



November 2011

# HORIZONS



Judy Warmuth, Doris Mulder, Paula Hafeman

## Nurse Leader of 2011

It is our pleasure to introduce the W-ONE Nurse Leader for 2011, **Doris Mulder**. Doris Mulder RNC, BSN, MBA, Vice President and Chief Nursing Officer at Beloit Health System has been a member of W-ONE for 13 years and has participated on the Board of Directors since 2005.

Doris has been described as an extraordinary leader and she possesses many qualities that make her a great leader. She is kind, caring, a great listener, knowledgeable, and a great communicator. She has a commanding sort of presence that seems to draw people to listen to her. She has remained true to her original calling as a nurse keeping the patient first. We are extremely fortunate to have her as part of our team. (Beloit Health System Colleagues)

Doris shared that one of her most important roles is to be one who encourages and enables collaboration, communication and teamwork, with the philosophy of creating an environment that recruits and retains experienced and excellent nurses. Her successful focus on patients is exemplified by Press Ganey Patient Satisfaction scores consistently above the 90<sup>th</sup> percentile and often above the 95 percentile. Doris is leading Wisconsin Transforming Care at the Bedside (TCAB) at Beloit Health System.

In addition Doris is committed to leadership development as evidenced by her role in W-ONE. Currently, Doris is the chair of the Membership committee and has been very successful increasing the recruitment and retention of our members by 27%. Doris has also worked collaboratively with Judy Warmuth from WHA to provide orientation to new CNOs in Wisconsin and has served as a mentor to others.

Thank you Doris for leading the way! The W-ONE is very proud to have you represent our organization as Nurse Leader of 2011. For more photos of Doris, see page 2.

Respectfully,  
Paula Hafeman, RN, MSN, FACHE, W-ONE President



Horizons is published quarterly as the newsletter of the Wisconsin Organization of Nurse Executives. Articles on nursing, management and health care issues, and letters to the editor are welcome. Display and classified advertising are accepted. For information, contact the editor.

2011 W-ONE Board of Directors: President, Paula Hafeman; Treasurer, Sally Lersch; Secretary, Janice Giedd; Past President, Peg Ose  
 2011 W-ONE Board Members: Ellen Zwirlein, Constance Bradley, Jan Bauman, Amy Dwyer, Suzanne Marnocha, Pamela Maxson-Cooper  
 Editor: Carol Winegarden



## President's Message

Thank you for the opportunity to serve as your President of the Wisconsin Organization of Nurse Executives. My two year term has been full of many new experiences and challenges. I have truly loved being the President of W-ONE. I am so proud to be part of such a great organization and an outstanding Board. Some of our initiatives over the past few years include the Nurse Leadership Academy, Nurse Leader/Academia Retreat, Student Passport Program, Nurse Leader Mentor Program, Nurse Leaders Succession Plan Toolkit and continuing to offer our Annual WONE Conference. I encourage all of you to get more involved in shaping health care through innovative and nursing leadership.

In January, I am turning over the presidential reigns to **Peg Haggerty**, who has served on the Board for many years in different roles: nominations chair, secretary and president elect. I will remain on the Board as immediate past president for the next year to allow for a smooth transition as provided in our bylaws. It is my honor to announce the results of our recent Board and Officer election. The three Board positions will be filled by **Betsy Benz**, **Connie Bradley** and **Kathy Dregler** and our returning treasurer, **Sally Lersch**. The Nominations Committee vacancies will be filled by **Ellen Zwirlein** and **Susan Peterson**. I would also like to share my sincere appreciation for a job well done by our outgoing Board members, **Ellen Zwirlein**, and **Suzanne Marnocha**. It has been a pleasure leading W-ONE with all of you!

Again thank you all for your support and confidence during my term as President. I am looking forward to continue to serve with Peg during the upcoming year as she is a talented leader who will very ably lead our organization to the next level. Please contact either of us with any thoughts on how we can further enhance the value of W-ONE to you.



Respectfully,  
**Paula Hafeman, RN, MSN, FACHE**  
**W-ONE President**

# Guiding Principles for the Nurse Executive to Enhance Clinical Outcomes in Leveraging Technology

## Defining the Role of the Nurse Executive in Technology Acquisition and Implementation

The chief nurse executive is critical in the selection of information systems. The selection is a complicated process that impacts the entire facility. Although some tasks may be delegated, the chief nursing officer (CNO) must remain actively involved in the overall decision-making and implementation process.

### I. Pre-Acquisition

The CNO focuses on framing the institution's need and gaining necessary knowledge about the information technology industry.

- Cultivate AONE's vision for patient care of the future that supports the use of technology by nurses and other members of the health care team and work to align IT services with that vision.
- Identify how to align the organization's information technology (IT) strategic plan and the overall nursing strategy plan in collaboration with IT.

### II. Acquisition-Before Selection of Vendor

The work that occurs prior to the actual selection of a vendor lays a critical foundation for success. It is helpful for the selection committee to develop a standard set of questions to be used in the selection/rejection process and for site visits. Clinicians should be leaders of clinical implementations. The CNO remains accountable for this process.

- Be involved in site visits and involve staff from all levels of your organization. These due diligence visits cannot be delegated and should include talking with the site CNO.
- Determine if the new IT system supports evidence-based practice and provides good decision-support. Will it support nursing and interdisciplinary practice?

### III. Contract and Negotiations

Although the CNO may not be the executive who manages the contracting process, once there is a contract, he/she should review the entire contract paying special attention to the parts of the contract that refer to clinical practice, phasing, resources and expectations for the CNO (note: there might be dual contract negotiations underway).

- Know what the vendor is responsible for delivering and ensure language specific for education and training including who will provide and pay for this, when and for how long. If the hospital is paying for education/training that is required, what budget will carry this expense?

### IV. Implementation – Managing the Process

The CNO plays a critical role in managing the process of implementation that should be congruent with his/her vision for the future. He/she should-review the project timeline and budget to assure it covers necessary activities and resources anticipated.

- Identify measures of success and metrics from the contract that are critical for the CNO, and monitor these closely. Assure that there is a process to alert the CNO of any major workflow changes that may impact other strategic initiatives such as patient safety. Have a strong voice in the go/no-go decision.
- Educate and enlist the nursing leadership team to serve as the ongoing champions for the project and assess the readiness of staff as part of implementation. Assure there is a nurse informaticist to support the implementation roll out.

### V. Return on Investment (ROI) – Benefit Management and Value

The CNO should work with other members of the senior leadership team to determine the value proposition beyond the usual proposed saving of FTEs. Integrate patient safety and quality into the ROI analysis/processes, regardless of where they are conducted. Base benefits on sound evidence whenever possible.

- Assure that staff understands the benefits and objectives at the beginning of the project and monitor those objectives.
- Assure that these are measurable and know ahead of time how they will be measured and when.

....continued on page 5

**VI. Post Implementation**

The CNO should be involved in the executive leadership meetings regarding all stages of IT acquisition and assure nursing representation on user group meetings. He/she should proactively evaluate current and new technology to know how these can serve the organization.

- Understand the process for future upgrades and version releases.
- Establish and monitor all of the performance measures to be certain that the system is meeting patient, staff and physician needs. This is especially true for compliance and satisfaction measures.

**VII. Understanding the Overall Policy Issues Related to Information Technology**

Policy depends on data, leading to information that leads to knowledge. In addition to the CNO's local responsibility for the acquisition and implementation of IT systems in the organization, he/she should maintain a global perspective on information technology and its impact on policy.

- Take advantage of policy issues as leverage points if they can improve patient care.
- Stay connected to professional associations such as AONE that keeps members informed of policy implications.

**VIII. Survival Tips for the CNO New to the Organization: Stop. Look. Listen.**

If the CNO is hired by an organization that has recently made an IT decision, learn the IT strategic plan for the facility and how it fits with nursing's strategic plan and priorities. It will be critical for the CNO to establish a collaborative and sustainable working relationship with the Chief Information Officer.

- Understand what the CNO will be held accountable for regarding the implementation of the IT system.
- Contact colleagues, especially those with recent IT implementation experience, and request collegial consultation and mentoring.

**IX. Legal Aspects**

The CNO should be familiar with legal issues specific to the acquisition and implementation of IT systems.

- Understand copyright and licensing laws and their impact on the information system. Know the boundaries for exposure and liability.
- Be aware of corporate compliance laws, especially during contract negotiations (i.e. Stark Regulations).

American Organization of Nurse Executives (2007)  
[http://www.aone.org/resources/PDFs/AONE\\_GP\\_Technology\\_and\\_Acquisition\\_and\\_Implementation.pdf](http://www.aone.org/resources/PDFs/AONE_GP_Technology_and_Acquisition_and_Implementation.pdf)

**Donation Received from NEWONE**

The Northeast Wisconsin Organization of Nurse Executives (NEWONE) recently made the difficult decision to disband after almost 20 years. This organization was a unique group of nurse leaders in facilities and academia in northeast Wisconsin, existing to share best practices and provide a forum to identify and work on issues important to nursing leaders. This group had a small checking account that that was used to provide annual scholarships to nursing students in the region. It was the decision of this group to forward the account balance of almost \$1,250 to W-ONE to be used for nursing scholarships. Thank you to the members of NEWONE for their generous contribution.

**Safe Patient Handling Networking Group for Wisconsin**

Here is an opportunity for those who are responsible for the day to day operations and oversee the safe patient handling program at their hospital site to network with other safe patient handling practitioners in the state of Wisconsin to cover the broad scope of health care ergonomics and safe patient handling. Join us as we share information, learn about evidence-based practices and explore cost-effective and practical strategies to promote patient and employee safety and build upon your safe patient handling program. We will be meeting Tuesday, December 6 at 9 - 11 at Aurora Health Care Summit, Pabst Room 1A located on the first floor, 36500 Aurora Dr., Summit, WI 53066.

Guest speaker will be Dana Root, CPE, Regional Ergonomics Coordinator OSHA Region V.

Questions, contact Mary Cucchi RN, BS, CSPHP, Safe patient Handling Coordinator, Aurora Health Care at [mary.cucchi@aurora.org](mailto:mary.cucchi@aurora.org) or 262-741-2950.

## Legislative Committee Update

Members of the Legislative Committee teleconferenced with Gina Denik-Champion, Chief Executive Officer of the WNA and Tim Heyse, Director of Advanced Practice Nursing-Aurora Health Care, on September 29, to discuss the development of stronger partnerships to collaborate in relation to initiatives in nursing/healthcare. Gina gave an overview of what WNA was currently working on related to "title protection" for Advanced Practice Nurses. Various groups of APNs have come together to work on a consensus model regarding licensure of APNPs; the certification and education as well as core competency to meet for this licensure. The groups have been positive about this initiative with WNA.

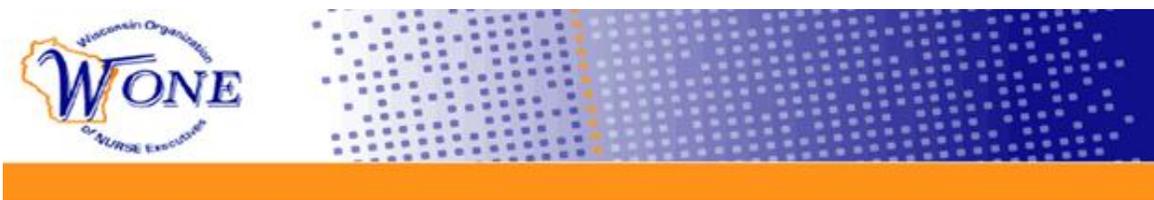
On October 21, the Legislative Committee members met via conference call; we reviewed our Strategic goals and continue to work towards development of collaborative relationships of legislative members from other healthcare groups.

HEAT (Hospital Education and Advocacy Team) membership was discussed, and as a committee we want to keep you informed about legislation that may impact your organization or community. The HEAT program goals are to educate you on important issues and encourage you to act on these issues. As a HEAT member you can positively impact the development of health care policy as well as build legislative relationships. HEAT provides e-mail notification of current issues and a convenient way to contact your legislator. The membership is free, if you would like more information go to the WHA website; <http://www.waha.org> and click on HEAT to learn more about this membership.

Judy Warmuth updated the committee members and reviewed several bills that are currently being monitored throughout the legislative sessions. Some of the current activity that is being monitored includes the Apology Bill, the FMLA law, Fair labor Employment Act, Unemployment Compensation Bill, and licensure for radiographer technicians.

The Legislative Committee continues to work diligently to keep you up to date and informed on any potential legislation that may impact your organization. If you have any questions feel free to contact me or any member of the Legislative committee.

Respectfully submitted,  
Jan Bauman RN BSN MBA, Legislative Committee member  
[jbauman@dshealthcare.com](mailto:jbauman@dshealthcare.com)



**If you are searching for a way to make a difference in your organization or just looking for professional networking and collaborative opportunities, we believe that W-ONE will provide you with a valuable resource in the state of Wisconsin.**



**For more information, please contact us at  
608.268.1806**

You can now follow WONE on Facebook. Keep up on the latest information by linking from the [www.w-one.org](http://www.w-one.org) home-page link or by typing in your Facebook search box "Wisconsin Organization of Nurse Executives."

## W-ONE Board Meetings 2011-2012

W-ONE Board of Directors meetings are open to all members.

### 2011

Friday, November 18                      1000-1430      Board Meeting, WHA Headquarters

### 2012

Thursday, January 5                      1300-1700      Board Meeting Retreat. WHA Headquarters

Friday, January 6                         0800-1430      Board Retreat/Strategic Planning. WHA Headquarters

Wednesday, March 28                    1615 - 1815      Board Meeting, W-ONE Spring Conference  
Osthoff, Elkhart Lake

Thursday, March 29                      1555 - 1630      Annual Business Meeting, W-ONE Spring Conference  
Osthoff, Elkhart Lake

Friday, June 22                            1000-1430      Board Meeting, WHA Headquarters

Friday, August 17                         1000-1430      Board Meeting, WHA Headquarters

Friday, September 21                    TBD                Board Meeting, WHA Annual Conference  
Marriot Hotel, Madison

Friday, November 16                    1000-1430      Board Meeting, WHA Headquarters

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## Horizons Membership Committee Report

2011 continues to be a great year for W-ONE membership numbers. We will close the year with 316 members; 74 new members and 242 renewal members. We have had higher membership retention this year than any recent year. The membership committee met October 20 and discussed plans for 2012. The WONE Board approved keeping membership dues at the same level for 2012. Soon you will receive information about renewing your membership for 2012. You will receive email notification about renewal and the information can be accessed at the WONE website "www.w-one.org." Renewals can be completed on line and paid with a credit card, or the membership application can be printed from the website and mailed in with a check.

If you have suggestions for your Membership Committee let us know.

Your Membership Committee includes:

- **Ellen Zwirlein**, Board Member      Prairie du Chien Memorial Hospital
- **Rosemary Seffens**                      Luther Midelfort Oakridge
- **Sara Carpenter**                         Gundersen Lutheran
- **Linda Masih**                                Zablocki VA Hospital
- **Kristi Hund**                                 Stoughton Hospital
- **Teresa Schultz**                             Rogers Memorial Hospital
- **Shawn Callisto**                             Black River Memorial Home Care
- **Patty Bosse**                                 Red Cedar Medical Center
- **Lori Barto**                                    Divine Savior Healthcare
- **Dawn Brostowitz**                         Riverview Hospital
- **Doris Mulder**, Chair                        Beloit Health System

You can contact Doris Mulder by e-mail at [dmulder@beloitmemlorialhospital.org](mailto:dmulder@beloitmemlorialhospital.org) or any of the Membership Committee members.



Judy Warmuth, WHA Liaison  
 VP, Workforce Development  
 Wisconsin Hospital Association  
[jwarmuth@wha.org](mailto:jwarmuth@wha.org)  
 608-274-1820

## WHA Update

### LPN Survey Summary: Next RN Survey Opens in January

In 2011, Licensed Practical Nurses completed a workforce survey as part of relicensure. The survey included responses from 14,165 LPNs. Nearly 60% of those responding were 50 years of age or older. Over 80% of LPNs reported working in nursing or health care positions; only 9% reported that their employer was an inpatient hospital. A brief summary of this year's LPN relicensure survey has been published and can be viewed at: [http://worknet.wisconsin.gov/worknet\\_info/Publications/lpn\\_survey\\_pub.pdf](http://worknet.wisconsin.gov/worknet_info/Publications/lpn_survey_pub.pdf)

In January, 2012, Wisconsin Registered Nurse licenses will be due for renewal. RNs will again be required to complete the workforce survey as part of the relicensure process. The 2012 survey will be shorter and less complex than the last survey and will provide the first opportunity to look at workforce trends.

### Wisconsin Regional Action Coalition Meetings

The Wisconsin Regional Action Coalition sponsored by the Wisconsin Center for Nursing (WCN) is in the process of holding meetings around the state to disseminate recommendations from the IOM Report *The Future of Nursing* and to develop strategies for implementing those recommendations. All materials and results from these regional meetings is or will be available on the WCN website at: [http://wicenterfornursing.org/IOM\\_wi.html](http://wicenterfornursing.org/IOM_wi.html) At the first meeting, held Nov 1 in Pewaukee, there was representation from 11 counties and great discussion about all of the recommendations.

### Clinical/Academic Work Groups

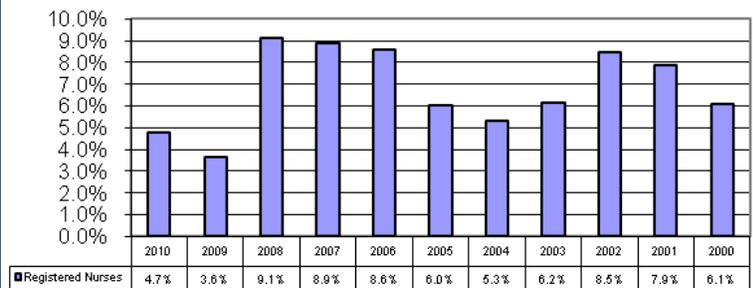
The Fox Valley Health Care Alliance has worked to simplify the processes for health care student clinical placements by standardizing pre-clinical education, health/immunization requirements and record keeping. WONE has strongly encouraged additional regions of Wisconsin to move toward simplifying and standardizing the processes around student clinical experiences. Madison and Milwaukee groups are making progress in this work. If you are interested in joining or learning of the work of these two regions, the contact in Milwaukee is Pat Schroeder, Dean, Alverno College School of Nursing at [patricia.schroeder@alverno.edu](mailto:patricia.schroeder@alverno.edu) and the Madison contact is Judy Warmuth, Vice President, Workforce, WHA at [jwarmuth@wha.org](mailto:jwarmuth@wha.org).

### RN Vacancy Data

The WHA Annual Workforce Report will be out in December. A sneak peak of the information from the study is the RN vacancy rate for 2010, which is 4.7%. Vacancy rates for hospital RN positions for the last decade are shown in the graph below.

#### Statewide Vacancy Rates - Nursing

Source: WHA Personnel Surveys



### Wisconsin Safe Patient Handling Network

Aurora Health Care is sponsoring an opportunity to meet and network with individuals who lead safe patient handling programs. Dana Root, Regional Ergonomics Coordinator for OSHA will be the speaker. Contact Mary Cucchi at [mary.cucchi@aurora.org](mailto:mary.cucchi@aurora.org) or 262-741-2950 for more information.

What an interesting year this has been for health care policy and legislation in Wisconsin. I hope that you had the opportunity to be involved in issues of importance to you and your organization. Have a nice holiday season. As always, feel free to contact me with questions or comments. Judy Warmuth  
[jwarmuth@wha.org](mailto:jwarmuth@wha.org)

Judy Warmuth, Vice President, Workforce  
 Wisconsin Hospital Association

## W-ONE Board of Directors 2011

### President

Paula Hafeman  
Chief Nursing Officer  
St. Vincent Hospital  
Green Bay, WI 54307-3508  
(W) 920-433-8204  
(H) 920-371-8244  
Fax: 920-431-3215  
[phafeman@stvgb.org](mailto:phafeman@stvgb.org)

### President-Elect/ Nominations

Peg Haggerty  
507 Granum Street  
Holmen, WI 54636  
(Cell) 608-780-1037  
[peggerty@charter.net](mailto:peggerty@charter.net)

### Treasurer

Sally Lersch  
St. Vincent Hospital  
835 S. Van Buren Street  
Green Bay, WI 54307  
(W) 920/433-8934  
Fax: 920-856-6446  
[sally.lersch@stvgb.org](mailto:sally.lersch@stvgb.org)

### Past President/WHA Liaison

Peggy Ose  
Vice President-Patient Services  
Riverview Hospital  
PO Box 8080  
Wisconsin Rapids, WI 54495-8080  
(W): 715-421-7427  
Fax: 715-421-7551  
[vpps@rhahealthcare.org](mailto:vpps@rhahealthcare.org)

### Liaison, Leadership Academy/ Secretary

Janice Giedd  
Assistant Administrator, Chief  
Nursing Officer.  
St. Joseph's Hospital  
2661 County Hwy. I  
Chippewa Falls, WI 54729  
(W) 715-726-3342  
Fax: 715-726-3302  
[jgiedd@sjcf.hshs.org](mailto:jgiedd@sjcf.hshs.org)

### Board Members

Pamela Maxson-Cooper  
RN  
Retired CNO  
(H) 262-965-4408  
(C) 414-530-8786  
[pmcretired@gmail.com](mailto:pmcretired@gmail.com)

Ellen Zwirlein, RN  
Director, Nursing/RT/Pharm  
Memorial Hospital  
705 East Taylor Street  
Prairie du Chien, WI 53821  
(W) 608/357-2000  
Fax: 608/357-2100  
[zwirleie@pdcmemorialhospital.org](mailto:zwirleie@pdcmemorialhospital.org)

Jan Bauman  
VP, Patient Care Services  
Divine Savior Healthcare  
2817 Pinery Road  
Portage, WI 53901  
(W) 608-742-4131  
[jbauman@dshealthcare.com](mailto:jbauman@dshealthcare.com)

Amy Dwyer  
Chief Nursing Officer  
Assistant Adm.-Patient Services  
Sacred Heart Hospital  
900 W. Clairemont Avenue  
Eau Claire, WI 54701  
(W) 715-839-4268  
Fax: 715/839-4458  
[adwyer@shec.hshs.org](mailto:adwyer@shec.hshs.org)

Suzanne Marnocha  
Undergraduate Program Dir.  
Univ. of WI Oshkosh College  
of Nursing  
800 Algoma Boulevard  
Oshkosh, WI 54901-8660  
(W) 920-424-1028  
Fax: 920-424-0123  
[Marnocha@uwosh.edu](mailto:Marnocha@uwosh.edu)

Constance Bradley, RN, MSN,  
NEA-BC  
Nurse Executive  
Columbia St. Mary's  
2025 E. Newport Avenue  
Milwaukee, WI 53211  
(W) 414-961-3613  
Fax: 414-961-3813  
[cbradley@columbia-stmarys.org](mailto:cbradley@columbia-stmarys.org)

## W-ONE Committee Chairs 2011

### Membership

Doris Mulder  
Vice President  
Beloit Health System  
1969 West Hart Road  
Beloit, WI 53511  
(W) 608-364-5530  
(H) 608-362-2816  
Fax: 608-363-5797  
[dmulder@beloitmemorialhospital.org](mailto:dmulder@beloitmemorialhospital.org)

### Bylaws

Jo Ann Appleyard, PhD, RN  
Director, Undergraduate Program  
UW-Milw. College of Nursing  
P.O. Box 413  
Milwaukee, WI 53201  
(W): 414-229-5760  
Cell: 414-731-9241  
Fax: 414-229-3382  
[jaa5@uwm.edu](mailto:jaa5@uwm.edu)

### Legislative Co-Chairs

Mary Cieslak-Duchek  
Dir. of System Nursing  
Integration  
Aurora Health Care  
3000 W. Montana  
Milwaukee, WI 53201  
(W) 414-647-6493  
(C) 262-385-0122  
Fax: 414-647-6389  
[mary.cieslak-duchek@aurora.org](mailto:mary.cieslak-duchek@aurora.org)

Mary Beth White-Jacobs  
Director, Patient Care Services  
Black River Memorial Hospital  
711 West Adams  
Black River Falls, WI 54615  
(W) 715/284-1304  
Fax: 715/284-7166  
[whitejacobsm@brmh.net](mailto:whitejacobsm@brmh.net)

### Professional Development

Kathryn Olson  
Director Patient Care Services  
Saint Joseph's Hospital  
611 St. Joseph Avenue  
Marshfield, WI 54449  
(W) 715-387-7592-  
(Fax) 715-387-7616  
[kathryn.olson@ministryhealth.org](mailto:kathryn.olson@ministryhealth.org)

### Marketing

Tim Gengler  
Chief Nurse Officer  
Aspirus Wausau Hospital  
333 Pine Ridge Boulevard  
Wausau, WI 54401  
(W) 715-847-2436  
Fax: 715-847-2108  
[gengler49@gmail.com](mailto:gengler49@gmail.com)

### Historian

Shirley Larson  
Retired  
N6921 Sandstone Dr. So  
Mauston, WI 53948  
(H) 608-847-4210  
(C) 414-617-9229  
[slarson42@mediacommb.net](mailto:slarson42@mediacommb.net)

### Horizons/Website

Carol Winegarden  
Director of Quality and Medical  
Staff Services  
Community Memorial Hospital  
855 South Main Street  
Oconto Falls, WI 54154  
(W) 920-846-3440 Ext. 1328  
(C) 920-373-5085  
[carolwi@cmhocontofalls.org](mailto:carolwi@cmhocontofalls.org)

### Program/ Center for Nursing Representative

Jean Surguy  
VP/CNO  
Mile Bluff Medical Center  
1050 Division Street  
Mauston, WI 53948  
(W) 608-847-2990  
[jsurguy@milebluff.com](mailto:jsurguy@milebluff.com)

### Nursing Coalition Member Representative

Beverly Hoege  
Executive Vice President  
Reedsburg Area Medical Center  
2000 North Dewey Avenue  
Reedsburg, WI 53959  
(W)608-524-6487  
Fax: 608-524-6566  
[bhoege@ramchealth.org](mailto:bhoege@ramchealth.org)

### Liaison, Checkpoint/ Quality Measures Team

Susan Peterson  
Healthcare Quality Leader  
Wawautosa, WI  
414-430-2119  
[slpeterson922@aol.com](mailto:slpeterson922@aol.com)

### Member Checklist

- Please contact Pam Aud whenever you have a change in either employment or residential address to guarantee timely mailings. E-mail [paud@wha.org](mailto:paud@wha.org) or 608/268-1806.
- Submit articles for publication in the next issue of Horizons to Carol Winegarden, 920/846-3444, [carolwi@cmhocontofalls.org](mailto:carolwi@cmhocontofalls.org).
- If you are interested in being a part of a specific committee, contact the committee chair.

### WHA Contact

Pam Aud  
Wisconsin Hospital Association  
5510 Research Park Drive  
PO Box 259038  
Madison, WI 53725-9038  
Work: 608/274-1820  
Fax: 608/274-8554  
E-mail: [paud@wha.org](mailto:paud@wha.org)

### WHA Liaison

Judy Warmuth  
V.P., Workforce Development  
5510 Research Park Drive  
PO Box 259038  
Madison, WI 53725-9038  
Work: 608/274-1820  
Fax: 608/274-8554  
E-mail: [jwarmuth@wha.org](mailto:jwarmuth@wha.org)