

PARTNERS OF WHA is committed to advocating for the health of our communities and advancing the success of local health care volunteer organizations, through the coordination and provision of volunteer education, development resources, and leadership opportunities for health care volunteers and their organizations.

A Message from the Partners of WHA President

Facing Challenges, Making Changes, Seizing Opportunities



Sharon Scott

Spring 2023 arrived on March 20. We all anticipated warmer weather was “right around the corner.” Of course, Mother Nature had difficulty “taming” her rascally child of winter during most of March. Inevitably and with patience, days have become longer, the air seems fresher, the birds are chirping, and the flora is budding. We find ourselves shedding heavier clothing and as Partners, we are anticipating in-person spring district meetings--AHHH, SPRING HAS ARRIVED.

It has been three long years since all seven districts have been able to host in-person spring district meetings. This year I will be the sole state visitor. As I prepare this article, I have just returned from West Central, Northwestern, and North Central district meetings and will have visited the four remaining districts—Western, Southern, Southeastern and Lakes by the first week of May. As I make my way around the state, the messaging focuses on facing our challenges, making the changes, seizing our opportunities, and most importantly, listening and discussing issues that are important to districts. I’d like to thank all Partners for their warm welcome, informative meetings, outstanding programs, awesome networking, and the many hugs I received. Partners needs to gather in person!

Facing challenges occurs daily. For our large organization, the challenges have manifested as we “begin anew” after enduring the effects of the pandemic. Distinctly prominent challenges include the Partners budget, membership decline, the need for volunteer leaders to step forward, low meeting and convention attendance, and the climate of change within hospital organizations. Addressing these challenges must begin with every one of us.

Making changes began during the Partners Board of Directors meeting in February. Fiduciary responsibilities were a “bitter pill” to accept. The Finance Committee recommended, and the board approved major cost-saving reductions. The spring travel team was reduced to only the state president traveling, resulting in an approximate savings of \$8,000. Utilizing Partners volunteers

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A Message from the President-Elect

Look Ahead, Partners

Spring Tour has a new face this year. As a cost saving measure, President Sharon Scott has been traveling solo to each of our districts. I am looking forward to hearing what our Partners members shared with her.



Patsy Pippin

District chairs from around the state brought up several items for discussion during our spring board meeting back in February. Topics included Honor Points, Wave Award requirements, and the need to have our local organizations understand time frames and deadlines. Discussion also included the ongoing struggles of many local organizations not having a director of volunteer services to assist with communication between the state, district, and local organization.

Other topics we are working on include: How do we encourage and promote Partners of WHA as a resource? How do we change our bylaws to reflect our changing membership?

Convention Chair Betty Oddo’s team is working to acquire keynote speakers, interesting workshops, and vendors for Convention 2023.

We have so many ways to look ahead for Partners future! Look for something positive every day, even if some days you must look a little harder.

Patsy Pippin

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A Message from the President...Continued from page 1

experienced in performing financial reviews rather than hiring an outside auditing agency will allow budget savings of \$3,000. Eliminating reimbursements to all districts for speakers, leadership, and newsletters provides savings of approximately \$2,000.

The Strategic Planning Committee identified three realistic and attainable goals that will significantly and positively affect our membership. A survey will be developed by the committee with questions articulating the changes and other concerns of our membership. This survey will be available in mid to late June. More information will be forthcoming. The By-Laws Committee is reviewing the adaptability of language in our current document to better meet the needs of the entire organization.

Seizing opportunities is now for Partners. As we begin anew, and move forward, I'm reminded Partners need to tell "our story," whether that be with new administrators, new volunteers or "seasoned" volunteers, CARPE DIEM Partners—share your enthusiasm, passion, and experiences of volunteering, build on past successes to create new visions, participate in meetings, convention, and advocacy and most importantly, let's all step out of our "comfort zone" to seize opportunities— "It's not about ideas, it's about making ideas work." I am delighted to share a most ENCOURAGING opportunity—Linda Krueger, supervisor, patient experience and volunteer coordinator from Portage Aspirus Divine Savior Hospital has reached out for assistance in RESTARTING their Partners organization! Conversations and assistance will begin immediately.

In conclusion, crediting the late Walt Disney, "Let's stop talking and start doing." Won't you "journey" with me as we FACE CHALLENGES, MAKE CHANGES and SEIZE OPPORTUNITIES? As always, I welcome your concerns, questions, and ideas. Communication is a wonderful tool for successful outcomes. Don't remain silent—together, we can accomplish more than we imagined.

Sharon Scott
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Apply for the Mary Licht Scholarship

Mary Licht, State President of Partners in 2017, sadly lost her courageous battle with breast cancer in September 2017. Mary's dedication, enthusiasm and love of Partners shone brightly through her service as president of her local organization (Partners of Portage Hospital), Convention Chair, Partners Webmaster, and Southern District Chair.

Mary's family wished to continue Mary's legacy and graciously established the Mary Licht Memorial Scholarship. This scholarship awards a first-time convention attendee their registration fee of \$150. I am pleased to announce in 2023 two (2) scholarships are available. The [application](#) can be found on the Partners website on the [Forms page](#) in the Resource Center. Please consider and encourage a member of your organization to apply. Application deadline is August 1, 2023.

Convention is an amazing time to learn, by hearing some awesome guest speakers, listening to a panel discussion among CEOs from around the state, and networking with fellow volunteers. Of course, there's also an opportunity to shop our amazing silent auction items from gift shops around the state as well as independent vendors.

Let us remember Mary by continuing her legacy through sharing our enthusiasm, passion, and experiences as members of Partners.

Sharon Scott
President, Partners of WHA

Silver Years

- I'm a multitasker. I can listen, ignore, and forget all at the same time!
- It's weird being the same age as old people.
- When I was a kid, I wanted to be older. This is not what I expected.
- I'm at a place in my life where errands are starting to count as going out.
- I don't always go the extra mile, but when I do it's because I missed my exit.

Photos From Spring Tour



Partners President Sharon Scott (left) is shown with West Central District newly installed officers: Ann Bergman – District Chair elect; Donnella Christianson – District Chair; Mary Rose Willi – District Secretary-Treasurer



Wausau attendees at the North Central District meeting included: (Seated L to R): Yo Voigt, Sheree Schaefer, and Cindy Hermel. (Standing L to R): Clark Loeffel, Lyn Krohn, Nettie Sosnowski, Bonnie Koelsch, Mark Schaefer



Aspirus Medford Volunteers at the North Central District meeting were Kay Ludwig and Louise Paul.



Partners of WHA State President Sharon Scott installing Ginny Bosse as Northwestern District Chair

SAVE THE DATE - Regional Collaboration Group Schedules Next Webinar

The Regional Collaboration Group (IA, MN, ND, WI) is finalizing plans for the next webinar on **September 12, 2023**, from 10 to 11:30 a.m. As health care moves forward and volunteers look for new opportunities, organizations are finding new and creative ways to expand volunteer duties to improve communication with patients. Advocate Aurora Health has developed a Concierge Admission Program, a partnership between volunteer services and nursing to connect with patients. The program uses volunteers to follow up with patients after admission. Volunteers can give nursing staff prompt feedback on questions/concerns/misunderstandings that patients may have. The presentation will also include information on the steps taken to develop and implement the program. There will also be networking time to discuss non-traditional programs that have been developed.

Detailed information and registration information will be released in early to mid-summer. Please provide Patricia Franks at pfranks1974@gmail.com any updates to your group's contact information so this can be emailed to you.

Nominating Committee Volunteers Needed

We are looking for volunteers for the Partners of WHA Nominating Committee. This group will work to develop a slate of officers for election in 2024. If you would like to serve or suggest someone to serve, please contact Peg Larson at pegvoluntr@hotmail.com. Thank you!

Partners of WHA, Inc. President's Annual Compiled District Reports

	2019	2020	2021	2022
Districts Reporting	7	7	7	7
Member Organizations	56	55	53	48
Organizations Reporting	54	49	48	38
Total Individuals in Member Organizations	7,929	6,594	4,864	3,853
Hours of Service	655,823	241,764	257,273	373,974
Total Dollars Donated to Hospital or Others	\$924,519	\$875,447	\$535,840	\$1,097,002
Scholarships Given - Number	302	252	202	169
Scholarships Given - Dollars	\$311,125	\$272,728	\$190,450	\$313,125
Number of Health Education Project/Programs	241	87	33	17
Number of Health Education Articles	167	85	73	85
Number of Contacts with Legislators	1,090	571	652	225
Number of Public Policy Articles	146	42	72	51

Thank you for your **ADVOCACY!**

What a day! Here at WHA, while we are all a little tired, we are also very excited and proud of this year's Advocacy Day which occurred on April 19. It was a powerful day with engaging speakers and legislative meetings. After not being in-person for four years, it was great to be back together once again.

Thank you for your attendance and participation. The Partners of WHA is an important and critical group to the grassroots advocacy that WHA supports. There is nothing more powerful than seeing your red, white, and blue outfits mixed throughout the crowd and at the capitol, while you meet with your state legislative representatives.

Your first display table at Advocacy Day was a success also! Your display was informative and caught the eye. Thank you for embracing this opportunity.

Mark your calendars for next year's Advocacy Day, which will be held on Wednesday, March 20, 2024, only 11 short months away.

Have you submitted one or more WAVE applications yet? Just a reminder that the deadline to apply is Friday, June 9. Please visit the Partners of WHA website to obtain an application.

Thank you for the work that you have done and for the work I know you will continue to do to serve our state hospitals and the communities they serve.

Leigh Ann S. Larson, WHA Vice President of Education and Marketing; Executive Director of the WHA Foundation; Partners of WHA Liaison
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Partners President Sharon Scott and Immediate Past President Peg Larson at WHA's 2023 Advocacy Day.

WHA Advocacy Day Brings in Nearly 1,000 Participants



Former Govs. Tommy G. Thompson (left) and Jim Doyle (right) speak alongside WHA President and CEO Eric Borgerding (middle) at WHA's 2023 Advocacy Day program.

Nearly 1,000 hospital and health care leaders, providers, staff, trustees and volunteers participated in WHA's annual Advocacy Day on April 19, the first held in person since the pandemic. Former Govs. Jim Doyle and Tommy G. Thompson were keynote speakers at the event that also included an address by current Gov. Tony Evers and a bipartisan state legislative panel of Rep. Mark Born (R-Beaver Dam), Rep. Evan Goyke (D-Milwaukee), Sen. LaTonya Johnson (D-Milwaukee) and Sen. Pat Testin (R-Stevens Point).

In addition to the program, Advocacy Day grassroots advocates also visited state senators and representatives at the Wisconsin State Capitol, calling on the State Legislature to discuss solutions

to health care funding and workforce shortages Wisconsin hospitals have faced for the past several years.

Leaders from across the state also educated lawmakers on how hospitals have cared for Wisconsin communities, despite challenges to keep staff and patients safe with rising labor and supply costs.

"Having strong hospitals across our state that provide quality health care is essential to the vitality of our communities," said WHA President and CEO Eric Borgerding. "Wisconsin Hospital Association's Advocacy Day sends a powerful message to lawmakers and communities alike to support local hospitals the way Wisconsin hospitals support them. Wisconsin hospitals provide a life-saving safety net, and with rising costs and a looming workforce shortage, much needs to be done to ensure our hospitals and health systems can continue to provide much-needed services to people in every corner of the state."



Nearly 1,000 hospital and health care leaders, staff, trustees and volunteers from across Wisconsin gathered in Madison for Advocacy Day 2023.

Wisconsin hospitals and health systems, of which 92% are non-profit, continue to provide quality services while filling social and public health gaps across the state. Wisconsin's hospitals have done an exceptional job navigating ongoing extreme challenges to support their communities. Strain on resources and health care workforce shortages pose unprecedented challenges that threaten access to care and the health of Wisconsinites.

View Advocacy Day event summaries and photos at www.wha.org/Advocacy-Day.

Strategic Planning Committee Goals for 2023-2024

Strategic planning is a way for our organization to continue to be relevant, to grow and change with the way we want to bring knowledge and advocacy for the health of our communities. To become a member or assist in achieving the goals of this committee, get involved in your local leadership or reach out to one of the committee co-chairs—we are always looking to grow our reach around the state.

During the spring Partners board meeting in February, our committee met and engaged in much discussion. Many ideas were presented. The most urgent issues have been developed into two-year goals. This is a challenging time for all. We will continue to look at where we want to be in the future and be open to change and flexibility as we build an organization that will be sustainable going forward.

GOAL #1: Review districts for potential re-structuring/re-balancing.

Hospital volunteer organizations have changed, and several have left Partners for various reasons, such as changes in organizations after COVID, less local organizational commitment to district and state, and financial constraints. There are currently two districts that have memberships of four or less local volunteer organizations. Will district merging be the answer to restructuring? Must we consider future possible losses in other districts? Is there something to be done to encourage membership and interest in Partners? Will the future be a totally different structure, with volunteer groups as well as individual membership, possibly without districts or officers?

- *What drew you / draws you to district / state meetings?*
- *What keeps you from volunteering for leadership positions at the district and state levels?*

Our first action step is to obtain input from local and district members at our spring district meetings. We hope that when asked, each of you will be positive but straightforward with your comments, thoughts, and ideas.

GOAL #2: Review convention planning process and structure.

Our discussion for future conventions centered on access—distance, as well as financial. Should it be shortened, done less than every year, planned by more than one district? Should break-out sessions be done differently? More important, convention future will be affected by Goal #1. So many questions in one statement! Again, we ask for your feedback now while we look at this important Partners event.

- *What do you look forward to at the convention?*
- *How do you decide if you are going to attend the convention? (money/sessions/speakers/friends?)*

At the conclusion of spring district meetings and the collection of comments, concerns, and ideas, a survey will be developed and sent to all Partners contacts in May or June to gain further data. Please watch for this survey and if possible, give us your feedback so we can continue to create conventions and other events that will provide you and members of your organization with positive, educational information.

GOAL #3: Review membership structure.

Volunteer organizations are leaving Partners for several reasons—hospital restructuring, inability to find local volunteer leadership, loss of volunteer members, and decreased commitment to Partners. There are still volunteers who see the value of and wish to continue as members of the Partners organization, even if their hospital organization has left Partners.

How much interest is there? How will individual membership look? What would the dues structure be? Bylaws will need to reflect these changes. Strategic Planning, Bylaws, and Finance Committees will be working together.

- *What are you looking for outside of what is currently available? Education? On what?*

We would like to thank the current members of the Strategic Planning Committee for their continued contributions to the Partners of WHA sustainability and growth. We look forward to hearing from many and making some very positive changes within the Partners of WHA organization.

Sherry Jelic and Terri Donlin

Strategic Planning Co-chairs, Partners of WHA

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WAVE Applications Being Accepted

Applications for the 2023 WAVE (Wisconsin Award for Volunteer Excellence) were mailed to local presidents and emailed to directors of volunteer services in late March. All local presidents should have them in hand. Now is the time to determine which one of the wonderful projects your group does that would make it a great submission for an award.

The WAVE Committee is looking forward to reading your submissions and marveling at the wonderful events that take place at your hospital. I hope you make choosing a winner difficult for us.

The awards may be applied for in each of the following categories:

1. Community Service
2. Fundraising
3. In-Service
4. Community Outreach and/or Collaboration
5. Public Policy and Advocacy

Please review the 2023 application and guidelines and submit either a new program or one you have repeated for many years. Please note the board has waived the two-year time frame for 2023. You may also spruce up an application and resubmit if it has not won a WAVE previously.

Your original application along with four additional copies should be postmarked on or before June 9, 2023, and mailed to the WHA office.

We will contact the winners no later than the end of August and the awards will be presented at the Partners of WHA Annual Convention in Stevens Point in October 2023.

Please feel free to contact me if you have questions at pat.freeders@gmail.com.

Pat Freeders
Wave Chair

Convention 2023: Today's Dream, Tomorrow's Reality

Date: October 3-5, 2023

Location: Holiday Inn, 1001 Amber Ave., Stevens Point, WI 54482

The West Central District has been busy planning for Convention 2023. The "Save the Date" email has been sent. Watch for follow-up emails in the future that will provide information about our opening and closing speakers along with additional highlights and important information.

The convention raffle committee has been procuring items of interest to everyone. Raffle tickets are being distributed and we are hoping everyone will do their part in selling them. We will be having some special fun with the raffles this year.

We are committed to providing interesting and informative topics for our workshops. Our goal is to provide education and information for our attendees to take back to their local organizations.

This year is Partner's 70th Anniversary and plans are coming together to celebrate this milestone. While West Central District is hosting, this is everyone's convention. We need all to attend and participate to make it successful. We look forward to seeing old friends, making new friends, and creating memories together.

Betty Oddo
2023 Convention Chair
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Public Policy Education Report



Bill McCullough

By the time you are in receipt of this publication, the experience of “group participation” in our traditional spring tours will be complete. I trust that many of those in attendance had a meaningful opportunity to greet, engage, reflect, and gain a sense of the very positive aspects of what can lie

ahead for our Partners organization.

In the February issue of *Reaching Out*, Sharon Scott, our newly elected president, suggested we “consider adaptive behaviors as we look, act, and commit to improve our path forward; to rekindle enthusiasm, add flexibility, stay true to our belief in our ability to change what we do, yet hold solidly to our stated mission.”

In my written Public Policy Education Report presented during the spring tour, I referred to the “changing face of health care” and our roles in that landscape. Our Partners stated organizational purpose is and continues to be “supporting volunteers through education and advocacy for the health of our communities.”

Have we experienced a difference in “kind” or just a difference in “degree” in our roles? We would likely agree that it appears to be some of both!

My role as Public Policy Education Chair is to offer opportunities for our members to gain knowledge of and advocate for health care legislation at both national and state levels. Our membership in Partners places each of us in a position to put action into our collective voices of advocacy. In part, we accomplish that simply, by your active membership in HEAT (Hospital Education & Advocacy Team). While you may have the ability to meet in person with your legislators, alternatively, you may choose to make contact by phone, letter, or email.

The opportunity to advocate for the health of our communities is a very simple process accomplished by your membership in HEAT. This is achieved in one of two ways; 1) you may call WHA at 608-274-1820, or 2) email Kari Hofer at khofer@wha.org to request the registration form. As a member of HEAT, you will be invited to respond when periodic, but IMPORTANT ALERTS come from WHA. The HEAT Alert will

simply ask for your response to a prepared message to legislators who are involved in proposed healthcare legislation. You may add or modify that message as you choose. When completed, the message is forwarded, and your voice of advocacy is spoken, and heard.

The importance of your response to HEAT Alerts cannot be overstated. You may recall the passage of “Koreen’s Law” in late 2021. Koreen Holmes, a cancer patient being treated at the HSHS Sacred Heart Cancer Center in Eau Claire, was denied access to the cancer center for the infusion of certain drugs necessary for her treatment. The drug provider and pharmacy involved insisted that the drugs be “white bagged”—sent directly to Mrs. Holmes, who would then search out a facility for infusion. WHA became aware of this major problem and responded with a HEAT Alert to its broad membership of individuals and volunteers. The collective voice was heard from this group and over 2,500 responses were received in support of legislation to stop this “white bagging” process. Those voices of advocacy had a direct impact upon final legislation that was enacted!

Sadly, we collectively fell short in the exercise of that voice in 2022. There were seven HEAT Alerts in 2022, and 25% of the responses came from only 72 active Partners members. In 2021, 11 HEAT Alerts yielded responses from 176 Partners members. Your local and district Public Policy Education chairpersons track and report the number of “contacts,” (phone, in-person, email, or letter) made with legislators during the year. Contacts from all those opportunities totaled only 219 last year, less than one-half that of prior years.

Please know—I am not painting a negative picture of that which lies ahead! Instead, we might look at Newton’s first law, the Law of Inertia: “Every material body has a property by virtue of which it resists the change in its state of rest.” We have been clearly impacted by how COVID has affected our history of personal interaction. As we move purposefully forward, let’s all be open to continuing dialogue, collaboration, and suggestions for changes in degree but not in contradiction to the values we hold in Partners of WHA.

Bill McCullough, PPE Chair

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Community Health Education Report

The Relationship Between Resilience and Mental Health



Cindy Hermel

Our mental health affects how we think, feel and act. It also influences our ability to cope with stress, challenges, interaction with others and handling life's setbacks and hardships.

Good mental health is not only the absence of mental health problems. Being mentally and emotionally healthy is more than not experiencing depression, anxiety or other psychological issues. In "Building Better Mental Health" Melinda Smith and Jeanne Segal state that good mental health reflects the presence of positive characteristics that allow us to deal with the ups and downs of daily life. People who are mentally healthy have the following: contentment; a zest for life; the ability to laugh and have fun; meaning and purpose in activities and

relationships; self-confidence and high self-esteem; fulfilling relationships; the ability to deal with stress and bounce back from adversity; and a balance of work, play, rest and activity in their lives.

If you are looking to cope with a specific mental health problem, deal with your emotions, or feel more positive and energetic, there are things you can do to have and feel more control over your mental health. Having good mental health does not mean you will not go through bad times or experience negative emotions. We all experience loss, change and disappointment as a part of life. These difficulties can cause sadness, stress and anxiety. Just as physically healthy people are more apt to recover from illness and injury, people with sound mental health are better able to recover from adversity, trauma, and stress. This ability is called resilience. Those who are emotionally and mentally resilient have tools to cope with difficult situations while maintaining a positive outlook. They remain focused, flexible and productive in bad times as well as good times. Even if they do not know how a challenge will be resolved, they are confident a solution will be found.

One in five Americans will have a diagnosable mental or emotional disorder. Despite the prevalence of mental health problems, we often ignore signs that something is wrong and try to tough it out by self-medicating with alcohol, drugs or self-destructive behavior. We hope others won't notice and our situation will magically improve. The good news is there are practices we can adopt to elevate our mood, become more resilient, and ultimately enjoy our lives more. The six keys to good mental health are:

1. **Social Connections:** We need the company of others to feel and function at our best. Telephone calls and social media offer some support, but nothing comes close to the stress busting, mood-boosting power of quality face-to-face interaction with other people.
2. **Staying Physically Active:** When we improve our physical health, we experience greater mental and emotional well-being. Physical activity releases endorphins that improve mood and increase energy, relieve stress, and improve memory.
3. **Managing Stress Levels:** We can utilize several strategies to control stress: engage in face-to-face social interaction, listen to music, think about something we are grateful for each day, engage in yoga, deep breathing, and meditation. Using these techniques regularly brings our mind and body back into a balanced state.
4. **Eating a Brain-Healthy Diet:** An unhealthy diet can negatively affect our brain and mood, disrupt sleep, and weaken the immune system. Switching to a wholesome diet, low in sugar and rich in healthy fats can improve our mood and provide more energy.
5. **Getting Quality Sleep:** Experts recommend adults get seven to nine hours of sleep per night. Establishing a sleep routine is effective in providing our brain with the time it needs to unwind at the end of the day. This routine includes turning off TV, phones, and computers an hour before bed, taking a warm shower or bath, reading, listening to music and utilizing a consistent sleep schedule.
6. **Identifying What Provides Meaning and Purpose in Life:** Finding meaning and purpose helps generate new cells and creates new neural pathways in the brain. It's important that we seek ways to benefit others as well as ourselves, daily. We can derive this feeling through meaningful work, important relationships with family and friends, and volunteering in the community.

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Around the State

Marshfield Medical Center-Ladysmith:

The doors were opened at the new 11-bed Marshfield Medical Center-Ladysmith on April 13. Volunteers cleared out their areas in the old hospital prior to moving into the new facility. In addition, Linda Denzer and Bev Lazar organized a sale of memorial bricks that were installed outside the entrance.

Fort Healthcare, Fort Atkinson:

Fort Healthcare Partners is happy to announce that most volunteer services are being brought back into the hospital. The Hospitality Cart is up and running, providing snacks, beverages and newspapers to patients, visitors, and staff. Volunteers are again aiding the Ambulatory and Materials Management Departments. A new role for volunteers, helping with in-house laundry, is being added in Environmental Services.

Crossing Rivers Health, Prairie du Chien:

Volunteers at Crossing Rivers Health will be serving as clinic opening wayfinders during May to help patients and visitors navigate the new clinic attached to the hospital building. Patients will be able to remain indoors as they travel between the clinic and hospital for rehab and behavioral health services.



Linda Denzer and Bev Lazar hold one of the memorial bricks being installed at the new Ladysmith hospital.

Share Your Newsletters

Please remember to add Julie Steiner to your email or direct mailing list as you send out your local and district newsletters. Items in your local publications may be shared in *Reaching Out* to let readers know what is happening around the state.

Julie Steiner, Newsletter Editor
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(Community Health Education Report...continued from page 9)

Anyone may suffer from mental health problems, and most of us will during our lifetime. Using these keys to mental health can assist us in meeting the challenges we face and achieving a renewed sense of balance and control.

Cindy Hermel, Community Health Education Chair
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Reaching Out Deadlines

<u>Issue</u>	<u>Deadline</u>
August 2023	Friday, July 14, 2023
November 2023	Friday, Oct. 13, 2023
February 2024	Friday, Jan. 12, 2024
May 2024	Friday, April 12, 2024

Partners *Reaching Out* is published four times a year by Partners of Wisconsin Hospital Association, Inc. Visit the Partners website at www.partnersofwha.org. Direct questions or comments to:

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