



MILWAUKEE

Wisconsin Area Health Education Center

Strategic Priorities 2024 - 2028

COMMUNITY CONNECTION & COLLABORATION

With a goal to maximize partner relationships throughout the year, MAHEC will engage new partners and sustain long-lasting partnerships while increasing board engagement.

FUNDING & PROGRAM SUSTAINABILITY

By assessing program offerings in the marketplace and identifying potential unmet needs of partners, MAHEC will develop a menu of complementary services that can generate revenue.

BRAND RECOGNITION

MAHEC will focus on our long-lasting relationship approach to education by participating in co-branded community events, sharing testimonials, and showing a consistent presence in the community. MAHEC will share program achievements through media outlets.



PATHWAY PROGRAMS

HEALTH PROFESSIONS STUDENT PROGRAMS

COMMUNITY HEALTH WORKER (CHW) TRAINING



Our VISION is of a sufficient health workforce reflective of the communities that we serve.

Our MISSION is to increase the diversity and distribution of health professionals through strategic partnerships to improve the health outcomes in Southeastern Wisconsin.



www.milahec.org



1609 W North Ave, Suite 202

Milwaukee, WI 53205

414-344-0675



[milwaukeeahec](https://www.instagram.com/milwaukeeahec)



[MKEAHEC](https://www.facebook.com/MKEAHEC)



Strategic Plan

2024-2028

Milwaukee AHEC History

Milwaukee AHEC was incorporated in 1992 and is one of seven regional AHEC centers in the state. The creation of Milwaukee AHEC focused on addressing the central city healthcare worker shortage issue by utilizing the experience and knowledge of community-based organizations and providers.

The composition of the Milwaukee AHEC Board of Directors was planned in a manner to maintain a balance between health profession educators, medical service providers and healthcare consumers. In 2003, Milwaukee AHEC expanded its boundaries to include Kenosha, Racine, Walworth, and Waukesha Counties.

Milwaukee AHEC Today

We serve our region in three program areas: 1) Pathway Programs; 2) Health Professions Student Programs and 2) Community Health Worker (CHW) Training.

Pathway Programs

Our Youth Health Service Corps members and HOSA Future Health Professional members, who are Milwaukee high school students, gain the knowledge, skills, and attitudes to successfully become our next generation of community-engaged health professionals.



Health Professions Student Programs

Our Community Health Internship students and AHEC Scholars have contributed over 700,000 hours in local health departments, community service agencies and health centers resulting in a more community-engaged and culturally humble health workforce.

CHW Training

Milwaukee AHEC is an established provider of Community Health Worker Training. Recognizing that there is a need for community health workers to serve as a “bridge” between community members and the health care delivery system, Milwaukee AHEC launched the Community Health Worker Training Program in 2010. We have trained over 300 CHWs in Wisconsin in our employer-endorsed training program.



Milwaukee AHEC Mission & Vision

Vision

Our vision is of a sufficient health workforce reflective of the communities that we serve.

Mission

To increase the diversity and distribution of health professionals through strategic partnerships to improve the health outcomes in Southeastern Wisconsin.

Milwaukee AHEC Values

- M** - Mission Driven
- A** - Accountable
- H** - Healthy Equity
- E** - Empowerment
- C** - Collaboration

Milwaukee AHEC's Strategic Planning Process

Milwaukee AHEC collaborated with MPH student and AHEC Alum, Ellen Henry, to complete this strategic plan. We consulted with Marian Mulkey, a Catchafire volunteer, for expertise and assistance. (Catchafire is an organization that connects professional volunteers with non-profits.) A survey was sent to board members and staff asking for feedback on strengths and opportunities. We received 100 percent participation in the survey. Three meetings were held with board members and staff (5/6/24, 7/1/24 and 9/9/24.) During the strategic planning meetings priority areas, goals and actions were developed. We are proud to present the following strategic plan for 2024 – 2028.

100% of staff and board completed a survey answering the questions:

1. How do we measure inclusion, equity, and belonging?
2. What do I need as a Board member to be able to feel good about my contributions to the organization?
3. What areas of Board Development do we think we need? How do we build Board Capacity to increase funding/fundraising efforts for MAHEC?
4. How can MAHEC Board committees better communicate with one another?

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• MAHEC connects and supports both students and community partners• MAHEC provides highly valuable and irreplaceable education for students from high school through adult education• MAHEC truly works to achieve its vision of a sufficient health workforce that is reflective of the communities that it serves.• MAHEC inspires and motivates students and community partners• Pipeline for future local healthcare workforce	<ul style="list-style-type: none">• Lack of sustainable funding for programs outside of HRSA funding• Many MAHEC programs are grant dependent• Lack of name recognition within service area• Difficult to explain what MAHEC is and everything it does to community members that have not heard of MAHEC before	<ul style="list-style-type: none">• Increase promotion of MAHEC through increased community visibility• Networking throughout SE WI to increase awareness of programming• Partner promotion of MAHEC• Leverage and grow social media presence• Increased Board member involvement	<ul style="list-style-type: none">• Dependence on grant funding; uncertainty of long-term funding through grants• Limited name recognition; not currently well known in counties outside of Milwaukee• Quickly evolving nature of healthcare workforce

Results from Board Member & Staff Survey

The following six themes were revealed during the SWOT Analysis. The team voted to focus on the bolded three priority areas for this strategic plan.

1. **Community Connection & Collaboration**
2. Diversity & Inclusion
3. **Funding & Program Sustainability**
4. **Brand, Name & Organization Recognition**
5. Workforce Development
6. High Quality Health Education Programs

Please see the goals and strategies (actions) under each priority area below.

Strategic Priority 1: Community Connection & Collaboration

Goal 1.1: Maximize partner relationships throughout the year

Strategies:

1. Implement CRM (with other WI AHEC centers)
2. Increase number of new partners. Engage with 15 new partners by 12/1/2025
3. Sustain partnerships (partners stay with us for numerous years due to bi-directional benefit and across programs)
4. Create plan of acknowledgment of partners
5. Increase MAHEC board engagement with partners
6. Research how others evaluate partnerships to eventually evaluate partnerships with an eye on effectiveness & sustainability review current partner surveys to see if we are already evaluating these items or if we can add items (CHIP & CHW)

Strategic Priority 2: Funding & Program Sustainability

Goal 2.1: Develop a menu of 3 services that can generate 'fee for service' within the next six months and activate these services & generate revenue by 2028

Strategies:

1. Assess whether other comparable organizations (local nonprofits or other AHECs) have similar fee-for-service programs, so services aren't duplicative locally
2. Discuss "what's missing" with AHEC users (i.e. health systems, universities, etc.); explore whether these users would find brainstormed programs valuable -- what "menu" would work?
3. MAHEC team brainstorms program ideas informed by assessments and surveys
4. MAHEC team presents ideas to Programs & Personnel committee to ensure they align with mission, vision, and other programs
5. Finance Committee members meet with MAHEC staff to discuss how possible 'fee-for-service' programs or products will financially benefit and sustain the organization
6. Present to Board

Strategic Priority 3: Brand Recognition

Goal 3.1: Highlight MAHEC's focus on long-lasting relationship approach to education.

Strategies:

1. Create consistent presence with logo and short catchphrase to highlight relationship approach
2. Participate in community events with AHEC t-shirts to increase presence
3. Post testimonials to highlight emotional connection to AHEC and ask the individuals being highlighted to share on their social media
4. Find more co-branding opportunities to leverage our partnerships
5. Create spreadsheet to capture reflections, testimonials, great quotes and stories in one place that we can pull for flyers, website, etc.

Goal 3.2: Share certain program achievements through press releases/media outlets

Strategies:

1. Create list of media contacts to share press releases.
2. Create calendar of program-related achievement press releases (i.e. after CHIP ends, after Spanish CHW training launch).

Strategic Action Plan

The Goals and Strategies will be tracked on an Excel spreadsheet that all board members and staff have access. The [Strategic Action Plan](#) includes metrics, lead team, timeline, completion due dates and notes. The document is meant to be a “living document” that is edited and added to regularly. Each Milwaukee AHEC staff meeting, board committee meeting and full board meeting will include reviewing and working on our Strategic Action Plan.

Thank you to the board and staff involved in the strategic planning process!

Milwaukee AHEC Board of Directors

Kamia Monet Beasley

Megan Butler

Carla Elena Echeveste

Christina Ellis

Abby Gorecki

W. Curtis Marshall

Daniel Monge

Yovira Moroney

Elise Papke

Delicia Randle-Izard

Emily Sladky

Kyle Stephens

Janie Washington

Joni Strom Williams

Alexis Wolff

Milwaukee AHEC Staff

Melanie Berg

Lisa Brooks

Marigsa Carmona-Rodriguez

Jennifer Flamboe

Abby Gerbitz

Lesli Jarmillo

Suzanne Letellier

Delicia Morris

Harvey Padek

Engrith Rivera

Carol Witcher

