

Fox Valley Region Health Needs Assessment



2015

A summary of key informant interviews from:

- Calumet County
- Outagamie County
- Winnebago County

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Introduction

This report presents a summary of public health priorities for the Fox Valley Region: Calumet County, Outagamie County, and Winnebago County, as identified in 2015 by a range of providers, policy-makers, and other local experts and community members (“key informants”). This key informant report is conducted through a partnership between Affinity Health System; Aurora Health Care; Children’s Hospital of Wisconsin-Fox Valley; ThedaCare; and Health Departments of Appleton, Outagamie County, Menasha, Outagamie County, and Winnebago County. The Community Health Needs Assessment incorporates input from persons representing the broad interests of the communities served, and from those who possess special knowledge of or expertise in public health.

Key informants in the Fox Valley Region were identified by the nine organizations listed above. Affinity Health System, ThedaCare, Aurora Health Care, Children’s Hospital of Wisconsin- Fox Valley, City of Appleton Public Health, Menasha Health Department, Outagamie County Public Health Division, and Winnebago County Health Division invited the informants to participate and conducted the interviews in August and September 2015. The interviewers used a standard interview script that included the following elements:

- Ranking of up to five public health issues, based on the focus areas presented in Wisconsin’s State Health Plan, that are the most important issues for the Region; and
- For those five public health issues:
 - Existing strategies to address the issue
 - Barriers/challenges to addressing the issue
 - Additional strategies needed
 - Key groups in the community that hospitals should partner with to improve community health

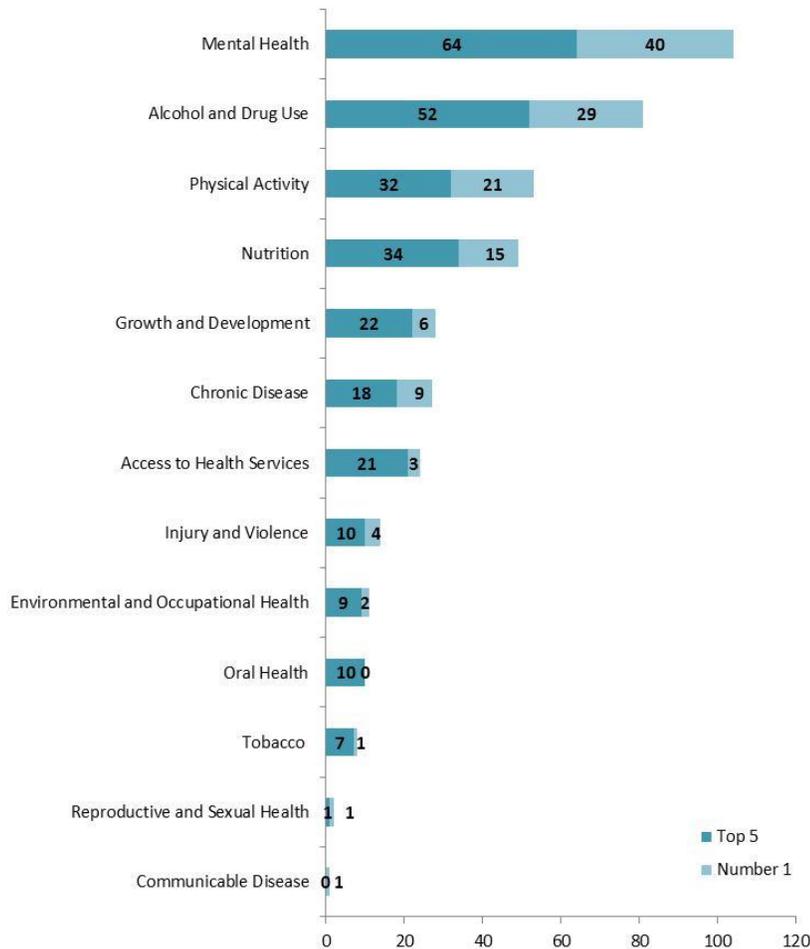
All informants were made aware that participation was voluntary and that responses would be shared with the Center for Urban Population Health for analysis and reporting. Based on the summaries provided to the Center for Urban Population Health, this report presents the results of the 2015 key informant interviews for the Fox Valley Region.

The report first presents a summary of the regional health issue rankings, including a list of the five issues which were ranked most frequently by respondents. The next section describes the themes that presented themselves across the top ranked health topics. For each topic, a summary of the strategies, barriers, and partners described by participants is provided. The report also provides several appendices. First, there is a listing of each key informant and the county(ies) they serve and a separate appendix for each county with qualitative summaries from key informants who only responded to that particular county.

Limitations: One hundred and thirty-four key informants were interviewed in the Fox Valley Region. The report relies on the opinions and experiences of a limited number of experts identified as having the community’s pulse. However, responses may not be representative of the overall perception of community strengths and needs. It is possible that the results would have been substantially different if a different set of informants had been interviewed. Results should be interpreted with caution and in conjunction with other Calumet, Outagamie, and Winnebago County data.

A. Focus Area Ranking

In 127 interviews, a total of 134 key informants were asked to rank up to 5 of the major health-related issues in their region from a list of 13 focus areas identified in the State Health Plan. (See Appendix A for the full list of informants). The table below presents the results, including a summary of the number of times an issue was mentioned as a top five health issue, and the number of times an informant ranked the issue as the most important health issue. Importantly, not every informant ranked five issues and some did not include an order ranking (e.g., included check marks, but no numbers). Those without an order ranking are included as being ranked in the top five, but are excluded from the top issue ranking.



Key Informant Rankings		
Health Focus Area	Top 5	Number 1
Mental Health	104	40
Alcohol and Other Drug Use	81	29
Physical Activity	53	21
Nutrition	49	15
Healthy Growth and Development	28	6
Chronic Disease Prevention and Management	27	9
Access to Health Services	24	3
Injury and Violence	14	4
Environmental and Occupational Health	11	2
Oral Health	10	0
Tobacco Use and Exposure	8	1
Reproductive and Sexual Health	2	1
Communicable Disease Prevention and Control	1	1

B. Top Five Regional Health Issues

The five health issues ranked most consistently as top five health issues for the region were:

1. Mental Health
2. Alcohol and Other Drug Use
3. Physical Activity
4. Nutrition
5. Healthy Growth and Development

Summaries of themes for each issue are presented. As a guide, issues ranked as the top five priorities for the Region are marked with this thermometer symbol:



C. General Themes

Overall, key informants focused on behavioral health issues—mental health and alcohol and other drug use—as their top priorities for the health of the county. Promotion of healthy lifestyles through physical activity and nutrition, and preventing chronic diseases were other top-five issues for key informants. Finally, healthy growth and development across the lifespan was a top focus area. Overall, key informants’ responses reflected the interconnected nature of these health focus areas, with overlap in discussion of these issues, and a general focus on prevention and overall wellbeing.

When asked about the strengths of the community, key informants noted the walkability of cities and good park systems, strong health care systems, the Partnership Community Health Center, presence of Spanish-speaking staff to help Spanish-speaking families, great school systems, safe communities, many resources for families and the elderly, and a strong volunteer presence—people are willing to help each other. The collaborative nature of partners in the region was also evident, with many respondents specifically naming this quality. These respondents’ words represented general themes that emerged from the interview responses about community strengths:

“Community that talks to each other...Dedicated educators who care about kids—put kids first.”

“Quality health care organizations, engaged community leaders, depth of collaborative non-profit agencies.”

Key informants’ responses also addressed gaps and opportunities to build on success, such as increasing access for everyone to the services that do exist, especially dental care and behavioral health services, and improving Spanish-language health materials and dissemination of these materials.

D. Issue Summaries



Alcohol and Other Drug Use

Eighty-one key informants’ interview rankings included Alcohol and Other Drug Use as a top five health issue. Key informants addressed the cultural norms around excessive drinking, prescription drug use, and other drug use (heroin was a primary concern). Responses indicated some overlap between alcohol and drug use and other health issues, especially mental health.

Existing Strategies: Law enforcement, treatment services, the court system, Heroin Task Force, many recovery and addiction resources, DARE and other educational programs in schools, Alcoholics Anonymous meetings, recovery coaches, and county services were named as resources in place to address alcohol and drug use in the region.

Barriers and Challenges: Related to alcohol, the most commonly named barrier is a culture where alcohol consumption is accepted and encouraged, it is available at most community events, and there is denial that alcoholism is a problem among adults. Other barriers named included: the complexity of addiction, and addicts' secretive behavior may make drug use hard to detect, ease of access to alcohol and heroin in the community, recovery is harder for people who do not have social support, difficulty reaching clients if they do not have a stable address, and limited program capacity.

Needed Strategies: Key informants provided these recommendations for additional strategies in the region: Activities for children, teens, and adults that do not include alcohol; shift focus from treatment to prevention, teaching and modeling healthy behaviors; more treatment options; community dialogue with law enforcement; earlier education for kids about the risks; more serious laws and punishments for drunk driving; more recovery coaches; more outreach and follow up with clients who refuse services; and a shift to rehabilitation rather than incarceration.

Key Community Partners to Improve Health: Law enforcement, schools, courts, health care providers, health systems, funders, public health, parents, behavioral health systems, Providing Access to Healing (PATH) program, N.E.W. Mental Health, Fox Valley substance abuse coalition, occupational and employee health, faith communities, parenting groups, and county health and human services are key stakeholders to engage in improving the region's health.

Chronic Disease Prevention and Management

Twenty-seven informants included Chronic Disease Prevention and Management among their top health issues for the region. Key informants discussed heart disease, COPD, diabetes, obesity, hypertension, mental illness, and other chronic conditions, as well as physical activity, nutrition, and living a healthy lifestyle to prevent or manage chronic disease. These topics intersect with other health focus areas ranked in this report, including physical activity, nutrition, mental health, access to health services, and alcohol and other drug use.

Existing Strategies: Patient education offered by nurse specialists, case management through insurance companies, community education programs (e.g. Living Well Program, Diabetes Education and Support Group, Better Breathers for COPD), medical home model of care, Community Health Improvement Plan, programming offered at the Thompson Senior Center, support groups, and bicycle and pedestrian planning in the region are examples of strategies currently in place.

Barriers and Challenges: Medical systems do not treat the whole person (emotional, mental, spiritual, economic); high costs of services and programs; lack of time to go to appointments or programs; patients may not understand preventive measures are important to stop progression of diseases; lack of community messaging about prevention; providers are not culturally competent; it can be difficult to navigate the system of specialists; people have busy, stressful lives and may not

have time to cook healthy meals or exercise; there are challenges to accessing healthy foods; and too much screen time are examples of barriers to preventing and managing chronic disease.

Needed Strategies: Providing incentives for patients to improve their health and take an active role in their health care and life style, utilizing electronic education as a means to educate patients to make it easy for them to access the information, making educational opportunities fun and social, providing cultural competence training for physicians, engaging grass roots movements for health, and providing paid family leave are strategies needed in the region to prevent and manage chronic disease more effectively.

Key Community Partners to Improve Health: Health care systems schools, insurance companies, public health, county health programs, businesses, Weight of the Fox Valley, Well City Fox Cities, Wellness Council of America, home health agencies, work sites, businesses, and residents of the region need to be engaged.

Communicable Disease Prevention and Control

This issue was ranked as a top health priority for the region by one key informant. This key informant focused specifically on immunizations.

Existing Strategies: The health department provides immunizations.

Barriers and Challenges: The health department is limited to providing immunizations only to the uninsured or in instances where the vaccine is not available at a doctor's office. This has caused the number of patients in the clinic to decrease. Costs to patients may be a barrier to their accessing immunizations from a doctor's office.

Needed Strategies: When vaccinations were administered to more residents at the health department's clinic, tracking, sending reminders, and keeping their vaccine schedule up to date was required. Other systems for tracking are needed now.

Key Community Partners to Improve Health: The health department needs to work with doctors' offices to make sure clinics are up to date with vaccinations, reporting any communicable diseases, and follow-up care.

Environmental and Occupational Health

Eleven key informants ranked Environmental and Occupational Health as a top health issue for the region. Individual key informants addressed the environment generally, asbestos, health issues in Latino workers' families, and lack of job training and employment opportunities.

Existing Strategies: The national climate change program, the City of Menasha’s environmental health program within the City Health Department, asbestos compliance regulatory oversight within the three county area, and the Community Health Action Team (CHAT) are strategies currently in place to address environmental and occupational health issues.

Barriers and Challenges: People need to be encouraged to be proactive and government subsidies of farms that pollute the water are challenges in addressing environmental health in the region. Residentially, the cost associated with addressing environmental health issues is the biggest barrier. The large geographic area makes it difficult to find asbestos compliance issues, and local government building inspection officers providing information about the requirements related to asbestos inspection, abatement, and notification to the DNR are challenges related to asbestos abatement in the region. Challenges facing the Latino workforce include lack of education, racism, lack of political willpower, and stress (especially for workers with undocumented status), which can lead to alcohol abuse, lack of hope, and domestic violence.

Needed Strategies: Conversations about the environment are needed in schools, government, health care, and the community. Sharing relevant environmental health information with residents of rental properties and working with health care providers to educate them about resources that may be helpful for their patients who have environment related health issues are needed strategies to address health in homes. Encouraging local building inspectors to provide information to contractor who are taking out building permits and raze permits, and establishing a network of governmental employees including law enforcement, inspections, and zoning to inform enforcement staff when issues are noted are strategies that would help to address asbestos in the region. Strategies that might help the Latino workforce include public support of immigration policies, advocacy to support Latinos, and legislation to approve drivers’ licenses for undocumented residents.

Key Community Partners to Improve Health: CHAT, employers, Voices of Men, ESTHER, faith-based organizations, legislators, building inspectors, law enforcement, building associations, contractors, the State, the Department of Natural Resources, health departments, health care providers, and public sustainability organizations were identified as the partners needed to work together to improve health in the region.



Healthy Growth and Development

Healthy Growth and Development was ranked as a top health issue by 28 key informants. Many key informants focused their responses on early childhood, while a couple respondents emphasized the importance of healthy development over the life span.

Existing Strategies: Childhood developmental screening, Community Early Learning Center Programs, early intervention, child care provider trainings, Parent Connection program, home visiting programs, Goodwill, Head Start, Menasha Joint School District school-based nursing and dental hygiene services, and the Providing Access to Healing (PATH) program were identified as existing strategies that support healthy growth and development.

Barriers and Challenges: There is too much emphasis on academic achievement rather than developing healthy, well-rounded children; pre-K has kindergarten expectations; systems that work with children are siloed; lack of awareness of child development issues and there is no single standardized process or message to parents; different developmental screening tools are used and there could be more capacity to screen in the community; waiting lists for services because there isn't enough capacity to handle the need; available programs tend to focus on low-income families and poverty; parents' mental illness; unhealthy diets; poverty; lack of time; stigma related to mental illness (especially in Latino families); lack of materials available in Spanish; a lack of sexuality education; and an emphasis on treatment rather than prevention were identified as barriers and challenges to healthy growth and development.

Needed Strategies: Key informants provided many recommendations to better support healthy growth and development in the region, including: Collaboration between early childhood centers, primary care providers, and schools; more integration and consistency in services; support for vulnerable parents; increased awareness of screening and early identification of developmental delays; there should be a continuum of programs beginning prenatally so there are no gaps; every first time parent should receive a home visit and Adverse Childhood Experiences assessment; services for homeless youth; the counties should offer more parenting skills education; encourage kids to be more active; more education about the importance of primary care and prevention, especially in communities where this may not be the norm; services need to travel to where families are and bring needed messages to where parents are located; build resilience; adopt the Substance Abuse and Mental Health Services Administration's eight dimensions of wellness; and consider the aging population and build dementia friendly communities.

Key Community Partners to Improve Health: Early childhood groups like Fox Valley Early Childhood Coalition, schools, child care providers, pediatricians and primary care providers, hospital systems, United Way, broader community support for early childhood, businesses that reach parents, Community Early Learning Center, YMCA, Birth to 3 Program, public health, Parent Connection, home visiting, foster care, faith-based organizations, sports programs, Spanish speaking providers, senior centers, Aging and Disability Resource Centers, workplaces, libraries, and media are all key partners to support healthy human growth and development in the region.



Mental Health

One hundred and four respondents ranked Mental Health as a top five health issue for the region, making it the most frequently ranked top-five health focus area. Additionally, more respondents ranked it as their top health concern for the region than any other issue. Because of the salience of this issue, it is connected to many other health priority areas, such as access to health services, alcohol and other drug use, prevention and management of chronic disease, nutrition (eating disorders), healthy growth and development, violence and injury, and a person's general wellness and ability to care for themselves and others.

Existing Strategies: The Fox Valley region has many assets that support mental health. Key informants cited health and social service providers like Catalpa Health, Evolve, Partnership Community Health Center, and inpatient and outpatient services. Other existing strategies include the no wrong door approach, N.E.W. Mental Health Connection, referrals between services, PATH program, mental health court, Zero Suicides, Harbor House group for women, wellness screening in schools, case managers in emergency departments

Barriers and Challenges: Stigma associated with mental illness, lack of mental health providers, gaps in mental health services, cost related to services and low insurance reimbursement, difficulty accessing providers, and a shortage of pediatric mental health providers were named as barriers to addressing mental health.

Needed Strategies: Increased community awareness of mental health, child psychiatry consultation for physicians, greater integration of physical and mental health services in health care, continuity of care between providers and in home, care coordination, approaches that address the entire family, peer support specialists to do outreach and aftercare, establish set processes for documentation to make information sharing easier between providers, consistent messaging regarding mental health treatments and resources so patients hear the same message where ever they go, and training primary care providers on the most appropriate referrals were recommendations from key informants.

Key Community Partners to Improve Health: National Alliance on Mental Illness- Fox Valley, Friendship Place, Step Industries, Solutions Recovery, social services, schools, state representatives, faith communities, primary care providers, funders, case managers, health systems, mental health providers, county agencies, Parent Connection, and social workers were identified as key partners to support mental health in the region.



Physical Activity, Nutrition, and Obesity Prevention

Though Physical Activity and Nutrition are two separate health focus areas in the State Health Plan, many key informants recognized the interconnected nature of these issues through responses that

focused on obesity and chronic disease prevention as well as overall healthy lifestyle behaviors and wellness. Fifty-three key informants ranked Physical Activity as a top five health focus area, and 49 ranked Nutrition in their top five. Strategies discussed here overlap with other health focus areas including prevention and management of chronic illness, and healthy growth and development. Within nutrition, some key informants specifically focused on food security issues and breastfeeding.

Existing Strategies: Weight of the Fox Valley (WOTFV); Women, Infants, and Children (WIC) program; bike trails; Safe Routes to School; incentive programs through work places and insurance companies; corporate wellness programs; some schools transitioning to healthier meals; food pantries; smart plates; Evolve; Catalpa eating disorder treatment; and community gardens were named as strategies in place to support physical activity and healthy eating in the region.

Barriers and Challenges: Busy lives often mean there isn't time for exercise or healthy cooking, behavior change is difficult and takes time, healthier food options often cost more than fast food and convenience food, the cost of gym memberships and other recreational opportunities, lack of education, technology and screen time, mental health issues can make everything else difficult, educational materials often not offered in Spanish, and too few babies receive breast milk for the first six months of life.

Needed Strategies: Key informants recommended the region needs better trails and urban design that make physical activity the easy option and integrate exercise into daily life; to make education simple and accessible to all; Spanish-speaking providers, program staff, and materials; focus on making the environment conducive to healthy choices; breastfeeding friendly child care centers, workplaces, lactation spaces in public places, and community support of breastfeeding; promotion of existing health promotion programs and resources; more free and low cost fitness opportunities for children and adults.

Key Community Partners to Improve Health: YMCA and other fitness facilities, WOTFV, WIC, Supplemental Nutrition Assistance Programs, corporations, worksite wellness programs, schools and youth serving organizations, insurance companies, municipal planning, elected officials, restaurants, food banks, Hispanic Chamber of Commerce, Casa Hispana, families, Catalpa, Evolve, local breastfeeding coalitions, child care centers, re:TH!NK, and primary care providers are examples of key partners to engage in these efforts.

Oral Health

Ten key informants included Oral Health as a top health issue for the region.

Existing Strategies: Dental care providers, dental bus, and orthodontic services are strategies in place to improve oral health in the region.

Barriers and Challenges: The main barriers are the lack of providers in the area, especially those who serve low-income, Medicaid, and uninsured patients. Some providers of free or low cost services focus on children only, providers have long waiting lists, there aren't enough emergency care providers, middle income people may not qualify for free services and may not have insurance or the ability to pay out of pocket, lack of education on oral health and preventive care, and some physical challenges (like arthritis) to keeping teeth clean.

Needed Strategies: Advocacy with dentists so they understand the need and can consider volunteering or setting aside some appointments for patients in need, better insurance reimbursement, integration of oral health benefits in to Medicare, increase capacity in the workforce, teach oral health earlier, primary care providers should include dental screenings and make referrals as part of well child care, educate older adults about how oral health is important to overall health, and train home health care and long term care givers in oral health.

Key Community Partners to Improve Health: Dental providers, Partnership Community Health Center's dental care, technical college programs, Tri-County Dental, dental associations, insurance companies, health departments, schools, and child care providers were identified as the key partners needed to improve oral health in the region.

Reproductive and Sexual Health

Two key informants ranked Reproductive and Sexual Health as a top five health issue for the region. Their responses were focused on public awareness, youth, and education.

Existing Strategies: Services offered at Partnership Community Health Center, Planned Parenthood, and local hospitals are existing strategies to address this health issue, and comprehensive sexual health education in schools.

Barriers and Challenges: A challenge to addressing reproductive and sexual health is a lack of public awareness regarding programs that are available for and in the community.

Needed Strategies: Increased education, awareness, and information in languages other than English are needed to meet the region's needs.

Key Community Partners to Improve Health: Middle and high schools, Planned Parenthood, Bella Health Clinic, local public health departments, and community health centers are community partners needed to improve reproductive and sexual health.

Tobacco Use and Exposure

Eight key informants ranked Tobacco Use and Exposure as a top five health issue for the region.

Existing Strategies: Discouraging all smoking, school-based prevention programs, smoke free laws, youth awareness campaigns, CVS becoming tobacco free, and electronic cigarette use were existing strategies named by key informants.

Barriers and Challenges: Tobacco companies, marketing of tobacco products to youth, lack of funding to support cessation efforts, lack of policies that discourage use of electronic cigarettes and sales of products, and lack of knowledge are the main challenges to addressing this issue in the region.

Needed Strategies: Coordinated cross-sector partnerships, staff time and resources to provide programs and incentives to help people stop smoking, and community education about the health risks of tobacco use for infants, children, and families are strategies needed to improve the region's health.

Key Community Partners to Improve Health: Key partners needed in these efforts are business owners, schools, doctors, teachers, the FACT movement, re:TH!NK, health care systems, and programs like First Breath.

Access to Health Services

Access to Health Services was ranked as a top five health issue by 24 key informants. Issues of accessing health services intersect with other health issues, particularly access to mental health services and oral health services.

Existing Strategies: Health services offered at Partnership Community Health Center and other clinics that serve the un- and under insured, charity care, coordinated volunteers to provide rides to seniors, employee wellness programs, the Affordable Care Act, and the Aging and Disability Resource Centers (ADRC) were named as strategies in place to increase access to health services.

Barriers and Challenges: Commonly cited major barriers to accessing health services are the lack of providers (especially for mental health and oral health, specialty care, and providers who will serve the uninsured and underinsured), costs of services, the cost of insurance, high out-of-pocket costs (co-payments and deductibles) even with insurance, expensive prescriptions, lack of transportation to services and lack of providers located in rural communities, and language barriers. Other challenges include appointments only offered during the traditional work day, lack of case management services, barriers to accessing services for undocumented residents and people coming out of prison who do not have identification, and the general lack of knowledge about where to go to access services.

Needed Strategies: Key informants offered these suggestions to increase access to services in the region: More service providers, affordable insurance options for people who are not working or cannot get insurance through work, a coordinated transportation system, affordable prescriptions, services and materials offered in languages other than English and medical interpreters, focus on refugee health, provide physicals in schools for all children, bring screenings and services to people, provide virtual visits and telemedicine, offer appointments during evening or weekend hours, and use the same electronic health record for all systems so providers have access to patient information.

Key Community Partners to Improve Health: Partnership Community Health Center, ADRCs, Parent Connection, Regional Enrollment Network, faith communities, more partnerships with the Latino community and Latino and Spanish-speaking service providers, county home health and internal home health departments, community care programs, farmers and providers who serve farmers, non-profit agencies who provide services to the community, and transportation providers should be engaged in partnerships to improve access to health services in the region.

Injury and Violence

Injury and Violence was ranked as a top five health issue by 14 key informants. Key informants addressed a range of issues including fall prevention, violence in schools, violence against women, human trafficking, child abuse, sexual assault, injuries caused by guns, drug and alcohol related violence, and suicide prevention.

Existing Strategies: Strategies to address fall prevention in the region include the Winnebago County Falls Prevention Coalition, the Aging and Disability Resource Centers, and the Wisconsin Stepping On program. In schools strategies include: violence prevention curricula, staff training in Question Persuade Refer (QPR) and other suicide prevention strategies, anti-bullying policies, and assessing social and emotional wellbeing of students and staff. Strategies in the community to address violence and abuse include shelter services, counseling services, child protective services, Child Advocacy Center, and the LGBT Anti-Violence Project. Injury prevention strategies include law enforcement work to reduce crime and hunter safety courses.

Barriers and Challenges: Barriers to addressing falls are lack of awareness that falling is not a normal part of aging, older adults' fears they may have to leave their homes, and lack of strength and balance as people age. Challenges in schools include school climate where educators are under a lot of stress, loss of veteran teachers following Act 10 has meant fewer mentors for new teachers, cuts to school resources, the perspective that suicide is a way out of problems, and the prevalence of bullying. Barriers to addressing violence and assault in the community include stigma attached to assault, lack of focus on the LGBT community, victim blaming, lack of awareness of services available, a focus on abusive relationships without much information or conversation about what healthy relationships look like, economic issues that affect home and family life and make it

challenging for people to leave abusive homes, the majority of perpetrators of violence are men, and no centralized place for anti-violence work to take place (it is a fragmented “underground network”).

Needed Strategies: Strategies needed to address falls include raising awareness about prevention in the home and at nursing homes and awareness about the importance of keeping active and working on retaining or building strength and balance. Strategies needed in schools include uniform practices around identifying bullies to work with them and their parents, continued efforts to support what is working, and upgraded school infrastructure. Strategies needed to address violence and assault in the community are to make the issue visible and provide resources openly, respect and include the LGBT community, value every person, provide services that are physically accessible to everyone, create easier access to mental health and substance abuse services, create more affordable housing options, create jobs with living wages, and provide childcare for second and third shift workers,

Key Community Partners to Improve Health: The Aging and Disability Resource Centers, nursing homes, senior centers, health care providers, health systems, and falls committees are key partners needed to address fall prevention in the region. Schools need to work with health care providers (pediatricians, family practice physicians) to address issues affecting pediatric patients in school, law enforcement, and the business community to address the health of students. Key partners in community and intimate partner violence prevention are businesses, non-profits, medical and health systems, Voices of Men, housing coalitions, mental health providers, National Alliance on Mental Illness- Fox Valley, Samaritan Counseling, mental health departments, child protective services, local domestic violence programs, court appointed special advocates, Harbor House, Christine Ann Domestic Abuse Services, and Reach Counseling.

Appendix A: Key Informants

Fox Valley Region Key Informants and the Counties Served

Name	Title	Organization	Calumet	Outagamie	Winnebago
Diana Aronson ^{†,††}	Nurse Consultant	University of Wisconsin- Oshkosh Head Start	X	X	X
Rob Ash	Customer Service Manager	Wisconsin Public Service	X		
Amy Barker	Director	Future Neenah			X
Sarah Bassing-Sutton ^{†,††,†††}	Program Director	Samaritan Counseling Center	X	X	X
Amber Bastian, RN ^{†,††,†††}	Public Health Nurse	Calumet County Health Division	X		
Corey Besaw ^{†,†††}	Captain	Outagamie County Sheriff's Department		X	
Tom Blaze [†]	President and CEO	Oshkosh YMCA			X
Bill Breider ^{†,††,†††}	President and CEO	YMCA of the Fox Cities	X	X	X
Doug Brey ^{†,††,†††}	Crisis Supervisor	Winnebago County Department of Human Services			X
Cassie Buechel	Supervisor, Specialty Services and Patient Access	Calumet Medical Center	X		
Faye Burg	News Reporter	Delta Publications	X		
Sarah Burmeister ^{†,††,†††}	Public Health Preparedness Coordinator	City of Appleton Health Department	X	X	X
Barry Busby	Coroner	Winnebago County			X
Kelly Butzlaff ^{†,††}	Director, Family and Community Partnerships	University of Wisconsin-Oshkosh Head Start	X	X	X
Beth Clay ^{†,††,†††}	Executive Director	N. E. W. Mental Health Connection	X	X	X
Kelli Clusman	Executive Director	Heart of the Valley Chamber of Commerce	X	X	
Alice Connors	County Board Chair	Calumet County	X		
Jamie Constantine	Oshkosh West High School Junior	re:TH!NK Youth Coalition			X
Larry Creamer	Senior Pastor	Valley Baptist Church		X	
Rosemary Davis ^{†,††}	Health and Human Services Director	Outagamie County		X	
Joann Dewhurst	Aging and Disability Resource Center	Calumet County	X		

	Supervisor				
Noell Dickman	Education Watchdog	Oshkosh Northwestern			X
Kathy Dickrell ^{†,†††}	Department Head, Family Living Educator	University of Wisconsin- Extension		X	
Emily Dieringer	Health Educator/ Coalition Coordinator	Winnebago County Health Department/ re:TH!NK, Winnebago's Healthy Living Partnership			X
Brenda Doolittle	SANE Coordinator	Aurora Medical Center Oshkosh			X
Todd Drew, RS	Contract DNR Asbestos Compliance Inspector; Environmental Health Sanitarian	Wisconsin DNR; Menasha Health Department	X	X	X
Bonne Elias-Planner ^{†,††,†††}	Supervisor, Aging Services	Outagamie County Aging and Disability Resource Center		X	
Marisol Encarnacion ^{†,†††}	Bi-lingual Health Aide	Outagamie County Public Health- Women, Infants, and Children (WIC) Program		X	
Julie Filapek ^{†,††,†††}	Program Coordinator, Neighborhood Partners	Goodwill Industries of North Central Wisconsin		X	X
Cindy Flauger	Leader of Family Services	Goodwill Industries of North Central Wisconsin			X
Kathy Flores ^{†††}	Diversity Coordinator	City of Appleton		X	
Rosann Fochs ^{†,††}	Community Relations and Volunteer Services Coordinator	Children's Hospital of Wisconsin- Fox Valley			X
Kristina Foshag ^{†,††,†††}	Nurse Specialist	Not provided	X	X	X
Ann T. Gasch	Steering Committee Member; Co-owner	Healthiest Calumet County Steering Committee; Heritage Orchard	X		
Merlin Gentz ^{†,††,†††} ††	Health and Human Services Board Member	Calumet County	X		
Jeff Gilderson-Duwe	Director	Oshkosh Public Library & Winnefox Library System			X
Cory Goldschmidt	Senior Safety Manager	The Boldt Company	X		

Ernesto Gonzalez †,†††	Director	Casa Hispana	X	X	X
Mike Goodwin [†] , †††	Co-Chair	Common Ground	X	X	X
Stephanie Gyldenvand ^{†,†††}	Lead Organizer	ESTHER		X	X
Jamie Hagenow ^{††}	Manager, Calumet Medical Center Clinic	Calumet Medical Center	X		
Lynn Hammen ^{†,††}	Director, Early Childhood	University of Wisconsin- Oshkosh Head Start	X	X	X
Mary Harp- Jirschele ^{†,††}	Executive Director	J.J. Keller Foundation	X	X	X
Darren Heesacker, MD	Emergency Department Medical Director	Aurora Medical Center Oshkosh			X
Kathi Hegrans	Injury Prevention and Outreach Coordinator	ThedaCare Trauma	X	X	X
Wendy Hein	Program Director	Early Intervention Program (Birth to Three)		X	
Carlos Herrera [†] , †††	Coordinator of Hispanic Ministry	St. Therese Church	X	X	X
Chad Hershner [†] , ††,†††	Co-chair	INCLUDE		X	X
Amy Jahnke ^{†,††,†††} †	Emergency Department Manager	Affinity Health System			X
Sonja Jensen ^{†,††} , †††	Public Health Nurse Supervisor	Appleton Health Department	X	X	X
Mike Kading	Director of Parks and Recreation	Town of Menasha			X
Matthew Kaemmerer ^{†,†††}	Director of Pupil Services	Oshkosh Area School District			X
Cal Kanowitz ^{†,††} , †††	Executive Director	Hope Clinic/Alliance	X	X	X
Greg Keil	Director of Community Development	City of Menasha	X		X
Peter Kelly ^{†,††,†††}	President & CEO	United Way Fox Cities	X	X	X
Steve Kihl	Environmentalist	Appleton Health Department	X	X	X
Lynn Kleman ^{††}	Development Manager	Mercy Health Foundation			X
Lisa Kogan-Praska ^{†,††,†††}	CEO and President	Catalpa Health	X	X	X
Bonnie Kolbe	Health Division Manager/	Calumet County Health	X		

	Health Officer	Division			
Jenny Konen	Marketing and Public Relations Coordinator	Calumet Medical Center	X		
Joann Kopack [†]	Manager	St. Vincent de Paul	X		
Bill Krizek	County Veteran Service Officer	Calumet County	X		
Kim Krueger	Deputy Coroner	Outagamie County		X	
Wendy Krueger	Operations Manager for Personal Health	ThedaCare at Work; Well City Fox Cities	X	X	X
Ben Krumenauer	Regional Bicycle and Pedestrian Coordinator	East Central Wisconsin Regional Planning Commission	X	X	X
Sue Larson, RN ^{††}	Registered Nurse	Appleton Health Department	X	X	X
Tina Lechnir ^{†, ††, †††}	Director, Behavioral Health	Affinity Health System	X	X	X
Jon LiDonne	Veterans Service Officer	Outagamie County		X	
Becky Lindberg, RN	Public Health Nurse	Appleton Health Department	X	X	X
Paul Linzmeyer	Sustainability Leader	ThedaCare	X	X	X
Tricia Lorenz, DO	Chairperson, Family Physician	Healthiest Calumet County Steering Committee	X		
Nicole Malchow, MSW, APSW ^{†, ††, †††}	Social Worker	Children's Hospital of Wisconsin- Fox Valley	X	X	X
Jerry Mallmann	Owner	Chilton Furniture, Inc.	X		
Claire Martin	Superintendent	School District of Chilton	X		
Jerome Martin [†]	Executive Director	Homeless Connections	X	X	X
Nancy McKenney, MS, RDH	Public Health Director	City of Menasha	X		X
Donald Merkes ^{†, ††, †††}	Mayor	City of Menasha	X		X
Barbara Miller	Steering Committee Member; Business Owner; Retired Teacher	Healthiest Calumet County Steering Committee; Miller Manufacturing, Inc.	X		
Alexandra Molinski	Oshkosh North High School Senior	re:TH!NK Youth Coalition			X
Helen Nagler	County Board Chair	Outagamie County		X	
Catherine Neiswender ^{†, †††}	Community Development Educator	University of Wisconsin- Extension, Winnebago County			X

		Extension Office			
Tom Nichols, MD †, ††, †††	Pediatrician	Children's Hospital of Wisconsin- Fox Valley	X	X	X
Andrea O'Bright	Nursing Student, BSN	Bellin College of Nursing	X		
Tracy Ogden ^{†, ††, †††} ††	Development and Marketing Director	Boys and Girls Club			X
Judith Olson ^{†, †††}	Executive Director	Child Care Resource & Referral	X	X	X
Kenn Olson	Winnebago County Board Supervisor	Winnebago County Health Department			X
Sue Panek ^{†, ††, †††}	Executive Director	Oshkosh Area United Way			X
Denise Parrish ^{†, ††, †††} †††	Vice President of Patient Care Services	Affinity Health System			X
Debbie Peters ^{†, ††, †††} †††	Executive Director	Community for Hope			X
Lori Popp	Manager	Fox Valley Technical College	X		
Amy Putzer [†]	Director of Programs	Oshkosh Area Community Foundation			X
Lori Reblin, OTRIL	Occupational Therapist/ Rehab Supervisor	Children's Hospital of Wisconsin- Fox Valley	X	X	X
Michelle Roberts	Environmentalist II	City of Appleton Health Department	X	X	X
Sabrina Robins, PhD ^{†††}	Chair	African Heritage, Inc.	X	X	X
Frankie Rodriguez ^{†, †††}	Director	Hispanic Chamber of Commerce of Wisconsin	X	X	X
Karen Rosenberg	Program Manager, Weight of the Fox Valley	Weight of the Fox Valley/ United Way	X	X	X
Petra Roter	Vice Chancellor, Student Affairs	University of Wisconsin- Oshkosh			X
Laura Ruys ^{†, ††, †††}	Director, Emergency Services	Affinity Health System	X	X	X
Barb Schaefer [†]	Breastfeeding Coordinator/Public Health Tech	Calumet County Women, Infants, and Children (WIC) Program	X		
Heather Schimmers ^{†, ††, †††}	Vice President of Patient Care Services	St. Elizabeth Hospital, Affinity Health System	X	X	X
Megan Schmitt ^{†, †}	Family Therapist	Calumet County	X		

††		Department of Health and Human Services			
Susan Schneider, RN	Emergency Department Supervisor	Calumet Medical Center	X		
Beth Schnorr ^{†, ††, †††}	Executive Director	Harbor House	X	X	X
Jackie Schoening ^{†, †††}	Central Regional Coordinator for CESAs 2,3,& 6	Wisconsin Safe and Healthy Schools Center	X	X	X
Mary Schwareberg	Calumet County Supervisor; Human Services and Health Committee Chair	Calumet County	X		
Gina Schwebke, RD, CD [†]	Registered Dietician	Children's Hospital of Wisconsin- Fox Valley			X
Craig Schwobe	Laborer	Moehn Grain Farms, LLC	X		
Nicole Slusser	Emergency Department Manager	Aurora Medical Center Oshkosh			X
Sherah Sroka, MSW, APSW ^{†, ††, †††}	Medical Social Worker	Children's Hospital of Wisconsin- Fox Valley	X	X	X
Kristene Stacker ^{†, ††, †††}	Executive Director	Partnership Community Health Center	X	X	X
Jon Stellmacher	Community Member	Community Early Learning Center Board		X	
Jennifer Stephany	Executive Director	Appleton Downtown, Inc.		X	
Judith Strodthoff	Inpatient Services Manager	Calumet Medical Center	X		
Beth Stubing	Program Manager	Parent Connection of Family Services	X	X	
Tim Styka ^{†, ††, †††}	Police Chief	City of Menasha	X		X
Anthony Sweere	District Administrator	Hilbert School District	X		
Todd Thomas	Police Chief	City of Appleton Police	X	X	X
Kaye Thompson	Community Health Specialist	ThedaCare		X	
Tabitha Uitenbroek	Trauma Program Manager	ThedaCare Trauma	X	X	X
Janet Vande Hey	Steering Committee Member	Healthiest Calumet County Steering Committee	X		
Greg Vandenberg	Director of Giving and	U.S. Venture, Inc.	X	X	X

[†]	Community Engagement				
Maria Vargas ^{†, ††, †††}	Outreach and Enrollment Coordinator	Partnership Community Health Center	X	X	X
Cyril Walsh, MD ^{†, ††, †††}	Emergency Department Medical Director	ThedaCare	X	X	X
Chris Wardlow	Prevention Specialist	Catalpa Health and Outagamie County		X	
Bryn Wehrwein ^{†, ††}	Director of Health Services	University of Wisconsin- Oshkosh Head Start	X	X	X
Mark Weisensel	Supervisor of Aging and Outreach Services	Winnebago County Department of Human Services			X
Al Wenig	Director of Recreation	Oshkosh Area School District			X
Leona Whitman ^{†, ††, †††}	Director	University of Wisconsin- Oshkosh Living Healthy Community Clinic			X
Kelly Wisnefske	Clinic Administrator	Rawhide Boys Ranch		X	
Annette (Andi) Wolf [†]	Pastor	Emmanuel United Church of Christ			X
Greg Woller [†]	Executive Director	Big Brothers Big Sisters of the Fox Valley Region	X	X	X
Jean Wollerman	Director, Menasha Senior Center	Neenah-Menasha YMCA	X		X
Kate Yonke, RDN, CD ^{†, ††, †††}	Co-owner	Evolve	X	X	X

[†] Denotes this individual's position/organization represents low-income populations

^{††} Denotes this individual's position/organization represents medically underserved populations

^{†††} Denotes this individual's position/organization represents minority populations

Appendix B: Calumet County Qualitative Summaries



Alcohol and Other Drug Use

Twenty-one key informants' interview rankings included Alcohol and Other Drug Use as a top five health issue. Many key informants mentioned underage drinking as a main concern within this focus area.

Existing Strategies: Alcoholics Anonymous groups; the Reducing Excessive Alcohol Consumption for Health (REACH) coalition; Parents Who Host, Lose the Most campaign; drunk driving simulations, educational programs, awareness raising groups, and Police School Liaison Officer in schools; Pre-action Network Community Prevention collaboration are examples of strategies in place to address alcohol and drug use.

Barriers and Challenges: Cultural acceptance of alcohol consumption and marketing/advertising that bolsters this culture; illegal drug use kept private; peer pressure and parent permissiveness toward alcohol consumption among children; services and treatment are inaccessible due to lack of treatment facilities, distance, and expense; lack of follow up services and resources; and ease of access to alcohol and drugs were named as barriers to addressing alcohol and drug use.

Needed Strategies: Public awareness of alcohol and drug abuse, more anti-drinking messaging that addresses parents, increased funding to provide resources and educational materials, activities for teens that do not involve drugs and alcohol, enacting policies such as a social host ordinance to deter underage drinking, more education for adults about responsible alcohol consumption versus binge drinking, and coordinated programs to provide taxi rides for people who have been drinking were strategies recommended to address these issues in the County.

Key Community Partners to Improve Health: Law enforcement, Calumet County Department of Health and Human Services, schools, sports boosters, drug awareness groups, health care providers, community organizations and coalitions, local government, parents and parent organizations through schools, transportation providers, and businesses were named as key partners in addressing these issues.



Chronic Disease Prevention and Management

Six informants included Chronic Disease Prevention and Management among their top health issues for the County. Key informants were especially concerned with chronic disease later in life.

Existing Strategies: Interviewees gave examples of work currently being done to address or prevent chronic disease, including support groups and Living Well with Chronic Conditions workshops.

Barriers and Challenges: Key informants noted barriers and challenges in managing and preventing chronic disease, such as rural locations where people may be further away from family or others

who can provide physical support and the costs associated with treating and managing disease, including medications.

Needed Strategies: Key informants suggested these additional strategies to address chronic illness in the county: more education about prevention, especially related to diet and exercise; utilizing the state dementia toolkit (planned for 2016); and making existing resources more available to those who need them.

Key Community Partners to Improve Health: Key informants named the Calumet Area Aging Network, the Aging and Disability Resource Center, nursing homes, clinics and health care providers, assisted living centers, home care agencies, the Alzheimer's Association, and health departments as key partners to engage to improve the county's health.

Communicable Disease Prevention and Control

This issue was not ranked as a top health priority for the County. Existing strategies, barriers and challenges, needed strategies, and key partners to improve health were not provided by any of the key informants.

Environmental and Occupational Health

Three informants ranked Environmental and Occupational Health as a top health issue for the County. Of note, one key informant specifically addressed physical and mental health issues veterans face as a result of their service.

Existing Strategies: No specific existing strategies were named, but it was noted these issues may be discovered when patients seek health care or social services.

Barriers and Challenges: People might not be aware the issue exists or how to seek help. OSHA standards are not as easily enforced within smaller businesses.

Needed Strategies: Employer education and healthcare provider education were named as strategies needed to address these issues.

Key Community Partners to Improve Health: Health care facilities, assisted living facilities, nursing homes, community care workers, law enforcement, businesses and employers, law makers and Fox Valley Technical College are key partners in improving health.

Healthy Growth and Development

Healthy Growth and Development was ranked as a top health issue by four key informants.

Existing Strategies: Key informants named information given at doctors' offices, early childhood programs, and classes in the schools as strategies in place to address healthy growth and development.

Barriers and Challenges: Barriers to healthy growth and development named by respondents included: Tobacco use and exposure, obesity and lack of physical activity, not getting to doctors' offices for regular checkups, the high cost of health care, and less face-to-face communication (and increased use of computers, smart phones, etc.).

Needed Strategies: Respondents suggested more in-person activities and group activities without technology or screen time, more focus on spiritual development, parenting classes with incentives to attend, and more information available at child care centers as strategies needed to address these issues.

Key Community Partners to Improve Health: Child care providers, schools, WIC offices, doctors' offices, church groups, youth groups, and civic groups were named as important partners in efforts to address healthy growth and development in the county.



Mental Health

Twenty-one respondents ranked Mental Health as a top health issue for the County, making it the most frequently top-ranked priority. Some informants focused their responses on specific issues and populations, such as veterans, teenagers, suicide prevention, and the unique needs and challenges of rural communities.

Existing Strategies: Respondents named a variety of strategies currently in place to address mental health in multiple sectors: Primary care providers' involvement and referrals; a suicide prevention coalition; Question Persuade Refer (QPR) suicide prevention trainings; depression screening; a crisis line; and partnerships between schools, the Center for Suicide Awareness, and Harbor House.

Barriers and Challenges: Key challenges and barriers noted were the stigma of mental illness, lack of mental health service providers, lack of transportation and the distance to access services, and not enough social workers and counselors on staff in the school systems.

Needed Strategies: Respondents provided these suggestions to address mental health in the future: Hiring more mental health providers in the county, providing more education and resources in the community, raising awareness, more support groups, more QPR trainings, more screening

(especially in pre-adolescent and early adolescent ages), working across organization to meet peoples' needs, and more family support for caregivers.

Key Community Partners to Improve Health: Mental health experts (including Licensed Clinical Social Workers and counselors), medical providers, health departments, schools, local behavioral health facilities, National Alliance on Mental Illness (NAMI) Fox Valley, Inc., Catalpa, United Way, Veterans Affairs, faith-based organizations, and law enforcement are key partners in addressing mental health. Respondents also noted everyone in the community needs to be engaged in prevention related to mental health issues.



Physical Activity, Nutrition, and Obesity Prevention

Though Physical Activity and Nutrition are two separate health focus areas in the State Health Plan, many key informants recognized the interconnected nature of these issues through responses that focused on obesity prevention. Nineteen informants ranked Physical Activity as a top five health focus area, and eighteen ranked Nutrition in their top five. Twelve of these respondents ranked nutrition as the top health focus area for the county, more than any other issue. Respondents mentioned the importance of teaching children healthy habits, engaging families, and providing opportunities for education across the life course.

Existing Strategies: The Weight of the Fox Valley (WOTFV) initiative, the U-CAN Calumet Activity and Nutrition Coalition, MyPlate, Let's Move!, and clinic tracking were all named as strategies being implemented to address education about and access to nutritious foods in the county.

Barriers and Challenges: Commonly noted barriers and challenges included lack of funding and resources; lack of knowledge in the community; limited access to fresh foods; the convenience, low cost, and advertising and marketing of less nutritious food options; unhealthy food traditions; lack of interest in these issues; and busy lifestyles and lack of time for additional physical activity or food preparation.

Needed Strategies: Respondents shared these ideas for the future: More walking paths, public awareness campaigns and better marketing of existing activities in the community, outreach to parents of school-aged children, more education, more community involvement, encourage eating in moderation, increase fresh food offerings in schools, provide incentives for grocery stores in rural areas to offer lower-cost healthy foods, more free physical activity classes or groups, and more information at well-baby checkups about the importance of nutrition and physical activity.

Key Community Partners to Improve Health: Health care providers, employers, health departments, local government, schools, WOTFV, families, the YMCA and other fitness centers, WIC program

sites, restaurants, and food stores were all named as partners needed to improve the county's health related to nutrition and physical activity.

Oral Health

One key informant included Oral Health as a top health issue for the County.

Existing Strategies: Free dental exam days for kids, opening new dental clinics, and the WIC program's emphasis on early checkups were named as current strategies in place related to oral health.

Barriers and Challenges: The barriers cited were the high cost of dental care, the lack of dental providers, and dental clinics not accepting Medicaid payment.

Needed Strategies: Key informants suggested more local dentists and facilities are needed to provide affordable services and services to the Medicaid population. Other suggestions included offering incentives to parents to take children to the dentist, educating parents about young children's oral health related to use of bottles and sippy cups, and promoting dental care across the lifespan.

Key Community Partners to Improve Health: Child care centers, schools, WIC offices, and doctors' offices were named as key community partners needed to improve the oral health of the county.

Reproductive and Sexual Health

None of the respondents included Reproductive and Sexual Health as a top five priority issue. Existing strategies, barriers and challenges, needed strategies, and key community partners in the County were not identified for this issue.

Tobacco Use and Exposure

Three key informants included Tobacco Use and Exposure as a top health priority for the County.

Examples of existing strategies in place to address tobacco use and exposure were not provided.

Barriers and Challenges: Misunderstandings about the dangers of electronic cigarettes, the cost of addressing this issue, social acceptance of tobacco use, and difficulty changing attitudes and behaviors were named as the main challenges and barriers to addressing tobacco use.

Needed Strategies: Key informants suggested more resources and education in schools and the community about the long-term health effects of tobacco and nicotine, and education about the financial savings related to tobacco cessation.

Key Community Partners to Improve Health: Schools, health officials, youth groups, and police departments were named as key partners in addressing tobacco use in the county.

Access to Health Services

Access to health care was ranked as a top five health issue by four key informants. Respondents noted a lack of providers, lack of transportation to get to providers, and high costs associated with health care as the top issues related to accessing health services.

Existing Strategies: Hiring new providers and new specialties, services offered by Calumet County Department of Health and Human Services, and existing medical homes were named as strategies in place to address access to services.

Barriers and Challenges: The main barriers noted by key informants include the high costs of services or co-payments, the lack of affordable providers (including dental and mental health providers), the distance and lack of transportation to providers, complicated insurance policies, expensive prescriptions, and lack of marketing of existing services.

Needed Strategies: Key informants suggested hiring more health care providers and transportation to access them, investing in marketing existing providers and resources, and focusing on prevention.

Key Community Partners to Improve Health: Clinics, hospitals, health systems the community, the County, marketing, transportation providers, the Aging and Disability Resource Center, managed care organizations, and nursing homes are the key partners needed to address access to services.

Injury and Violence

Injury and Violence was ranked as a top five health issue by two key informants.

Existing Strategies: Key informants named active shooter presentations and partnerships with Harbor House, the Center for Suicide Awareness, and the Sexual Assault Resource Center as existing strategies to address injuries and violence in the county.

Barriers and Challenges: Key informants noted lack of funding for services, lack of access to services, and the potential discomfort of those who have been victimized reporting incidents of violence as barriers to addressing these issues in the county.

Needed Strategies: Respondents named more education and resources as strategies needed to address injuries and violence in the county.

Key Community Partners to Improve Health: Employers, schools, law enforcement, mental health care providers, and community agencies are key partners needed to improve health.

Appendix C: Outagamie County Qualitative Summaries



Alcohol and Other Drug Use

Fourteen key informants' interview rankings included Alcohol and Other Drug Use as a top five health issue. This ranking is tied with Mental Health as the most frequently ranked top five health concern for the county. Many informants focused their responses on alcohol use and the challenges of the cultural acceptance of alcohol consumption, but a few also talked about other drug abuse. A frequently mentioned barrier and opportunity is the lack of providers and evidence-based treatment programs, and layered on top of that are the issues of access-- distance to travel to providers and cost of treatment that make these resources unavailable to many people who need them.

Existing Strategies: Liaison officers in schools, crisis staff available for intoxicated on alcohol holds, volunteers and offender services work with victims and those sentenced, courts sentencing mandatory treatment, the county Pre-Action Network, programs in workplaces, Celebrate Recovery faith-based program, counseling services through the faith community, community-based treatment services, Fox Valley Substance Abuse Coalition, and existing twelve-step and behavioral health programs were named as assets in the community to deal with substance abuse.

Barriers and Challenges: Key informants named these barriers and challenges to addressing this issue: Alcohol use is a cultural norm and is sold to make money at church picnics, county fairs, and other fundraisers, and served at athletic events; parents are permissive about children's alcohol consumption; alcohol and drug use creates other problems like domestic violence and family problems, burglary and theft, and traffic deaths; lack of awareness about addiction and stigma around addiction as a character flaw; high general stress levels among individuals and families; outreach to women for treatment and the difficulties women face in accessing treatment because they are raising children; and difficulty keeping up with new drugs and people bringing drugs from other areas.

Needed Strategies: Identify pregnant women who are using drugs and strategies that meet the parent where they are in wanting help, make sure providers and services are available, more prevention programs and education, additional training for law enforcement about where to send people and how to identify alcohol and drug abuse, early intervention by law enforcement on education of kids and families, low-cost and free activities that do not include alcohol, remove beer sponsorship for community events, focus on root causes of drug and alcohol dependence, more open communication about addiction, early education on mental and behavioral health in schools, health insurance coverage of treatment and recovery at appropriate therapeutic levels, better access to data, more strict drunk driving penalties and public awareness of the penalties, and increased funding for outreach services and community resources that support treatment and recovery.

Key Community Partners to Improve Health: Schools, judges, volunteers and offender services, the Tavern League, law enforcement, family court, veterans, faith communities, media, policy makers,

business community, alcohol distributors, elected officials, and the whole community needs to buy-in.

Chronic Disease Prevention and Management

Two informants included Chronic Disease Prevention and Management among their top health issues for the County. Some of the challenges and strategies mentioned for this health issue intersect with other health focus areas such as nutrition, tobacco exposure, mental health, and access to services.

Existing Strategies: Interviewees gave examples of work currently being done to address or prevent chronic disease, including Aging and Disability Resource Center classes and programs, the Older Americans Act nutrition program, benefits and disability specialists to help people find benefits and resources, smoke free legislation, and nutrition education and promotion in the community.

Barriers and Challenges: Key informants noted barriers and challenges in managing and preventing chronic disease, such as people not being ready to make changes, supplemental nutrition programs allow people to purchase some unhealthy foods, poor nutrition can compound issues related to chronic illness, lack of transportation can make services difficult to access, high costs for services and medication, and mental health and depression can make it challenging to manage other health issues.

Needed Strategies: Key informants suggested these additional strategies to address chronic illness in the county: securing funding to provide transportation, increase capacity in the labor force to help people with chronic illnesses, public education at meal sites, focusing on prevention, incentivizing life changes to improve health, coordinating efforts like Weight Watchers at work, and increasing coverage for prevention programs from insurance companies.

Key Community Partners to Improve Health: Key informants named employers, health care systems, health insurance companies, faith communities, city and county public health, law enforcement and first responders, the Aging and Disability Resource Center, and youth serving organizations as key partners to engage to improve the county's health.

Communicable Disease Prevention and Control

This issue was not ranked as a top health priority for the County. Existing strategies, barriers and challenges, needed strategies, and key partners to improve health were not provided by any of the key informants.

Environmental and Occupational Health

One key informant ranked Environmental and Occupational Health as a top health issue for the County, emphasizing environmental health and the built environment.

Existing Strategies: The key informant noted public health is working on building more sidewalks.

Barriers and Challenges: People are afraid the water is not safe for swimming or drinking, fear about increasing cancer risk, pollution, and the built environment is inaccessible.

Needed Strategies: People need to be reassured the water is safe for their families to swim in, install sidewalks everywhere to make walking easier, make mass transit more user friendly and accessible for families and young people, and more bike lanes on busy streets with speed limits enforced are strategies needed to address these issues.

Key Community Partners to Improve Health: Law enforcement and city and county planners are the key partners needed to work on these issues.



Healthy Growth and Development

Healthy Growth and Development was ranked as a top health issue by six key informants. Most strategies and barriers named addressed early childhood and families, but some informants also addressed aging, healthy social interactions, and development across the life span.

Existing Strategies: Key informants named county-level programs, Caregiver Café, a trauma informed care initiative, youth sports programs, community policing, developmental screening, Community Early Learning Center programs, and ministries at faith communities as strategies in place to address healthy growth and development.

Barriers and Challenges: Barriers to healthy growth and development named by respondents included: the costs of programs can be a barrier for some families, lack of awareness of the importance of early childhood development on the health and well-being of people across the life span, lack of funding and resources to expand pilots and investments in this area, people are too busy and stressed with overscheduled families, gaps in use of developmental screening tools, and lack of referrals from primary care providers to Birth to 3 because of misperceptions about their services.

Needed Strategies: Respondents suggested focusing on early intervention, increasing access to medical care, increasing public awareness of services available, expanding the capacity of foster care and respite care systems to reach the number of kids that need services, making programs accessible to rural families, providing support to expand trauma informed care initiatives and

continue to train service providers, installing walking and biking trails in rural areas, providing transportation services for older adults, creating adequate spaces for people to gather, promoting role modeling and peer programs for families, and connecting health care providers and Birth to 3 for collaboration as strategies needed to address these issues.

Key Community Partners to Improve Health: Health care systems, child care providers, WIC, community leaders, parents, young families, older adults, library systems, media, faith communities, and businesses were named as important partners in efforts to address healthy growth and development in the county.



Mental Health

Fourteen respondents ranked Mental Health as a top five health issue for the County, tying it with Alcohol and Other Drug Use as the most frequently top-ranked priority. Additionally, more respondents ranked it as their top health concern for the county than any other issue. Key informants' responses to this focus area intersect with other key health issues: Access to health services, alcohol and other drug use, healthy growth and development, and injury and violence.

Existing Strategies: Existing therapy, family support programs and support groups, screenings, the Rural Health Initiative, professional development opportunities with trauma informed care and addressing adverse childhood experiences, increase in public awareness, mental health court, veterans court, twelve hour holds for suicide threats or danger to others, crisis intervention training for law enforcement officers and jail staff, suicide prevention campaigns and screenings, and the youth mental health first aid initiative were identified as strategies currently at work to support mental health in the county.

Barriers and Challenges: Key informants acknowledged the main barriers are lack of service providers, services that exist are not affordable and insurance may not cover the services, and there are not transportation options to get to services that do exist. Additional barriers include: Family lifestyles are very busy, stigma around mental health, gap between awareness and action plan to make the needed changes, mental health issues can escalate encounters with law enforcement, and the complexity of dementia and mental illness in older adults.

Needed Strategies: Increased capacity to serve children and adults at all levels of need and funding to pay for these services, continued understanding of trauma informed care and implementing into community programs, more options for law enforcement officers to deal with situations where people are in need of mental health services, development and promotion of ways for family and friends to refer someone close to them who they are concerned about, incorporate mental health into Rural Health Initiative, community awareness of resources that do exist, access to better data

from hospitals, and a better concept of mental wellness rather than focus on illness are strategies needed to improve mental health in the county.

Key Community Partners to Improve Health: Faith communities, school systems, business communities and employee wellness programs, universities, local legislators, public officials, law enforcement and public safety professionals, UW-Extension, National Alliance on Mental Illness- Fox Valley, Catalpa Health, primary care providers and mental health service providers at all levels, Aging and Disability Resource Center, Hmong and Hispanic groups, United Way, media, Partnership Community Health Clinic, health care systems, and North East Wisconsin (NEW) Mental Health Connection were named as partners needed to improve mental health in the county.



Physical Activity, Nutrition, and Obesity Prevention

Though Physical Activity and Nutrition are two separate health focus areas in the State Health Plan, many key informants recognized the interconnected nature of these issues through responses that focused on obesity prevention. Five key informants ranked Physical Activity as a top five health focus area, and four ranked Nutrition in their top five. Key informants included both food security and healthy eating in their responses about nutrition.

Existing Strategies: Park systems and recreation departments, gyms that offer affordable memberships, Weight of the Fox Valley (WOTFV), bike lanes and trails, outdoor activities, food services available to those who cannot afford it through schools and homeless programs, and nutrition classes in schools are examples of existing strategies to address these issues.

Barriers and Challenges: Barriers and challenges to addressing physical activity and nutrition are the expense of exercise classes or gym memberships, a reliance on personal responsibility, culture changes and the amount of sedentary screen time, cuts to physical education in schools, programs are underfunded, reliance on cars for transportation, busy lifestyles include caring for children and parents and working multiple jobs or long hours on a farm, it can be difficult to discuss without sounding judgmental, large serving sizes at restaurants, unhealthy food traditions (e.g. fish fries), lack of education and awareness about proper nutrition, nutrition education is thought of as a child and adolescent issue, people are busy and rely on what is easy and inexpensive, food preparation is sometimes more difficult for people with disabilities, and there are challenges to operating meal programs (e.g. food safety concerns, lack of funding).

Needed Strategies: Respondents shared these ideas for the future: A culture shift to focusing on wellness, affordable food, nutrition education and cooking classes, getting nutrition to the forefront in health care groups, hospital systems should have walk-in nutrition clinics, physical education should be a priority in schools, create opportunities to get kids outside, engage employees in

physical activity at work (e.g. walking groups at lunch time), mentoring, and educating parents on how to get moving with their kids

Key Community Partners to Improve Health: UW-Extension, United Way, health care systems, Feeding America, faith-based organizations, health care providers, schools, businesses and corporate wellness programs, media, YMCAs, Boys and Girls Clubs, and walking clubs are key partners to engage around physical activity and nutrition in the county.

Oral Health

One key informant included Oral Health as a top health issue for the County.

Existing Strategies: School fluoride programs and dental clinic partnerships in the tri-county area were named as current strategies in place related to oral health.

Barriers and Challenges: The barriers cited were the dentists are not seeing all clients, dental providers and community leaders do not see oral health as a major health issue, oral health affects all aspects of health, and dental pain can prevent people from meeting their basic needs.

Needed Strategies: The key informant suggested each dentist take on one person in need of service, solve underlying problems rather than just the dental emergency, create support systems to assist with access to services, implement universal screening in school and work settings, increase access for uninsured and underinsured, and make changes to reimbursement for dental services.

Key Community Partners to Improve Health: Dentists and dental practices, schools, community leaders, and community members in need of services were named as key community partners needed to improve the oral health of the county.

Reproductive and Sexual Health

None of the respondents included Reproductive and Sexual Health as a top five priority issue. Existing strategies, barriers and challenges, needed strategies, and key community partners in the County were not identified for this issue.

Tobacco Use and Exposure

This issue was not ranked as a top health priority for the County. Existing strategies, barriers and challenges, needed strategies, and key partners to improve health were not provided by any of the key informants.

Access to Health Services

Access to health services was ranked as a top five health issue by three key informants. Respondents' answers included access to mental health services.

Existing Strategies: Catalpa Health, Rawhide Boys Ranch, "No Wrong Door" for mental health, Partnership Community Health Center, health navigators, Hispanic interpreters, and the Rural Health Initiative were named as services and strategies in place to address lack of access to care.

Barriers and Challenges: The main barriers noted by key informants include a shortage of mental health providers, systems do not work together, costs are high and coverage is not affordable, people are unaware prevention is included in health insurance (such as primary care appointments and screening), and accessing the health care systems can be an overwhelming experience.

Needed Strategies: Key informants suggested increased collaboration between organizations with the goal of helping families in crisis, develop a centralized system to make access easier, employ navigators to assist patients, use the community health worker model, and build trust with the people.

Key Community Partners to Improve Health: Partnership Community Health Center, health care organizations, public health, disability rights advocates, and health care providers are the key partners needed to address access to services.

Injury and Violence

This issue was not ranked as a top health priority for the County. Existing strategies, barriers and challenges, needed strategies, and key partners to improve health were not provided by any of the key informants.

Appendix D: Winnebago County Qualitative Summaries



Alcohol and Other Drug Use

Nineteen key informants' interview rankings included Alcohol and Other Drug Use as a top five health issue. Some key informants specifically responded to concerns about opiate addiction, drinking culture, and drinking and driving. Many responses focused on children and prevention efforts focused on children and teenagers. Another facet of the issue is the intersection with Access to Health Services—there are not enough treatment facilities or service providers and there are barriers to accessing those that do exist.

Existing Strategies: Law enforcement patrols and police stings, re:TH!NK, *Parents Who Host, Lose the Most* campaign, Party Zero, Heroin Task Force, OWI Task Force, Narcan to treat overdoses, STEP Industries employment and skills training for those in recovery, Moring House treatment, DARE in elementary schools, and alcohol and drug abuse covered in high school health curriculum are examples of services and strategies currently in place to address alcohol and drug use and addiction.

Barriers and Challenges: Drugs and alcohol are easy to access in the county, social acceptance of drug and alcohol use, alcohol is present at most community events, Pub Crawl in Oshkosh normalizes excessive drinking, lack of treatment and rehab facilities and high cost of treatment, the community isn't convinced drug abuse is a problem that is happening here, stigma of admitting addiction, and DUI punishments that aren't severe enough are examples of challenges to addressing these issues in the county.

Needed Strategies: Better communication about the impact of heroin, education and treatment for offenders, positive role modeling, parents modeling responsible behaviors for children, public awareness campaigns, support for families affected by addiction, services integrated into community centers, alcohol-free activities for adolescents and adults, and additional funding for treatment and programming are key informants' recommendations to address alcohol and drug use in the county.

Key Community Partners to Improve Health: Parents, the State, hospitals, law enforcement, schools, media, community organizations, District Attorney, courts, employers, sports bars, churches, role models, health systems, public health departments, Heroin Task Force, public safety, first responders, shelters, Tavern League, and better integration among partners.

Chronic Disease Prevention and Management

Five informants included Chronic Disease among their top-five health issues for the County. Key informants specifically talked about congestive heart failure, chronic obstructive pulmonary disease, illness among frail elders, obesity, wellness, healthy lifestyles, prevention, the role of primary care,

and the importance of consistent, culturally-appropriate messaging in chronic disease prevention and management.

Existing Strategies: Medical homes, call back programs following discharge from the emergency department, home health care, discharge planning teams, tobacco prevention programs, programming and education about physical activity and nutrition, Weight of the Fox Valley (WOTFV) initiative, Well Oshkosh and Well City Fox Cities, and corporate wellness and other healthy lifestyle programs were named as strategies in place to address chronic disease.

Barriers and Challenges: Key informants named these challenges in addressing chronic diseases: Aging Baby Boomers are facing more chronic diseases at this stage in their lives, lack of prevention education, effects of negative health behaviors may not be observed until later in life, behavior change is difficult and it is usually easier or more convenient to make less healthy choices, lack of education materials in Spanish or other non-English languages, many providers only speak English, lack of consistent messaging about chronic conditions like diabetes, lack of seamless continuum of care among health systems, lack of patient follow up, and too often there is a focus on reacting to a diagnosis rather than preventing disease.

Needed Strategies: More education about healthy eating and physical activity; support for a social and community environment that encourages healthy eating and physical activity; healthy eating campaigns; tobacco cessation campaigns; addressing health disparities related created by the built environment with regard to safety, opportunities for recreation, and access to healthy food choices for all people; a working agreement between the health systems and community clinics to provide consistent messages to patients about their conditions so there is less confusion; and awareness raising efforts about the importance of patient compliance are examples of strategies recommended to improve the county's health related to chronic disease.

Key Community Partners to Improve Health: Health systems, health insurance companies, city councils, local government, public health departments, community organizations, clinics, hospital discharge planners, medical social workers, skilled nursing facilities, YMCA and other fitness clubs, and all residents of the county are needed to improve health in the county.

Communicable Disease Prevention and Control

Communicable Disease Prevention and Control was not ranked as a top health issue in Winnebago County. Existing strategies, barriers and challenges, strategies needed, and key partners were not provided for this issue.

Environmental and Occupational Health

Two informants ranked Environmental and Occupational Health as a top health issue for the County. Specifically these informants addressed lack of job training, employment opportunities, and resulting poverty, and general environmental issues.

Existing Strategies: Key informants named programs from the county health departments and the State, social programs that provide food and clothing, and other local partnerships to address these issues.

Barriers and Challenges: The key informants cited challenges at the individual and systems levels. Individuals who are out of work may feel hopeless in their economic situation and they may not be able to afford health insurance or access opportunities for job training. At the systems level, proposed corrective actions are costly or less expensive options cannot be considered because they don't meet certain criteria.

Needed Strategies: Key informants suggested employment opportunities that pay a living wage, and getting decision makers and people on the ground involved together in decisions and actions would help the county overcome the identified challenges.

Key Community Partners to Improve Health: Schools (including higher education and technical diploma programs), municipalities, the county, the state, University of Wisconsin- Extension, and land and water conservation groups were identified as key partners needed to address these issues.



Healthy Growth and Development

Healthy Growth and Development was ranked as a top health issue by eight key informants. Key informants mainly focused on early childhood and family support. Responses featured elements of other health issues such as the importance of addressing physical activity, nutrition, cycles of violence, and access to services.

Existing Strategies: Services offered by child and family serving organizations, programs focused on getting kids moving, mandatory reporting of abuse and neglect, and cross-agency collaboration are strategies in place to support healthy growth and development.

Barriers and Challenges: Many children experience trauma in early childhood, lack of interventions and supports for children and families, lack of positive adult relationships, difficult to break cycles of abuse and neglect within families, services may be expensive or otherwise difficult to access for families who need them most.

Needed Strategies: Parents' voices need to be included "at the table," transportation to programs and appointments, engage families who are left out of programs and services, mentoring programs for families, facilitating stronger connections in neighborhoods, building more partnerships, schools

need to teach healthy eating and physical activity, offering additional early intervention options, educating the community on the impact of childhood trauma, in-home parent training, community centers open more often, and more free activities for families (especially low-income) are suggestions key informants offered to address healthy growth and development.

Key Community Partners to Improve Health: Many partners need to be engaged to address these issues, including: Neighborhoods, parents, schools, faith communities, Boys and Girls Club, parks and recreation departments, YMCAs, Early Childhood Coalition, Head Start, re:TH!NK, Weight of the Fox Valley, health care providers, business organizations and leaders, local government, Birth to 3, Family Training Program, Winnebago County Department of Human Services and Health Department, Catalpa Health, and wellness coordinators are all needed to address healthy growth and development in the county.



Mental Health

Twenty-three respondents ranked Mental Health as a top health issue for the County, making it the top-ranked health priority area in Winnebago County.

Existing Strategies: Telepsych has just been installed at Aurora Medical Center Oshkosh, suicide prevention hotline, primary care providers referring to mental health, No Wrong Door, suicide prevention trainings, inpatient and outpatient services, Reach Counseling services, re: TH!NK program, Zero Suicide, Winnebago County Child Death Review team, and Community for Hope were named as existing strategies and partners in addressing mental health.

Barriers and Challenges: There aren't enough providers of mental health services, services that exist can be hard to access in terms of payment and distance from facilities, stigma around mental illness, not enough support or services for kids, people don't know where to go for help with mental illness, people's lives are busy and stressful, and the lack of funding for advocacy for mental health were key challenges identified by respondents.

Needed Strategies: Increased funding for services; more providers; each county should have a mental health center; more support to get kids connected with resources; more services and screenings available at schools; stronger public health and community support; more supports and screenings in workplaces; address upstream factors like poverty, joblessness, and addiction; and focusing on recruitment and retention of providers in the mental health services workforce were suggestions offered to improve mental health in the county.

Key Community Partners to Improve Health: State and Federal funding mechanisms, insurance companies, Catalpa Health, Hope Hotline, North East Wisconsin (NEW) Mental Health Connection, schools, National Alliance on Mental Illness (NAMI)- Fox Valley, hospitals, health care providers,

workplaces, churches, social services organizations, community organizations, emergency departments, law enforcement, and child advocacy services are the partners who need to be engaged to improve mental health in the county.



Nutrition, Physical Activity, and Healthy Lifestyle

Though Physical Activity and Nutrition are separate health focus areas within the State Health Plan, key informants understood the interconnectedness of these issues, frequently ranking both issues or discussing them in tandem with regard to obesity prevention, wellness, and promoting a healthy lifestyle. For some respondents, nutrition also included addressing food insecurity, especially among children and seniors. Finally, key informants also mentioned physical activity and nutrition as strategies in other health issue rankings, including Chronic Disease Prevention and Healthy Growth and Development.

Eleven respondents included Nutrition as a top health issue for the County, and included Physical Activity as a top-five priority.

Existing Strategies: Local food movements, food banks' services, Weight of the Fox Valley (WOTFV), physical activity classes and programs, farmers markets vouchers for SNAP participants, smart plate, community gardens, and farm to school programs were named as strategies already in place to address these issues.

Barriers and Challenges: Lack of time and money to make healthier choices, our climate is not conducive to being outdoors or growing healthy food year-round, denial that obesity is a problem, unhealthy meals offered at schools, and an overabundance of unhealthy low cost food options were important barriers noted by key informants.

Needed Strategies: Programs to reach seniors who are isolated or have trouble cooking, more free community garden plots, better use of outdoor space and facilities, more community nutrition education programs that start at younger ages, better promotion of WOTFV, better promotion of food banks, more partnerships with health care organizations, consistent messaging, standing desks in workplaces, workplace wellness policies and programs, insurance companies incentivizing physical activity and healthy lifestyles, and bringing a grocery store to downtown Oshkosh were suggestions key informants offered to address existing challenges in the county.

Key Community Partners to Improve Health: Early child care and education settings, any organization with a cafeteria, restaurants, YMCA and other fitness facilities, hospitals, health care systems, schools, social service agencies, community organizations, health departments at the city and county levels, Rotary Club, farmers markets, employers, local farmers, community supported agriculture, and food pantries were named as key partners to engage in efforts around physical activity and nutrition.

Oral Health

Two key informants included Oral Health as a top health issue for the County. Their responses highlight the intersections of Oral Health and lack of Access to Health Services.

Existing Strategies: The Tri County Dental program offers dental services to low income families in the area.

Barriers and Challenges: Underutilization of the mobile dental clinic; inappropriate utilization of the emergency department for dental care issues; the high cost of dental care; services in larger cities like Appleton are more difficult for people to access to live further away and do not have transportation; more dental services are needed throughout the county, not just in cities; existent dental programs focus on children, but there are not enough for adults; and Vicodin prescriptions for dental pain leading to prescription drug abuse are examples of barriers to oral health in the county.

Needed Strategies: Key informants suggested local dentists should volunteer once a month to provide dental services, and educating dentists and patients that emergency departments are not a venue for dental health care may be helpful to overcoming some of the named challenges.

Key Community Partners to Improve Health: Local dentists, emergency departments, and the Partnership Community Health Center dental clinic were named as key partners needed to improve oral health in the county.

Reproductive and Sexual Health

One key informant included Reproductive and Sexual Health as a top health issue for the County, also ranking this as their top health focus area. This informant focused on youth and education.

Existing Strategies: Oshkosh schools' human growth and development and sexuality education curricula go beyond abstinence.

Barriers and Challenges: Education on these topics in schools ends after 9th grade and doesn't cover self-exams for breast or testicular cancer, and all students in the county do not receive the same messages.

Needed Strategies: Recommended strategies offered were to expand health classes past 9th grade, and provide education to all people via public service announcements.

Key Community Partners to Improve Health: Important community partners include Planned Parenthood, Bella Health Clinic, and local city and county public health.

Tobacco Use and Exposure

Three key informants included Tobacco Use and Exposure as a top health priority for the County.

Existing Strategies: School prevention programs, re:TH!NK outreach about the hazards of tobacco use, smoke free laws, FACT movement among youth, and CVS stores going tobacco free were named as key successes and strategies within this issue.

Barriers and Challenges: High school-aged students (age 18) being able to buy tobacco products, electronic cigarettes attracting very young users, marketing of tobacco products target youth, lack of funding locally to help with cessation efforts, and a lack of active cessation programming were identified as challenges to addressing tobacco use and exposure in the county.

Needed Strategies: More coordinated efforts between public health, health care, and the community to limit tobacco use and exposure; spreading the word about prevention and cessation in the community and more broadly with media and public service announcements; and more education in schools (health classes), specifically about tobacco were examples of strategies needed to address tobacco use and exposure.

Key Community Partners to Improve Health: Cities, schools and health teachers, parks departments, the FACT movement, re:TH!NK, and health care systems were identified as partners necessary in work to address these issues in the county.

Access to Health Services

Access to health services was ranked as a top five health issue by five key informants.

Existing Strategies: The Affordable Care Act, the Living Healthy Clinic, employer sponsored health services, and improved access to care and mental health services are strategies in place to increase access.

Barriers and Challenges: People are not aware of services, legal constraints to access within correctional institutions, difficulty taking time off from work to care for a sick family member or go to an appointment due to employers not offering paid time off or any sick time at all, high insurance deductibles for services, lack of transportation to get to providers, and some providers' lack of cultural sensitivity are all barriers to people accessing the health services they need.

Needed Strategies: Decoupling health insurance from employment, incentivizing preventive care, increasing transparency about costs and giving consumers more decision making power, increasing collaboration with state organizations, staffing urgent care facilities around the clock, and offering employees paid sick time are examples of strategies needed to address barriers to access.

Key Community Partners to Improve Health: This issue can be addressed with collaboration from corporations and the business community, policy makers, insurance companies, drug companies, school systems, and health care providers.

Injury and Violence

Injury and Violence was ranked as a top five health issue by seven key informants. Key informants specifically addressed domestic and intimate partner violence, sexual assault, human trafficking, injuries caused by guns, drug and alcohol related violence, and suicide.

Existing Strategies: Screening, education, services for survivors of violence and abuse, child death review teams, law enforcement's work to reduce drug-related crime, hunter safety courses, the Sexual Assault Nurse Examiner (SANE) program, coordinated community response teams, tri-county partnerships, and counseling services were named as examples of strategies and services in place to address injuries and violence in the county.

Barriers and Challenges: People don't speak up when they see violence happening, shame and stigma around some kinds of violence and abuse, lack of understanding of sexual consent, culture that is permissive of rape and excessive drinking, professionals are not consistent in their responses, open carry laws, and a culture that embraces guns were all cited as examples of challenges in preventing violence and injuries.

Needed Strategies: Examples of how to appropriately express emotions like anger, more Reach advocates, more community outreach, multi-disciplinary team education approaches, examination of underlying causes of violence, making Huber center a treatment facility, more counselors and rehab programs (alternatives to jail and punitive approaches), more firearm safety courses, more support for parents, and more resources for emotional abuse are services and strategies needed to meet the needs of the county related to these health issues.

Key Community Partners to Improve Health: Christine Ann Domestic Abuse Services, churches and faith communities, parent-teacher organizations, parent groups, the District Attorney's office, law enforcement, Reach Counseling Services, social workers, correctional organizations, community organizations, social service organizations, employers, Tavern League, community leaders, and schools are key partners needed to address injury and violence prevention in the county.