



2008 ANNUAL REPORT

**BLOOMINGTON PUBLIC HEALTH**  
**SERVING BLOOMINGTON**  
**RICHFIELD**  
**EDINA**



Karen Zeleznak,  
Public Health Administrator

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Friends of Public Health,

In 2008, the economic downturn began to affect the health and well-being of our communities. Challenges people faced included foreclosures, unemployment, and loss of health insurance.

For the first time, the State made a significant investment in prevention - \$47 million dollars over two years to focus on decreased exposure to tobacco, smoking cessation, and the prevention of obesity. This State Health Improvement Plan will provide dollars to work with communities, schools, health care, and worksites on policy and environmental and systems change.

For Bloomington Public Health, 2008 was a year in which we received several major grants ranging from the prevention of underage alcohol and other drug use to a grant to begin a Community Emergency Response Team. We continued work on new grant-funded programs including teen pregnancy prevention, oral health, intensive home visiting to high-risk families, and the incorporation of nutrition and physical activity into school curriculum. As you can see in the following pages, these grants fund programs addressing issues that are critical to the health our communities.

Through all the dramatic events of 2008, we kept our doors open and were ready to serve those people who never thought they would need a helping hand. We remain strongly committed to prevention – a common sense approach to improving health AND saving money.

Here's to your health!

Karen Zeleznak  
Public Health Administrator

## community health assessment

Information about health concerns in the cities of Bloomington, Edina, and Richfield was collected in 2008 as part of a state-mandated health assessment process. For the first time, Bloomington Public Health used an online survey to solicit the information. Nine hundred sixty-six people responded.

The top ten health concerns are:

1. Teenage alcohol use – 68.1%
2. Teenage drug use – 66.5%
3. Ability to pay for health services – 64.8%
4. Adequate health insurance coverage – 63.7%
5. Teenage unsafe driving – 59.6%
6. Teenage unhealthy eating – 59.1%  
Child abuse/neglect – 59.1%
7. Teenage tobacco use – 58.8%
8. Teenage physical inactivity – 56.8%
9. Sexual assault – 55.6%
10. Domestic abuse – 51.3%

In 2009, Karen Zeleznak, Bloomington Public Health Administrator, was selected to receive the Jim Parker Leadership Award by the Minnesota Department of Health. The Award recognizes leadership in community health services.

Recipients of the prestigious award are chosen based on their innovation in community health services and their ability to develop creative solutions to public health problems, shape public health policy and practices, and promote collaboration among groups.



# health indicators

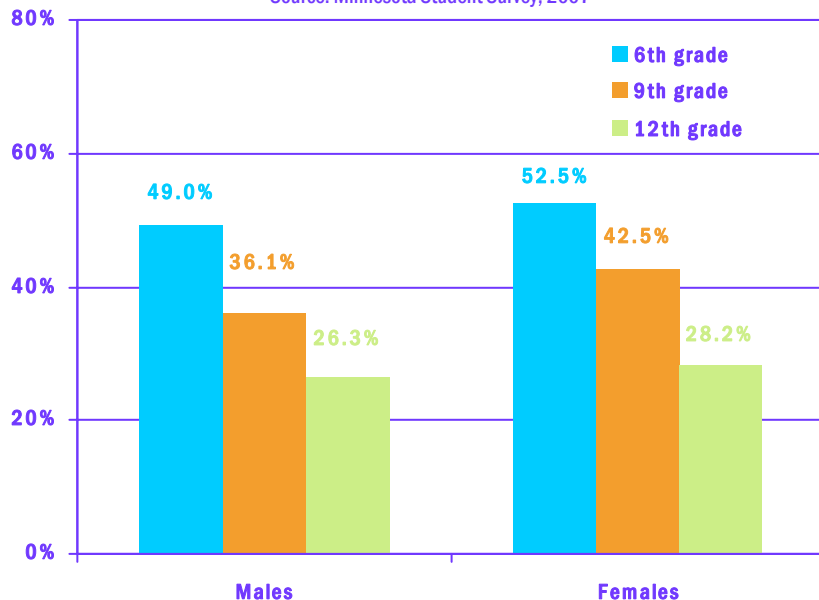
## AT THE COMMUNITY LEVEL

Health indicators are measures of the extent to which goals or outcomes are achieved. The following data show the impact of public health interventions.\*

\*Includes interventions by schools, parents, community organizations, and other community partners working with the Public Health Division.

## Students Who Have Been Bullied in Past 30 Days Bloomington, Edina, Richfield (BER) 2007

Source: Minnesota Student Survey, 2007



For the first time, students were asked about being bullied in 2007. Older students reported being bullied less than younger students. Females reported being bullied more than males. All three city Advisory Boards of Health targeted bullying (including electronic) and violent behaviors within schools and communities as important issues to address in the future.

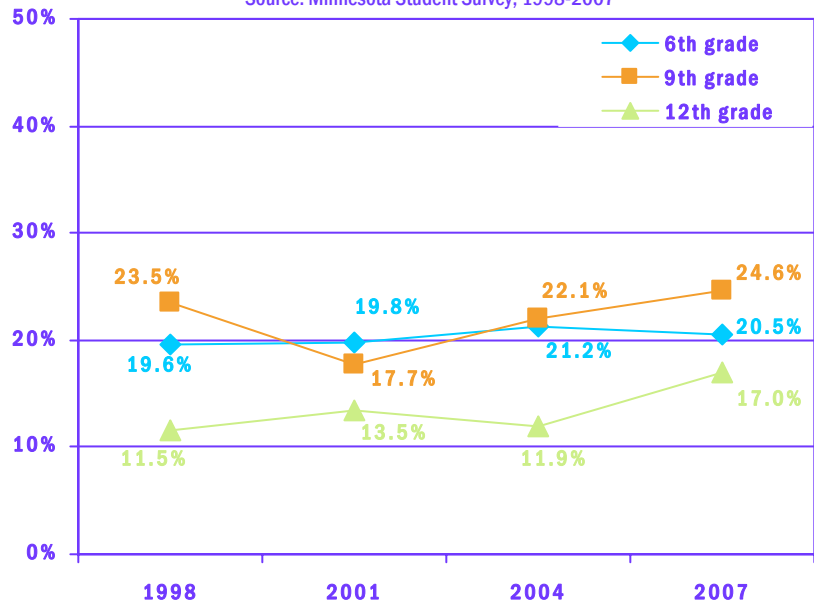
# health indicators

## AT THE COMMUNITY LEVEL

### Moderate Physical Activity (30 Minutes) Seven Days A Week Bloomington, Edina, Richfield (BER) 1998-2007

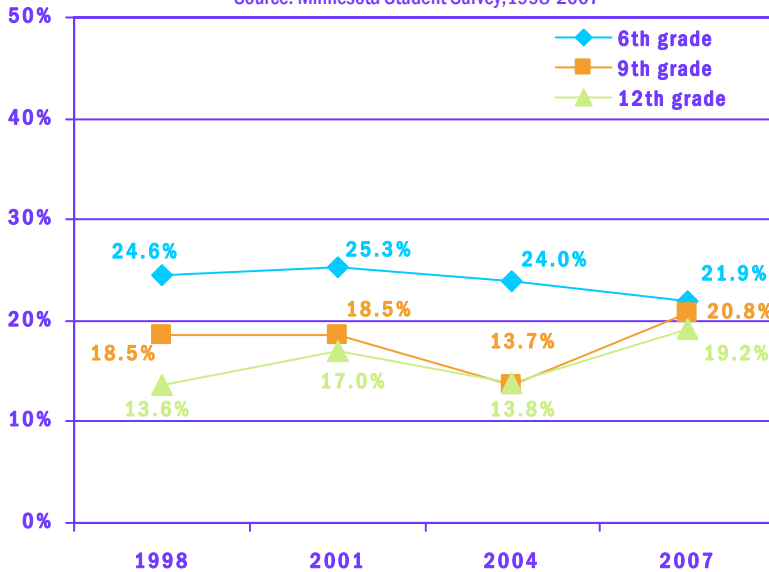
Source: Minnesota Student Survey, 1998-2007

The Centers for Disease Prevention and Control recommends children perform 60 minutes of daily physical activity. Less than 25% of the children in BER schools are performing 30 minutes per day of physical activity. Bloomington Public Health will focus on added opportunities for physical activity such as walking and biking to school.



## Consumption of Five Servings Fruits and Vegetables Bloomington, Edina, Richfield (BER) 1998-2007

Source: Minnesota Student Survey, 1998-2007



Approximately one-fifth of BER students reported consuming 5 servings of fruits and vegetables in a day. Current and future grants will fund work to boost the intake and access of fruits and vegetables among youth.

# health indicators

## AT THE COMMUNITY LEVEL

When teen pregnancy is reduced . . .

the well-being of children and families is improved.

Teenage pregnancy is an important concern for a community. Teen mothers and their babies face increased risks to their health and fewer opportunities to build a future.

Bloomington Public Health, in partnership with School District 287, has been effective at lowering repeat pregnancies among teens in the “Pregnancy Free Club.” Repeat teen pregnancies have declined from 25% in 1997 to 5% during the 2008-2009 school year.



In recognition of efficient and cost-effective service of the Pregnancy Free Club, Bloomington Public Health and School District 287 were awarded the Local Government Innovations Award for Management Process and Improvement from the Humphrey Institute.

Rose, Manager; Barb, Mary, and Barb, Public Health Nurses; and Karen, Health Administrator, with School District 287 staff.

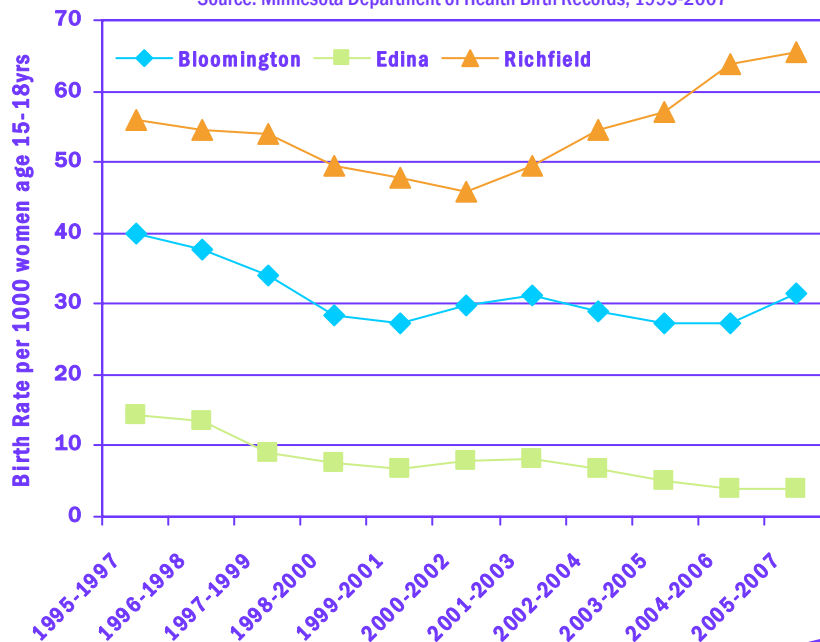
# health indicators

## AT THE COMMUNITY LEVEL

The teen pregnancy rate in BER showed a steady decline from 1995-1997 to 1999-2001 for all three cities. While Edina has maintained its decline, teen pregnancies have increased substantially in Richfield and slightly in Bloomington. Grants have funded activities such as the Richfield Teen Pregnancy Project to address this increase. Many pregnant teens participate in the WIC program. Also, many of these mothers are visited by public health nurses after they give birth.

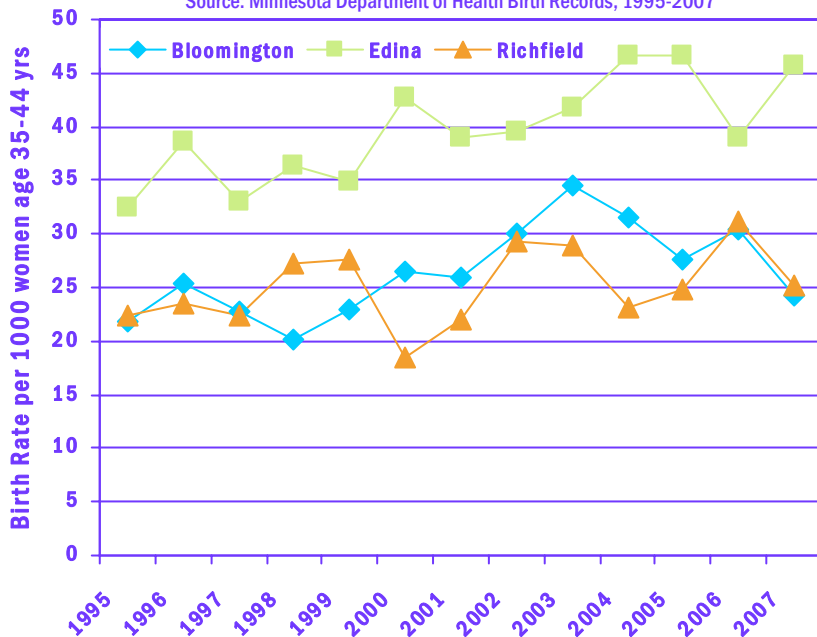
### Three-Year Pregnancy Rates of Teens (18 Years and Under) Bloomington, Edina and Richfield (BER) 1995-2007

Source: Minnesota Department of Health Birth Records, 1995-2007



## Age Specific Birth Rates of Women (35 Years+) Bloomington, Edina, Richfield (BER) 1995-2007

Source: Minnesota Department of Health Birth Records, 1995-2007



The birth rate for women 35 years and older has increased in BER since 1995. In Edina, it has increased by 40%. Many women delay childbirth for career and educational reasons. Giving birth later in life increases the risk of prematurity and low birth weight. As a result, it is important these mothers receive early prenatal care to reduce these risks. Bloomington Public Health nurses follow-up with high-risk births and pregnancies.

# health indicators

## AT THE COMMUNITY LEVEL

When youth are engaged in productive activities . . .

they are more likely to make good choices and stay away from risky behaviors such as alcohol, tobacco, and other drug use.

### A Closer Look

In Richfield, a survey of 290 youth found only one-third had ever participated in youth programs. In the survey, most youth said they didn't know what was available. The survey was conducted by the Youth Action Crew (YAC) led by Bloomington Public Health with a grant from Hennepin County.

After interviewing many businesses and organizations, YAC created a map of youth-friendly opportunities. They distributed the map citywide. YAC also interviewed adults and youth about how to engage youth in the community. They used the interviews to create a DVD for workshops and public viewing on local cable TV.

This project will be replicated in Bloomington in 2009.



Youth Action Crew members were asked, “What is one thing different about you after doing this project?” Some of their responses included:

- I have more confidence.
- I kept out of trouble over the summer.
- I like working.
- It taught me time management skills.
- I am more involved now.

Denise, Youth Health Specialist, with members of the Richfield Youth Action Crew.



services

PROVIDED BY PUBLIC HEALTH

# PROMOTING HEALTHY COMMUNITIES AND HEALTHY BEHAVIORS

## FOR SENIORS

### TALK WITH THE NURSE

*# of clients/# of visits*

Clinics held at community locations provide one-on-one consultation with a public health nurse. "TALKS" include issues such as blood pressure, healthy living tips, medication review, safety, active aging, community resources, and staying independent.

### HIGH-RISK HOME ASSESSMENT

*# of clients/# of visits*

Public health nurses assess physical, psychosocial, and environmental risk factors and provide referrals, consultation, education, and advocacy for vulnerable seniors.

### HEARING SCREENINGS FOR SENIORS

*# of screenings*

	Bloomington	Edina	Richfield	Other Cities
<b>TALK WITH THE NURSE</b>	215/ 783	112/ 356	95/ 418	NA
<b>HIGH-RISK HOME ASSESSMENT</b>	72/ 481	33/ 83	27/ 137	NA
<b>HEARING SCREENINGS FOR SENIORS</b>	21	48	NA	NA



Jackie, Public Health Nurse, checks a senior's blood pressure at a Talk with the Nurse clinic.

# PROMOTING HEALTHY COMMUNITIES AND HEALTHY BEHAVIORS (CONT.)

## FOR FAMILIES

### SCHOOL HEALTH SERVICES

- CHARTER AND NON-PUBLIC SCHOOLS IN RICHFIELD

Nursing services for adults and children, including first aid, medication administration, consultation and follow-up.

*# of student contacts/# of adult contacts*

Vision, hearing, and scoliosis screening.

- HEAD START AND FAMILY SCHOOL

*# of screenings*

Child health and developmental screening.

- SOUTH VISTA/WAVE ALTERNATIVE HIGH SCHOOL

*85 families/ 115 clients*

Nursing services to students.

### CHILD CARE CENTER/CONSULTATIONS

*# of visits/# of centers*

Monthly health and safety consultations with daycare center staff and directors.

### SHIELD

*# of referrals/# of visits*

*(South Hennepin Interagency Early Learning & Development)*

Families with concerns about their child's (age 0-3 years) development can access resources for help. Nurses assist families through the process.

### FOLLOW-ALONG PROGRAM

*# of children enrolled*

Helps parents know if their child (age 0-3 years) is developing (playing, talking, laughing, moving, growing) appropriately for their age.

### VISITS TO FAMILIES

- PUBLIC HEALTH NURSE HOME VISITS

*# of clients/# of visits*

Visits made for high-risk pregnancy, post-partum, newborn care, child development, parenting concerns, and help with community resources.

- BIRTH CERTIFICATE FOLLOW-UP

*# of newborns*

Information provided to families with new babies. Invited to enroll in Follow-Along Program. Home visits offered.

- COMMUNITY RESOURCE SPECIALIST

*# of phone and home visits*

Bilingual, Spanish-speaking staff provide resources to families.

### FAMILY SUPPORT PROGRAM

*# of reports reviewed*

Nurses review police reports to assure families and individuals are linked with needed resources and health care. Program funded by the United Way.

	Bloomington	Edina	Richfield	Other Cities
<b>SCHOOL HEALTH SERVICES</b>				
<b>CHARTER AND NON-PUBLIC SCHOOLS IN RICHFIELD</b>				
Nursing services for adults and children, including first aid, medication administration, consultation and follow-up. <i># of student contacts/# of adult contacts</i>	NA	NA	1695 / 1417	NA
Vision, hearing, and scoliosis screening.	NA	NA	1120	NA
<b>HEAD START AND FAMILY SCHOOL</b> Child health and developmental screening. <i># of screenings</i>	40	3	129	4
<b>SOUTH VISTA/WAVE ALTERNATIVE HIGH SCHOOL</b> Nursing services to students. <i>85 families/ 115 clients</i>	1021 visits			
<b>CHILD CARE CENTER/CONSULTATIONS</b> Monthly health and safety consultations with daycare center staff and directors. <i># of visits/# of centers</i>	138 / 12	40 / 4	58 / 5	12 / 1
<b>SHIELD</b> <i>(South Hennepin Interagency Early Learning &amp; Development)</i> Families with concerns about their child's (age 0-3 years) development can access resources for help. Nurses assist families through the process. <i># of referrals/# of visits</i>	147 / 258	70 / 154	110 / 169	124 / 276
<b>FOLLOW-ALONG PROGRAM</b> Helps parents know if their child (age 0-3 years) is developing (playing, talking, laughing, moving, growing) appropriately for their age. <i># of children enrolled</i>	150	41	113	23
<b>VISITS TO FAMILIES</b>				
<b>PUBLIC HEALTH NURSE HOME VISITS</b> Visits made for high-risk pregnancy, post-partum, newborn care, child development, parenting concerns, and help with community resources. <i># of clients/# of visits</i>	330 / 1448	100 / 242	426 / 1130	23 / 110
<b>BIRTH CERTIFICATE FOLLOW-UP</b> Information provided to families with new babies. Invited to enroll in Follow-Along Program. Home visits offered. <i># of newborns</i>	472	169	384	NA
<b>COMMUNITY RESOURCE SPECIALIST</b> Bilingual, Spanish-speaking staff provide resources to families. <i># of phone and home visits</i>	784	23	1161	104
<b>FAMILY SUPPORT PROGRAM</b> Nurses review police reports to assure families and individuals are linked with needed resources and health care. Program funded by the United Way. <i># of reports reviewed</i>	43	1	13	14

# PROMOTING HEALTHY COMMUNITIES AND HEALTHY BEHAVIORS (CONT.)



Joan, Public Health Nutritionist, engages grade-school children to teach them about the importance of healthy eating.

## HEALTH PROMOTION IN THE COMMUNITY

### CLASSES AND OUTREACH

*# of student attendees*

**Directed to students.** Information on preventing tobacco, drug, and alcohol use; early sexual activity; teen pregnancy; sexually transmitted infections; and other risk behaviors. Healthy behaviors, such as increasing physical activity and healthy nutrition, are promoted.

### EDUCATIONAL PRESENTATIONS

*# of attendees*

**Directed to parents, adults, community members.** Information on healthy behaviors, asset building, limit setting, alcohol, tobacco, other drugs, and laws involving youth.

### SENIOR HEALTH PROMOTION

*# of attendees*

Nurses talk with seniors about preventative measures for healthy aging (at senior centers and senior housing complexes).

### CAR SEATS

*# of car seats provided*

Staff person, nationally certified as a child passenger safety technician, provides car seats and education to assure proper use by parents and children.

	Bloomington	Edina	Richfield	Other Cities
CLASSES AND OUTREACH	2112	530	874	0
EDUCATIONAL PRESENTATIONS	3107	853	1587	1081
SENIOR HEALTH PROMOTION	74	0	35	NA
CAR SEATS	24	1	27	NA

# PREVENTING THE SPREAD OF INFECTIOUS DISEASES



Karen, Public Health Nurse, gives flu shots in the community.

## DISEASE PREVENTION & CONTROL

### INFLUENZA

Flu shots for adults and children administered on- and off-site.

### CHILDHOOD IMMUNIZATIONS (0-18 YEARS)

*# of clients/# of shots*

Immunizations for tetanus, measles, Hepatitis B, polio, mumps, diphtheria, rubella, pertussis, Hib, varicella, and pneumococcal disease.

### ADULT IMMUNIZATIONS

*# of clients/# of shots*

Immunizations for tetanus, Hepatitis B, Hepatitis A, polio, and pneumococcal disease.

### MANTOUX

*# of tests administered*

Testing for employers, employees, students, immigrants, and those seeking employment.

	Bloomington	Edina	Richfield	Other Cities
<b>INFLUENZA</b>	2958	1431	287	199
<b>CHILDHOOD IMMUNIZATIONS (0-18 YEARS)</b>	171	21	67	86
	626	91	238	284
<b>ADULT IMMUNIZATIONS</b>	61	9	17	109
	101	12	39	259
<b>MANTOUX</b>	140	20	34	336

# ASSURING THE QUALITY AND ACCESSIBILITY OF HEALTH SERVICES



Marianne, Nutritionist, provides WIC program services for a client.

## CLINICS

### WOMEN'S HEALTH

- BREAST AND CERVICAL CANCER SCREENING**  
 A program for uninsured and under-insured women age 40 and older.
- CARDIOVASCULAR SCREENING**  
 A program for cardiovascular education.

### WIC (WOMEN, INFANTS, AND CHILDREN)

For nutritionally at-risk pregnant and breast-feeding women and children up to five years of age. Provides nutrition education and food vouchers.

### HEALTH RISK ASSESSMENT

Cholesterol, lipid profile, and total blood chemistry tested at quarterly clinics. One-on-one nutrition education sessions included.

	Bloomington	Edina	Richfield	Other Cities
<i># of clients</i>	127	26	69	857
<i># of clients</i>	37	9	23	307
	2856	364	2380	81
<i># of assessments</i>	69	28	14	27

# PREPARING FOR AND RESPONDING TO DISASTERS AND ASSISTING COMMUNITIES IN RECOVERY

## PROGRAM ACTIVITIES

---

### INCREASED CITY'S CAPACITY TO RESPOND:

- Trained Metro public health staff in intermediate and advanced Incident Command (ICS 300 and 400).
- Conducted a tour and revised site layout plan for the Bloomington/Edina/Richfield mass dispensing (e.g. immunizations and medications) primary site.
- Participated in 6 exercises including a tabletop exercise on developing incident action plan objectives, Operation Giraffe Lot—a mass dispensing drive-through exercise in Eden Prairie, a hotline tabletop, and Operation Panamax—a Regional pandemic influenza exercise.
- Conducted Emergency Spokesperson training for Metro public information officers and Psychological First Aid training for Bloomington Public Health nurses and others.
- Completed a draft of Bloomington Public Health Continuity of Operations Plan.
- Responded to power outage events in the Public Health building.
- Conducted a notification drill among Public Health staff.

“We are building stronger, safer communities that are more resilient to natural disasters and diseases.”

*Lisa Brodsky  
Emergency Preparedness Coordinator*

# PREPARING FOR AND RESPONDING TO DISASTERS AND ASSISTING COMMUNITIES IN RECOVERY (CONT.)

## PROGRAM ACTIVITIES (CONT.)

### INCREASED COMMUNITY PREPAREDNESS:

- Distributed “Plan 9” emergency preparedness brochures to clinics, social service agencies, and licensed family day care and center-based child care facilities.
- Received a grant to start a Community Emergency Response Team (CERT) in Bloomington.
- Began development of a Public Health module for the Bloomington CERT program.



The Minnesota Department of Health conducted an assessment of planning efforts related to how and when resources in the Strategic National Stockpile would be used. They were impressed with the relationships between the three cities and with participation between first responders and Public Health. The Minnesota Department of Health assigned a score of 94% - a 10% increase over the 2007 score.

Bloomington, Richfield, and Edina representatives from local Public Health, Emergency Management, Police, Fire, and Public Works were among participants of the Strategic National Stockpile assessment.

# trends

## IN PUBLIC HEALTH SERVICES

When the health of residents is protected . . .

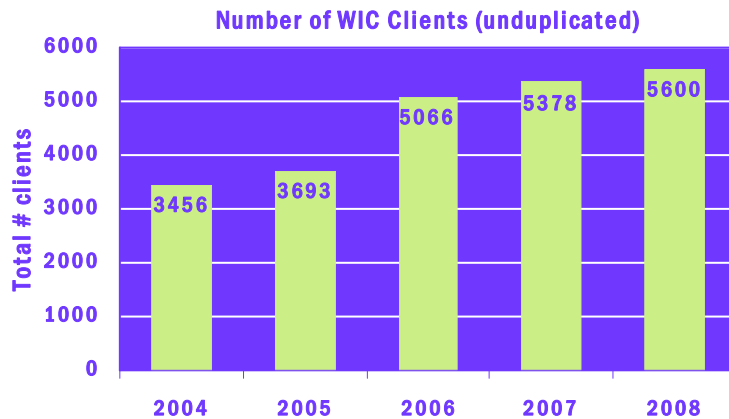
the community benefits in a number of ways.

### A Closer Look

One night at the Women Infants and Children (WIC) clinic, the lactation consultant and Spanish interpreter stayed late to help a young new mother. She was ready to give up on breastfeeding.

With patience, reassurance, and good instruction, the young mother was successful at nursing her new baby that night. As a result, she made the decision to continue breastfeeding.

The protective benefits of breastfeeding will impact the health of this child and mother for years to come.



WIC Population	YEAR	BER*	MN
Percent of "ever breast-fed" WIC infants who are breastfed at three months of age	2006	68%	60%
	2007	72%	62%
	2008	73%	62%
Percent of WIC children over the age of 2 years who are at risk of or who are overweight	2006	42%	31%
	2007	36%	32%
	2008	32%	32%

\*This data was first prepared for Bloomington, Edina, and Richfield (BER) in 2006.

## WIC

The WIC Program provides nutrition education and food vouchers for pregnant and breastfeeding women, infants, and children. The caseload has continued to steadily grow. Since 2004, it has increased by 62%.

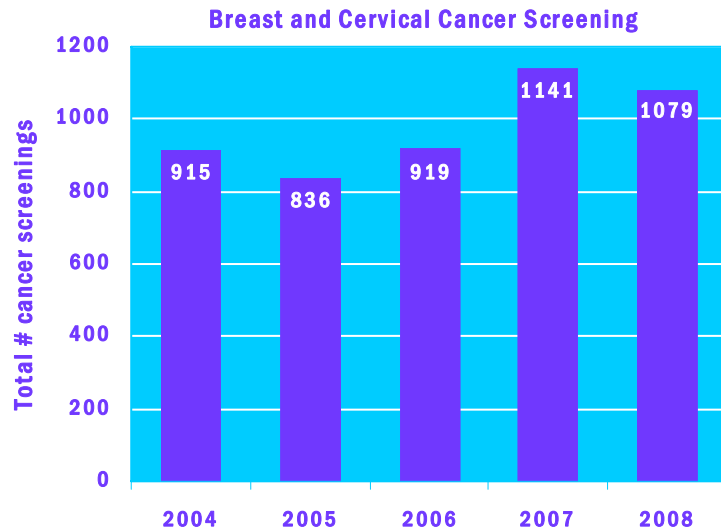
The percentage of breast-feeding mothers in the Bloomington, Edina, Richfield WIC program is substantially higher than the statewide percentage. The number of children in WIC who are overweight or at risk for overweight has declined since 2006.

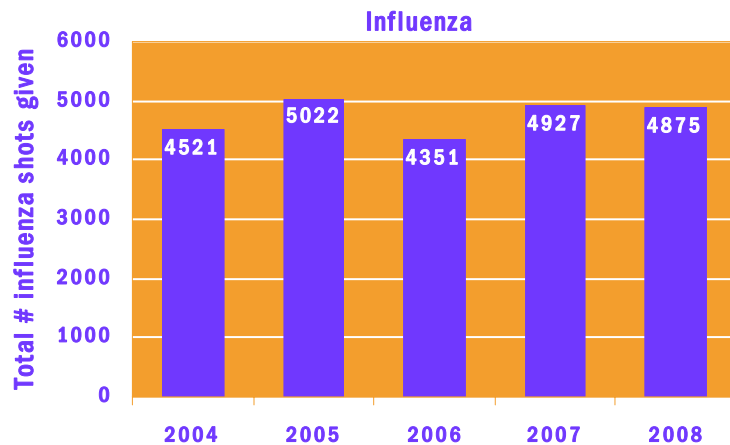
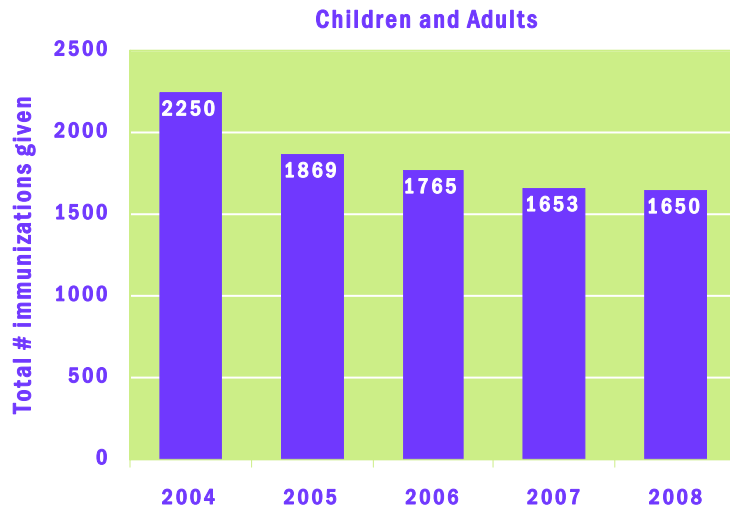
# trends

## IN PUBLIC HEALTH SERVICES

### WOMEN 40+ HEALTH SCREENING

In 2008, nine of our 1,079 clients were diagnosed with breast cancer, and 229 needed further diagnostic testing and follow up. Staff helped women find medical and financial resources for their treatment.





## IMMUNIZATIONS

Public Health provides a safety net for those without insurance who need immunizations. After a four-year decline in the number of immunizations given by Public Health, this number leveled off in 2008.

## FLU SHOTS

The Centers for Disease Control and Prevention now recommends most people receive flu shots. The numbers in the chart include shots given by Public Health at clinics and businesses.

# trends

## IN PUBLIC HEALTH SERVICES

When residents are able to access the services and resources they need . . .

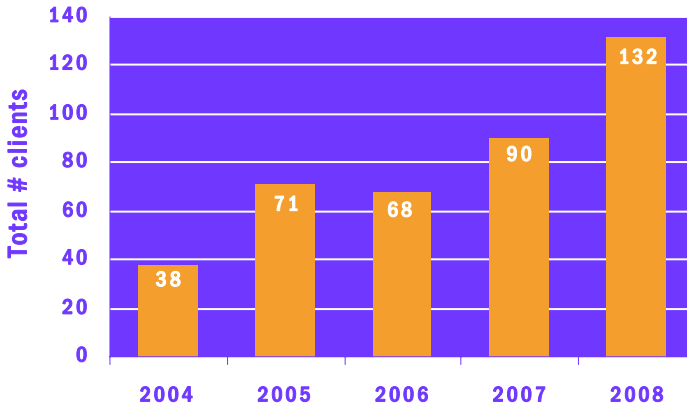
the community is a better place to live.

### **A Closer Look**

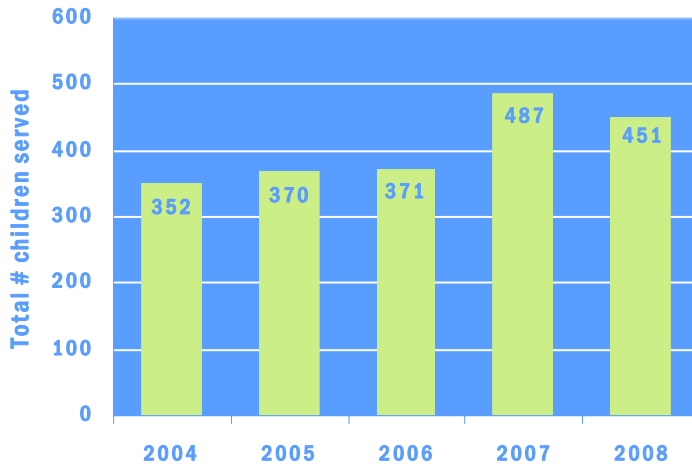
Public Health nurses arranged help for an elderly couple. The husband had been diagnosed with Parkinson's disease. The wife was exhausted and needed guidance. A Public Health nurse helped the couple obtain medication to improve the husband's mental state and respite care for the wife.

Connecting this couple with services they needed helped them live safely and independently in their home and community. As the population ages, the need for this service increases.

### High-Risk Home Assessments



### Early Intervention Services



## **VULNERABLE ADULTS AND SENIORS**

Public health nurses make home visits to assess for health and safety factors. This data also includes joint visits with environmental health sanitarians, police, and social services where there are garbage house and vulnerable adult issues. The number of clients increased significantly due to outreach.

## **CHILDREN 0-3 EARLY INTERVENTION SERVICES**

Public health nurses assess behavioral, growth, and developmental concerns and help parents access educational, medical, and social service resources.

# community participation

The Advisory Boards of Health for Bloomington and Richfield and the Community Health Committee of Edina are appointed by the City Councils to study issues affecting the health of residents and to make recommendations to the City Council.

## **BLOOMINGTON ADVISORY BOARD OF HEALTH**

Heather Awad  
Michael Bawek

Lynnette Buckley  
Michael Dardis

Carol Oldowski  
Tracy Plunkett

Patricia Sharkey

### **2008 PROJECTS**

- Participated in two joint planning meetings with the Richfield Advisory Board of Health and the Edina Community Health Committee.
- Reviewed health assessment data, prioritized community health issues, provided feedback on the action plans for the priority health issues, and recommended approval of the plan.
- Provided input and support for the City's application to be designated as a "Fit City." The Commissioner of Health presented the designation at a Council meeting.
- Recommended seven food safety awards which were presented at the Diamond Food Service Award event.
- Recommended Scott Sieling, a Jefferson High School teacher, to receive the Health Promotion Award.



## **EDINA COMMUNITY HEALTH COMMITTEE**

William Alldredge  
Janet Johnson

Mark Johnson  
Mary Jo Kingston

Idelle Longman  
Brad Montgomery

Tolu Oyelowo  
Dolan Lee (Student)

### **2008 PROJECTS**

- Wrote a health article for the Sun Current.
- Completed the Community Health Assessment.
- Reviewed possibilities for State Community Health Services Advisory Committee award nominations.

## **RICHFIELD ADVISORY BOARD OF HEALTH**

Betty Gustafson  
Leigh Hagglund

Yazdaan Juma  
Michelle Padua

Jo Romer  
Karen Tannahill

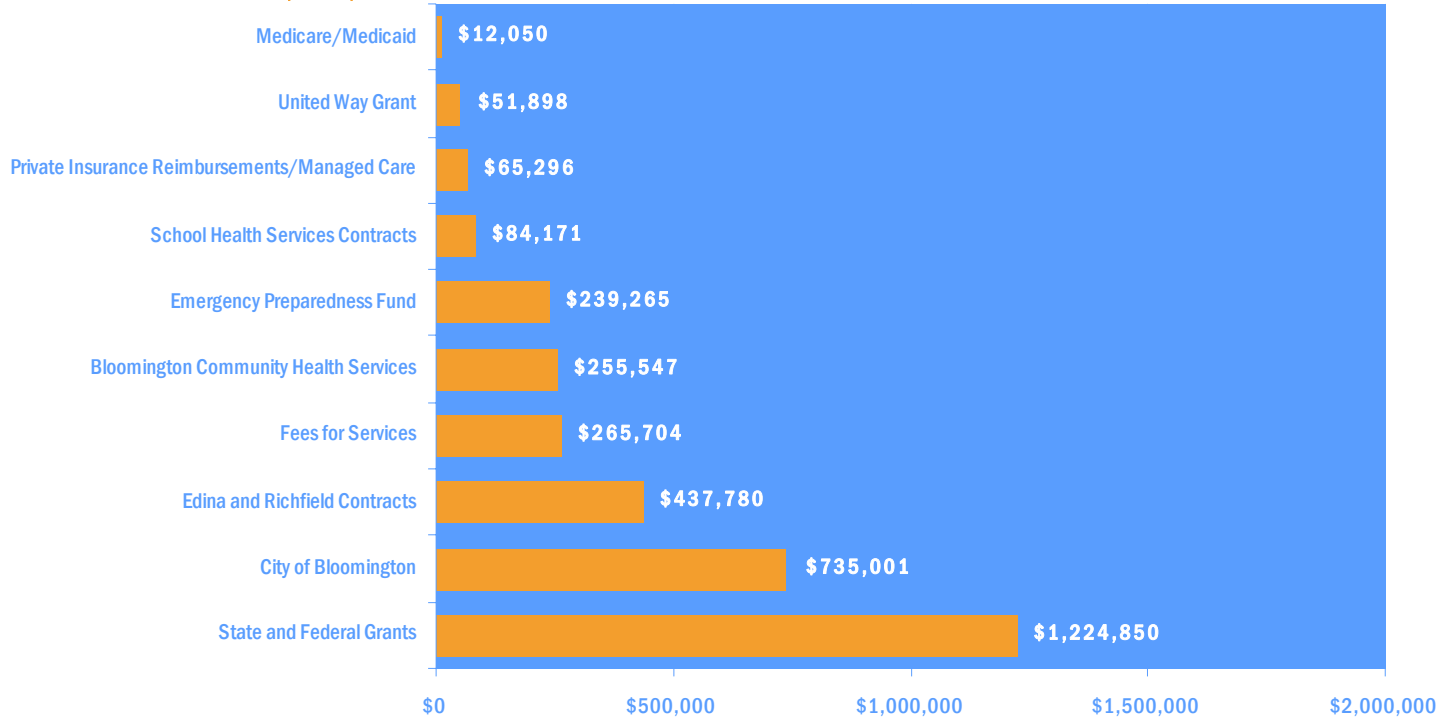
Matt Tietje  
Carlene Ulmer

### **2008 PROJECTS**

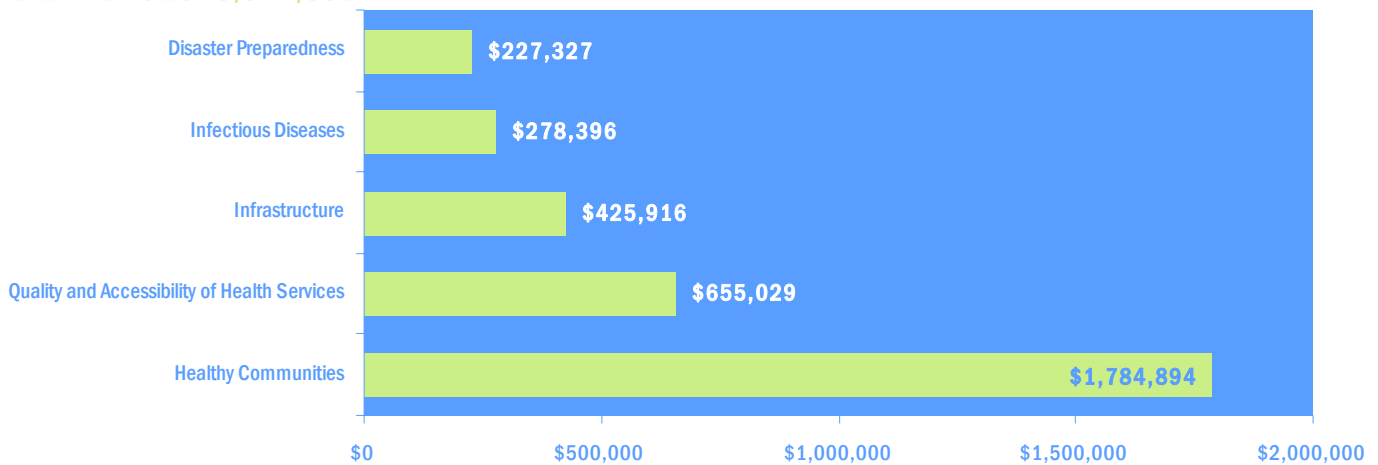
- Selected Food Safety Award recipients and recognized them before the City Council.
- Became a Fit City of Richfield.
- Changed by-laws to include up to two non-resident members to the board.
- Received updates on several current public health emergency preparedness issues.
- Worked on the 2009-2014 CHAAP (Community Health Assessment Action Plan) process.
- Co-sponsored the Richfield Public Schools Wellness Expo.

## 2008 FINANCIALS

TOTAL REVENUE: 3,371,562



TOTAL EXPENSES: 3,371,562



## 2008 STAFFING

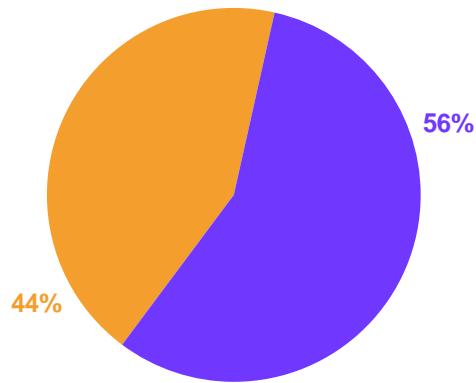
### DISTRIBUTION OF EMPLOYEES

#### 55 Staff

■ Full-Time Staff = 24 people

■ Part-Time Staff = 31 people

35.82 Full-Time Equivalents



#### PUBLIC HEALTH DIVISION EMPLOYEES

- |                                      |  |
|--------------------------------------|--|
| 1 Administrator                      | 3 Health Promotion Specialists                 |
| 3 Program Managers                   | 2 Translators/Community Resource Specialists   |
| 1 Health Activity Supervisor         | 1 Communications & Health Promotion Specialist |
| 21 Public Health Nurses              | 1 Public Health Planner                        |
| 2 Registered Nurses                  | 1 Accountant                                   |
| 1 Licensed Practical Nurse           | 1 Account Clerk                                |
| 2 Laboratory Technicians             | 1 Office Supervisor                            |
| 5 Dietitians                         | 7 Office Assistants                            |
| 1 Emergency Preparedness Coordinator | 1 Office Support Specialist                    |

#### CONTRACTED HEALTH PROFESSIONALS

- |                       |                               |
|-----------------------|-------------------------------|
| 1 Physician           | 1 Speech/Language Pathologist |
| 3 Nurse Practitioners | 5 Interpreters/Sign Language  |

## WHO WE ARE

Our agency originated in 1948 to provide school nursing services. In 1960, we were established as a community-based public health division for the City of Bloomington. Since that time, we have been providing health services and programs for Bloomington residents and employees. Since 1977, our services have been contracted by the cities of Richfield and Edina.

## MISSION

**TO PROMOTE, PROTECT, and CARE** for the health of our community

## GOALS

**TO EMPOWER PEOPLE** to lead healthy lives  
**TO BUILD AN ENVIRONMENT** free of preventable problems  
**TO ASSURE ACCESS** to appropriate health care at a reasonable cost



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