

Mobilizing People of Action: Engaging Kansas Rotary Members on Mental Health and Beyond

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Submitted to Kansas Rotary
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Executive Summary

- In 2023, a group of Kansas Rotarians answered the call of national and local leaders to explore how clubs might take a more active role in improving mental health, especially in Kansas.
- A project was commissioned, with support from the Kansas Health Foundation. This effort sought to explore what a reimaged engagement model for collective action across clubs might entail, with an initial focus on bringing members together around the issue of mental health.
 - Mental health felt like a particularly useful topic to focus on, given that it is an important issue on its own, but it is also deeply intertwined with many of the other issues that Rotary cares about, like human trafficking, maternal and child health, poverty, etc.
- Key external and internal partners were interviewed to gather their insights. People shared:
 - There is enthusiasm and resources for taking action on mental health.
 - Rotary has a reputation for being a stable organization with strong, existing infrastructure and a history of taking bold action.
 - Rotary's network of diverse members who represent a variety of sectors, and have a passion for supporting their community, is also a perceived strength.
- Kansas Rotary members were also surveyed to incorporate their input on the model and issue of mental health. We found:
 - Survey respondents understand and believe in Rotary's mission.
 - They enjoy working together and many feel their club has the capacity to be more active in their communities.
 - Most respondents want more information about what a mental health initiative might look like, but also feel Kansas Rotary could make a meaningful contribution to improving mental health outcomes in the state.
 - Mental health is relevant- the vast majority of respondents know a Kansan with mental illness.
 - Locally-focused projects that involve hands-on community service are preferred.
 - Most commonly cited assets are relationship-based, connecting clubs to schools, Chambers of Commerce, local government, etc.

Executive Summary (continued)

- Priorities across all data sources (interviews, survey, research) showed **consensus around stigma-free, youth-centered, and workforce** efforts. As a result, the piloting of the engagement model focuses learning and action around these three areas.
- The proposed engagement model has four stages for clubs to work through on any given issue:
 - Awareness- identify the issue
 - Consideration- build interest by learning together
 - Action- implement interventions
 - Reflection – assess progress and lessons learned and use this to inform the next iteration
- Recommended first three steps to pilot the model with the issue of mental health:
 1. Solidify the charge of the Kansas Rotary Mental Health Taskforce, asking them to serve in a visionary, leadership role in terms of oversight of the collective efforts of Kansas Rotary Clubs
 - Diversifying membership to be more representative of Kansas Rotary Clubs will be important
 2. Create a Kansas-based Rotary Action Group (RAG) on Mental Health, inviting participation from the 62 survey respondents who provided their information and volunteered to take a leadership role on the issue
 3. Deploy the model, issue, and vision to clubs
 - Encourage participation by asking clubs to:
 - Take the *Stigma-Free Mental Health Pledge* as part of the “Stigma-Free Rotary” approach
 - Identify a champion to lead the local committee and recruit other interested members
 - Incorporate this work into the club strategic plan
 - Agree on strategies for learning about mental health
 - Set goals
 - Track implementation of activities
 - Document reflections and how it will inform future efforts



Background

“Whatever Rotary may mean to us, to the world it will be known by the results it achieves.”

Paul Harris, Rotary Founder

Background

Rotary is an organization that has deep roots in community, connection, and service. Founded in Chicago in 1905, the intent was to create space for professionals of different backgrounds to exchange ideas and form meaningful friendships. Since that time, Rotary has grown to include 1.2 million members participating in clubs around the world and has created a reputation for setting and achieving big goals. Known as “people of action,” the organization takes pride in actively supporting efforts to improve members’ local communities.

Today, Kansas Rotary spans two districts (5710 and 5680) and has over 4,000 members. The organization has seen success at a variety of levels on a number of initiatives, including projects focused on polio, human trafficking, gender equality, and others.

With a tradition of impacting change on important issues, it became clear in fall of 2023 that Kansas Rotarians needed to mobilize to address a mental health crisis in Kansas. At the same time that Kansas was ranked 51st by Mental Health America due to the high prevalence of mental illness and low rates of access to care in our state, state health and Rotary leaders at various levels were calling for action to address this pressing need.

Being people of action, Kansas Rotary answered that call. They began reimagining what it would look like to harness Rotary’s resources and assets so that it would be able to mobilize them in a more coordinated and cohesive way. **The purpose of this report is to help Kansas Rotary develop an engagement model that will allow them to strategically intervene on issues important to their members into the future for a better Kansas.** Further, this report provides initial recommendations for Kansas Rotary to consider in terms of how it could pilot this model of engagement with members on the important issue of **improving mental health outcomes in Kansas.**

To inform this report, data was collected in fall 2024 through research on mental health in Kansas and best practices for engagement models, interviews with key Rotary, civic, and mental health partners, and a survey that allowed members to weigh in directly with their interests and experiences.

Our thanks to the Kansas Health Foundation for their support in making this project possible, and to Jennifer Avers LLC for her contributions to the data, analysis, and findings in this report.



Data Gathering

“I’m excited to hear that they [Kansas Rotary] may be trying to figure out how to leverage their presence a little better and some of the agency they hold as an organization and community, and how they put that to work on things that help or hinder community.”

Interviewee

Data Sources

The findings in this report are based on information gathered from several sources:



Interviews with key people and organizations connected to mental health and/or civic engagement that could inform the initiative (n=10)



Survey of Kansas Rotary members (n=721)



Research on mental health in Kansas, models of engagement, and other relevant issues



Interviews

Over a four-week period in fall 2024, 10 interviews were conducted with individuals with key perspectives and/or insights to inform the Kansas Rotary engagement model. These included:

- Ed O'Malley, Kansas Health Foundation
- Michelle Ponce and Kyle Kessler, Association of Community Mental Health Centers of Kansas
- David Jordan, United Methodist Health Ministry Fund
- Brandon Skidmore, Sunflower Foundation
- Tamara Jo Sevcik, Kansas Rotary District Governor (5710)
- Pat Merriweather, Rotary International
- Jeff Horlacher, Kansas Rotary District Governor (5680)
- Bob Stonebrook, Member, District 5340 Chapter of Rotary Action Group – Mental Health Initiatives
- Alan Turner, Vice-Chair- Rotary Action Group on Mental Health Initiatives (International Chapter Coordinator)
- Tim Steffensmeier, Kansas State Research and Extension
- Shaun Rojas, Kansas Leadership Center

Interview Key Findings

Internal Enthusiasm



Rotary representatives shared their own enthusiasm for Kansas Rotary taking a more active role in improving mental health. They also conveyed that when speaking to clubs on this issue they often have other Rotary members approach them and express their own experience with and/or interest in engaging more deeply in this area.

Strong Infrastructure



It was highlighted that Rotary is a well-established organization with strong, existing infrastructure that could be leveraged immediately to intervene on an issue. Their history also demonstrates a willingness to take bold action to bring their aspirations into reality.

Reputation



Kansas Rotary is perceived by external partners as having a strong tradition of civic engagement on which to build this effort. Rotarians are also seen as people who want to take action to improve themselves and their communities. The group's positive reputation and extensive, diverse network of members makes them an appealing partner for other organizations engaged in this space.

Interview Findings – What We Heard

In identifying the **core strengths of Kansas Rotary**, interviewees highlighted:

- **Mobilization.** Rotary Clubs have historically been hubs for civic engagement, and though there are more engagement points across communities than when the organization started, they still effectively bring people together to take action on important civic issues. Their footprint has been both global and local.
- **Strong, diverse community engagement.** Rotary is a place where diverse groups of people come together regularly to engage, discuss, and collaborate. Members represent a wide variety of sectors and perspectives and are often well-connected in a variety of spaces. Their motivation to improve their communities is a core strength.
- **Ethical leadership.** Rotary is a setting that encourages personal growth and ethical behavior through principles like the Four-Way Test, which advocates for fairness and integrity.
- **Strategic problem-solving.** Rotary has the ability to bring awareness to key issues and has demonstrated a capacity for thinking in the short, mid, and long-term about solutions. Rather than being reactionary, Rotary Clubs are perceived as taking a thoughtful approach to addressing community challenges.

When asked about what they **worry** about the most related to mental health, interviewees shared:

- People **not having access** to necessary mental health services, especially in a space they feel comfortable accessing it.
- Public awareness and knowledge. They worry about Kansans dealing with undiagnosed conditions because **they don't know** about available resources and think this is “just their journey and who they are.”
- Strengthening the behavioral health **workforce**.
- Reduced **stigma** around having mental health issues and accessing treatment for it.
- Need for **more players** than just the people immediately impacted/involved in mental health to care about making progress for change in this space.
- Supporting long-term change at the **systems-level**, not only for individual organizations.
- Concern for **youth** and their wellbeing.

Interviewees were asked to share their thoughts on what would be **exciting** about a Rotary-led initiative on mental health:

- An ability to take the **high-level, systems view** on improving behavioral health that could engage many **different sectors** because of who Rotary members represent.
- Rotary's potential to have an impact because of their **existing civic infrastructure** that could be deployed right away to make a difference.
- Examining how local Rotary clubs can serve an active role in **leveraging and building relationships, communication, and collaboration across partners** currently in the space as well as those who could take a role but haven't yet.
- The **new energy** and resources that Rotary could add to the equation of improving mental health.
- Engaging new partners.

Partners were also invited to share their ideas and **advice from other successful civic engagement** and/or Rotary efforts:

- Getting a **local champion** in place is an important part of building support and momentum. Ask champions what they want their engagement to look like, what resources they need, and how they want to work together.
- Don't just do your default idea- **refine those ideas** with your team to make them better.
- When you can, get local **data** on the issue.
- Try something, reflect, and learn from it. The best way to learn how to do the work **is to do the work**.
- Think about it less as trying to "solve" an issue, and more about working to get more people **trying something to make progress**.
- Build **awareness** about the work. Share internally and externally about what is happening, and give people a chance to engage (for example, through a data walk). Talk to other clubs about what you are trying.
- Think **broadly** about potential partners.
- Not every single member will, or must be, wildly passionate about the issue. Just **enough members** have to care enough to do something about it.
- **One size** does not fit all in terms of approaches across clubs/communities.



Kansas Rotary Member Survey

A survey was administered to Kansas Rotary members from October 24th through December 1st, 2024. Questions were asked of members about their current types and levels of engagement with their club and national efforts, their familiarity with mental health issues, and their interests in pursuing a collective effort to improve mental health across the state. They were also asked to think about the assets they could devote to such an initiative. The survey is included as Appendix A.

Gordon McNally (2023-2024 Rotary International President) and other club officers promoted the survey across multiple platforms. The survey was offered both on paper at club meetings and district conferences, and an online version was developed and distributed through email. At the time of administration, Kansas Rotary reported having 3,891 members and of those, 721 submitted responses to the survey for an 18.5% response rate. 58 clubs were represented, primarily from District 5710.

A map on page 15 depicts where we heard from Rotary members, with darker shaded counties indicating more survey participation. A full listing of the number of responses by club can be found in Appendix B.



Survey Key Findings

Organizational Culture



Kansas Rotary has a very positive organizational culture. Overwhelmingly, respondents indicated they enjoy working with their fellow club members, understand Rotary's mission, and believe their club has the skills to make a positive difference in their communities.

Local, Community Service Focus



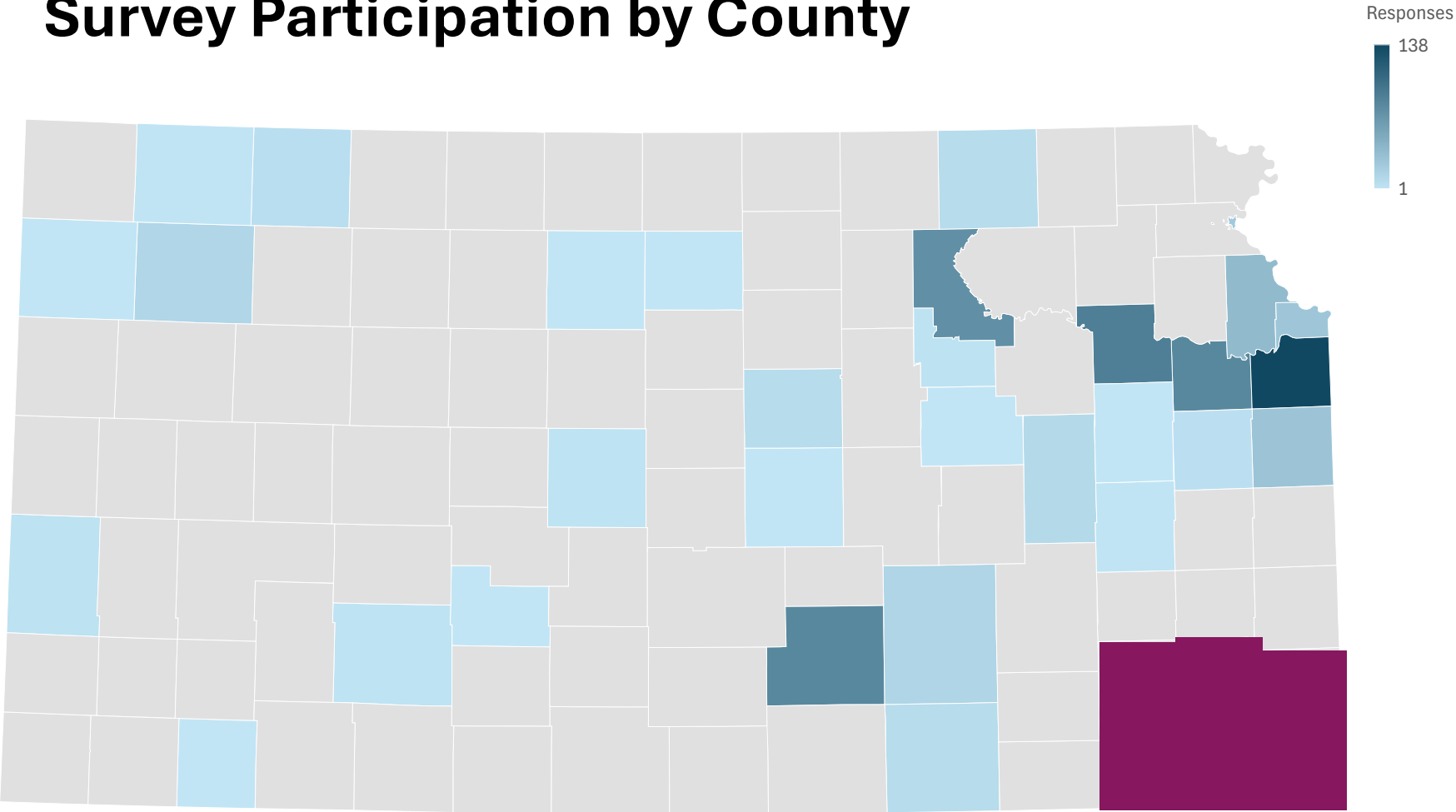
When asked what kind of activities they choose to focus on the most with their Rotary work, community service was the top response. Additionally, most respondents preferred to focus their service on their own local communities.

Interest and Readiness



The majority of survey respondents feel like Rotary can make a meaningful contribution to improving mental health in Kansas and are interested in learning more. However, most respondents also indicated they need more information before they would be prepared to engage in a potential mental health initiative. Though it is also worth noting that 62 individuals shared their information and indicated they would be ready to serve as a local champion for this work at their club.

Survey Participation by County

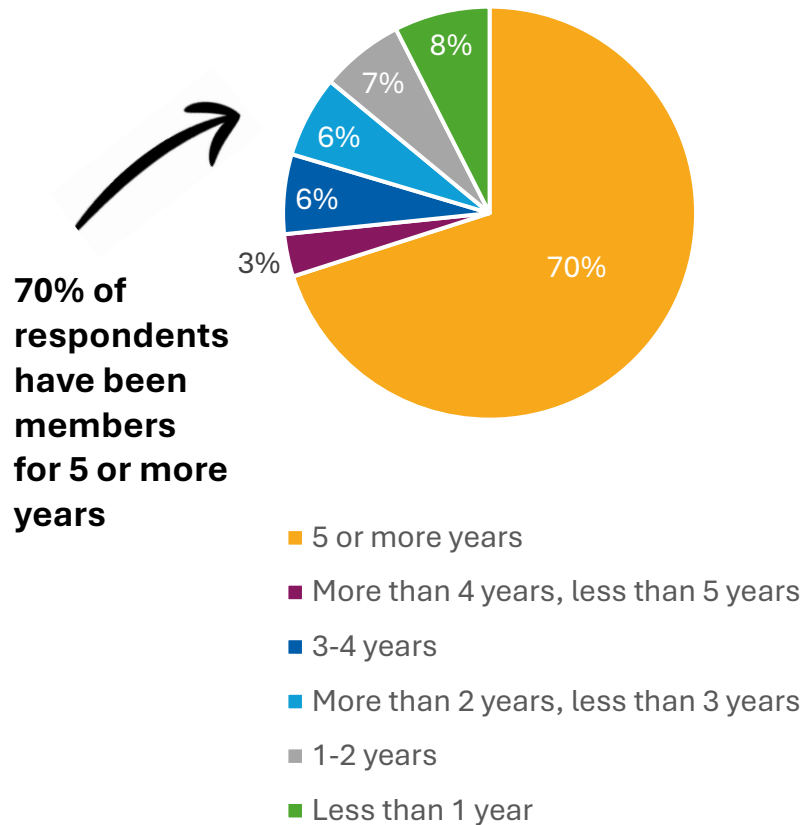


 *Purple shaded counties are in District 6110 and were not included

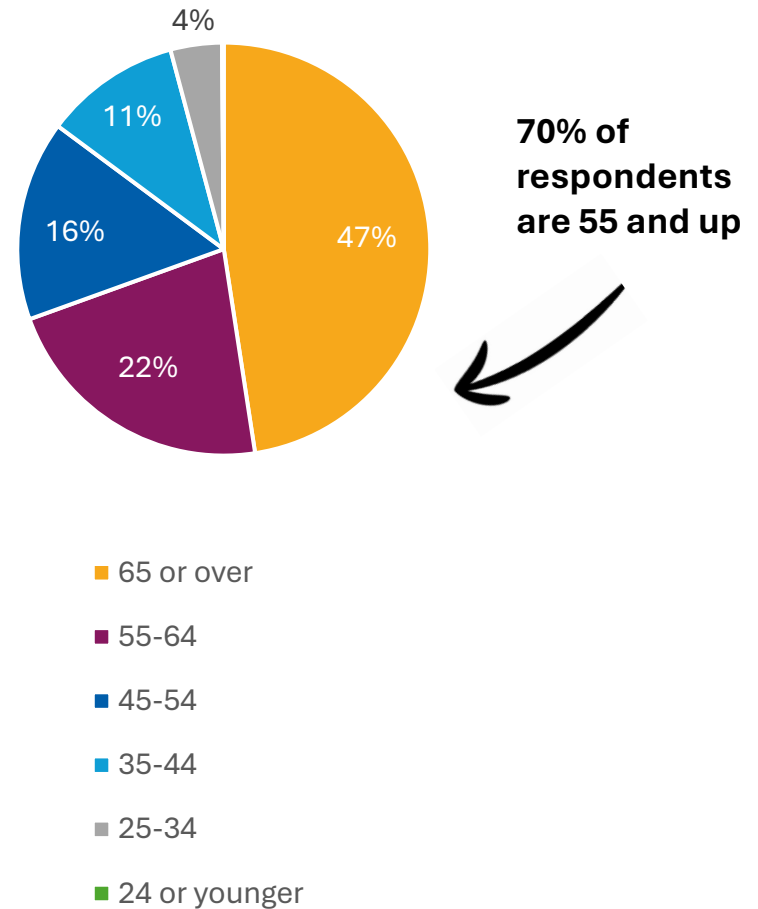
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Survey Responses – Who Participated

Membership Tenure

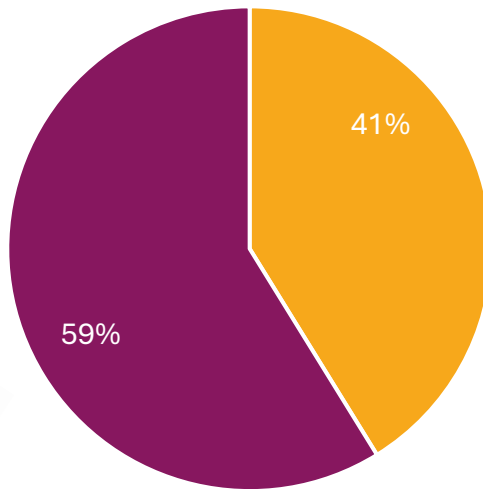


Age Breakdown



Survey Responses – Who Participated

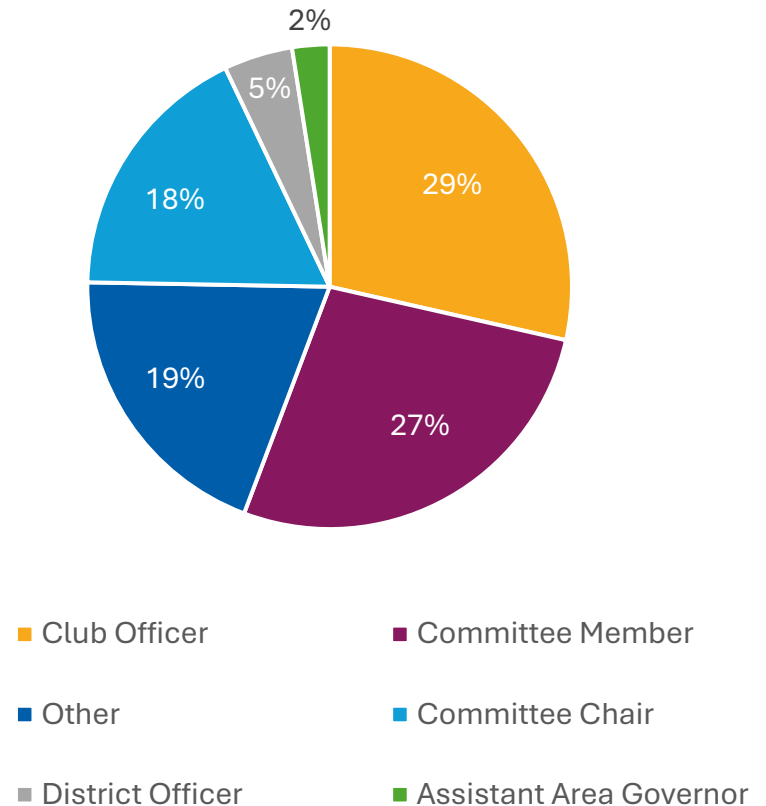
Serve in a Leadership Role



More than half of survey respondents indicated serving in one or more leadership roles

■ No
■ Yes

Leadership Roles



■ Club Officer
■ Committee Member
■ Other
■ Committee Chair
■ District Officer
■ Assistant Area Governor

Membership Tenure Features



55% of respondents who are 55 years old and up have also been Rotarians for 5 or more years.



74% of those currently holding leadership roles have been members for 5 or more years.



Of the 27% who have been members four years or less (n=192):

- 23% are 65+
- 24% are 55-64
- 20% are 45-54
- 20% are 35-44
- 12% are 25-34

Survey Findings- What We Heard

Local Community Focus is Important

The next three tables demonstrate where survey respondents currently choose to focus their time and effort in terms of topics and strategies. Community service comes in much higher as the average response compared to any other focus or strategy.

“Where do you currently focus your effort and time?”

3-point scale: 1- Little bit of focus and effort, 2- Some focus and effort, 3- Significant focus and effort

Rotarian Efforts and Strategies	Average Response
Community Service	2.33
Community Economic Development	1.91
Fundraising	1.90
Scholarships	1.88
Membership	1.86
Public Relations	1.81
Basic Education and Literacy	1.81
Disease Prevention and Treatment	1.76
Grants	1.73
Community Education	1.72
Member Education	1.71
Water Sanitation and Hygiene	1.65
Environment	1.61
Maternal and Child Health	1.60
International Service	1.58
Peacebuilding and Conflict Prevention	1.55

Local Community Focus is Important

There is a significant drop between Community Service and the next most reported areas of focus-fundraising, membership, and public relations. Most respondents said they spend no time working on peacebuilding, maternal and child health, international service, water/sanitation/hygiene, or grants.

Some + Significant Focus Frequencies

Focus Area	Combined Frequencies: Some + Significant
Community Service	85%
Fundraising	47%
Membership	46%
Public Relations	43%

No Focus Frequencies

Focus Area	No Focus At This Time
Peacebuilding and Conflict Prevention	66%
Maternal and Child Health	61%
International Service	58%
Water, Sanitation, Hygiene	58%
Grants	55%

Rotary's Organizational Culture is Strong

Survey respondents were very positive about how they experience Kansas Rotary as an organization, a definitive asset for any collective action efforts.

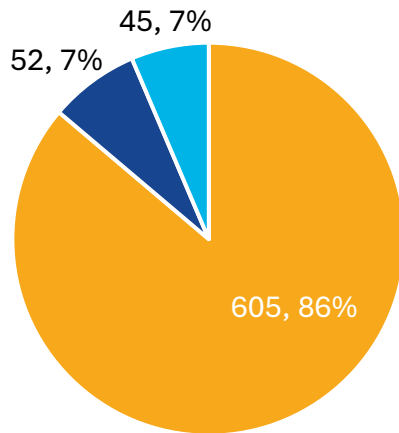
4-point scale: 1- Strongly Disagree, 2- Disagree, 3- Agree, 4- Strongly Agree

Item	Agree + Strongly Agree	Average
I enjoy working with my fellow club members.	97%	3.59
I believe our club members have the necessary skills to make a positive difference in our communities.	97%	3.58
I understand Rotary's mission.	96%	3.48
When I want to participate in a Rotary effort, it is easy to get involved.	94%	3.42
Our club leaders are open to my ideas and feedback.	94%	3.42
Overall, Rotary keeps me well informed about ways I can engage.	95%	3.35
Our club has the capacity to be more active.	89%	3.21

Member Experiences with Mental Health

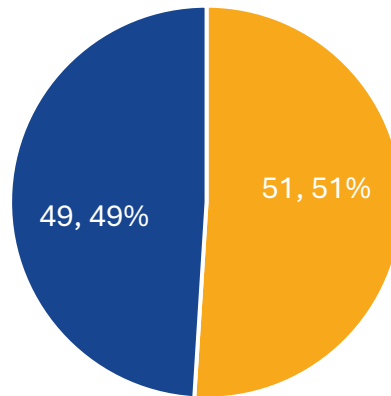
Survey participants responded to questions about their experiences with mental health. **86% know a Kansan with a mental health issue**, 51% have some kind of experience with mental health services, and 21% have already participated in a Rotary-led or sponsored activity on mental health.

“Do you know, or have you known, a Kansan with a mental health illness?”



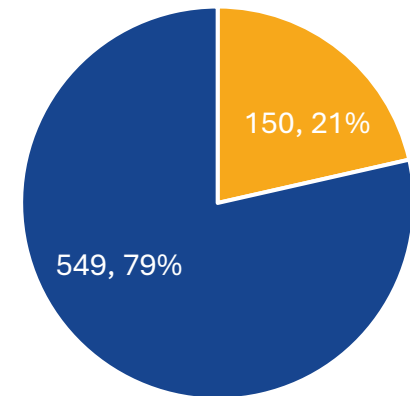
■ Yes ■ No ■ Don't know

“Do you have any experience with mental health services? Please consider your professional roles, volunteer service, and board leadership.”



■ Yes ■ No

“To date, have you participated in any Rotary-led or sponsored educational activities on mental health (e.g. 2023 District Conference, Mental Health First Aid, club-based fundraiser, etc.)?”



■ Yes ■ No

Mental Health Experiences

Those respondents that indicated they had some experience with mental health were invited to share some additional details about what that entailed, with 293 people providing more information.

“Please briefly describe your experience with mental health services or with related behavioral health fields, including titles, roles, and functions.”

Broadly, several categories emerged:

Direct Professional Experience	<ul style="list-style-type: none">• “Retired psychiatrist”• “Certified Mental Health First Aid Trainer”• “Case manager”	Policy and Advocacy	<ul style="list-style-type: none">• “Policy development for state mental health services and funding”• “University faculty researching mental health”
Healthcare Professionals	<ul style="list-style-type: none">• “Physician”• “Nurse”• “Pharmacist”	Volunteer Experience	<ul style="list-style-type: none">• “Board chair”• “Nonprofit boards”• “Clergy providing support”• “NAMI volunteer”
Law Enforcement	<ul style="list-style-type: none">• “Police officer with crisis response training”• “City Council member, co-responder program”• “Military veteran with PTSD”	Personal Lived Experience	<ul style="list-style-type: none">• “I see a therapist regularly”• “I have two daughters with significant mental health issues”• “Friend with bipolar disorder”
Community Services	<ul style="list-style-type: none">• “Library director”• “Working with the unhoused”• “School mental health team”		

Interest in and Readiness for Mental Health Initiatives

Survey respondents answered questions about their interest in engaging in efforts focused on improving mental health. **A majority of survey participants responded positively, indicating interest in this work.**

4-point scale: 1- Strongly Disagree, 2- Disagree, 3- Agree, 4- Strongly Agree

Item	Agree + Strongly Agree	Average
I feel like Rotary can make a meaningful contribution to improving mental health in Kansas.	78%	3.22
I am interested in learning more about mental health issues in Kansas.	83%	3.09
I would like to be a part of Rotary-driven efforts focused on improving mental health.	58%	2.87
My club has already taken some action(s) to improve mental health in our communities.	43%	2.76

However, while there is interest in the work based on the above table, the vast majority of respondents indicated they would also **need more information** about potential initiatives before engaging.

Readiness to...	No + Unsure + More Info Needed	Ready
Volunteer my time	82%	17% (N=114)
Donate to efforts	85%	15% (N=97)
Work with other Kansas Rotary clubs on the issue	86%	14% (N=90)
Recruit other members to participate	89%	11% (N=72)
Take a leadership role to support efforts	94%	6% (N=42)

Level of Interest in Types of Mental Health Initiatives

Survey respondents were also asked what types of activities they would potentially be interested in related to mental health. **Stigma-free, youth-centered, and hands-on volunteering came up as the most popular options.**

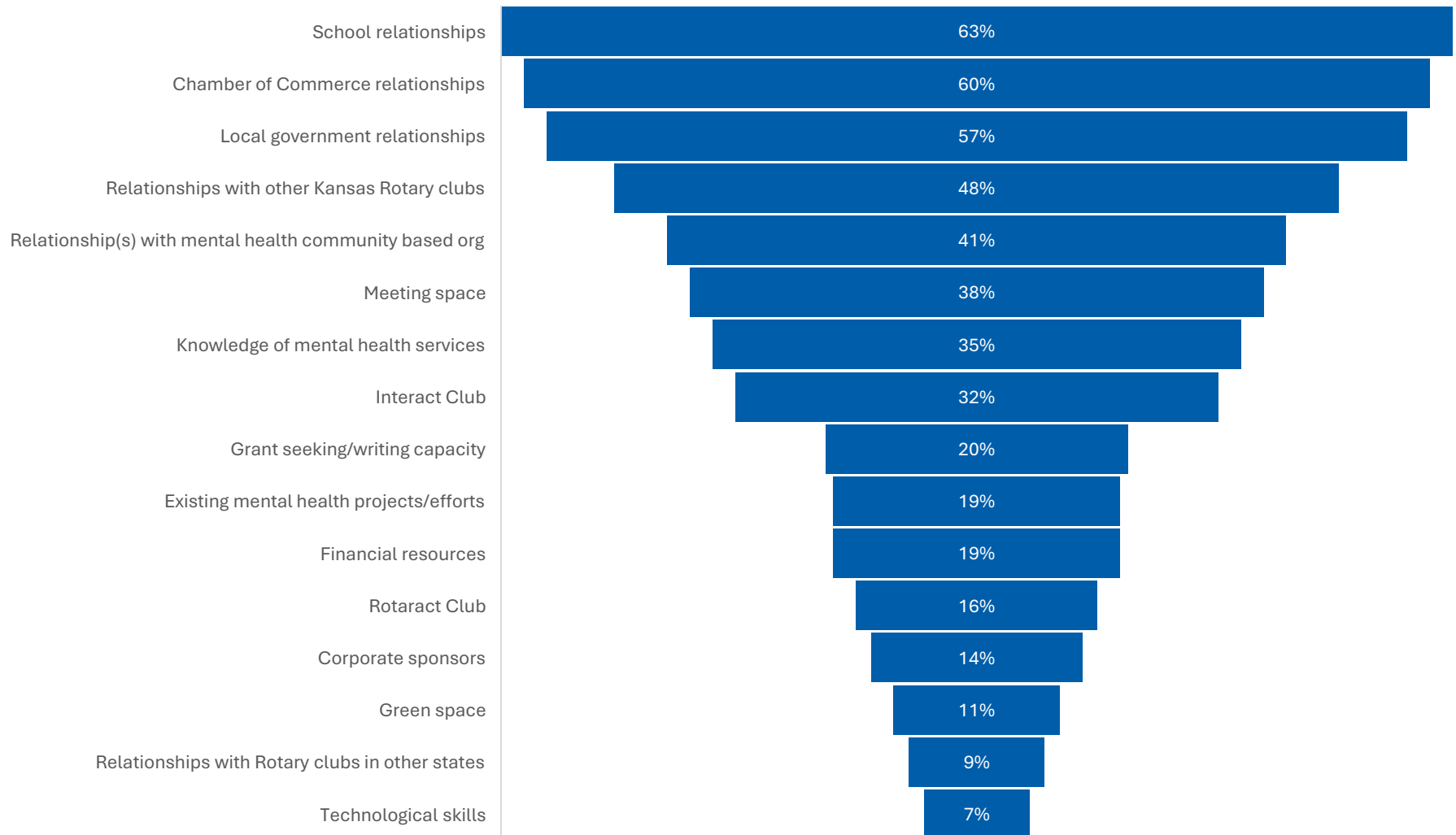
3-point scale: 1- Not Interested, 2- Somewhat Interested, 3- Very Interested

Types of Initiatives	Somewhat + Very Interested	Average
Stigma-free focus: Create a stigma-free culture within Rotary and share our principles and practices with other organizations and community members.	81%	2.09
Youth-centered: Engage youth in developing peer-to-peer approaches to improve young Kansans' mental health (e.g., identify signs of depression, etc.)	77%	2.01
Hands-on Volunteering: Support people and projects locally and/or overseas to improve community mental health	72%	1.89
Workforce-focused: Support existing mental health workers and systems to train, recruit, and retain more mental health workers	66%	1.84
Public Relations & Awareness-focused: Inform, educate, and create messaging campaigns that address mental health priorities and mobilize Kansans	69%	1.83
Mental Health First Aid: Develop and scale Mental Health First Aid programming for Kansas communities	63%	1.79
Rural-focused: Design district-wide efforts to increase mental health awareness, care, and treatment in underserved rural communities	61%	1.76
Fundraising & Grants: Develop fundraising events and grant opportunities to support efforts that improve mental health	52%	1.62

Club Assets

Survey respondents were invited to indicate what resources or assets they felt they could contribute to a mental health initiative. Interestingly, the first six most cited assets are relationship-based.

“If you or your club has any of the following resources, connections, or capacity(ies) that may be leveraged to support improving mental health in Kansas, please circle all that apply.”





Model for Engagement

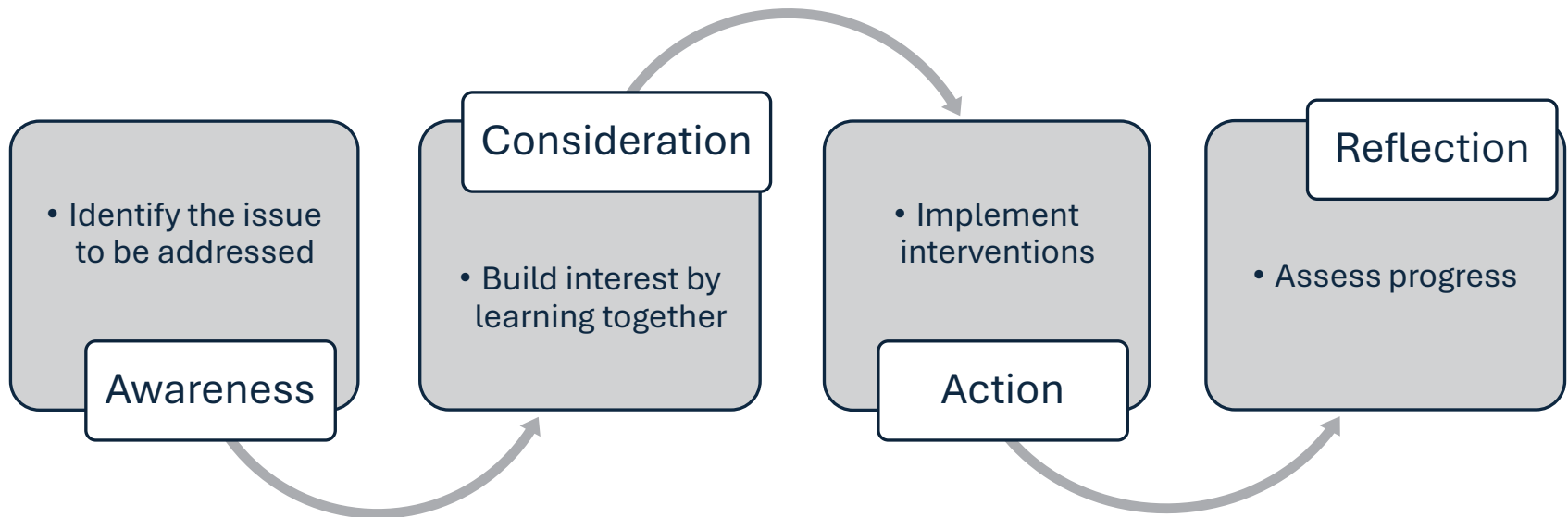
“It’s a kind of immediate access to people that are already activated to want to do something in their communities to make them stronger or better, regardless of the topic.”

Interviewee

Proposed Engagement Model


This model is based on several factors:

- The desire to honor the independence and unique assets and challenges of each Rotary Club while creating space for collective action to happen.
- The development of a model that could be pointed at any issue and help Rotary spur meaningful action toward individual and shared goals.
- The aspiration that by building a framework to support clubs coming together toward a shared vision for change, more progress will be achieved. As a network, Rotary will be able to leave a larger footprint in creating a better Kansas.
- The belief in the values underpinning this effort- care, community service, and conviction.



This initial stage contains a few decisions points.

- The first being, what will be the **issue** that Rotary wants to bring members together around? There are many places an idea might originate from: a District Governor, Rotary members, or community residents, for example.
- The second decision point for members in this stage is connected to the “why” behind the issue of focus. What is the compelling **vision** for aspirational change Rotarians will be working toward? An initial vision will help members understand and get excited about the issue of focus and the work that lies ahead. As clubs move through the second stage (“consideration”) and they learn more about the issue, they may decide to layer on to their vision and make it more relevant for their unique, local context.
- Last but not least, **leadership** should also be identified. Club presidents obviously play an important role in terms of advancing any work around an issue. However, identifying a club champion, who can recruit other members to join their committee and lead the club’s efforts on a particular issue could also be useful. As highlighted during the interviews, a key takeaway from previous successful Rotary efforts was the role that local champions (whether officially or unofficially designated) played in helping the work advance. This individual can support these efforts in a number of ways- ensuring that learning about the issue is organized and happening at their club, supporting the implementation of the club’s chosen interventions, and communicating with other clubs about their challenges, successes, and lessons learned.



• Identify the issue to be addressed

The diagram consists of a light gray rounded rectangle containing a bullet point. Below and to the right of this rectangle is a smaller white rounded rectangle with a dark blue border. The word 'Awareness' is written in dark blue inside this second rectangle.

Awareness

- With the issue, vision, and leadership set, the team can turn to the next stage, Consideration. During this stage, Rotary clubs can individually, regionally, and/or at the state level begin the process of exploring the selected issue. There are many ways teams can go about engaging in this **shared learning** (inviting speakers to meetings, presentations at district conferences, statewide webinars, etc.) but this is an important stage because it can:
 - Ground the group with a shared understanding of the issue and its landscape
 - Build the interest and curiosity of members in the topic
 - Help identify potential partners
 - Support the group in setting realistic goals for their efforts
 - Serve as a relationship-building opportunity internally for members, and externally to broaden the Rotary network
 - Provide space for members to reflect on what capacities and assets they can contribute to the effort
- As mentioned previously, Rotary already has natural, **weekly opportunities to generate learning** and discussion amongst members on any topic because of their practice of inviting presentations from individuals and organizations in the community. Clubs could decide for a period (for example, the next three months) to focus on inviting presentations from programs that could inform their efforts.
- Doing a brief **environmental scan** could be a useful tool for clubs to identify existing efforts, resources, challenges, etc. connected to the issue area. Understanding the landscape surrounding the issue of focus will be useful to make strategic choices in the next stage.

- Build interest by learning together

Consideration

- In addition to learning from external sources, however, Rotary clubs should not overlook the likely deep **wisdom within their group** to inform their initiative. Some may have professional experience or other formal education about a relevant topic, and that is important to know and learn from. Other members may have lived experience connected to the issue of focus, and this is also valuable. To the extent they feel comfortable sharing, members that have experienced the issue first-hand should be provided space to offer what they know to be true about the issue.
- Conducting some kind of learning activity to hear from members about their opinions, experiences, and ideas about the issue of focus can be useful. **Hearing from club members** about where and when they want to contribute, and through what kind of activities, are foundational in terms of forming realistic and meaningful action steps in the next stage. For this, a survey can be very useful.
- After the team spends some time learning together about the issue of focus, Rotary clubs should take some time to **set goals** that they want to reach within the broader vision. For example, within the vision of improving mental health outcomes in Kansas, a club may decide that they want to partner with their local school district to stand up a behavioral health career exploration program. Along with the goals, clubs should be clear about how they want to measure progress toward those and what eventual success looks like.
- While this could also happen during the initial awareness stage, this might be an ideal time for club presidents to have a conversation about how the issue will be built into their club's strategic plan or Presidential Citation Goal to solidify their strategy(ies) on the issue.

- Build interest by learning together

Consideration

- With the issue selected, learning initiated and understanding deepened, Rotarians can now point their attention to developing interventions to make progress toward their goals. Clubs can decide based on their unique context and communities what strategies will make the most sense for them, and there will likely be many possibilities to consider. Because of the existing infrastructure Rotary already has, three strategies might serve as useful frames on which local clubs can build:

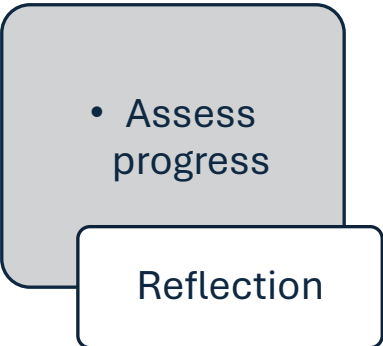


- Implement interventions

Action

- Increasing **awareness** on issues. With speakers being invited to present at meetings on a weekly basis, clubs can be a place where members learn more about any number of issues. And Rotary members are community members, with their own relationships and spheres of influence, as emphasized in the asset inventory through the member survey. Supporting them in acting as conduits of information to their broader networks could be a powerful way to raise awareness about issues, partners, interventions, etc.
 - Example: Inviting a presentation on how mental health affects a student's ability to learn
- Increasing the **financial resources** pointed toward addressing issues. Rotary has a tremendous history of raising funds for important causes, like eradicating polio, so we know this is an effective strategy for the group.
 - Example: Helping the local library raise funds to hire a Community Health Worker to increase access to health care and other resources
- Increasing the number of **people engaged** on an issue. Many Kansas Rotarians, as evidenced by the responses to our survey, demonstrated a preference for actively contributing their service to causes they care about. Identifying opportunities for Rotarians to actively engage in terms of community service could be a great way to mobilize more people to support local efforts.
 - Example: Partnering with a local community college to help them organize a Mental Health First Aid class for students

- Though easy to skip over, **reflection is a critical part of the learning process**. Reflection creates the space for an honest assessment of how things are going (and/or went) so that progress can be determined, and sense-making can take place. This is a time for Rotary members to examine their aspirations, actions, and progress in ways that allow them to modify or reinforce their approach(es) to ensure they are having the impact they want to see on the issue. Group reflection can also serve as another opportunity to strengthen the Rotary community when it is done as a team.
- There are many ways Rotary could approach engaging in effective reflection, but one option for Rotary to consider is the P.A.C.E. model created by the John H. Pace Jr. Center for Civic Engagement at Princeton University:
 - “Pause. Sometimes we are so focused on our acts of service that we forget to take a moment to pause. Pausing allows us to really connect with the experience we are having. Whether it is by yourself or with others, it is important to find time to stop and process.
 - Assess. An important component of reflecting is assessing what you’ve done, who was involved, and the end result. All thoughts, emotions, and feelings are important to the process, so don’t leave anything out.
 - Connect. How does the work you have completed connect back to your original vision, goals, and your values? Revisit what brought you to this work and see if it is in alignment with where you are.
 - Express. A critical component of reflection is being able to express what you’ve done and how you feel about it. This could be something you do for yourself or something you share with others. How would you choose to crystalize and share your experience? Whether you choose to reflect alone or with others, the important thing is that you set aside time for the process. Be intentional, be thoughtful, be honest and be specific.” (<https://pace.princeton.edu/learn/reflection-toolkit>)



- Assess progress

Reflection

Throughout this process, there are a few aspects that will be important **across stages**.

- **Communication.** In researching other models, as well as learning more about previous successful Rotary and other civic engagement efforts, a key aspect of work when diffuse communities are involved is consistent communication across groups. Communication amongst club champions is one path that could be useful and important to support collective, cross-club and cross-district action.
- **Ownership.** Finding ways to support member ownership over the goals, activities, and progress made on these efforts will support greater impact. Ownership will help members feel like they can be proactive in making progress toward their goals, as well as more motivated to make sure things are getting done. Reflecting on the member survey results, 89% of respondents felt their club could be more active, and 78% agreed that Rotary could make a meaningful contribution to improving mental health in Kansas. Knowing this, it may not take much to empower members to initiate action.
- **Celebration.** Whether big or small wins, there will be things clubs should celebrate along the way. This could be as simple as carving out a few minutes at the next meeting to recognize and call out a win, for example, getting a club champion identified or reaching a fundraising goal. Not only because this will help create momentum for the group to keep progressing with their efforts, but also because it is an opportunity to elevate a joyful moment for members. The member survey established that Rotary members enjoy working with their fellow Rotarians, and interviews reinforced how the community Rotarians feel within their clubs keeps them coming back for years. Celebrating together is another way that community can be reinforced.
- **Documentation.** The Kansas Rotary Action Form on the following page is one suggested way clubs could outline and track their efforts on the issue of focus.

Kansas Rotary Action Form

Issue:

Timeframe:



Vision

Action

Updates

Rotary's Role

•

Partners

•

Inputs/assets

•

Goals



Model in Practice: Recommendations for Action to Improve Mental Health in Kansas

“We believe that Rotary is in a very unique position to be able to reach out to the community, to educate, to break the stigma, raise awareness, because we are in every facet of community- we’ve got business leaders, community leaders, people who want to help. So we find that with Rotary there is practically no other organization worldwide that can do this from such a unique position.”

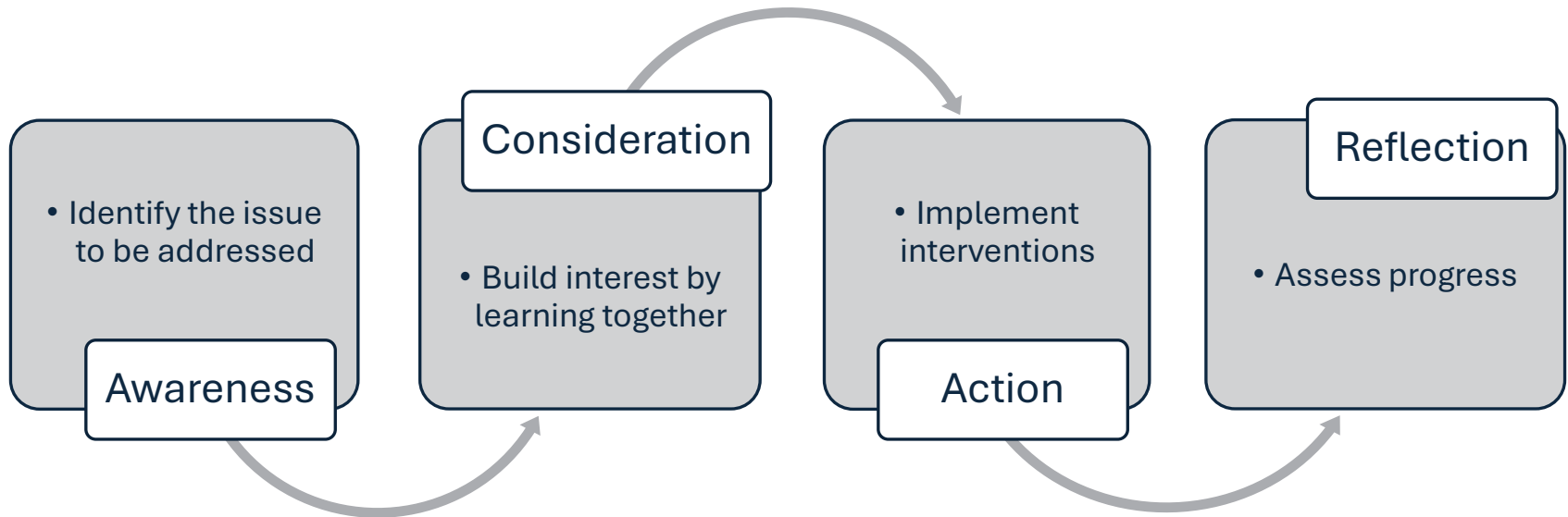
Interviewee

Moving Forward on Mental Health

- The previous section laid out a potential model for Rotary Clubs to use in order to organize collective action for cross-club collaboration and greater impact on issues affecting our communities. This model could be used at the club, state, district or any other level, as it feels relevant and useful.
- This model could also be used to galvanize action on any issue. The upcoming section lays out how this model could be piloted by focusing on the issue of mental health.
- How to apply each stage- Awareness, Consideration, Action, and Reflection will be detailed, though clubs will need to tailor each in ways that best fit their unique assets, challenges, and interests.
- This application of the model is one of the three recommendations for initial action for Kansas Rotary to work across clubs on the issue of mental health, based on findings from all three data sources utilized in this planning project (research on existing data and information, interviews with key partners, and the survey of Kansas Rotary members).
- In order, we recommend Kansas Rotary consider:
 1. Solidifying the charge of the Kansas Rotary Mental Health Taskforce, asking them to serve in a visionary, leadership role in terms of oversight of the collective efforts of Kansas Rotary Clubs
 - Diversifying membership to be more representative of Kansas Rotary Clubs will be important
 - Identifying strategies to gather more input from District 5680
 2. Create a Kansas-based Rotary Action Group (RAG) on Mental Health, inviting participation from the 60+ survey respondents who provided their information and volunteered to take a leadership role on the issue
 3. Deploy the model, issue, and vision to clubs
 - Encourage participation by asking clubs to:
 - Take the *Stigma-Free Mental Health Pledge* as part of the “Stigma-Free Rotary” approach
 - Identify a champion to lead the local committee and recruit other interested members
 - Incorporate this work into the club strategic plan
 - Agree on strategies for learning about mental health
 - Set goals
 - Track implementation of activities
 - Document reflections and how lessons learned will inform future iterations/efforts

Implementing the Model

- The following section will detail how the model might be utilized by Kansas Rotary to reach clubs where they are and inspire action on the issue of mental health.



Awareness

- **Issue.** There is interest among Kansas Rotarians to pursue **mental health** as an issue of focus. This is because a convergence of calls to action on this issue came together around the same time, from Rotary International, state Rotary leaders, and the Kansas Health Foundation. At the time Kansas was also ranked 51st by Mental Health America for our high prevalence of mental illness and low access to care. As a result, a group of Kansas Rotarians stepped forward to organize collective action with clubs across the state to intervene on the issue.
- **Vision.** Based on the findings in this report, one proposed vision for this effort could be: **“Make Kansas a top five state in the nation for mental health by building a strong behavioral health workforce, creating stigma-free communities, and supporting the mental wellbeing of our youth.”**
- **Leadership.** A **taskforce** has been developed to lead efforts to bring Kansas Rotary clubs across the state together on this issue so that more progress can be made than by one, or two, or a handful of clubs alone. The members of the taskforce have significant experience in the mental health space (for example, having served as the director for a community mental health center for years) and know many of the existing players, programs, and other resources available to work on improving outcomes in this area. This team will also work to recruit additional members to diversify the perspectives contributing to the team’s thinking. With the data generated through this report, they can take next steps in experimenting with the proposed engagement model by advancing a mental health initiative.
- Clubs can also identify someone who would be willing to serve as a champion and lead their efforts on the issue of mental health.

Consideration

- As part of this project at the state level, several activities have been conducted to support collective learning related to mental health and work happening in this space, including interviews with key partners and a survey of member interests, assets, and opinions on the topic (summarized previously). Information on the current state of mental health in Kansas was also analyzed to support the production of this report.
- Additional potential strategies to support collective learning could include:
 - Inviting a representative from the **Association of Community Mental Health Centers** to make a presentation to clubs on their work, and the newly developed Kansas Behavioral Health Center of Excellence
 - Connecting with a **NAMI** representative to learn more about their work and mental health in Kansas
 - Hearing from **Rotaract or Interact** members about what mental health looks like for them and their peers, what gaps they are experiencing, and what kind of services or resources might be beneficial
 - Reviewing available **data** through sources like Mental Health America, County Health Rankings, Kansas Health Matters, etc.
 - Getting a presentation from the **local community mental health center** to hear about their data, experiences, and hopes for the future
 - Organizing a **Mental Health First Aid** class for the club
 - Learning more about the newly established **988 suicide prevention hotline**
 - Conducting a **survey with club members** to solicit their thoughts on how to best leverage a mental health initiative locally
- This short list is intended to be useful to get clubs thinking about what information they might need to inform their actions, and resources they could collaborate with to obtain it. Clubs should also think broadly about what kind of other information would benefit members. It should also inform the goal-setting related to desired work on the issue.

Consideration

- Kansas Rotary could reinforce focus and action on this issue by also organizing and promoting learning opportunities at the district and/or state level.
 - This could be an effective way to leverage state level information, for example, from the Association of Community Mental Health Centers, which works statewide, instead of asking them to present to ten clubs individually.
- If a Kansas state level Rotary Action Group on Mental Health were created, that group could take a leadership role in the development and implementation of these learning opportunities.
- Take some time to build this work into the club's strategic plan or Presidential Citation Goal.

Action

- There are a great many things that clubs could do to take action related to improving mental health in Kansas. Based on the findings from the survey conducted among Rotary members, available Kansas data, and recommendations from key partners, there was consensus in terms of interest and need in three areas: stigma-free, youth-centered, and workforce efforts.

1. Stigma. Mental health stigma is defined by the National Alliance on Mental Illness (NAMI) as “the negative attitudes, beliefs, and stereotypes that society holds about individuals who experience mental health conditions. It is a form of social discrimination and prejudice that can lead to various negative consequences for those affected by mental health conditions.” This issue came up frequently in the interviews conducted, and was the number one choice selected by survey respondents in terms of the type of initiative they would like to advance. 88% of respondents said they would be somewhat or very interested in this area.

- Rotary’s very positive organizational culture lends itself well to thinking about what it could look like for clubs to be places that are stigma-free, serving as a model for other Rotary Clubs, membership associations, civic clubs, etc.
- [NAMI Stigma-Free](#) has three core strategies that could serve as a useful foundation from which Kansas Rotary could build (adapted slightly as NAMI Stigma Free focuses on workplace environments):
 - Increasing awareness and education
 - Creating a culture of care
 - Access to support
- Taking the [Stigma-Free Mental Health](#) pledge would be an excellent place for clubs to start their conversation. This pledge outlines some of the important ways individuals and organizations can help create environments where more people feel safe and supported.

Action

2. Youth-centered work. Youth-centered work was the second most popular initiative selected by survey respondents, with 77% of respondents indicating they were somewhat or very interested. Additionally, school relationships was the most cited asset by members who took the survey, giving many clubs a natural partner.

- Concern for the wellbeing of our young people makes sense. A 2022 report from the Kansas Health Institute found that “Kansas had the 10th highest suicide rate in the nation for youths age 15-24 and the 11th highest for early adolescents age 10-14 in 2016-2020. Suicide was the second leading cause of death for Kansas early adolescents age 10-14 and youths age 15-24 in 2016-2020.” America’s Health Rankings data is consistent, putting Kansas at 40th in the nation for number of adolescent suicides between 2020-2022.
- Raising awareness about this alarming statistic is one simple way that Rotary Clubs could take action on this issue. Also highlighting the 988-crisis hotline is another way Rotary Clubs could support awareness about an important resource.
 - Increasing access for parents and peers to QPR (Question, Persuade, Refer) training came up in interviews as well.
- Rotary Clubs could leverage their school-based relationships and also partner with local youth-serving entities to help them organize teen Mental Health First Aid courses.
- Clubs that have a Interact Club (32% of survey respondents indicating they are connected to one) have an organic subcommittee that can help inform Rotary Clubs about ideas they have that would be most impactful to support the wellbeing of their community.
- Invite presentations from organizations who can speak to the behavioral health career ladder, so that Rotary members can serve as advocates with the youth in their lives. Also consider connecting these organizations to schools Rotary Clubs have a relationship with so they can hear directly about career opportunities as well.

Action

- Supporting the creation of new, or promoting existing, youth-centered community spaces where teens can gather safely can promote connection. 11% of survey respondents reported having access to green spaces that could be leveraged for a mental health initiative.
- Given the preference of survey respondents for hands-on volunteering, participating in and/or building new infrastructure for a youth mentoring program, which has an evidence base that demonstrates a positive impact on youth wellbeing, could be an option as well.
 - Example: Connecting with the local Big Brothers Big Sisters, YMCA, Girls on the Run (if the community has one) to see how Rotarians can support or participate in their efforts
- Advocacy efforts could also include utilizing a campaign to draw awareness to the impact of social media on youth and policies to support healthy engagement, for example, in the school setting.

Action

- 3. Workforce.** Currently, Kansas does not have the workforce required to effectively meet the behavioral health needs of our state. Kansas needs to take action to bolster the strength of our behavioral health workforce. This includes recruiting new workers to the space as well as retaining existing talent.
- As established, Kansas Rotary is made up of members with diverse networks. Raising awareness about the need for more workers in the behavioral health sector, and the career ladder- especially among young people- could be an impactful strategy.
 - A significant opportunity to sustainably support the behavioral health workforce is for Rotary Clubs to partner with the Association of Community Mental Health Centers of Kansas to strengthen the newly formed Kansas Center for Behavioral Health Excellence.
 - As is useful, please utilize the Kansas Rotary Action Form to document the club's efforts and track progress (example on page 47).

Reflection

- Having implemented one or more strategies to work toward the goals of the club, take some time to work through the PACE reflection exercise:
 - “Pause. Sometimes we are so focused on our acts of service that we forget to take a moment to pause. Pausing allows us to really connect with the experience we are having. Whether it is by yourself or with others, it is important to find time to stop and process.
 - Assess. An important component of reflecting is assessing what you’ve done, who was involved, and the end result. All thoughts, emotions, and feelings are important to the process, so don’t leave anything out.
 - Connect. How does the work you have completed connect back to your original vision, goals, and your values? Revisit what brought you to this work and see if it is in alignment with where you are.
 - Express. A critical component of reflection is being able to express what you’ve done and how you feel about it. This could be something you do for yourself or something you share with others. How would you choose to crystalize and share your experience? Whether you choose to reflect alone or with others, the important thing is that you set aside time for the process. Be intentional, be thoughtful, be honest and be specific.”
(<https://pace.princeton.edu/learn/reflection-toolkit>)
- Share what you are learning with other clubs, to spread best practices, celebrate successes, and troubleshoot challenges.

Kansas Rotary Action Form

Issue: Kansas is 24th in the nation for mental health

Timeframe: March-September 2025



SAMPLE

Rotary's Role

- Bring awareness to the state of mental health in KS and resources to help
- Raise funds for MH partners
- Engage more partners on this issue

Partners

- ACMHCK
- NAMI Kansas
- Schools
- Law enforcement

Inputs/assets

- Members
- Coffee can fund
- Relationship with school

Vision

Make Kansas a top five state in the nation for mental health by building a strong behavioral health workforce, creating stigma-free communities, and supporting the wellbeing of our youth.

Goals

- Raise \$10K for the Kansas Behavioral Health Center for Excellence
- Raise awareness about suicide prevention
- Be a stigma-free culture

Action

- Organize a community-wide MHFA training

- Organize a walk during suicide prevention month

- Connect with the local CMHC and invite them to present on reducing stigma

- Conduct a fundraiser for the KBHCE

Updates

- Invited CMHC representative to present to group on 4/21
- Suicide prevention walk partner identified, date set for 9/13



Future Considerations

“Given the long tenure of Rotary programs and clubs across the state, clearly they have a well-defined stake in communities...[they] are partners that aren’t going away anytime soon.”

Interviewee

Additional Questions for Consideration

- What would it look like to have a statewide communication system that covered all of Kansas?
 - Would there be a value add?
 - What would it take?
- How could Kansas Rotary experiment with this engagement model to build a leadership pipeline for newer and younger members?
- What type of systems and policies will encourage statewide, cross-district action, learning, and reflection?
 - What would it take to connect Districts 5710, 5680, and southeast Kansas to reach all corners of the state?
- How can local Rotary Clubs serve an active role in leveraging and building relationships, communication, and collaboration across partners in the issue area of focus?
- What further data collection is needed to effectively support local clubs in experimenting with this engagement model?



Appendices

“Part of the goal is to help other organizations understand their role they can play...given the network of folks that tend to be Rotary members, they might have a lot of sway and spheres of influence that could help broaden [the] understanding of everybody. Everybody can be part of this, right?”

Interviewee

Appendix A: 2024 Kansas Rotary Member Survey

Section 1: Background Information

1. What is your club's name? _____
2. What is your age?
 - a. 65 and over
 - b. 55 - 64
 - c. 45 - 54
 - d. 35 - 44
 - e. 25 - 34
 - f. 24 or younger
3. How long have you been a Rotary member?
 - a. Less than 1 year
 - b. 1 - 2 years
 - c. More than 2 years, less than 3 years
 - d. 3 - 4 years
 - e. More than 4 years, less than 5 years
 - f. More than 5 years
4. Currently, do you serve in any leadership roles? Please circle all that apply:
 - a. District Officer
 - b. Club Officer
 - c. Assistant Area Governor
 - d. Committee Chair
 - e. Committee Member
 - f. Other: Please specify:

5. As a Rotarian, where do you currently focus your efforts and spend your time?

	No focus at this time	A little bit of focus and effort	Some focus and effort	Significant focus and effort
Community service				
International service				
Grants				
Fundraising				
Public Relations				
Membership				
Member education				
Community education				
Scholarships				
Mental Health Task Force				
Peacebuilding and conflict prevention				
Disease prevention and treatment, including polio eradication				
Water, sanitation, and hygiene				
Maternal and child health				
Basic education and literacy				
Community economic development				
Environment				

6. Please choose your level of agreement with the following statements.

	Strongly Disagree	Disagree	Agree	Strongly Agree
I understand Rotary's mission.				
Overall, Rotary keeps me well informed about the ways I can engage through my club.				
Overall, Rotary keeps me well informed about the ways I can engage in efforts <i>beyond</i> my local club.				
When I want to participate in any Rotary effort, it is easy to get involved.				
I enjoy working with my fellow club members.				
Our club leaders are open to my ideas and feedback.				
I believe our club members have the necessary skills to make a positive difference in our communities.				
Our club has the capacity to be more active.				

7. To date, have you participated in any Rotary-led or sponsored educational activities on mental health (e.g., 2023 District Conference, Mental Health First Aid, club-based fundraiser, etc.)?
 - a. Yes
 - b. No
8. Do you know, or have you known, a Kansan with a [mental health illness](https://www.nimh.nih.gov/health/statistics/mental-illness#)? Definitions here: <https://www.nimh.nih.gov/health/statistics/mental-illness#>
 - a. Yes
 - b. No
 - c. Don't know
9. Do you have any experience with mental health services? Please consider your professional roles, volunteer service, and board leadership.
 - d. Yes
 - e. No

If yes, please briefly describe your experience below (e.g., titles, roles, functions):

Section 2: Interests and Impressions

We would like a sense of members' interests and perceptions as we gather input to inform Rotary's next steps. Please share your candid responses. If you aren't sure, choose don't know. **Please note:** This is a temperature read. Your responses will not be interpreted as commitments.

Question 10	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
I am interested in learning more about mental health issues and priorities in Kansas.					
I feel like Rotary can make a meaningful contribution to improving mental health in Kansas.					
I would like to be a part of Rotary-driven efforts focused on improving mental health.					
My club has already taken some action(s) to improve mental health in our communities.					

Please rate your level of personal interest in the following types of mental health initiatives. Again, this is only a temperature read and initial exploration. Your current level of interest will not be interpreted as an agreement or commitment.

Question 11	Not interested	Somewhat interested	Very interested
Public Relations & Awareness Focused: Inform, educate, and create messaging campaigns that address mental health priorities and mobilize Kansans.			
Youth-centered: Engage youth in developing peer-to-peer approaches to improve young Kansans' mental health (e.g., identify signs of depression, etc.)			
Rural-focused: Design district-wide efforts to increase mental health awareness, care, and treatment in underserved rural communities.			
Workforce Focus: Support existing mental health workers and systems to train, recruit, and retain more mental health workers.			
Stigma-Free Focus: Create a stigma free culture within Rotary and share our principles and practices with other organizations and community members.			
Hands-On Volunteering: Support people and projects locally and/or overseas to improve community mental health.			
Mental Health First Aid: Develop and scale mental health first aid programming for Kansas communities. Definition here: https://www.mentalhealthfirstaid.org/			
Fundraising & Grants: Develop fundraising events and grant opportunities to support efforts that improve mental health.			

Section 3: Club Inventory & Asset Mapping

Please help us inventory our resources. Your responses will not be interpreted as commitments.

12. If you or your club has any of the following resources, connections or capacity(ies) that may be leveraged to support improving mental health in Kansas, please circle all that apply.

- | | |
|---|--|
| a. meeting space | k. working relationships with other Kansas civic clubs |
| b. green space | l. working relationships with Rotary clubs in other states |
| c. Interact Club | m. technological skills (e.g., coding, building an app, etc.) |
| d. Rotaract Club | n. financial resources available to dedicate to this effort |
| e. corporate sponsors | o. grant seeking/writing capacity |
| f. Chamber of Commerce relationships | p. knowledge of mental health services |
| g. existing mental health projects/efforts | q. relationship(s) with community-based mental health partner(s) |
| h. local government relationships | r. other: (please describe): |
| i. school relationships | |
| j. working relationships with other Kansas Rotary clubs | |

13. We would like a sense of members' readiness to engage in a Rotary-led mental health initiative. Please share your candid responses. If you aren't sure, choose unsure. *Your responses will not be interpreted as commitments.* **How likely are you to do the following?**

	I don't think this is something I would do at this time.	Unsure.	I need more information before I would consider this.	I am ready to do this.
Donate to efforts				
Volunteer my time				
Recruit other members to participate				
Take a leadership role in my club to support efforts				
Work with other Kansas Rotary clubs on this issue				

14. As Rotary considers launching a mental health initiative, do you know of specific individuals, community organizations, or other friends of Rotary who may offer specific expertise, additional insights, or resources? Please share any of your ideas here:

15. (Optional) We have intentionally kept this survey anonymous, and if you would like to remain anonymous, thank you for your time! However, if you would like to share your name and/or contact information, please do so below.

Appendix B: Survey Response Rate by Club

Club	Percentage	Number of Responses
Wichita (downtown)	9.85%	71
Manhattan	8.88%	64
Lawrence	6.93%	50
Shawnee	6.52%	47
Topeka South	6.52%	47
Leavenworth	5.27%	38
Rotary Club of Topeka	4.85%	35
Overland Park South	3.61%	26
Atchison	3.47%	25
Lenexa	3.05%	22
Louisburg	3.05%	22
Bonner Springs	2.64%	19
Lawrence Central	2.36%	17
CAAHT	2.22%	16
Gardner	2.08%	15
Lawrence Jayhawk	2.08%	15
Colby	1.94%	14
El Dorado	1.94%	14
Overland Park	1.94%	14
Emporia	1.53%	11
Leawood	1.53%	11
Manhattan Konza	1.53%	11
Kansas City, KS	1.25%	9
Salina	1.25%	9
Arkansas City	1.11%	8
Marysville	1.11%	8
Topeka North	1.11%	8
Oberlin	0.97%	7
Ottawa	0.83%	6

Club	Percentage	Number of Responses
Rotary Club of East Wichita	0.83%	6
West Wichita	0.69%	5
Johnson County, KS	0.55%	4
Junction City	0.55%	4
Rotary Club of Spring Hill	0.55%	4
Syracuse	0.55%	4
Dodge City	0.42%	3
Olathe Rotary	0.42%	3
Paola	0.42%	3
Shawnee Mission	0.42%	3
Atwood	0.28%	2
Burlington	0.28%	2
De Soto Rotary	0.28%	2
Ellinwood	0.28%	2
Ambassadors	0.14%	1
Andover	0.14%	1
Beloit	0.14%	1
Council Grove	0.14%	1
Downs	0.14%	1
Goodland	0.14%	1
Great Bend	0.14%	1
Kinsley	0.14%	1
Liberal	0.14%	1
McPherson	0.14%	1
Osawatomie	0.14%	1
Overbrook	0.14%	1
Santa Fe Trail Rotary	0.14%	1
Valley Heights @ Blue Rapids	0.14%	1
Winfield	0.14%	1

Appendix C: Report Sources

- Kansas Health Institute, Report of the Special Committee on Kansas Mental Health Modernization and Reform to the 2022 Kansas Legislature
 - https://www.khi.org/wp-content/uploads/2022/02/Appendix-A_Kansas-Mental-Health-Modernization-Reform.pdf
- Global Communities Partners for Good, “Five Steps to Successful Community Engagement and Mobilization”
 - <https://globalcommunities.org/wp-content/uploads/2021/10/Five-Steps-to-Successful-Community-Engagement-and-Mobilization.pdf>
- 360, Official Blog of Rotary International, “What is a Theory of Change?”
 - <https://blog.rotary.org/2023/07/11/what-is-a-theory-of-change/>
- Harvard Business Review, “We Learn More When We Learn Together”
 - <https://hbr.org/2016/01/we-learn-more-when-we-learn-together>
- Making Stuff Better, LTD, “The Value of Learning Together”
 - <https://www.linkedin.com/pulse/value-learning-together-makingstuffbetterltd/>
- America’s Health Rankings, “Teen Suicide”
 - https://www.americashealthrankings.org/explore/measures/teen_suicide/KS
- NAMI Stigma Free
 - <https://stigmfree.nami.org/resources/>
- Kansas Health Institute, “Suicide Among Adolescents and Youths in Kansas,” 2022 Fact Sheet
 - <https://www.khi.org/wp-content/uploads/2022/12/Suicide-Among-Adolescents-and-Youths-in-Kansas.pdf>

Appendix D: Mental Health Data Sources

- Kansas Health Matters
 - Mental Health Provider Rate
 - Poor Mental Health: 14+ Days
 - Frequent Mental Distress
 - Mental Behavior Hospital Admissions Rate
 - Depression: Medicare Population
 - Percent of Adults Who Were Ever Diagnosed with a Depressive Disorder
- Mental Health America State Ranking
 - <https://www.mhanational.org/issues/2024/ranking-states>
- County Health Rankings
 - [Poor Mental Health Days](#)