

Manitowoc County Health Needs Assessment



A summary of key informant interviews

2016

Prepared by:

Center for Urban Population Health

1020 N. 12th Street, Suite 4180

Milwaukee, WI 53233

414.219.5100

www.cuph.org

www.healthofmilwaukee.org



This report was prepared by the Design, Analysis, and Evaluation team at the Center for Urban Population Health. Carrie Stehman, MA and David Frazer, MPH prepared this report. If there are any questions, please feel free to contact them at 414.219.5100.

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Introduction

This report presents a summary of public health priorities for Manitowoc County, as identified in 2016 by a range of providers, policy-makers, and other local experts and community members (“key informants”). These findings are a critical supplement to the Manitowoc County community health needs assessment (CHNA) survey conducted through a partnership between the Manitowoc County Health Department, Aurora Health Care, Holy Family Memorial, United Way Manitowoc County, Lakeshore CAP, and Lakeshore Community Health Care. The CHNA incorporates input from persons representing the broad community served by the hospitals, focusing on a range of public health issues relevant to the community at large.

Key informants in Manitowoc County were identified by the Manitowoc County Health Department, Aurora Health Care, Holy Family Memorial, United Way Manitowoc County, Lakeshore CAP, and Lakeshore Community Health Care. Staff from the Manitowoc County Health Department, Aurora Health Care, and Holy Family Memorials also invited the informants to participate and conducted the interviews. 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 County; 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. This report presents the results of the 2016 CHNA key informant interviews for Manitowoc County, based on the summaries provided to the Center for Urban Population Health.

The report first presents a summary of the health issue rankings, including a list of the five issues which were ranked most frequently by respondents. The next section provides a summary of the strategies, barriers, and partners described by participants. Themes that crossed health topics are also presented.

Limitations: Twenty-nine key informant interviews were conducted with 30 participants in Manitowoc County. 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 Manitowoc County data (e.g., CHNA surveys and secondary data reports).

A. Focus Area Ranking

A total of 30 key informants in 29 interviews were asked to rank the 5 major health-related issues in their county from a list of 13 focus areas identified in the State Health Plan. 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
Alcohol and Other Drug Use	26	17
Mental Health	26	5
Physical Activity	14	0
Nutrition	11	2
Access to Health Services	8	1
Chronic Disease Prevention and Management	8	1
Healthy Growth and Development	7	0
Injury and Violence Prevention	7	0
Oral Health	4	0
Environmental and Occupational Health	3	1
Communicable Disease Prevention and Control	2	0
Reproductive and Sexual Health	2	0
Tobacco Use and Exposure	0	0

B. Top Five Health Issues

The five health issues ranked most consistently as a top five health issue for the County were:

1. Alcohol and Other Drug Use
2. Mental Health
3. Physical Activity
4. Nutrition
5. Tie- Access to Health Services and Chronic Disease Prevention and Management

Summaries of themes for each issue are presented below in the order listed above. As a guide, issues ranked as the top five priorities for the County are marked with this thermometer symbol:



C. General Themes

Manitowoc County key informants ranked six of the thirteen major health-related issues as priorities for the County.

It is important to note that since the last release of this report in 2012, the report has changed slightly. Many more key informants were interviewed in 2016 than in 2012. The top five health issues are similar with Mental Health, Physical Activity, Nutrition, and Access to Health services remaining in the top five, and Alcohol and Other Drug Use remaining the top health issue. Chronic Disease Prevention and Management has replaced Healthy Growth and Development as a top health concern for the county.

The health issues key informants indicated were priorities for Manitowoc County affect residents across the lifespan, requiring engagement across sectors to adequately address residents' needs. Key informants identified a wide range of stakeholders and community partners engaged to improve the county's health. The Manitowoc County Health Department, Lakeshore Community Health Care, hospitals, other medical providers, non-profits, businesses, law enforcement, agricultural workers, schools, and government were all included in the discussion as playing an active role in the health priority areas.

Many of the challenges and barriers identified by key informants across issues have to do with lack of funding for necessary services and programs, or lack of access caused by insufficient means or insurance to pay for needed services. Other common barriers and challenges across issues are related to access: lack of transportation, location, lack of familiarity, and language barriers and lack of translation services and materials printed in multiple languages. Another commonly cited barrier was lack of awareness of resources or services that do exist.

Key informants identified strategies needed to improve the health of the county. For many issues discussed, more education and public awareness are important. Other needs identified are related to health insurance policy and payment for services, and better systems of care that offer options for low-income patients. Across health issues, some key informants also named support for caregivers as a needed strategy.

D. Issue Summaries

Behavioral Health

Alcohol and Other Drug Use and Mental Health were the two issues receiving the most rankings in key informants' top five health focus areas. All key informants discussed mental health or alcohol and drug use as top priority areas, with many discussing both. Alcohol and Other Drug Use received the most rankings as the number one health issue in the county. Key informants' insights also suggest these topics overlap significantly with the issue of Access to Health Services, with the main barriers and challenges to addressing both Mental Health and Alcohol and Other Drug Use being a lack of providers and services, long wait lists to access providers and services, and difficulty paying for services or lack of coverage by insurance for services or medication. There was also some overlap in key informants' suggestions for what is needed to address these issues, with a focus on cross-sectoral partnerships and working together to leverage existing resources, as well as a desire to shift the focus to prevention and underlying causes of substance abuse and mental illness.



Alcohol and Other Drug Use

Twenty-six key informants ranked Alcohol and Other Drug Use as a top five health issue for the county.

Existing Strategies: Law enforcement, providers in the county, education, community awareness campaigns, community programming, school programming, Manitowoc County Health Department, 12 Step Programs, insurance referrals, Safer Communities program, Healthiest Manitowoc County, Marco, some churches offer help, probation agents, coroner addressing suicide, Survivors of Suicide, United Way initiative regarding substance abuse prevention, Suicide Prevention Taskforce, and substance abuse coalition are examples of existing resources and strategies addressing Alcohol and Other Drug Use in the county.

Barriers and Challenges: The most frequently named barriers were the lack of providers of treatment, the lack of treatment facilities, and the difficulty accessing those that do exist due to the cost and waiting lists. Other barriers and challenges include a reactive approach instead of a proactive one, lack of early education, the ease of access to alcohol and drugs, lack of case management when leaving the jail, lack of treatment groups, decreased funding or lack of funding

for agencies who address substance abuse issues, the difficult referral process, lack of family support, stigma related to addiction, the culture of the area promotes alcohol use, people aren't aware of resources that do exist, lack of understanding of addiction in the general public, and lack of collaboration from government agencies.

Needed Strategies: Key informants suggested the county needs more access to resources, more providers, increased funding for services, better insurance reimbursement for treatment, a cultural shift away from alcohol use, collaboration among community health leaders for programming, addressing specific needs of minority populations, in-home care, partnerships with the private sector, training the workforce to do early intervention, more coordinated efforts to use the resources the county has, utilizing effective treatment options rather than incarceration, drug court, trauma informed care, increased community awareness and education, increased parent education, and increased law enforcement funding.

Key Community Partners to Improve Health: Hospitals should partner with the Chamber of Commerce, businesses, United Way, social service partners that focus specifically on substance abuse prevention and treatment, government, the Health Department, local bars, health insurance companies, families affected by drugs and alcohol, law enforcement, treatment providers, schools, Hispanic AA groups, churches, shelters, Marco, Painting Pathways, the Aging and Disability Resource Center, organizations that provide parent training, Lakeshore Community Health Care, and the VA.



Mental Health

Twenty-six respondents ranked Mental Health as a top five health issue for the county.

Existing Strategies: Providers that are practicing in the county, Stepping Stones, Painting Pathways, human service agencies, mental wellness peer support, the National Alliance on Mental Illness (NAMI), County Human Services, Adult Protective Services, Lakeshore Community Health Care, the court system, programming in public and private sectors, schools, small group social skills support groups, Individualized Education Programs, Healthiest Manitowoc County, awareness campaigns, and work to address underlying causes are examples of resources and strategies that currently exist in the county.

Barriers and Challenges: Commonly named barriers and challenges to supporting mental health in the county are a lack of mental health providers and long waiting lists for appointments, the cost of care, the lack of insurance reimbursement or coverage for care or prescriptions, lack of government support and responsiveness to these issues, and embarrassment and stigma related to mental illness. Key informants named these barriers in general and with special attention to particular populations: children, veterans, agricultural workers, the Hispanic community, people being released from jail, caregivers, and frontline service providers.

Needed Strategies: Respondents noted the need for more inpatient and outpatient services and providers, and increased access to those services and providers, both in terms of adequate workforce and the costs of care, insurance, and medication. In addition, they provided many other examples of strategies needed to support mental health in the county: promotion and support of community mental health assessments, partnerships between health care and community centers to have more treatment programs, collaboration between mental health providers and schools for school-based clinics, endorsement and growth of community support efforts, recognition of the need and real action on the part of government officials at all levels, dual diagnosis strategies and ensuring therapists are properly trained to address the needs of mental health and substance abuse, programs to take care of caregivers and other family support resources, involvement of other health care professionals, increased reimbursement from Medicaid and Medicare, plans for care after release from jail, streamlining the process from initial referral to securing an appointment, education and awareness for the Hispanic community, removing the stigma of mental illness, focus on early intervention by adding Screening, Brief Intervention, and Referral to Treatment (SBIRT) in the community and training the workforce, focus on Adverse Childhood Experiences and trauma informed care, use social media to address these issues, getting resources to farmers and people in rural areas, educating employers, and increased understanding of these issues in the general public.

Key Community Partners to Improve Health: Respondents recommended hospitals should partner with mental health providers, Pathways to a Better Life, Marco, homeless shelters, the Health Department, United Way, county government, law enforcement, human services, insurance companies, Lakeland Care District, the Salvation Army, Healthiest Manitowoc County, NAMI, Painting Pathways, schools, Lakeshore Community Health Care, the Aging and Disability Resource Center, public-private partnerships, counselors, families, and providers who work with veterans to improve mental health in the county.



Physical Activity

Physical Activity was ranked as a top five health issue by 14 key informants.

Existing Strategies: Exercise classes at senior centers, wellness centers and gyms, the YMCA, insurance companies' wellness programs and efforts to reimburse for gym memberships, parks and other recreation areas, Healthiest Manitowoc County, the Chamber's Health and Safety Committee, the County Health Department, awareness campaigns, and community center programming and activities were identified by key informants as existing resources and strategies to promote physical activity in the county.

Barriers and Challenges: Opportunities for exercise exist, but are sometimes inaccessible to residents due to cost, location, cultural relevance, language barriers, and lack of knowledge or familiarity in the community. Other barriers and challenges named include lack of opportunities for seniors and people who have limited mobility or pain, many areas are not built to be friendly for

cyclists and pedestrians, children's recreation time is too short at school and screen time takes away from physical activity, limited availability of organized physical activity, and sedentary lifestyles with long work days.

Needed Strategies: Education programs and messaging tailored toward specific groups, such as farmers, seniors, children, Hmong and Spanish speaking populations; adapting or printing materials in more than one language; safe parks near housing; supervised, unstructured play opportunities for children; more education for drivers regarding cyclist and pedestrian rights; close the road during the farmers market and make streets and events more pedestrian friendly; more affordable options for exercise; utilize parish nurses; and share a community calendar of events are strategies recommended by key informants to promote physical activity in the county.

Key Community Partners to Improve Health: Key informants recommended hospitals partner with senior centers, the Health Department, gyms and fitness centers, local businesses, the YMCA, police departments, marketing firms, schools, church groups, the Salvation Army, farm women's groups, Lakeshore Farm Management, the Farm Bureau, the American Forage and Grassland Council, and Farm Tech Days to address issues of physical activity in the county.



Nutrition

Nutrition was ranked as a top five health issue by 11 key informants. Within nutrition, key informants described resources and challenges related to both healthy eating and food access.

Existing Strategies: Lakeshore Community Health Care, NOW Nutrition, farmers markets, the Manitowoc Health Department and Healthiest Manitowoc County, co-ops, community gardens, food pantries, UW-Extension's Nutrition Education Program, media campaigns, the Supplemental Nutrition Assistance Program (SNAP), church resources, community involvement, and community centers were named as existing resources and strategies currently in place to address nutrition and food security in Manitowoc County.

Barriers and Challenges: In relation to food access, respondents named lack of collaboration among food pantries, lack of healthy food options at food pantries, lack of understanding about the prevalence of hunger locally and nationally, lack of financial support and other resources, efforts to limit SNAP benefits eligibility, and lack of donations as key barriers and challenges to addressing nutrition. With regard to healthy eating, respondents named lack of knowledge and education, lack of resources, preferences for fast food's taste and convenience, need for co-ops and community gardens to expand, cultural differences, large families, and lack of awareness and collaboration from community leaders as barriers and challenges to addressing nutrition.

Needed Strategies: Community education classes, healthier food options in schools, increased outreach about healthy eating, more collaboration, efforts to raise awareness about both chronic illness and hunger, increased state-level efforts and collaboration between the state and county, and data sharing between health care organizations are examples of strategies key informants recommended to address nutrition and hunger in the county.

Key Community Partners to Improve Health: Respondents recommended hospitals should partner with Peter's Pantry, the Salvation Army, Feed America, local grocery stores and restaurants, schools, the Health Department, co-ops, community gardens, food pantries, private sector initiatives to end hunger, food suppliers, community centers, and local wellness programs to address nutrition in the county.



Access to Health Services

Eight key informants ranked Access to Health Services among their top five health priorities for the county. Responses to this issue overlapped with other health issues in the county, including Chronic Disease Prevention and Management, Oral Health, Mental Health, and treatment for Alcohol and Other Drug Use.

Existing Strategies: Current strategies in the county include services offered by the Health Department, schools, school nurses and counselors, and Lakeshore Community Health Care; increased access to health care offered by the Affordable Care Act and BadgerCare; resource referral networks like 211; the Mental Health Gap Committee; work of the drug court; and general community awareness of the issue.

Barriers and Challenges: Lack of money, lack of insurance, lack of providers willing to provide services to uninsured patients or Medicaid patients, lack of resources and lack of knowledge about how to access existing resources, lack of parity in coverage for mental health and drug and alcohol treatment, distance and lack of transportation to get to providers for residents in rural areas, a health care workforce shortage, the amount of paperwork required to access insurance or health services, high insurance deductibles, and lack of dental care are barriers and challenges related to accessing health services in the county.

Needed Strategies: Strategies that are needed to address access issues in Manitowoc include increasing the number of clinics and providers, outreach, resources, and education to the community; providing transportation, childcare, assistance with copays and deductibles, and assistance with paperwork; more collaboration with hospitals and between providers; mental health parity; on site community-based services; better communication with school staff; and addressing the release of information.

Key Community Partners to Improve Health: Respondents recommended hospitals partner with the Health Department, Lakeshore Community Health Center, United Way, State Government, other health care providers, business, insurance providers, rural communities, dairy plants, feed mills, co-ops, and grocery stores to address issues of access to health services in the county.



Chronic Disease Prevention and Management

Chronic Disease Prevention and Management was ranked as a top five health issue by eight respondents. Key informants also mentioned this issue overlaps with other top health issues in the county, including Access to Health Services, Nutrition, and Physical Activity.

Existing Strategies: Current strategies in the County include health services offered by primary care providers, Lakeshore Community Health Care, the VA Health System, assessment in the jail, and the Salvation Army free clinic; private health insurance, Medicare, and Medicaid; the Health Department acts as a referral to appropriate services; and other community education, services, and programming such as health coaching, diabetes education, and the Manitowoc County Job Center.

Barriers and Challenges: Lack of insurance, lack of access to care and supportive services, lack of money to pay for services or prescriptions, lack of confidence in local providers, lack of knowledge regarding chronic disease, undocumented status, language barriers/lack of interpreters, limited access to affordable medications, lack of family support, lack of community collaboration, lack of physical activity, stress, and long hours at work were named as barriers and challenges to managing and preventing chronic disease.

Needed Strategies: To further address prevention and management of chronic disease, residents of the county need increased access to health services; decreased costs for medication, health services, and insurance; increased access to insurance coverage; increased education about chronic disease, healthy diet, active lifestyle, and other preventive measures; increased in-person interpreter services in health settings; increased case management, supporting services, and care coordination for patients living with chronic disease; mobile health screenings; targeted health education for farmers; and increased access to physical activity resources and classes.

Key Community Partners to Improve Health: Key informants recommended there should be more cooperation between all health care systems, with less duplication and increased collaboration, coordination of care, and case management. They also recommended hospitals partner with pharmacies, Lakeshore Community Health Care, the Health Department, health literacy groups, farm women's groups, Lakeshore Farm Management Association, the Farm Bureau, the American Forage and Grassland Council, Farm Tech Days, nutritionists, and physical therapists to address chronic disease prevention and management.

Healthy Growth and Development

Seven respondents ranked Healthy Growth and Development as a top five health issue for the county.

Existing Strategies: Boys and Girls Club programming, access to well-baby exams at hospitals and clinics, home visiting programs, WIC services, the Reach Out and Read program, strong partnerships like Investing Early, The Crossing, Lakeshore CAP, United Way, education, community centers, church involvement, and the Health Department were named as current strategies and partners addressing healthy growth and development in the county.

Barriers and Challenges: Respondents named lack of commitment from elected officials, low community involvement, lack of resources to address the issue, lack of education, generational gaps, cultural differences, minimal public awareness of these issues, lack of funding, poverty, previous trauma and adverse childhood experiences, and low 3rd grade reading scores as key barriers and challenges in addressing these issues.

Needed Strategies: Key informants named wellness programs, physical activity programs, healthy meal programs, tutoring, more resources through social services and government programs, increased size and reach of current programs, more community involvement, development of a professional brand to gain recognition, and development of an awareness campaign as strategies needed to address healthy growth and development in the county. Respondents also suggested hospital and medical systems should collaborate to ask patients more standardized questions to assess the issues, hospital and medical systems should partner with the state to evaluate the issues and develop programming and support, and they should develop hospital sponsored services.

Key Community Partners to Improve Health: Key informants suggested hospitals should partner with the Trauma Informed Community, social services, educators, families, schools, the Health Department, Family Connections, cultural centers, and community centers.

Injury and Violence Prevention

Injury and Violence Prevention was noted as a top five health issue by seven respondents. Some responses were related to violence prevention generally, while others specifically focused on domestic and sexual violence. One respondent also noted the overlap between Alcohol and Other Drug Use and Violence.

Existing Strategies: Services provided by InCourage, Sexual Assault Response Teams, forensic exams in hospitals, private counseling services, involvement from law enforcement, general state and local programs, guidance programs in elementary and middle schools, support groups, human services, and education were named as existing strategies to address and prevent violence in the county.

Barriers and Challenges: Respondents noted the key challenges to addressing injury and violence prevention are stigma and discomfort around the issues, the relationship between drugs and violence, lack of funding, lack of education, cultural differences, some providers' lack of knowledge of trauma informed care, and lack of collaboration.

Needed Strategies: Increased knowledge of resources, increased outreach in the community, trauma informed care, increased protection for victims, increased education and awareness for the general public, and more media coverage of these issues were strategies suggested by informants.

Key Community Partners to Improve Health: Key informants recommended hospitals should partner with The Crossing, InCourage, law enforcement at all levels, local businesses, schools, fire departments, community support groups, and community resources to address these issues in the county.

Oral Health

Four key informants ranked Oral Health among their top five health issues for the county. Responses revealed some overlap in strategies and barriers between Oral Health and Access to Health Services.

Existing Strategies: Respondents named walk-in clinics, local dentists, primary care providers, clinics in schools, Lakeshore Community Health Care, programs that focus on oral care for low-income populations, education in schools about the importance of oral health, the Smiles 4 Life program, and referrals to dental care from emergency departments and obstetrics providers as existing strategies to address oral health in the county.

Barriers and Challenges: Respondents named access to oral care due to cost, lack of transportation, and lack of providers; low Medicaid reimbursement; patients' other health issues; and lack of knowledge about how to access care as main barriers and challenges to oral health in the county.

Needed Strategies: Increased education about the importance of oral health for the general public and early in schools, more providers accepting Medicaid and better Medicaid reimbursement for services, better screening and referral to dental care in other health settings, and increased services and awareness of those services were strategies suggested by key informants.

Key Community Partners to Improve Health: Respondents recommended hospitals should partner with local private dentists, local government and state government to influence policymaking, Lakeshore Community Health Care, free clinics, and the Salvation Army to work on issues related to Oral Health in the county.

Environmental and Occupational Health

Three key informants ranked Environmental and Occupational Health among their top five health priority areas. These informants focused specifically on the health issues related to agricultural professions, bars and restaurants, and veterans' health related to their military service.

Existing Strategies: Existing strategies named include UW-Extension's tractor and farm safety programs for kids, OSHA compliance training, emergency medical services training related to agricultural settings, other educational programs and awareness-raising efforts, and services offered to veterans.

Barriers and Challenges: Respondents noted lack of awareness and lack of preparation, language barriers, especially with Spanish speaking labor, and lack of collaboration between health personnel to evaluate environmental and occupational health issues as the main barriers to addressing these topics in the county.

Needed Strategies: Better training for emergency medical services to react to injuries on farms, site plans for emergency response, and addressing issues related to fuel, pesticides, and other chemicals on farms were identified as additional strategies needed to address these issues.

Key Community Partners to Improve Health: Key informants recommended hospitals should partner with the Farm Bureau, rural insurance providers, and become more involved with other medical professionals and the County Health Department.

Communicable Disease Prevention and Control

Communicable Disease Prevention and Control was ranked as a top-five health issue by two key informants.

Existing Strategies: Education, school programs, and Forward Services Employment Agencies were named as the existing strategies to address prevention of communicable disease.

Barriers and Challenges: Barriers to addressing this issue include lack of affordable health programs, lack of funding, and complacency.

Needed Strategies: Key informants noted there is a need for further education and partnerships between schools and medical providers to address this issue.

Key Community Partners to Improve Health: Key informants recommended hospitals should partner with health organizations, schools, human services, fire departments, police departments, and increase the focus on engagement in low-income communities.

Reproductive and Sexual Health

Reproductive and Sexual Health was ranked as a top health issue by two key informants.

Existing Strategies: Health services offered at primary care providers' offices, free clinics, the VA, and emergency settings; behavioral health services; and education through schools were named as existing strategies in the county.

Barriers and Challenges: Respondents named stigma, complacency, decreased social values, issues related to self-esteem, and family relationships as barriers or challenges to addressing reproductive and sexual health.

Needed Strategies: Better prevention through esteem building efforts, bringing faith into these discussions, addressing trauma to get to the heart of the issues, and being honest about consequences are strategies needed to address these issues.

Key Community Partners to Improve Health: Hospitals should be partnering with The Crossing, schools, church youth groups, teen centers, the Manitowoc County Health Department, all health networks, and increasing communication with local primary care providers.

Tobacco Use and Exposure

Tobacco Use and Exposure was not ranked as one of the top health related priorities for the county. Neither existing strategies nor barriers were described.

Appendix A. Interview and Focus Group Participants for Manitowoc County

Key Informant Interview Participants

Input about our community's most pressing health needs was provided by 30 individuals participating in key informant interviews. The organizations listed here include many that serve low-income, minority, and medically underserved populations. They represent an array of perspectives from communities that include, but are not limited to: Hispanic, Hmong, the elderly, youth, veterans, faith communities, individuals with disabilities, rural and farming communities, people experiencing homelessness, survivors of domestic and sexual violence, and those living with mental illness and substance abuse.

Key Informant Name	Title	Organization
Chris Behnke	Manager	Peter's Pantry
Kristin Blanchard Stearns	CEO	Lakeshore Community Health Care
Todd Blaser	Fire Chief	City of Manitowoc Fire Department
Todd Brehmer	Veterans Service Officer	Manitowoc County Veterans Service Office
Jim Brey	County Board Chair/Supervisor	Manitowoc County Board of Supervisors
Michael Etheridge	Director	The Haven of Manitowoc County
Lori Garceau	Co-Director	Manitowoc County Human Services Department
Tracy Geenen	Executive Director	United Way Manitowoc County
Scott Gunderson	Agriculture Agent	Manitowoc County UW-Extension
R. Dario Hernandez	Executive Director	Hispanic Community Center
Terri Hollen	Director of Corporate Services	Franciscan Sisters of Christian Charity Sponsored Ministries, Inc.
Mark Holzman	Superintendent	Manitowoc Public School District
Colleen Homb	Family Development Director	Lakeshore Community Action Program
Thomas E. Keil	Executive Director	Holiday House of Manitowoc County, Inc.
Yer Kue	Bilingual Health Aide	Manitowoc County Health Department
Cathy Ley	Director	Aging and Disability Resource Center of the Lakeshore
Norma Medrano	Bilingual Health Aide	Manitowoc County Health Department
Sara Meier	Executive Director	InCourage (Manitowoc County Domestic Violence Center)
Nan Oswald, RN	School Nurse	Manitowoc Public School District
Lisa Quistorf	District Administrator	Two Rivers Public School District
Nancy Randolph	Co-Director	Manitowoc County Human Services Department
Anita Rappe	President	League of Women Voters of Manitowoc County
Rebecca Rice, MS, SAC	Substance Abuse Counselor	MARCO Services, Inc.
Matt Sauer	Pastor	First Presbyterian Church
Sara Schuette, RN	Manitowoc Jail Nurse	Manitowoc County Jail
Erin Schultz	Director/Family Advocate	Hope House of Manitowoc County
Steve Smith	Executive Director	Manitowoc-Two Rivers YMCA
Lisa Stricklin	Program and Outreach Director	The Salvation Army
Karen Szyman	Executive Director	The Chamber of Manitowoc County
Merrily Zimmer, RN, BSN	Retired Parish Nurse	St. Thomas the Apostle