

Waukesha County Board of Supervisors

**Minutes of the Health & Human Services Committee and Board
Thursday, March 17, 2022**

Chairs Dondlinger and Nelson called the meeting to order at 1:00 p.m.

Committee Members Present: Supervisors Timothy Dondlinger, Jeremy Walz, Joel Gaughan, and Ted Wysocki. **Absent:** Jim Batzko and Steve Whittow.

Board Members Present: Supervisor Larry Nelson and Citizen Members, Mary Baer, Christine Beck and Mary Berg, and County Board Supervisors Christine Howard and Duane Paulson. **Absent:** Vicki Dallmann-Papke, Mike Goldstone and Robert Menefee Jr.

Also Present: Legislative Policy Advisor Alex Ignatowski, Chief of Staff Sarah Spaeth, Health & Human Services Director Elizabeth Aldred, Public Health Officer/Manager Ben Jones, Administrative Services Manager Randy Setzer, Accounting Services Coordinator Kristen Tranel, Health & Human Services Deputy Director Lisa Roberts, Public Information Officer Linda Wickstrom, Clinical Services Manager Kirk Yauchler, Accounting Services Manager Danielle Igielski, Financial Analyst Michelle Czech, and Senior Financial Analyst Alex Klosterman.

Committee Agenda Items

Approve Minutes of February 22

MOTION: Walz moved, second by Gaughan to approve the minutes of February 22. Motion carried 4-0.

Next Meeting Date

- March 31

Legislative Update

Ignatowski gave an update on redistricting, a state staffing request by the District Attorney's Office, and a report on road and GTA funding options. He noted the legislature is done with their work for the session. The EV charger bill is dead although they did pass a bill to increase workers compensation payments. Ignatowski also highlighted that we will be holding a meet and greet with Waukesha County legislators to discuss HHS policy issues.

Board Agenda Items

Approve Minutes of February 24

MOTION: Howard moved, second by Paulson to approve the minutes of February 24. Motion carried 6-0.

Advisory and Standing Committee Reports

- Baer gave an update on the Public Health Advisory Committee.

- Berg gave an update on Mental Health Advisory Committee.

Next Meeting Date

- April 21

Future Agenda Items

- Parity Law Regarding Mental Health Insurance Coverage

Motion to allow Secretary Gaughan to Approve the Final Set(s) of Committee Minutes on Behalf of the Committee (Committee)

MOTION: Walz moved, second by Wysocki to allow Secretary Gaughan to approve the final set(s) of committee minutes on behalf of the committee. Motion carried 4-0.

Pandemic Recovery Report (Board and Committee)

Aldred, Jones and Roberts were present to discuss this item. Roberts highlighted efforts of the Department regarding contact tracing, testing, education and vaccination. Jones explained that we went from about 1,300 cases a day in January to about 30 cases a day. The Department is continuing to track school outbreaks. The CDC has a new model system to help local governments assess the spread of COVID in their community. Waukesha is currently in the “Green” status. The next highest status is “yellow”, followed by “red.”

Ordinance 176-O-124: Modify The Department Of Health And Human Services 2022 Budget To Transfer And Appropriate Additional Expenditures Funded By The American Rescue Plan Act (ARPA) Provided By Federal Centers For Disease Control And Prevention Through The Wisconsin Department Of Health Services For Continued Covid-19 Pandemic Response (Committee)

Jones and Tranel were present to discuss this ordinance which modifies the 2022 Health and Human Services budget to appropriate \$716,500 of additional expenditure authority in the Special Purpose Grant Fund and increases general government revenue of \$716,500 from Public Health American Rescue Plan Act (PH-ARPA) funding. This ordinance also transfers \$459,279 of existing budget authority and PH-ARPA revenue from the Public Health Division General Fund to the Special Purpose Grant Fund.

PH-ARPA can be used for pandemic response, mitigation, and recovery, and the 2022 adopted budget included \$459,279 for a partial-year of funding for these efforts, with a plan to monitor conditions during the year and request the use of additional funds during 2022 if evaluation warranted it. Staff indicated that it is still necessary to continue these efforts with the additional \$716,500 and will shift COVID-19 case investigation and contact tracing efforts to higher-priority prevention and response activities that require fewer temporary staff, in alignment with new recommendations by the Wisconsin Department of Health Services. The County will now focus on contacting individuals who are 70 and older who are not affiliated with a long-term care facility. The additional funding will be used for temporary staff, software, and interdepartmental technology and communication charges.

The 2022 adopted budget originally assumed that the PH-ARPA funding would be accounted for in the Public Health-General Fund budget. The staff managing the funding recommend that these funds be transferred to the Special Purpose Grant Fund to simplify the accounting and reporting of these

funds on a project basis, as that fund was intended to facilitate. This ordinance results in no direct tax levy impact.

MOTION: Gaughan moved, second by Walz to approve Ordinance 176-O-124. Motion carried 4-0.

Annual Report (Mission, Vision, Values) (Board and Committee)

Aldred, Roberts, and Wickstrom were present to discuss this item. Aldred and Roberts discussed highlights from each division and what to look forward to in the future. Wickstrom talked about the Department's work on strategic planning. Aldred gave credit to her team for the work they do every day.

MOTION: Gaughan moved, second by Walz to accept the Health & Human Services Annual Report on behalf of the committee. Motion carried 4-0.

MOTION: Howard moved, second by Baer to accept the Health & Human Services Annual Report on behalf of the board. Motion carried 6-0.

MOTION: Walz moved, second by Wysocki to adjourn the committee meeting at 3:09 p.m. Motion carried 4-0.

MHC Sustainability Plan (Board)

Aldred, Roberts, and Yauchler were present to discuss this item. Aldred discussed current census trends at the Mental Health Center. She explained the center could qualify for Medicaid reimbursement if the County lowered the total number of beds to 16. She indicated that if they can go forward with 16 beds, one of the two wings of the center could be converted to a crisis stabilization facility. Crisis stabilization would create flexibility for treating patients and create a lower cost option in some situations.

Wysocki encouraged Aldred to request what she believes is necessary to provide these services for the community. He said he believes that those who should be diverted to mental health services are being sent into the criminal justice system instead.

Yauchler highlighted the positive outcomes that are possible through crisis stabilization.

MOTION: Paulson moved, second by Baer to adjourn the board meeting at 3:16 p.m. Motion carried 6-0.

Respectfully submitted,

Joel R. Gaughan

Joel R. Gaughan
Secretary




**COMMUNITY
NEEDS 2022**

*CHAMPION INNOVATIVE
PROGRAMS AND
PARTNERSHIPS TO FOSTER
OPTIMAL HEALTH AND
WELL-BEING FOR ALL
COMMUNITY MEMBERS*

1


SOCIAL DETERMINANTS OF HEALTH AND PUBLIC HEALTH 3.0



**Needed for successful implementation of
Public Health 3.0:**

- Strong leadership and workforce
- Strategic partnerships
- Flexible and sustainable funding
- Timely and locally relevant data, metrics, and analytics
- Foundational infrastructure

2




Public Health 3.0

A Call to Action to Create a 21st Century Public Health Infrastructure

HEALTHYPEOPLE.GOV

3



STRONG LEADERSHIP AND WORKFORCE ENGAGEMENT

Building a strong public health workforce pipeline

- Utilizing innovative approaches, enhanced partnerships, and new incentives to attract and retain talent

Leading for collective impact

- Exploring existing opportunities for developing collaboration, leadership, and other essential skills
- Providing formal online training and certification opportunities to build in-house capacity

Thinking outside of the box

- Public health leaders thinking creatively in order to seize critical opportunities for growth

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STRATEGIC PARTNERSHIPS

Establishing backbone entities for strategic planning and funding

- Waukesha County Public Health acting as the neutral foundation of any successful collaborative effort
- Convening and collecting input from partners, mobilizing funding, and driving action toward shared goals

Cultivating new and existing relationships

- PH3.0-style initiatives hinge on authentic and strong relationships to yield sustained collaboration and impact the need to align values of each participating organization's missions
- Developing trust and communication takes time— particularly when cultivating new relationships. Invest this time strategically.

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STRATEGIC PARTNERSHIPS

Identifying collective goals and defining value

- Successful collaborations bring together entities with diverse, relevant expertise. Conveners need to also consider non-traditional partners, who can often add important value and insight.
- Produce a collective goal to inspire and drive collective action.
- Identify the value a potential partner adds to the group, in addition to defining the expected return on investment for the partner.

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FLEXIBLE AND SUSTAINABLE FUNDING

Leveraging shared goals

- Mainstay entity needs to identify funders whose missions resonate with those of the initiative while cautioning against changing the mission or goal to fit a funding source.
- This entity would convene and collect input from partners, mobilize funding, and drive action toward shared goals.

Breaking funding silos

- By stressing efficiency in avoiding duplicated efforts, public health needs to advocate for flexible spending dollars. Communities may also pursue removing barriers to pooled funding across organizations and jurisdictions, which would enable programs to mix funds for collective efforts.

Exploring alternative financing models

- Leverage existing federal funding to advance population health.

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TIMELY AND LOCALLY RELEVANT DATA, METRICS, AND ANALYTICS

Addressing current data gaps and access challenges

- Health department professionals continue to face challenges obtaining access to critical data that can guide their actions and track impact.
- Utilize best practices in data sharing that create interoperability standards while protecting privacy.
 - Integration of shared data systems with Waukesha County hospitals, health systems and care community.

Exploring new types of data

- Take advantage of data across sectors, especially data on upstream challenges related to income, education, housing, crime, interpersonal violence and trauma, environmental hazards, transportation, and education.

Supporting data sharing and analysis

- To incentivize data sharing, local leaders need to articulate how it can support a collective goal.
- Governance is required to create a platform for exchanging data across sectors and institutionalize data-sharing capabilities.

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FOUNDATIONAL INFRASTRUCTURE

Creating a mission-based, collaborative infrastructure

- Importance of public health developing a clear mission and roadmap centered on community needs and engagement. (For example, the CHIPP Process.)
- Embrace community involvement by disseminating information **TO** communities, but also on collecting information **FROM** them.

Focusing on equity and cultural competence

- Adopt an equity lens through which their community and their work is viewed. Health departments can make a department-wide cultural shift by training all staff in cultural competence.

Articulating foundational infrastructure and the public health “brand”

- PH3.0 health departments of the future are forward-thinking change makers.
- Communicate a PH3.0 model that communities can tailor to fit **THEIR** local culture and priorities.
- Call on the private sector to engage, collaborate, and create shared value.

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PUBLIC HEALTH’S VISION FOR THE FUTURE

Waukesha County Public Health will serve as the Chief Health Strategist in supporting Public Health 3.0.

Fund and support Public Health Division staffing and structure beyond 2024.

- Strategy Supervisor
- Epidemiologist
- Communication Specialist
- Health Educator
- ARPA funds are a catalyst for our journey to Public Health 3.0.
- Strategically support community partners and agencies in navigating and accessing resources.
- Move upstream to identify and address Social Determinants of Health & prevention measures.
- Deploy resources where needed for equity of care and outreach.
- Interconnectedness between all divisions within Health & Human Services – population health management approach to improve health and well-being for all community members.

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PUBLIC HEALTH'S VISION FOR THE FUTURE, CONT.

Data infrastructure – align reporting systems, IT and data collection in conjunction with healthcare and non-profit support networks in Waukesha County.

- **EPIC** integration healthcare systems care continuum.
- **Unite US** – Social Determinants of Health screening with referrals to appropriate resources and services.

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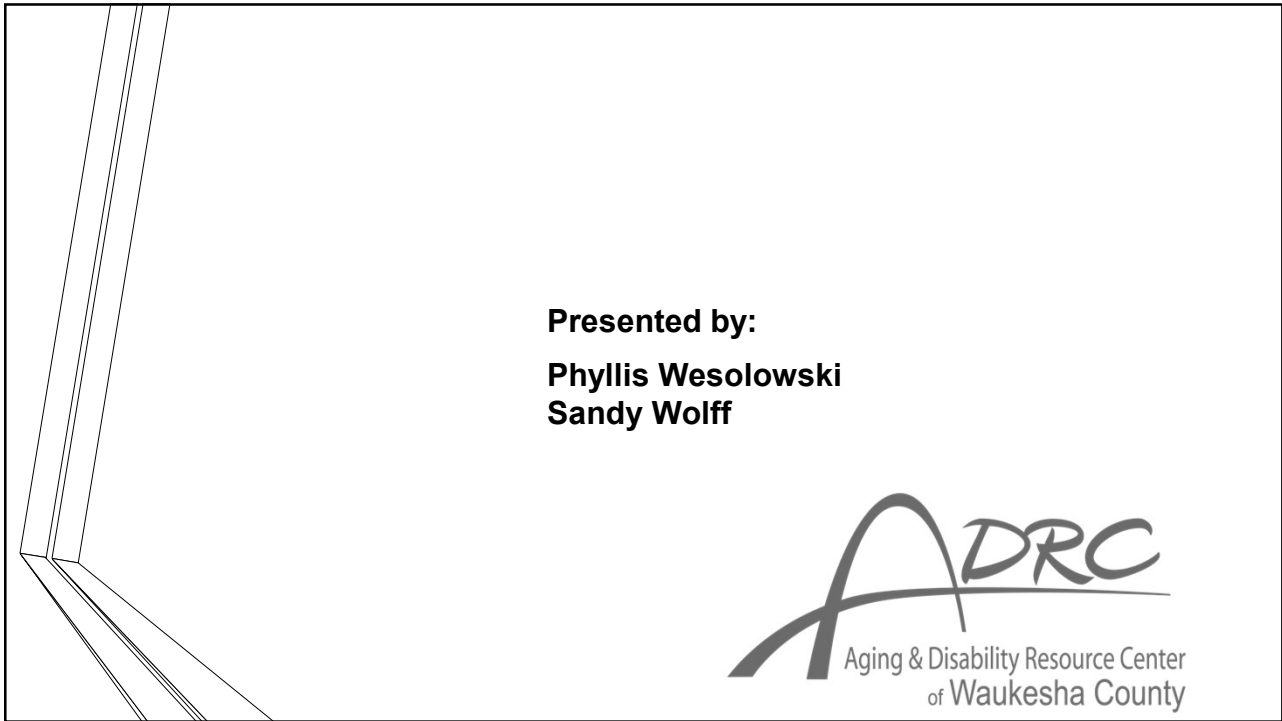
THANK YOU!

ANY QUESTIONS?

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Yesterday – 2021

Today – 2022

Tomorrow – 2023 & Beyond



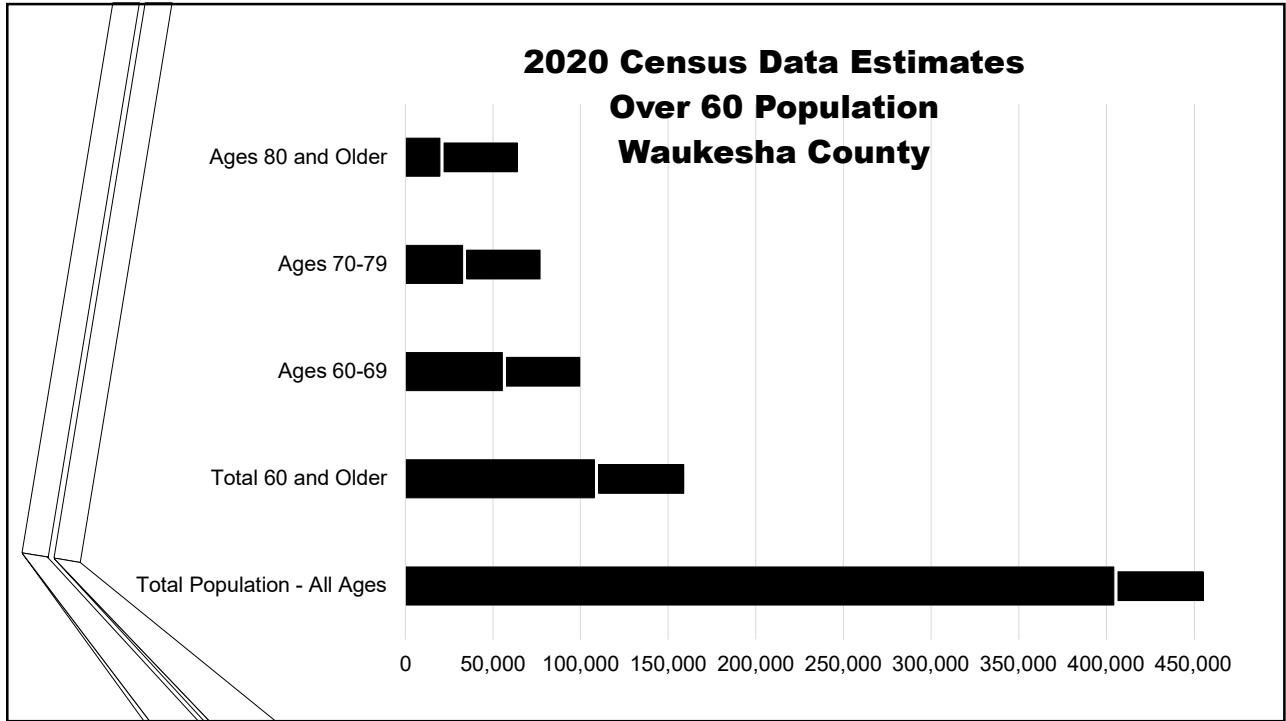
The logo for the Aging & Disability Resource Center of Waukesha County. It features a stylized, dark grey 'A' shape on the left, followed by the letters 'DRC' in a bold, sans-serif font. Below this, the full name 'Aging & Disability Resource Center of Waukesha County' is written in a smaller, lighter font.

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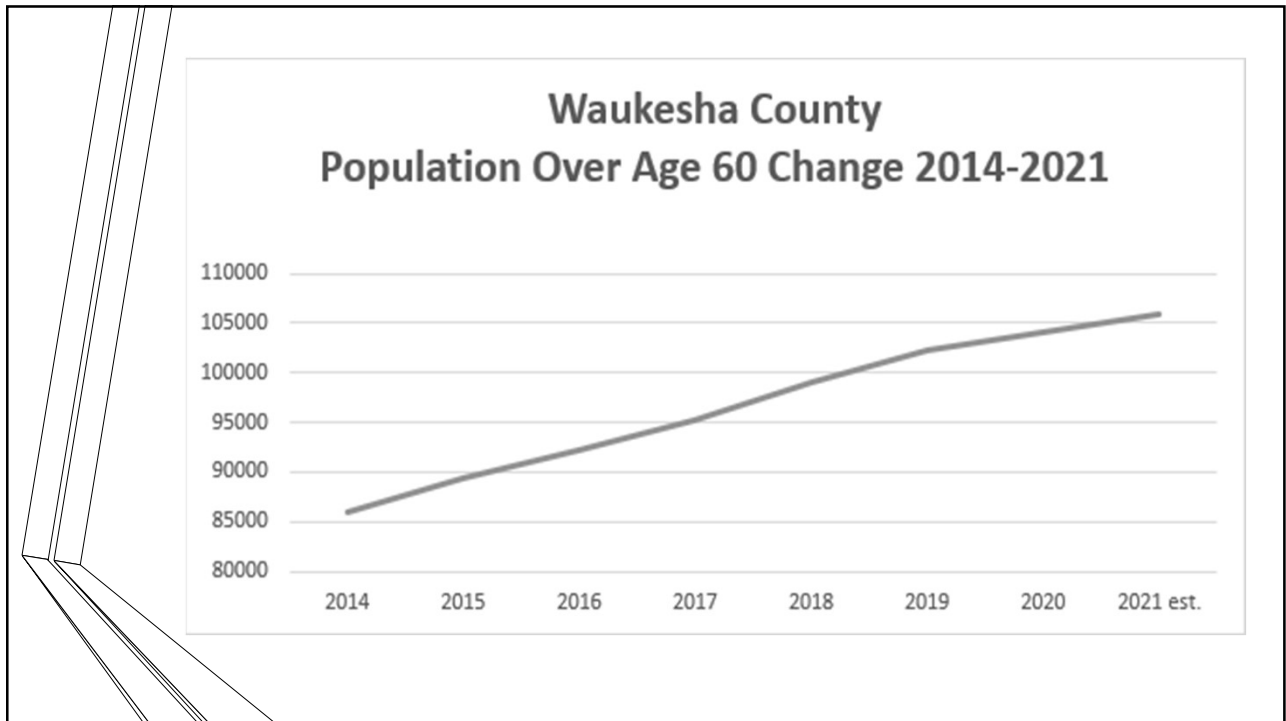
ADRC Focus on Social Determinants of Health

- Statewide focus of all ADRC's for many years
- Significant impact on aging and disability population due to COVID -19
- Community Needs discussion will include these impacts
- Presentation will offer potential solutions

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Disabled Population % Waukesha County

- Age 18-64 Estimate for 2016 - 2020 was 6.6% or approximately 26,600
- Age 65+ Estimate for 2016 - 2020 was 3.7% or approximately 14,900

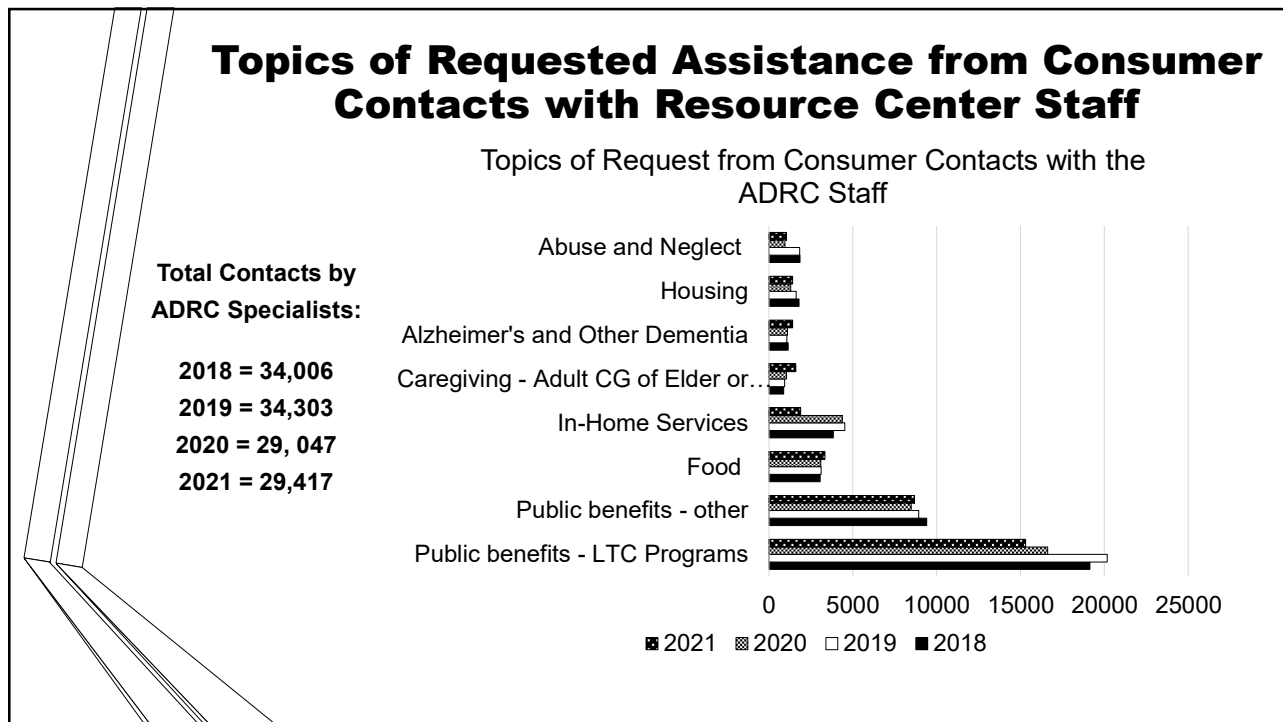
(Calculations based on the total population for Waukesha County 2020 Census – 402,637)

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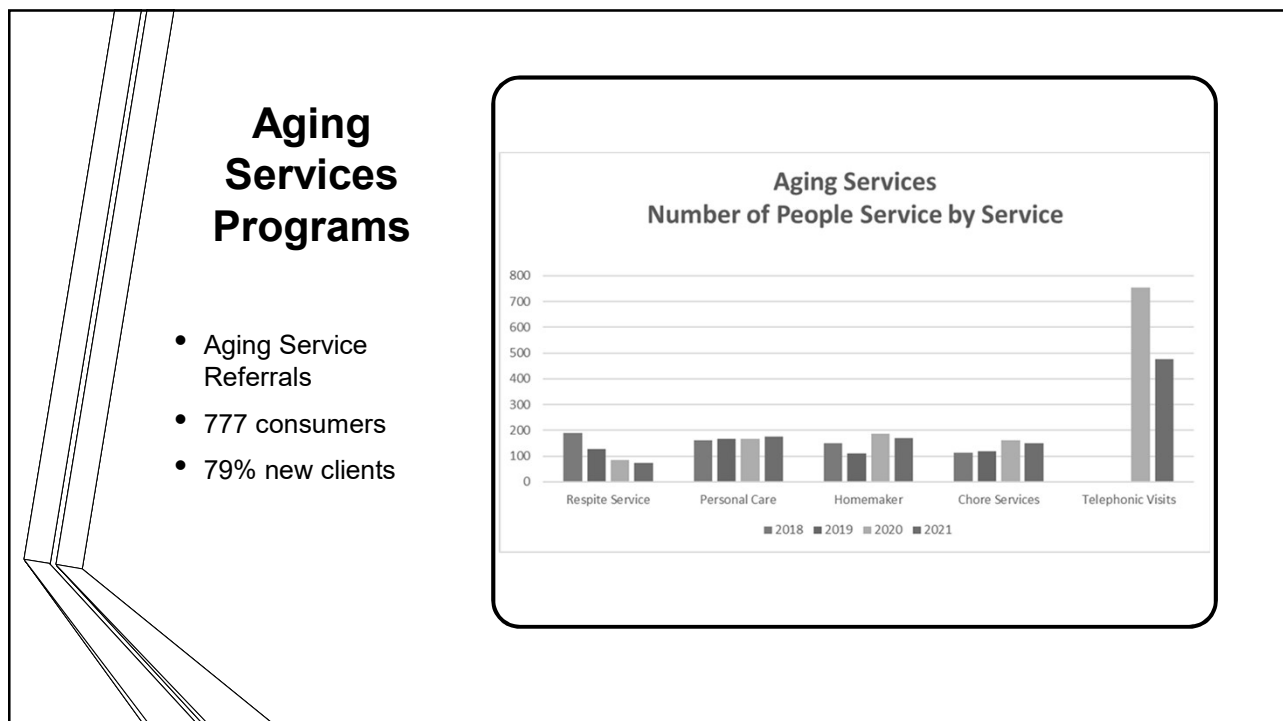
2021 COVID-19 Impact

- Closing of senior dining centers
- Daily home delivery of hot meals replaced with 5 days of frozen meals
- Loss of in-person help & caregivers
- Reduction in home care provider organizations and staff
- ADRC moved to online phone interviews and new tools
- Facility closures – adult day care, senior centers
- Lack of respite and long term care placement options
- Workforce challenges due to staff resignations & helping with COVID needs
- Decreased marketing and outreach due to workforce challenges
- Loss of volunteers to drive or support in person contacts

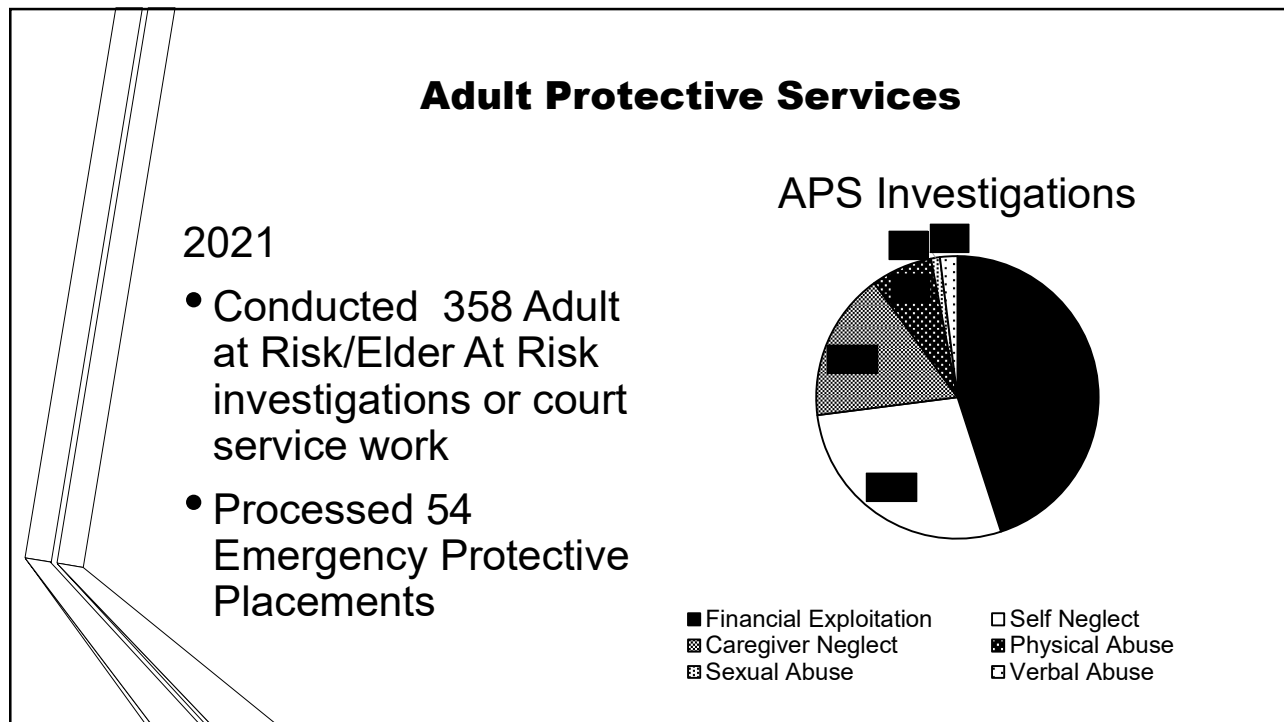
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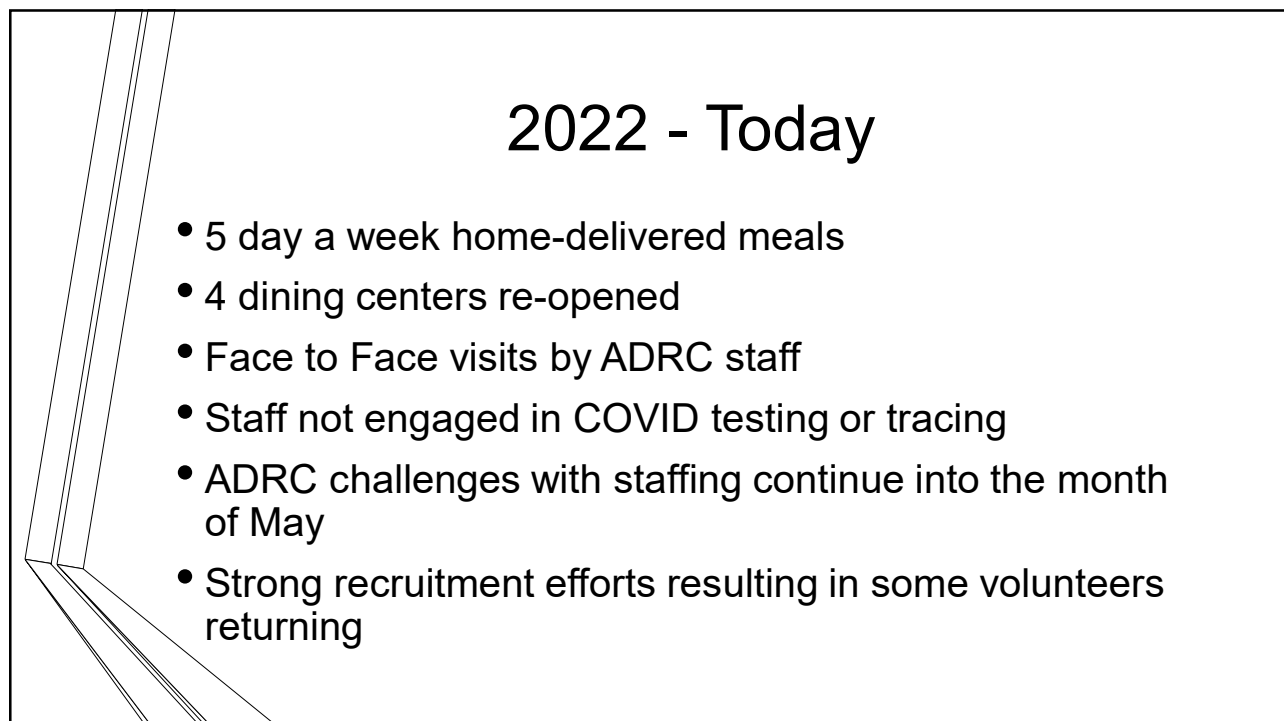
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2022 – Today what has not returned

NOTE: All are due to staffing shortages

- Unable to expand opening of senior dining centers
- Higher costs for services leading to limited funding serving fewer people or not covering full need
- Slow opening of in-person events
- Fewer volunteers
- Agencies closing or short staffed – unable to take more clients resulting in waiting lists
- Decreased capacities in in facility-based service e.g. post-acute rehab, long term care and respite care
- ADRC not fully staffed resulting in delays in service expansion and the inability to implement new or enhanced programming or services

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2023 Community Needs Identified

- **Low Income Housing units**
- **Informal/Family Caregiver Support**
- **Transportation**
 - Need exists for transportation options for all reasons – medical and social
 - Limited services in Sussex and Menomonee Falls
- **Mental Health Services and Case Management**
 - Services are often waitlisted
- **Emergency Shelter Services**
- Case Manager Assistance for individuals not eligible for LTC Programs
- **Adult Day Care Services for older adults and Adults with disabilities**
- Recreational Opportunities for DD
- Service and Housing resources for consumers with Challenging Behavior
- Prescription Drug Cost Assistance
- Affordable Dental Services
- Utility Assistance
- Service Providers workforce shortages
- Internal workforce shortages
- Adequate pay for court orders Psychologist examinations
- Alternative Chapter 55 Detention facility
- **Lack of Dementia Crisis Stabilization Provider**
- **Forensic Accountant services**

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Housing Options

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Part-time Housing Navigator

- Need for assistance with navigating the various housing options
 - The ADRC has plans to pilot a Housing Navigator service which will provide assistance to Adults with disabilities and older adults in “navigating” the various housing options to make it possible to remain living in the community.
 - these plans have not been implemented yet due to overall staff workload capacity issues.
 - **Action Needed: Once fully staffed, allow one staff person to work half time to pilot this effort.**

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Housing

- Need for various levels of housing options for consumers with known challenging behaviors (In home with services; supportive housing; AFH; CBRF; NH).
 - Disjointed efforts are underway to look at consumers with known challenging behaviors based on the underlying diagnosis (such as Dementia or Mental Health); looking at both upstream interventions (such as education and training for caregivers and first responders) and placement options within Waukesha County when in community options are exhausted.
- **Action Needed: Public private partnership to consolidate efforts to address this issue. ADRC will engage in this effort once at full staff.**

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Needs of Family and Informal Caregivers







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Family and Informal Caregiver Services and Supports

Need for Caregiver Support: It is very valuable to just talk to someone – an expert or someone else that is going through the caregiver journey

- The ADRC has plans to pilot a Peer to Peer support program for Caregivers
 - These plans have not been implemented yet due to staffing shortages and staff capacity issues.
- ***Action Needed: Secure additional funding for program implementation. Will evaluate use of ARPA dollars in pursuit of this goal.***

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Family and Informal Caregiver Services and Supports

As older adults with illnesses and adults with disabilities continue to live within the community, we are seeing individuals providing care in need of higher levels of informal/family caregiver support.

Need for Respite: This service provides caregivers a break from this role from time to time to 'rest' and 'rejuvenate' themselves. We have used respite within the APS area as well with success to address and/or improve a situation. Currently there are limited service providers both at a facility level and in-home level; has resulted in higher costs and limited availability.

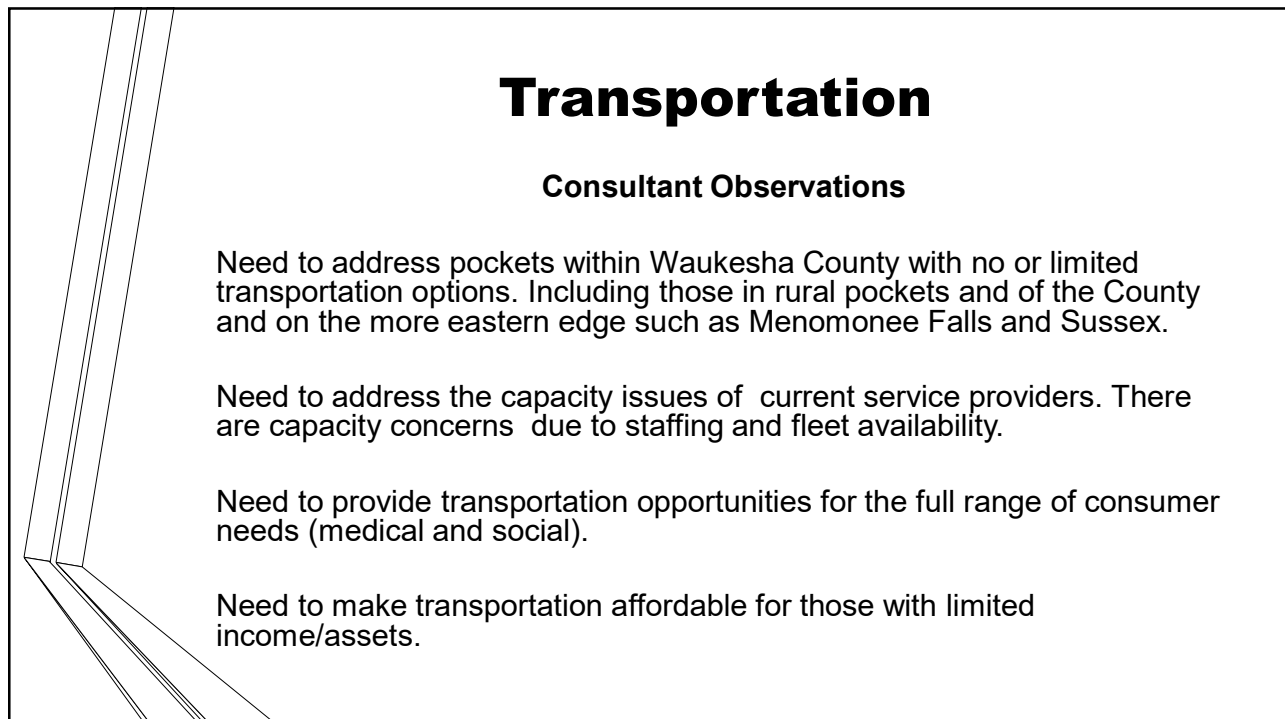
- ***Action Needed: Increase the number of respite care providers in Waukesha County***
 - *While the ability to do this is outside the scope of ADRC, the ADRC strongly supports this.*
- ***Action Needed: Secure additional funding for program implementation.***
 - *Increase the level of service dollar funding within the Older Americans Act. While the ability to do this is outside the scope of the ADRC, ADRC strongly supports this.*

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Transportation

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Transportation

Consultant Observations

Need to address pockets within Waukesha County with no or limited transportation options. Including those in rural pockets and of the County and on the more eastern edge such as Menomonee Falls and Sussex.

Need to address the capacity issues of current service providers. There are capacity concerns due to staffing and fleet availability.

Need to provide transportation opportunities for the full range of consumer needs (medical and social).

Need to make transportation affordable for those with limited income/assets.

22

Transportation

Consultant Preliminary Recommendations

- Re-establish provider network meetings,
- Pursue electronic reporting/rider tracking technology
- Establish consistent service goals and standards for taxi providers.
- In addition, pilot a program with a provider to include online booking/payment, trip reminders, data reporting.
- County or nonprofit manages consolidated resource center

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Social Isolation and Loneliness

Social isolation and loneliness have always been concerns with Older Adults and Adults with Disabilities.

Over the past few years and with the isolating impact of the pandemic in the forefront and the identification of the health impacts that social isolation and loneliness can have on both physical and mental health, these concerns have risen to a level of greater community recognition.

*Social Isolation is the **objective** physical separation from other people (ie: living alone)*

1 in 4 individuals age 65 and older are socially isolated

*Loneliness is the **subjective** distressed feeling of being alone or separated. It's possible to feel lonely while among other people, and you can be alone yet not feel lonely.*

43% of those over age 60 have reported feeling lonely.

24

Overcoming Social Isolation

Need to offer intervention opportunities to allow older adults and adults with disabilities to connect on a social basis with others.

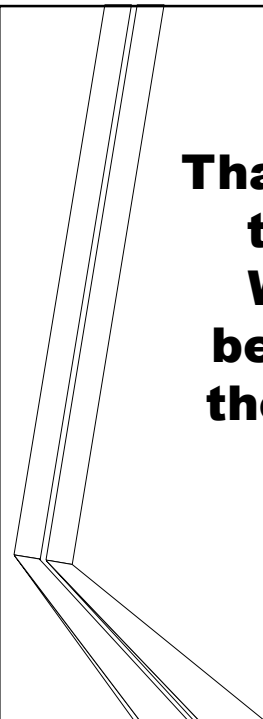
- **Action Needed: Identify those in the above target groups that with high risk of social isolation. This would include those live alone, have been unexpectedly separated from others (ie: death of spouse), have loss of mobility or are a caregiver.**
 - **Possible use of volunteers to identify this group and to work with ERAS senior network to provide volunteers to call or visit. Again, see if ARPA funding for this new program could be used**
- **Action Needed: Enhance existing or develop new programming and/or services to reduce social isolation, such as Friendly Visitor Programs, in-person or on-line activities, exercise programs, and/or volunteer activities in-person or from home.**
 - **Public/private partnership to work with providers, businesses and ADRC to create new programming. Use of ARPA funds will be pursued.**

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2023 Summary - Tomorrow

- Support ADRC budget thru cost to continue – both labor and purchased services
- Support the use of ARPA funds for community needs presented today for new programs
- Advocate for increased ADRC Resource Center funding. There has not been an increase in state grant dollars since 2008.
- Help us advocate for the issues presented today that are outside the ADRC's purview, but have an impact on the population we serve. This includes:
 - Affordable housing options – especially for those truly low-income seniors and disabled
 - Need to increase the number of respite care providers in Waukesha County
 - Need to address transportation needs county wide to reduce reliance on 85.21 funding which is supposed to be only supplemental.
 - Continue to advocate for funding and programs that address the social determinants of health

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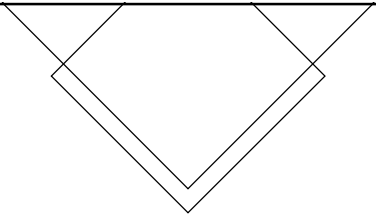
**Thank you for the opportunity to share
these community needs with you.
We are looking forward to 2023 &
beyond to your continued support of
the ADRC and our focus on the aging
and disabled population in
Waukesha County!**

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Any Questions?

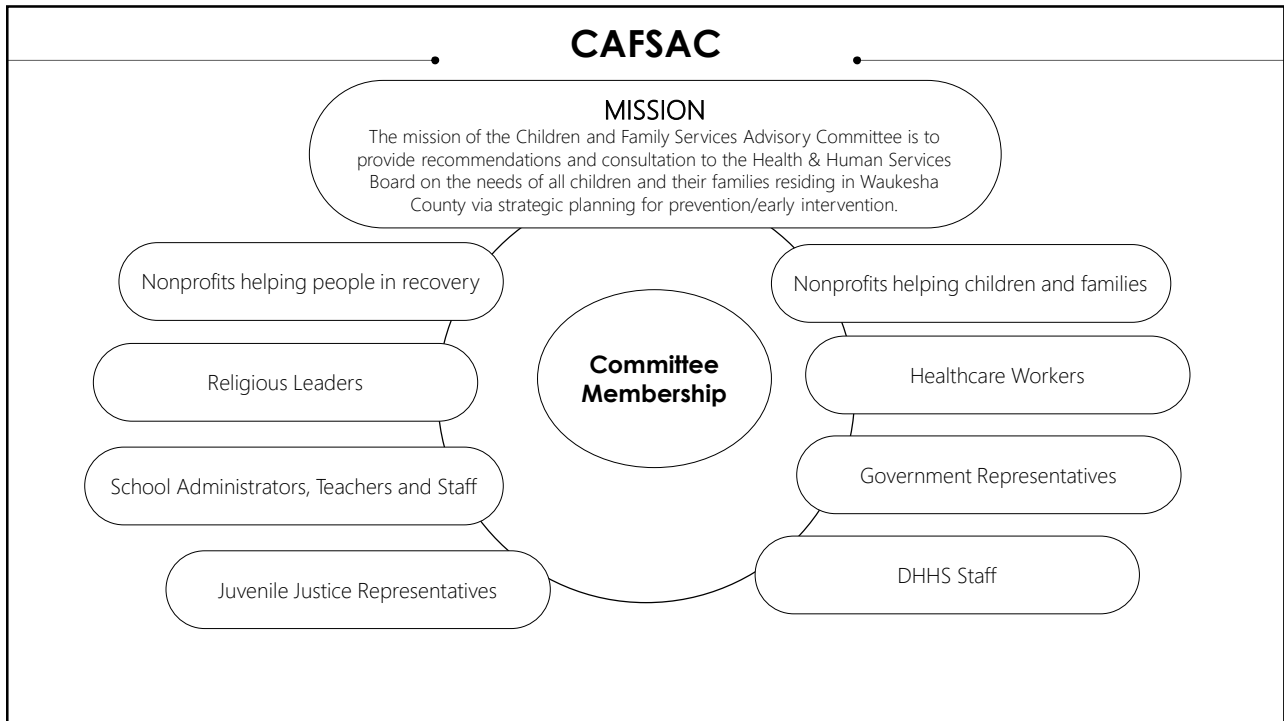
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Children and Families Services Advisory Committee

DHHS Board Presentation
April 21, 2022
Presenter: Adele Revoy, Elevate Inc., Chair

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Family First Prevention Services Act

HIGHLIGHTS


- › Allows States to use Title IV-E fund for prevention services
- › Goal is to keep children safely at home and out of foster care
- › Maximum of 12 months of services
- › Services can include in-home parent, skill-based programs, such as parenting skills training, parent education and individual and family counseling
- › Program must be evidence-based curriculum and have components of trauma informed care

SOLUTION

Creating opportunities and provide financial support for agencies to expand, continue or implement programming that meets the qualification standards.

PROGRAM QUALIFICATION IMPACT

Organizations are not offering evidence-based programs that allow for reimbursement or having a difficult time sustaining programming that does.

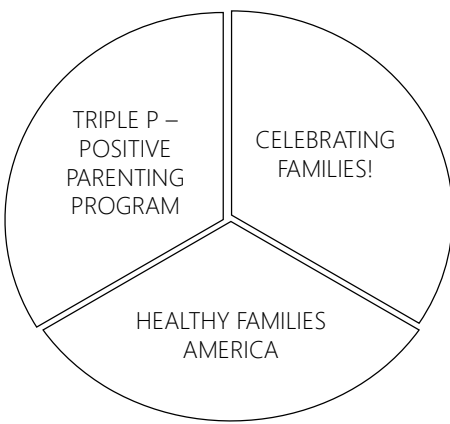


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PROGRAMS

List of Qualifying Programs available at:

- California Clearinghouse
- Title IV-E Prevention Services Clearinghouse
- Substance Abuse Mental Health Services Administration (SAMHSA)



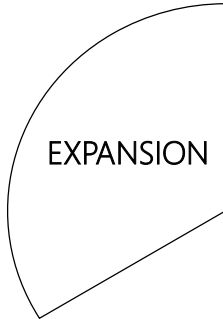
Sample Programs

- Child First
- Familias Unidas
- Family Check-Up
- Homebuilders
- Intercept
- Nurse-Family Partnership
- Parents Anonymous
- Parents as Teachers
- Parenting with Love and Limits
- SafeCare

Expansion * Continuation * Implementation

4

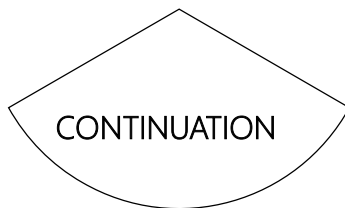
• TRIPLE P – POSITIVE PARENTING PROGRAM •



- Evidence-based parenting program offered worldwide in more than 30 countries
- Supported by more than 35 years of ongoing research showing to be effective across cultures, socio-economic groups and in many kinds of family structures
- Provides parents simple and practical strategies to help them build strong, healthy relationships, confidently manage their children's behavior, and prevent problems from developing
- Endorsed by Children's Wisconsin [pediatric clinics], an affiliation of the Medical College of Wisconsin
- Currently offered by Parents Place (Waukesha) in one-to-one meetings with parents, discussion groups and parenting seminars at no cost to the families

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• HEALTHY FAMILIES AMERICA •



- Evidence-based program developed over 25 years and based on extensive and ongoing research that is relationship-based, culturally respectful and family centered
- Voluntary and free program for families where staff will work with families to learn about their current needs, explore their strengths, and identify the best services for them
- Currently being offered by Safe Babies Healthy Families Program [Easterseals of Southeast Wisconsin] where the mission is to *support families to ensure safe and healthy children through education, support and resources ultimately ending destructive cycles that can last for generations by using a compassionate, holistic approach to mentor and assist at-risk families to create health, social and financial supports*

6

• CELEBRATING FAMILIES! •

IMPLEMENTATION

- Developed for families with children 4-17 years old where a parent was a participant in a Drug Court
- Strength-based, skill-building program serving the whole family that utilizes methods effective for parents with cognitive deficits or learning disabilities and addresses adverse childhood experience (ACEs) in parents
- Listed in SAMHSA's National Registry of Evidence-based Programs and Practices (NREPP) for families in recovery
- Program of the National Association for Children of Alcoholics (NACoA).
- 16 sessions with each session beginning with a 30-minute family time, followed by healthy family meal, then age-appropriate, skill building groups that incorporate 12-Step recovery principles to anchor families in recovery and help children better understand addiction

7

• SAMPLE FINANCIAL IMPACT •

Curriculum	Amount
Triple P	\$30,000 for 10 people
Healthy Families	\$7,500 for 10 people
Celebrating Families!	\$7,500 for 24 people

8



Substance Use Advisory Committee Mental Health Advisory Committee

Community Priority Needs April 21, 2022

TJ Findley, Co-Chair Mental Health Advisory Committee
Rachel Sauer, Vice-Chair, Mental Health Advisory Committee

1

Committees' Focus

The Mental Health and Substance Use Advisory Committees focus on the input of consumers, family members and service providers, as well as national and community trends to advise the HHS board on the priority needs of the citizens of Waukesha County.



Addressing the needs will be accomplished through a combination of efforts by community agencies in partnership with Waukesha County Department of Health and Human Services.

2

Why Present Joint Recommendations?

- Co-occurring conditions appearing in a person.
- Co-occurring substance use disorder and mental illnesses are common.
- Substance use disorders and mental illnesses have many of the same risk factors.
- Services for co-occurring illnesses should focus on both mental illness and substance use disorders.
- Effective behavioral treatments and medications.



Reference: National Institute on Drug Abuse, August 2018

3

The Mental Health and Substance Use Advisory Committees have three critical areas that we will be addressing today.

- Accessibility
- Lack of Affordable Housing / Homelessness
- Certified Peer Specialist



4

Accessibility

To continue, and expand, the ability to provide quality services and accessibility to services in a timely manner across the lifespan.

- Medications
- Transportation
- Early intervention & Service Navigation -NAMI Lighthouse Project
- Back-logged and closing clinics for Substance Use Treatment
- Telehealth



5

Homelessness/Lack of Affordable Housing

- Homelessness
- Lack of affordable housing
- Waitlists for most affordable housing
- Difficult to navigate system of resources
- Skyrocketing rents
- A limited number of landlords that will take vouchers often have rents that are over fair market rent limits per funding constraints that Waukesha Housing Authority is required to adhere to



6

Certified Peer Specialists

Research has shown that when a peer specialist is a part of the recovery team there are:

- Decreases in the need for hospitalization
- Increases in engagement in treatment
- Increases in reports of empowerment
- Increased motivation
- Increased hopefulness



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A blackboard with the text "ANY QUESTIONS?" written in white chalk. The text is centered and occupies most of the board's surface.

8



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