant comfort with using the checks.

We are proud to report that we met our goal! These tours not only supported local farmers but also empowered WIC families to make nutritious choices for their households.





On April 4, 2025, SWSHD WIC hosted the Big Latch Event at the West Allis Public Library, bringing together families and breastfeeding supporters from our community. Breastfeeding moms and their babies latched at the same time, joining participants worldwide in a show of support for breastfeeding.



After the latch, attendees enjoyed cake and conversation, creating a warm and welcoming environment for families. Events like the Big Latch strengthen community connections and provide encouragement for breastfeeding families. We are grateful to everyone who participated and helped make this celebration a success.



Also, in celebration of National Breastfeeding Month, SWSHD WIC hosted the 2nd Annual Breastfeeding Peer Meet & Greet in August. This event welcomed WIC breastfeeding moms and their families, as well as pregnant women accompanied by their support person(s).

Participants had the opportunity to connect with their Breastfeeding Peer Counselors, play breastfeeding trivia game, and win prizes. The event also provided a relaxed space for families to socialize and share experiences, fostering a strong sense of community and support.



Fit Families Program

Families with children ages 2-4 were also offered participation in the Fit Families Program which is part of SNAP Ed. In 2025, 66 children completed the Fit Families program. A WIC Registered Dietitian had monthly contact with these families to provide education and support around goals to increase fruit and vegetable intake, increase physical activity, and decrease sweetened beverage consumption.

Social Connections: Maternal and Child Health (MCH) Program

To further promote the health and well being of our mothers, children, families, and overall community the SWSHD applied for and was again awarded the MCH grant from the Wisconsin Department of Health Services. The goal of the grant was to address social connections in our community because connection has the ability to transform an individual's and communities' societal health and well-being. The health department has an important role to play in fostering social connection and we did this through a variety of community events and programming.

31 Events

- 10 Paint & Sips
- 5 Family Cooking Classes
- 2 Sticker by Number Workshops
- West Allis Hope Walk
- 3 Popsicles & Paint Workshops
- Teen Paint Swap
- Family Bowling Night
- West Allis Bike Rodeo
- Squishmallow Painting
- Diamond Dot Painting

1,232+

PEOPLE REACHED

vs. 718 in 2024





Most Memorable Part of the Event

"Spending time with my family and meeting new people."

"Everyone coming together and complimenting each other. It was very wholesome working alongside people in the community who wanted to enjoy a night of stress free painting."

"Decorating and bonding with my children."

"Doing something together with everyone's involvement"

90.9%

Feel that attending the events reduced their feelings of loneliness/isolation







Access & Linkage to Care

How does the health department increase access to care? Nursing staff provide numerous individual services to the community including blood pressure screenings, case management, communicable disease follow up and education, lead home visits, immunization clinics, TB skin tests, Safe Sleep education, Pack N Play™ distribution, and prenatal care coordination.

Influenza and COVID-19 vaccinations were available to homebound West Allis, Greenfield and West Milwaukee residents in 2025. Flu vaccines were offered at off-site clinics, senior living communities, the West Allis Senior Center, and at both locations of the health department. Immunization clinics are held year round at both locations, with a focus on appointments in September and October for children who need to get the vaccines required for school. In 2025, the SWSHD coordinated with the City of Milwaukee Health Department to vaccinate adults when Milwaukee faced a shortage of adult vaccine. The SWSHD was able to step up to immunize those adults through the Vaccines for Adults program.

Twice per year, nursing and community health technicians provide occupational health screening services to West Allis city employees. Those employees are able to get their annual hearing and spirometry testing done at the health department during their regular hours of work. In 2025, there were 109 spirometry tests and 337 hearing tests completed.

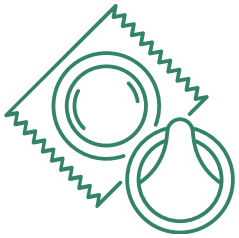




Pictured is an Occupational Health Screenings for city employees and a flu clinic at the Senior Center.

Sexual Health Clinic

The SWSHD's Sexual Health Clinic provides STI testing for chlamydia, gonorrhea, trichomoniasis, as well as pregnancy testing. Throughout 2025, we worked with the City of West Allis Marketing & Engagement Department to promote our services to the community. Nurses administered 23 STI tests, 283% more than in 2024 and 4 pregnancy tests. We continue to have internal and external condoms available for free in our lobby and restrooms. A total of 2,840 condoms were distributed not including those dispensed from the PHVMs.



2,840

CONDOMS DISTRIBUTED

vs. 3,300 in 2024

Safe Sleep Program

The SWSHD is committed to the reduction of infant mortality. It is our goal to prevent infant sleep-related deaths by educating parents and caregivers on the importance of practicing safe sleep for their babies and by providing portable cribs to families who cannot afford a safe place for their babies to sleep.



8

PORTABLE CRIBS DISTRIBUTED

The SWSHD provides portable cribs, a fitted crib sheet, a sleep sack and other baby items as available to infants. Families must meet eligibility guidelines and meet with one of our nursing staff to learn about safe sleep practices. We also follow up with the families 2-3 months later to make sure they are following safe sleeping guidelines and that they are not encountering any problems with the portable crib.

Blood Pressure Clinics

In 2025, we hosted 23 blood pressure clinics across four community locations in West Allis and Greenfield: the West Allis Senior Center, Heritage Lake Apartments, Hill Crest Senior Apartments, High Grove Senior Apartments, and Crest View Senior Apartments. Through these clinics, we provided free blood pressure screenings, education, and resources to over 413 community members, helping them monitor their heart health and prevent hypertension-related complications. By bringing this vital service directly to the community, we empowered individuals, especially older adults, to take proactive steps toward better health. Our commitment to accessible care continues to make a meaningful impact, fostering a healthier, more informed community.

413+

Blood Pressures Taken

Tuberculosis Treatment Support

Public Health Nurses provide Directly Observed Therapy (DOT) for people who are taking medications for active Tuberculosis treatment as well as some types of Latent Tuberculosis treatment. The Public Health Nurse meets the patient at their home to observe them taking their medication and to discuss any potential side effects, treatment needs, and to collect laboratory samples as needed. This ensures treatment adherence, monitors for side effects and prevents drug resistance. In 2025, we had 6 residents undergoing medication treatment and the Public Health Nurses completed **458** home visits for DOT.

Car Seats

The SWSHD has a robust car seat program that serves families in our communities. There are a total of 4 certified child passenger safety technicians (CPST) on staff. Our CPSTs use their considerable knowledge and expertise to help keep kids safe by hands on education with parents/caregivers on how to install/check their car seats and what they can do to prevent unintentional injuries in and around cars. In 2025, for the fourth year in a row the SWSHD was awarded a car seat grant from the Department of Transportation, which allowed us to distribute car seats at low or no cost to income eligible families. In 2025, a total of 76 car seats were checked and 99 car seats were distributed.

76
Car Seats Checked
vs. 56 in 2024

99
Car Seats Distributed
vs. 134 in 2024

Bike Helmets

In 2025, the SWSHD distributed 55 bike helmets to promote safe riding in our community. Through outreach and education, we helped ensure more riders have proper protection, reducing the risk of head injuries. At the annual West Allis Bike Rodeo we provided free helmets and ensured proper fittings to promote safe riding habits.



55
Bike Helmets Distributed



Sharps Containers

The SWSHD now has a Sharps Container Program, at both our West Allis and Greenfield locations, providing a safe and convenient way for residents to dispose of used sharps. In 2025, we distributed 243 sharps containers reducing health risks and promoting community safety.

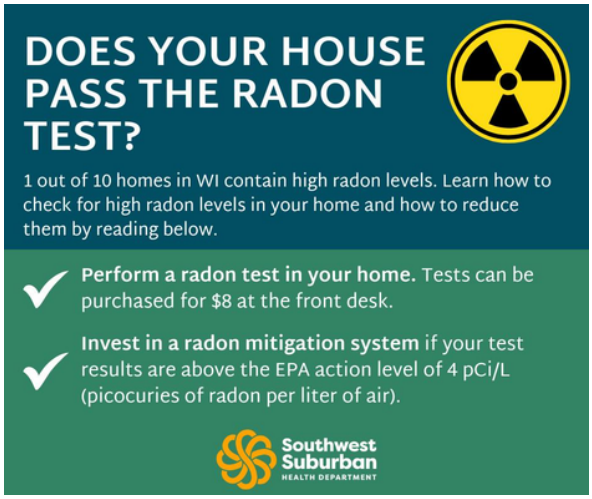
243
vs. 162 in 2024

Sharps Containers Distributed



Radon Test Kits

The SWSHD has low cost radon test kits available for $8 to ensure that community members can test their homes for Radon. January is National Radon Action Month so we utilized our Facebook page to educate people on the dangers of radon and how they should test their homes, see graphic to the right. In 2025, we distributed 33 radon test kits.



33 **Radon Test Kits Distributed**

vs. 38 in 2024

86 222
Rn
Radon

Public Health Social Work

Our Public Health Social Worker helps to ensure that our population has access to needed services across sectors including health, social services, housing, employment, and others to leverage community assets towards meeting community needs. This position also works to promote access to support the well-being of the whole person (including behavioral and mental health, emotional support, substance use, and other needs). In 2025, the scope of this position has focused more on individual case management, continual care needs, and joint interactions with community partners and organizations. These person-centered services are available at the SWSHD- West Allis location, the West Allis Public Library, and West Allis Senior Center. Additionally, an increased focus of this role has been working with the local homeless population to access resources and stable housing.

531 Unique Client Interactions

47% of average weekly duties spent directly interacting with community members

466 Resource Referrals

15+
Joint Mobile Integrated Health (MIH) Interactions
(Hoarding, Mental Health, Substance Use Disorder, etc.)

104
Visits to WA Public Library and WA Senior Center
(scheduled hours and follow-up visits)

67
Direct Support Home Visits

Senior Social Connection

Research indicates that strong social connections contribute to longer and healthier lives. Social isolation and loneliness are known to impact mental health, increasing the risk of depression, anxiety, cognitive decline, and risk of chronic diseases. Our specific efforts for connection strive to incorporate mental health resource sharing and education on the significance of connection. In addition to the events and programming offered at the West Allis Senior Center, the SWSHD aims to offer educational and social connection opportunities tailored for those 55 years and older.



248
PEOPLE REACHED

154
INDIVIDUALS SCREENED FOR SOCIAL ISOLATION & LONELINESS

200+
MENTAL HEALTH RESOURCE BAGS DISTRIBUTED

10
SENIOR SOCIAL CONNECTION EVENTS



We partnered with Hunger Taskforce to host 5 cooking classes for “seasoned” chefs, with a unique and nutritious theme each class. On average, respondents reported feeling 18.5% more connected to the community after attending, and 68% felt that this event helped reduce feelings of loneliness/isolation within themselves.

Other exciting events included Bingo Games, a Lunch and Learn with Greenfield Senior Connections, a Winter Formal at the WAWM Recreation Department, and more!







Additional Public Health Programs

Vital Records

The SWSHD can provide anyone who was born or passed in the state of Wisconsin with a certified copy of a birth or death certificate. Typical appointments or walk-ins take under half an hour and clients can leave with certificate (s) in hand. In 2025, a total of 64,306 certificates were processed. This year, vital records became available at the SWSHD- Greenfield location as well.

4,776 Birth Certificates

vs. 3,061 in 2024

59,530 Death Certificates

vs. 59,663 in 2024

Vision & Hearing Screenings

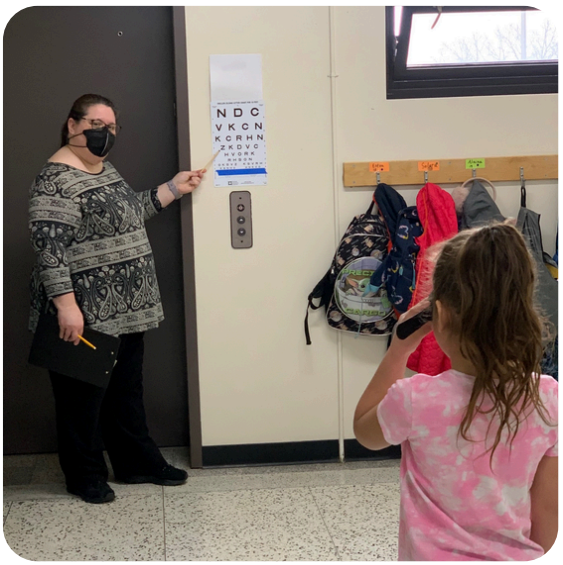
These screenings are conducted routinely in the public and private schools for targeted grades on an annual basis. Screening is also done by the request of a parent or teacher. Parents are notified of the screening results and are offered counseling and resources if medical follow-up is recommended.

2,259 Vision Screenings Performed

vs. 2,248 in 2024

In 2025, a total of 2,259 vision screenings and 3 hearing screenings were performed for grades K4, K5, 1st, 3rd, and 5th at schools in West Allis and West Milwaukee. Vision and hearing screenings are performed annually at the following schools: Franklin, Hoover, Horace Mann, Irving, Jefferson, Mitchell, Pershing, Walker and Wilson public elementary schools and Living Hope Lutheran School, Mary Queen of Saints Catholic Academy, and Saint Paul Lutheran private schools.





Pictured are the Community Health Technicians performing vision screenings at local elementary schools

Senior Center

In 2025, we continued to see the number of members grow allowing anyone 55+ to enjoy access to our activities, events, and services. There were a total of 809 Senior Center members, which was a significant increase from 2024! A total of 95 members are volunteers and help to facilitate and support programming. We offered 102 different programs and activities including fitness programs, craft classes, social support groups, evidence-based health programs and more. Also, we continued to be a Milwaukee County meal site providing 12,369 meals to seniors.

809
Senior Center Members
vs. 765 in 2024






The annual Senior Center holiday party is a huge hit! In 2025 we had to cap attendance at 100. With the addition of volunteers helping at the event, we had 108 attendees. This was a free event featuring food, pictures with Santa, Christmas carol karaoke, a puff-ball snowball fight, as well as other games and prizes. No one left empty handed. We provide this opportunity to as many of our members as possible so that no one experiences the winter holidays alone. Given the cap this year, we ended up with a secondary party in our lobby where another 30 or so people sang carols, chatted, and passed around cookies they had brought.

130+
Senior Center Holiday Party Attendees

Foundational Capabilities

Public health infrastructure consists of Foundational Capabilities that are the cross-cutting skills and capacities needed to support basic public health protections, programs, and activities key to ensuring community health, wellbeing and achieving equitable outcomes. There are eight Foundational Capabilities that are needed in Public Health Infrastructure:

1. Assessment & Surveillance
2. Community Partnership Development
3. Equity
4. Organizational Competencies
5. Policy Development & Support
6. Accountability & Performance Management
7. Emergency Preparedness & Response
8. Communications



Assessment & Surveillance

The SWSHD actively assesses and monitors communicable disease activity and health hazards in the community using available surveillance tools. This includes sexually transmitted infections, food borne illnesses, food safety inspections, opioid overdoses and more.

This data informs us of emerging concerns and guides community outreach efforts and public health intervention. We use syndromic surveillance data from emergency departments to issue opioid overdose increase alerts on social media. A total of 4 alerts were issued in 2025 reminding community members of Narcan availability in the community and that there was an unusual increase in the area(s).



Example of alert shared on Facebook

Community Partnership Development

The Community Health Improvement Plan (CHIP) is a roadmap and action plan for how the Health Department will work alongside community members and partners to address some of the most important health issues in our communities.

The Southwest Suburban Health Department has integrated previous plans from West Allis and Greenfield into a unified Community Health Improvement Plan for 2025–2027. Areas of focus include:

- Behavioral & Mental Health
- Substance Use
- Violence Prevention

Equity and access to resources remain overarching priorities. Action Teams, first launched in West Allis in 2023, now include partners from all municipalities served, fostering stronger regional collaboration. During these meetings, the Action Teams collaboratively assessed the alignment of ongoing activities with the outlined goals and objectives the CHIP.

The CHIP also serves as a catalyst for partnership development by creating structured opportunities for organizations, residents, and stakeholders to work together, share resources, and build sustainable strategies that strengthen community health.

Multiple strategies were implemented in 2025 to advance our CHIP goals. We successfully expanded the West Allis Hope Walk into a county park. We hosted our 2nd Annual West Allis Hope Walk in Greenfield Park with over 20 vendors to raise awareness of the new signage and provide attendees with a variety of resources.

Additional focus was placed on mental health, specifically within our schools. Leveraging our existing partnership with the West Allis-West Milwaukee (WAWM) school district, we were able to quickly and effectively respond when students at Frank Lloyd Wright (FLW) Intermediate School expressed a need for coping skills and guidance on how to help friends facing mental health challenges. Working closely with the National Alliance on Mental Illness (NAMI) and the school counselor, we coordinated NAMI's Ending the Silence presentation. This engaging program features presentations, videos, activities, and personal testimonials that help students recognize warning signs of mental health conditions and understand how and where to seek help for themselves or others. Through this successful collaboration, all 800 FLW students are now better equipped with the tools, knowledge, and confidence to support mental well-being and to see mental illness not as something to be ashamed of, but as a health condition that can be treated.

When looking at the Violence Prevention area of focus, we tracked areas within our cities that have higher rates of Domestic Violence (DV) and with that data we strategically placed DV awareness posters on utility boxes with the 24/7 hotline to raise awareness and connect individuals to vital resources. Lastly, we partnered with the WAWM school district and trained more than 200 educators on recognizing the signs of an overdose and administering Naloxone. Each educator received Naloxone after the training. To further expand access within schools, two boxes of Naloxone were placed in every AED across the WAWM School District. These are just a few of the many strategies we implemented this year!







Equity

The Southwest Suburban Health Department's Health Equity Plan is a cornerstone of our commitment to advancing our vision, mission, and values. Designed to equip staff with the knowledge and skills needed to navigate the complexities of health equity, the plan fosters a deeper understanding of systemic disparities and actionable solutions. Throughout the year, the leadership team conducts comprehensive trainings, providing staff with essential tools and clear directives to integrate health equity principles into all policies, services, and programs. This ongoing investment ensures that equity remains at the forefront of the SWSHD's work, driving meaningful and lasting impact in the communities we serve.

Quarter 1

- All Staff: Unhoused Population 101 Training - Street Life
- AA- Centered in Sobriety Support Group started at Senior Center
- Increased STI Testing Clinic hours
- Made SUD info cards available in Spanish and English
- Stocked all Public Health Vending Machines with condoms

Quarter 2

- All Staff: Question, Persuade, Refer (QPR) Training - SWSHD staff
- Grief Support Group started at Senior Center
- Community Garden planted
- Initiated Healthy Homes Project
- Public Health Vending Machine survey initiated

Quarter 3

- All Staff: Verbal De-escalation Training - Community Advocates
- Age Friendly West Allis Plan created and implemented
- Partnered with Roundy's Pharmacy to increase vaccine access
- Staffed Cudahy Farmer's Market to provide WIC checks
- Provided flood water cleaning buckets & resources to community
- Fresh produce distributed through Community Garden

Quarter 4

- All Staff: Effective Communication with the Deaf and Hard of Hearing Communities - Independence First
- All Staff: Narcan Training - SWSHD Staff
- FEMA collaboration for post-flooding assistance
- Hosted food drive for local pantries
- New WIC food package added
- Birth & Death certificate processing at Greenfield
- Sharps Disposal at West Allis

Organizational Competencies

A strong culture of health is essential for our community to achieve health equity - the state in which everyone has a fair and just opportunity to be as healthy as possible. The below examples demonstrate our focus to organizational administrative competencies:

- Health equity focus and efforts.
- Engagement of and discussion with the Board of Health and policy makers.
- Ongoing focus on quality improvement/performance management.
- Included public health competencies in job descriptions.
- Continually updating/improving our public facing website.
- Use of an electronic health record system to help with case management.
- Provided support to staff to attend, participate, and provide training.
- Annual staff performance reviews.
- Ongoing use of the standard fiscal management system.
- Engage with city legal council as needed (i.e. review, provide recommendations, offer opinion on contractual and/or policy related matters).

Workforce Development

The SWSHD Workforce Development Plan (2025–2027) aims to strengthen workforce capacity following the April 2024 merger and COVID-era turnover, with retention improving as 29% of staff now have 3–4 years of service. Based on the 2025 Public Health Core Competency assessment, key departmental goals focus on enhancing Management & Finance and Leadership & Systems Thinking skills, while leveraging departmental strengths in health equity, communication, and community partnership building. Implementation includes comprehensive strategies such as all-staff and individualized training, targeted activities, and professional development opportunities to ensure a skilled, adaptable, and inclusive workforce. In 2025, SWSHD held 7 all-staff trainings, 3 presentations, and 3 activities/exercises (including division-level QI), totaling 13 all-staff workforce development events to strengthen health equity, communication, emergency preparedness, and leadership skills.

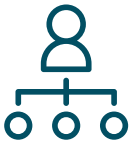
Policy Development & Support

The SWSHD serves as the primary resource for developing and maintaining evidence-informed public health policy recommendations to improve the physical, environmental, social, and economic conditions that impact community health. The SWSHD Board of Health plays a critical advisory role in policy development, approval, and advocacy. In 2025, SWSHD prioritized updating all policies and plans to ensure they reflect the needs of every municipality served.

Strategic Plan

The 2025–2027 Strategic Plan guides the SWSHD in advancing healthier communities across West Allis, Greenfield, and West Milwaukee. Grounded in the SWSHD policies and procedures, the Community Health Improvement Plan (CHIP), and the Public Health Accreditation Board's Standards and Measures Version 2.0, the plan provides a unified framework for organizational priorities, community partnerships, and long-term public health impact.

This year marked the first full year of the strategic plan implementation, with four strategic priority areas continuing to shape department-wide efforts: Community, Organizational Excellence, Visibility, and Finance. In 2025, the SWSHD focused on several high-impact initiatives aligned with these priorities.



To strengthen **organizational excellence**, the department launched The SWISH, a monthly internal newsletter designed to improve communication, increase transparency, and ensure staff remain informed about organizational updates, events, and milestones. Staff also participated in two interactive quality improvement activities, building confidence in QI tools and supporting the department's successful reaccreditation through the Public Health Accreditation Board.



Under the **finance** priority, the SWSHD significantly expanded its pursuit of new funding opportunities. Staff submitted 17 grant/supply applications, securing more than $350,000 in new resources, 33% in grant funding and 67% in harm reduction supplies, in addition to annual awards from the Wisconsin Department of Health Services. These resources directly support program growth, infrastructure, and community health initiatives.



Progress within the **community** priority included expansion of Health in All Policies and Programs (HiAPP) efforts. The department launched the Healthy Homes program and advanced work toward strengthening the nuisance abatement program, both aimed at improving neighborhood health and safety. Staff also made substantial progress on goals outlined in the 2023–2027 CHIP, particularly in strengthening partnerships and cross-sector collaboration.



To enhance **visibility**, SWSHD continued improving access to and use of the department's event calendar, supporting more efficient planning, staffing, and communication with community partners, leadership, and municipal stakeholders

Accountability & Performance Management

The SWSHD uses the 10 Essential Public Health Services, Public Health 3.0, and Public Health Accreditation standards to inform performance management. In 2025, we worked tirelessly to achieve reaccreditation as the Southwest Suburban Health Department! Accreditation through PHAB means we have met rigorous national standards backed by the Centers for Disease Control and Prevention - ensuring our community receives top-notch public health services every day. Initially accredited in 2011 as the West Allis Health Department, the documents and narratives we provided showed continued accordance with the standards and measures that support the Foundational Public Health Services.

Additionally, the SWSHD was invited to join the Wisconsin Academy of Science (AoS) State Chapter, to help strengthen our capacity for data collection, analysis, and decision-making. As part of this statewide effort, the Alchemer platform pilot directly supports the Foundational Capability of Accountability & Performance Management by streamlining survey development, centralizing data, and enabling consistent performance tracking across programs.

Emergency Preparedness & Response

The SWSHD continues to plan, prepare, and respond to public health emergencies in collaboration with local, regional, and state partners. We continued to mobilize and enhance efforts to mitigate the spread of disease in our community and recover from natural disasters. The local Public Health Emergency Response Plan was updated, and an overview of the plan was presented to all staff in collaboration with the Wauwatosa Health Department.

In late 2025, we assisted residents of West Allis, Greenfield, and West Milwaukee in recovery efforts following the August 9th flood. Staff assembled and distributed 100 resource bags including fact sheets, first aid kits, masks, and gloves. Additionally, 180 hygiene kits were distributed to residents in need. Both of the SWSHD locations served as distribution sites for Salvation Army flood-cleaning buckets, with staff delivering supplies directly to residents unable to travel; a total of 198 buckets were distributed. We also participated in a Multi-Agency Resource Center in West Allis offering mold remediation and social work resources alongside community partners. During the month of October, the West Allis Senior Center provided space for federal and state partners to set up a Disaster Resource Center for residents to visit for long-term flood recovery needs.

Communications

The SWSHD strives to implement proactive health education & health promotion messaging. These messages are shared in a timely manner through various avenues including social media, community events, community newsletters, through community partners and press releases.

716,625+
IMPRESSIONS

354
NEW PAGE LIKES

373 Facebook posts shared latest public health messages. Expanded social media presence to focus on 988 and harm reduction resources available at the SWSHD.

Throughout 2025, the SWSHD was very active on Facebook, posting an average of 7 times per week and the posts with the highest reach include the announcement of Free Cleaning Supply Buckets after the devastating floods, our Public Health Vending Machine restock, Family Gingerbread House Decorating Competition, and promotion of our programs and community events. We had 13,000 views with just our Free Cleaning Supply Buckets post.

We also prioritized consistently sharing information about the 988 Suicide & Crisis Lifeline, signs of an overdose, and domestic violence resources to raise awareness and connect our community with critical support services. These efforts align directly with our CHIP objectives, reinforcing our commitment to promoting awareness to vital resources.







Pictured are graphics used for some of our social media posts.

Opioid Settlement Funds

Since 2024, the SWSHD has been the lead in developing strategies and implementing initiatives funded by the opioid settlement funds awarded to the City of West Allis. In 2025, we reviewed and updated the opioid settlement fund workplan to ensure the existing and newly added strategies reflect the needs we are seeing in the West Allis Community. We continued to focus our efforts in 5 target areas including: prevention and early intervention, harm reduction, treatment, recovery, and the continuum of care. Multiple new strategies were proposed for each target area, many of which were evidence-based programs ensuring that funds were directed toward impactful community-driven solutions. Through partnerships, education, and outreach, our efforts have strengthened local resources, expanded access to lifesaving interventions, and laid the foundation for long-term substance use prevention and recovery initiatives. See below to learn more about the multiple strategies we implemented in 2025.

Radio Campaign

In 2025, we worked with three different radio groups (Audacy, Radio Caliente and Milwaukee Media Group) to record 30 second commercials that would raise awareness about opioid overdose prevention. The messaging focused on recognizing the signs of an overdose, the lifesaving potential of naloxone, and where individuals could get free naloxone. These radio ads aimed to educate the community, reduce stigma, and empower individuals to take proactive steps in addressing the opioid crisis.



3,130,000+

RADIO LISTENERS REACHED

Radio Commercials ran from May - December with the following radio groups:

- Radio Caliente commercials were recorded in Spanish and aired 480 times from May-July on 97.9 FM and 1460 AM.
- Audacy commercials aired 897 times from June-August on 99.1 The Mix, 103.7 Kiss FM, and 105.7 The Fan.
- Milwaukee Media Group commercials aired 416 times from October-December on 102.9 The Hog and 96.5 Classic Rock.

Hanging Banner Campaign

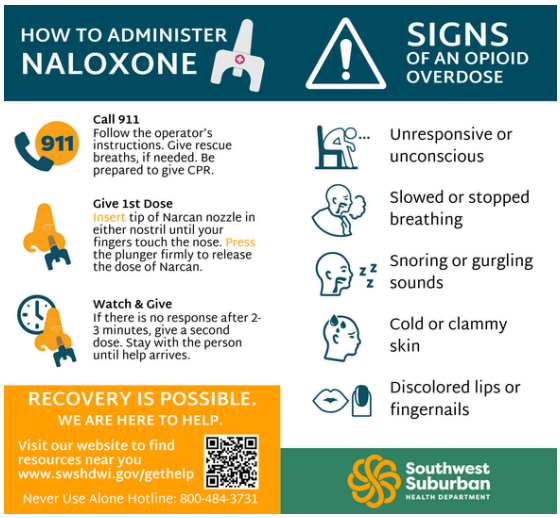
In West Allis, we strategically installed hanging banners in liquor stores and bars in areas with high overdose rates to raise awareness about opioid overdose prevention. The messaging focused on recognizing the signs of an overdose, the lifesaving potential of naloxone, and the dangers of fentanyl. These signs aimed to educate the community, reduce stigma, and empower individuals to take proactive steps in addressing the opioid crisis by encouraging them to carry naloxone. The hanging banners were up for 12 weeks and were seen by over 724,500 people!

724,500

PEOPLE REACHED



Opioid Use Disorder Resource Card



Our opioid use disorder resource card was refreshed with new graphics, the Never Use Alone Hotline, and combined English/Spanish language to educate individuals on the signs of an overdose and who to call when using alone. If individuals are able to recognize the common signs of an overdose they can react faster and administer Naloxone. These resource cards are distributed during Naloxone Administration Trainings and attached to each box of Naloxone that is distributed out of our Public Health Vending Machines.

Postcards

Throughout 2025, we continued to identify areas in West Allis with high overdose rates and directly mailed postcard to the residents in these areas that brought awareness to fentanyl overdoses as well as the signs of an overdose and where individuals can access free drug testing strips and naloxone. In total, 800 postcards were mailed to residents.



Drink Coasters

In 2025, we developed five different educational drink coasters and distributed them to bars located in overdose hotspot areas. The coasters were designed to raise awareness about naloxone, signs of an overdose, and the use of drug testing strips. A total of 2,000 coasters were distributed to five bars in West Allis.

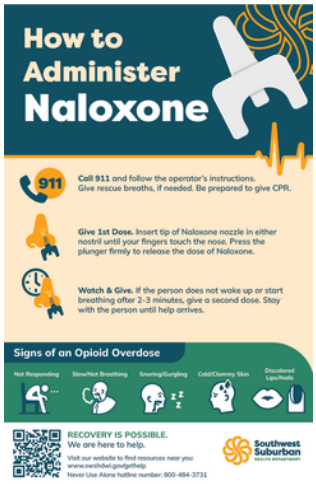
During distribution, staff also provided in-person education to bar employees on how to recognize an overdose and how to administer naloxone. In addition, four of the five participating bars were supplied with naloxone to keep on hand in the event of an overdose.



2,000

DRINK COASTERS DISTRIBUTED

Naloxone/Signs of an Overdose Poster



In 2025, we developed and distributed an educational poster on naloxone and the signs of an overdose to a variety of community locations such as the West Allis Farmers Market bathrooms, city park bathrooms, and bars surrounding State Fair Park grounds. The poster provides information on recognizing an overdose, how to administer naloxone, and includes a QR code linking to additional resources. It also features the Never Use Alone Hotline to remind individuals that support is always available in times of need.

Drug Drop Box

We purchased a new, larger drug drop box and partnered with the West Allis Police Department to install it in their lobby, replacing the previous unit. The updated drop box features clear medication disposal messaging in both English and Spanish, helping remove language barriers and making safe drug disposal more accessible to the community.



Oxford Housing Rental Assistance

In October, we launched the Oxford Housing Rental Assistance Program designed to support individuals with a history of Opioid Use Disorder who are actively working toward recovery. Stable housing is a huge part of recovery, and this program helps bridge a common gap individuals face when transitioning into Oxford Houses.



The program provides one-time rental assistance to help cover initial housing costs. This assistance has already made a meaningful impact; two individuals have successfully received support through the program so far, allowing them to secure stable housing and focus on their recovery goals!

This is Not About Drugs (TINAD) Program

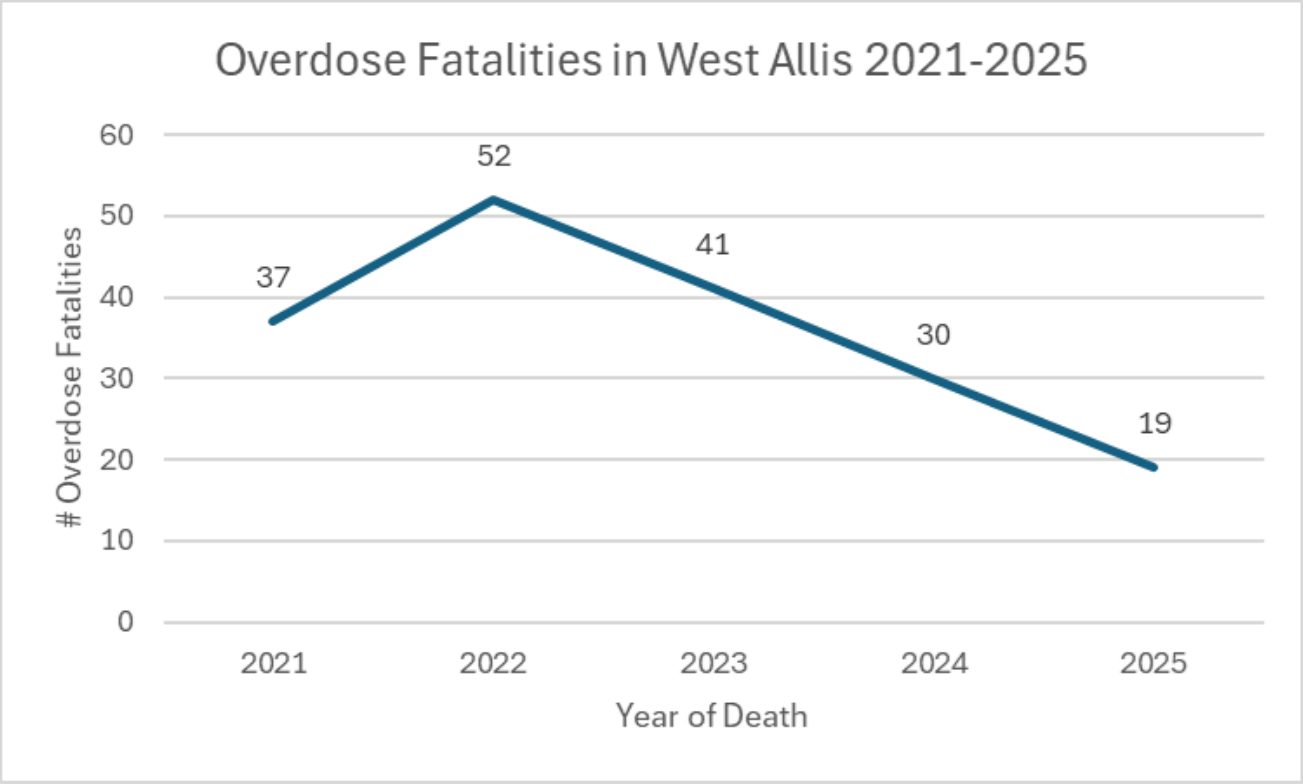
TINAD is a peer-based youth substance use prevention program that uses personal stories from youth with lived experience, along with guidance from a subject matter expert, to educate and influence healthy decision-making. The interactive curriculum engages students in facilitated discussions about the risks associated with opioids, including prescription pain medications, fentanyl, heroin, and the prevalence of fentanyl-laced street drugs and counterfeit pills.

The program also raises awareness about overdose risks, how to recognize the signs of an opioid overdose, the availability of naloxone, and how to respond in an emergency. In 2025, six staff members were trained to deliver the program, including four health department staff and two West Allis Fire Department staff. In spring 2026, the program will be implemented in West Allis–West Milwaukee Middle and High schools to provide students with early, accurate education aimed at reducing risk and preventing fatal overdoses.



Trend Analysis

The City of West Allis has made significant progress in expanding access to care, treatment, and harm reduction services for individuals experiencing opioid use disorder. Through a coordinated, comprehensive approach and sustained investment in prevention and support efforts, the city has achieved a consistent year-over-year decline in fatal overdoses.



IN 2025, DRUG OVERDOSE DEATHS IN WEST ALLIS CONTINUED TO DECLINE SINCE PEAKING IN 2022- AN OBSERVED 63.46% DECREASE.

Friend of Public Health Award



Street Angels
2025 Organization Award Recipient



West Allis Lions Club
2025 Organization Award Recipient



Cindy Nowak & Morgan Zakrzewski
2025 Individual Award Recipients

In 2025, the Health Department continued the annual "Friend of Public Health Award." The award gives recognition to outstanding, significant and innovative activities and accomplishments by an individual, agency or other entity in furthering the principles of Public Health and the mission of the SWSHD.

Organization Award Recipient: Street Angels, Inc.
"Street Angels consistently goes above and beyond to partner with us in expanding our reach and ensuring that those most in need have access to essential items. On a monthly basis, they supply our Public Health Vending Machine with hundreds of critical resources, including hygiene kits, socks, feminine hygiene products, cold-weather kits, emergency blankets, ponchos, hand warmers, and first aid kits. Their generosity and reliability have made them an invaluable partner. Because of Street Angels, we are better able to reach individuals experiencing homelessness and help meet their most basic and immediate needs with dignity and care."

Organization Award Recipient: West Allis Lions Club
"The West Allis Lions Club has demonstrated an outstanding commitment to improving community health by addressing critical vision needs among children. Through their generous program, the West Allis Lions Club continues to offer vision vouchers to students who are not covered by insurance and cannot afford a comprehensive vision exam and a pair of glasses. This initiative ensures that every child has the opportunity to succeed in school and daily life without the barrier of untreated vision problems.

Additionally, thanks to the support of the West Allis Lions Club, the Southwest Suburban Health Department has been able to expand its vision screening capabilities. A few years ago, The West Allis Lions Club purchased a PlusOptix device for our program, which allows screenings for children who may not be able to be tested using a traditional Snellen chart. This technology has been instrumental in identifying vision issues early and connecting families to necessary care. The West Allis Lions Club's dedication to equitable access to vision care exemplifies the spirit of public health and community partnership. Their efforts have made a measurable difference in the lives of children and families in our community."

Individual Award Recipients: Cindy Nowak & Morgan Zakrzewski

"Cindy and Morgan from the Greenfield Parks and Rec Department came to us to look into the possibility of creating a beginner level food safety course for the Greenfield community that centered around young adults and teenagers who are interested in working in the food service industry. Their goal was to improve food safety and develop a new course for the community that could help enhance the quality of food services employee's knowledge and experience and give them a higher prospect of finding and keeping employment. Over the course of about 9 months, Cindy and Morgan worked with us to develop an engaging course that combines hands-on food preparation experience with food safety principles. The Environmental Health team has been hoping to create a food safety course, similar to this, as part of our FDA Grants so when Cindy and Morgan reached out to ask about opportunities to host their idea we finally had a clear pathway to offer this training. They have dedicated hours of their time to creating this course, and have been an inspiring group to work with while creating this course. This course is the first step in many more to come in promoting food safety education in our communities and offering a course that helps individuals who are new to the food industry attain real world skills."









Southwest Suburban
HEALTH DEPARTMENT