



Attaining Well-Being
in the Chamber and E.D. Spheres

CCEKS and KEDA Joint Annual Conference

November 5, 2019

STRATEGY MATTERS

Ady Advantage

This slide features a dark blue background with a faint world map. The title is centered in orange and white text. The date is centered below the title. The bottom left corner has the text 'STRATEGY MATTERS' in orange, and the bottom right corner has the 'Ady Advantage' logo in white on a dark blue background.

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TODAY'S AGENDA

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This slide has a solid orange background. The text 'TODAY'S AGENDA' is centered in white. The 'Ady Advantage' logo is in the bottom right corner, with 'Ady' in white on a dark blue background and 'Advantage' in white.

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TODAY'S AGENDA

What to expect

- A Broader View of Well-Being
- Stressors in the E.D. and Chamber Worlds
 - Share results of interviews and surveys of CCEKS and KEDA members
- What's Next? Practical steps for moving forward.

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INTRODUCTION

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INTRODUCTION

Why This Topic

- Ady Advantage is an economic development and site selection consultancy established in 2003.
- We have worked with over 500 economic development organizations and chambers and many thousands of Chamber and ED professionals over the last 16 years.
- Increasingly, Chamber and ED professionals are sharing stories with me about stress, anxiety and burnout, and the often-serious consequences that have resulted in both their personal and work lives.
- So I got to thinking: How universal are these issues? Are they getting worse? And what can be done about them? Which brings us to today.

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WELL-BEING: A BROADER VIEW

Popular Culture

THIS WAY/ BORN THIS WAY/
FOUNDATION

TO OUR MISSION
TO OUR WORK
TO CHANNEL KINDNESS
TO GET HELP
TO DONATE
TO OUR BLOG

Search
Facebook
Twitter
Instagram

TO DONATE
TO GET INVOLVED
TO GET HELP

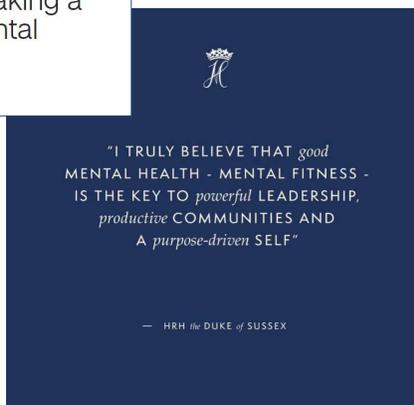
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WELL-BEING: A BROADER VIEW

Popular Culture



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INTRODUCTION

Why This Topic?



<https://www.nytimes.com/2019/09/20/business/silicon-valley-therapy-anxiety.html?searchResultPosition=1>

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INTRODUCTION

Why This Topic?

The screenshot shows the top portion of a New York Times article. The title is "Silicon Valley Goes to Therapy" with a subtitle: "Bummed out by the world and their role in it, tech workers are seeking help — and founding some start-ups along the way." To the right of the article text is a grey box containing a bulleted list of key points.

- On-demand therapy
- Therapy ROI and metrics
- Matching therapists with clients using the tools of online dating

<https://www.nytimes.com/2019/09/20/business/silicon-valley-therapy-anxiety.html?searchResultPosition=1>

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INTRODUCTION

Why This Topic?

The screenshot shows the top portion of a Wall Street Journal article. The title is "Anxiety Looks Different in Men" with a subtitle: "Instead of coming across as nervousness or worry, anxiety in men often appears as anger, muscle aches or alcohol use—leading many men to go undiagnosed." Below the text is a collage of three images: a man's face with a red tint, a man in a suit looking thoughtful, and a man's face with a yellow tint. To the right is a promotional graphic for Darktrace AI.

DON'T BE OUTPACED
 Darktrace AI responds to machine speed threats in seconds - allowing you to regain the advantage.
[Download Threat Report 2019](#)
DARKTRACE
 World-Leading Cyber AI

Source: <https://www.wsj.com/articles/anxiety-looks-different-in-men-11564494352?mod=searchresults&page=1&pos=4>

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INTRODUCTION

Big Idea

The fields of Chamber management and Economic Development are not usually at the cutting edge of new trends.

Yet even within our ranks, people are beginning to become more open about these issues.

What could we learn from one another, under the premise that the better state of well-being that we are in as professionals, the better equipped we will be to help our organizations and communities in the important work that we do?



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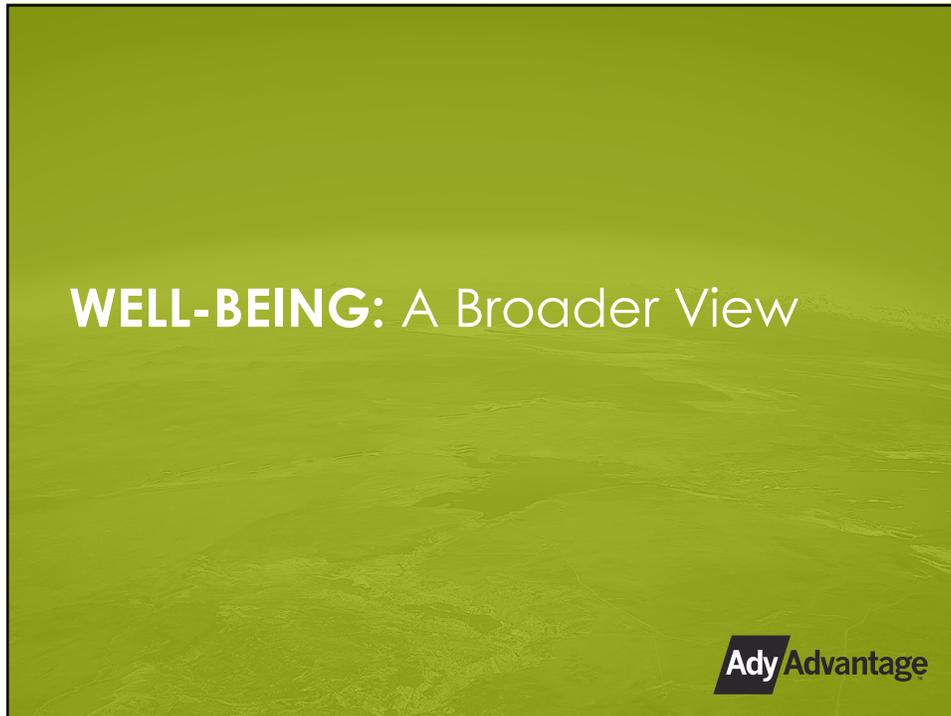
Approach

1. Secondary research on the topic of well-being
2. Primary research to understand what was unique about the Chamber and E.D. spheres in which we operate.
 - One-on-one interviews with Kansas Chamber executives and economic development professionals
3. Primary research to create a sound framework for organizing all the moving pieces.
 - One-on-one interview with a Kansas clinical psychologist
4. Quantitative research among CCEKS and KEDA members to gain insights into what the main stressors are and how they have been successfully addressed.
5. Synthesis and analysis into this presentation.

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WELL-BEING: A BROADER VIEW

Starting with a Definition

- A dynamic state of internal equilibrium which enables individuals to use their abilities in harmony with universal values of society.
 - Basic cognitive and social skills
 - Ability to recognize, express, and modulate one's own emotions, as well as empathize with others
 - Flexibility and ability to cope with adverse life events and function in social roles
 - Harmonious relationships between body and mind

Source: National Institute of Health, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4471980/#/>

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WELL-BEING: A BROADER VIEW

Some Key Concepts

1. Well-being is not simply the absence of mental illness.
2. Well-being is not about being happy all the time.
3. It is impossible to eliminate all stress, and paradoxically, it would be undesirable to do so.
4. Remember that some stressors are actually “positive” and personal choices, such as getting married, buying a new house, etc.
5. So how one deals with the stressors she or he has is key.

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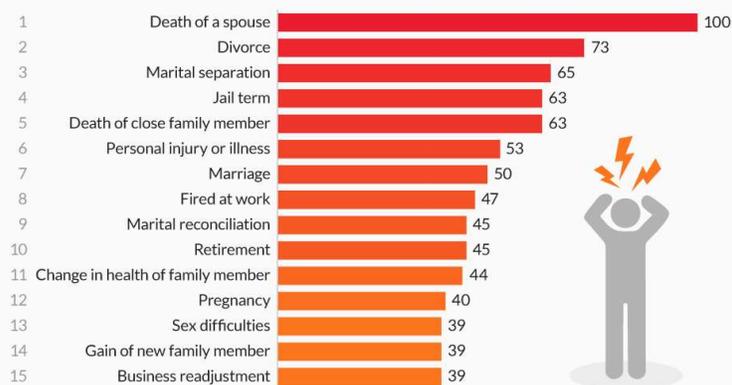
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WELL-BEING: A BROADER VIEW

Life Stressors Are Universal

Life's most stressful events in one chart

Impact score of stressful life events (100 = most stressful)



CC BY ND
@StatistaCharts

Source: The Social Readjustment Rating Scale by T.H. Holmes and R.H. Rahe, 1967

indy100

THE INDEPENDENT

statista

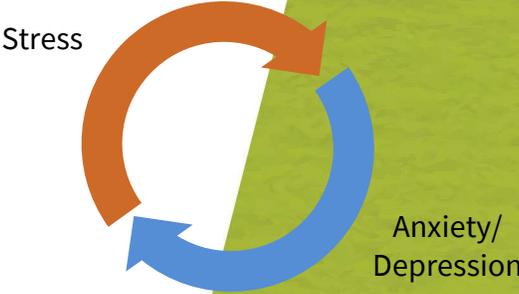
Source: <https://www.statista.com/chart/5317/lifes-most-stressful-events-in-one-chart/>

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WELL-BEING: A BROADER VIEW
A Basic Model



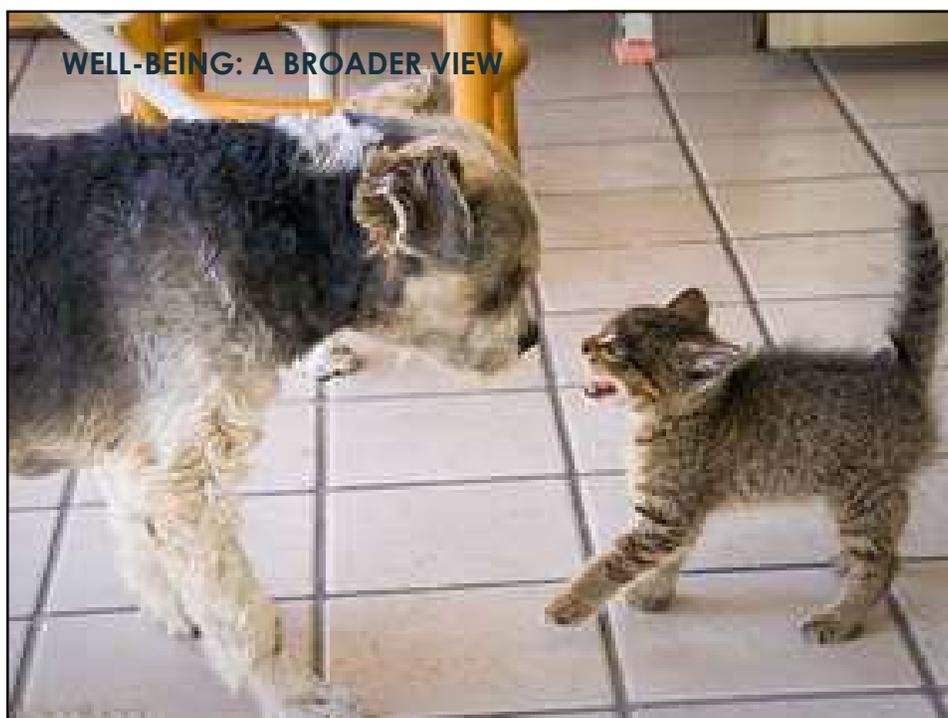
The relationship between stress, anxiety and depression is not linear: rather, it's complex and circular.

Source: <https://www.webmd.com/depression/features/stress-depression#2>

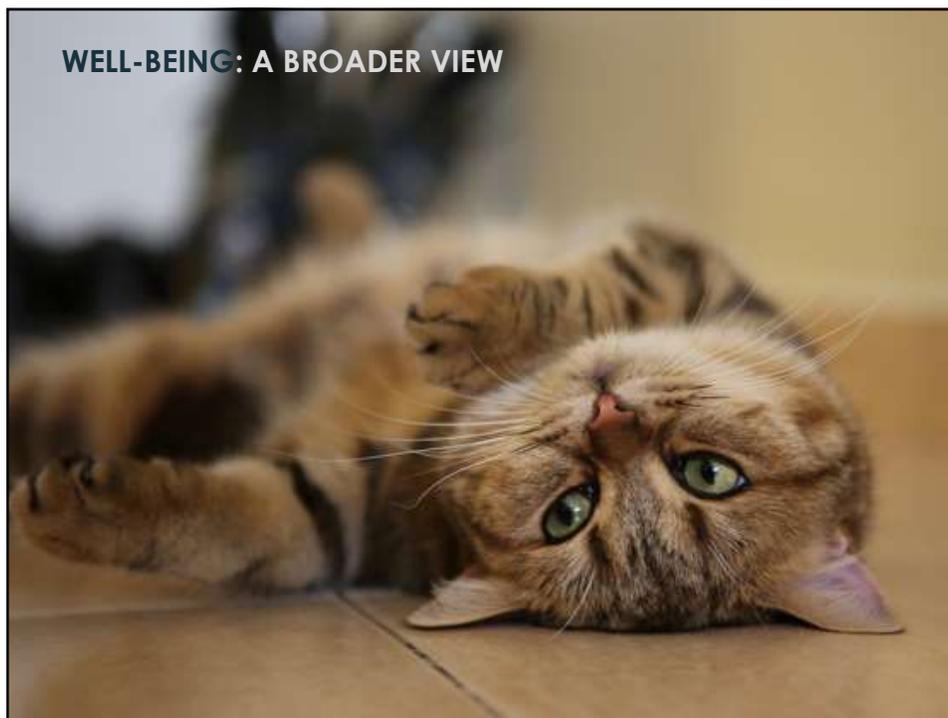
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WELL-BEING: A BROADER VIEW
Prevalence of Stress-Related Conditions

- [1 in 5](#) U.S. adults experience mental illness each year
- [1 in 25](#) U.S. adults experience serious mental illness each year
- [1 in 6](#) U.S. youth aged 6-17 experience a mental health disorder each year
- Suicide is the [2nd leading](#) cause of death among people aged 10-34

Source: NAMI Mental Health by the Numbers, <https://www.nami.org/learn-more/mental-health-by-the-numbers>

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WELL-BEING: A BROADER VIEW

The Ripple Effect of Mental Illness

PERSON

- People with depression have a [40%](#) higher risk of developing cardiovascular and metabolic diseases than the general population. People with serious mental illness are nearly twice as likely to develop these conditions.
- [19.3%](#) of U.S. adults with mental illness also experienced a substance use disorder in 2018 (9.2 million individuals).
- The rate of unemployment is higher among U.S. adults who have mental illness ([5.8%](#)) compared to those who do not (3.6%).
- High school students with significant symptoms of depression are more than [twice as likely](#) to drop out compared to their peers.

Source: NAMI Mental Health by the Numbers, <https://www.nami.org/learn-more/mental-health-by-the-numbers>

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WELL-BEING: A BROADER VIEW

The Ripple Effect of Mental Illness

FAMILY

- At least [8.4 million](#) people in the U.S. provide care to an adult with a mental or emotional health issue.
- Caregivers of adults with mental or emotional health issues spend an average of [32 hours](#) per week providing unpaid care.

Source: NAMI Mental Health by the Numbers, <https://www.nami.org/learn-more/mental-health-by-the-numbers>

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WELL-BEING: A BROADER VIEW

The Ripple Effect of Mental Illness

COMMUNITY

- Mental illness and substance use disorders are involved in 1 out of every 8 emergency department visits by a U.S. adult (estimated 12 million visits).
- Mood disorders are the most common cause of hospitalization for all people in the U.S. under age 45 (after excluding hospitalization relating to pregnancy and birth).
- Across the U.S. economy, serious mental illness causes \$193.2 billion in lost earnings each year.
- 20.1% of people experiencing homelessness in the U.S. have a serious mental health condition.
- 37% of adults incarcerated in the state and federal prison system have a diagnosed mental illness.
- 70.4% of youth in the juvenile justice system have a diagnosed mental illness.
- 41% of Veteran's Health Administration patients have a diagnosed mental illness or substance use disorder.

Source: NAMI Mental Health by the Numbers, <https://www.nami.org/learn-more/mental-health-by-the-numbers>

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CCEKS AND KEDA MEMBER INPUT

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CCEKS AND KEDA MEMBER INPUT

Methodology

Online Survey

- Sent to all CCEKS and KEDA members, whether or not they planned to attend the joint annual conference
- 21 questions with 51 respondents
- Respondents were promised anonymity and confidentiality



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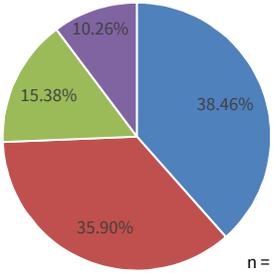
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Characteristics of Respondents

CURRENT ROLE

Would you classify your role as:



Role Category	Percentage
Primarily a Chamber of Commerce professional	38.46%
Primarily an Economic Development professional	35.90%
Both a Chamber and Economic Development professional	15.38%
Other (please specify)	10.26%

n = 39

- **Other Responses Included:**
- Was primarily Chamber Exec - now I provide training for these industries
- Chamber of Commerce CEO/Tourism Director/Main Street Director
- Interim Director/Administrative Assistant
- Volunteer to lead Industrial/Business recruitment/expansion and Chamber of Commerce Committee leader

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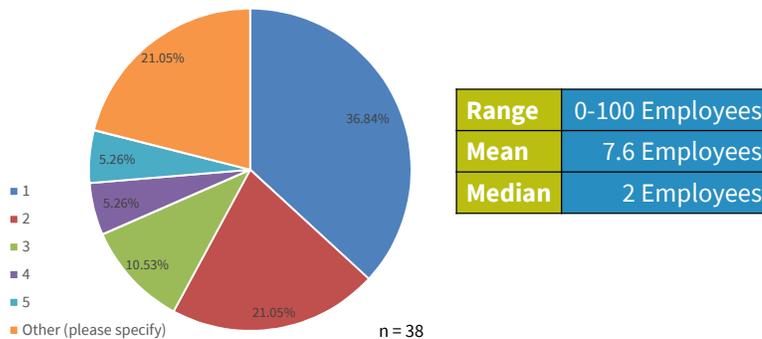
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Characteristics of Respondents

EMPLOYEES IN YOUR ORGANIZATION

- 36.8% of respondents have one employee in their organization.
- 81.5% of respondents have five or fewer employees in their organization



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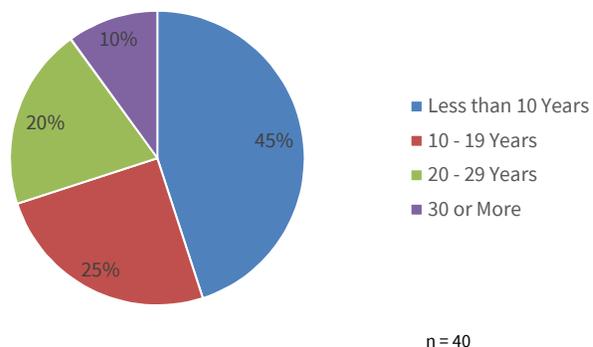
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Characteristics of Respondents

YEARS OF EXPERIENCE IN ECONOMIC DEVELOPMENT

- 37.5% of respondents have five years or less of experience and 30% have twenty or more years of experience.

Experience in Economic Development



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JR [2]3

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Key Areas of Discovery

Aggregating the Data

Participants were surveyed on 18 factors, or stressors.

- For each stressor, we asked participants how relevant each stressor was to them, and how much of an impact (positive or negative) it has on them.
 - “Please check each factor you agree with below for you in your current role.”
 - “For each factor where you agree, please rate its impact on the following scale of -3 to +3.”

The following tables shows the amount of agreement and its impact on each participant.

- Stressors are listed in order of highest agreement.

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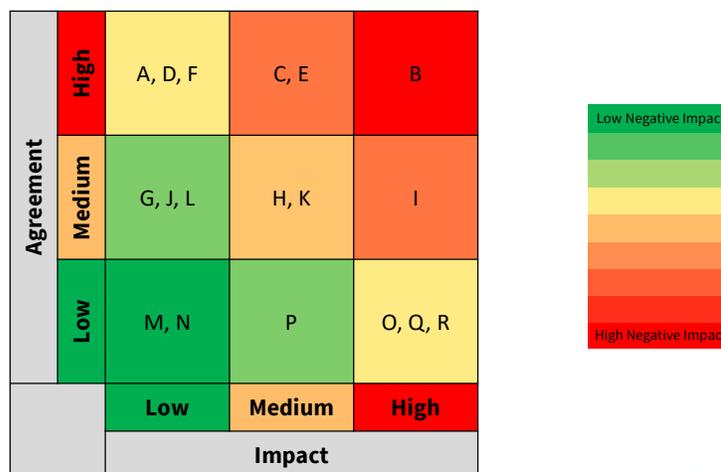


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Findings

Summary of All Factors



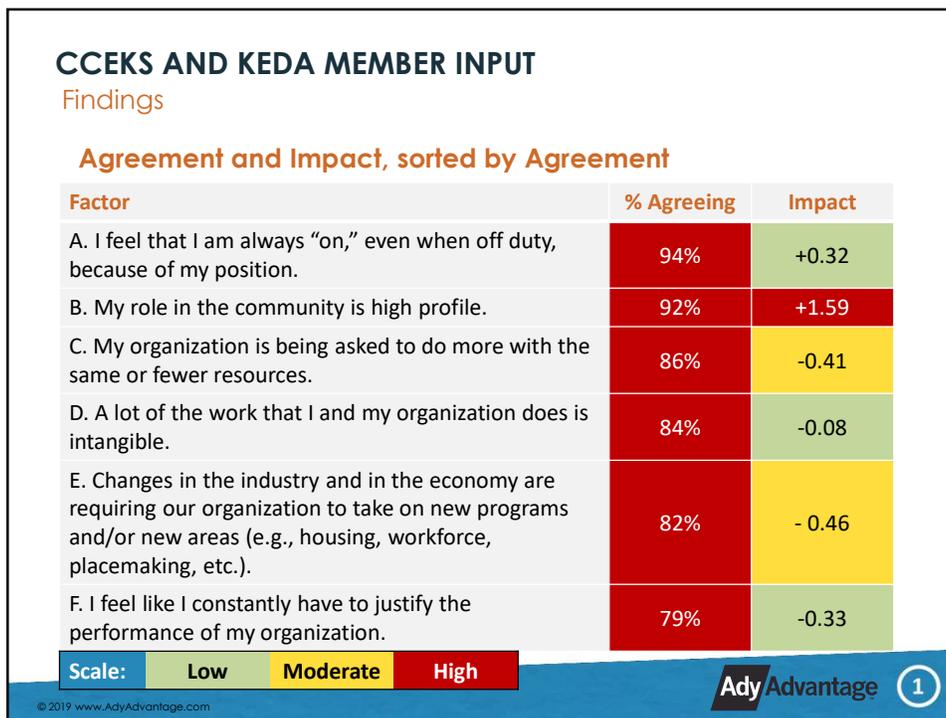
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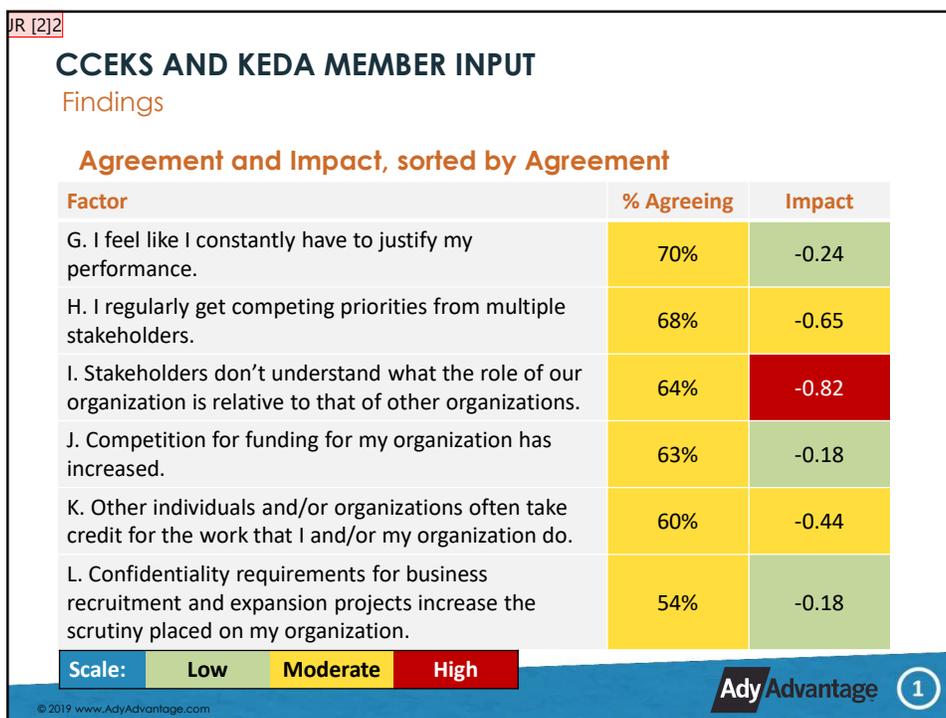
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Slide 29

JR [2]3 Trying to bring your vision of teeing up the tables to life here
Jade Rohloff, 10/30/2019



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Slide 32

JR [2]2 Do you want this on the slide?
Jade Rohloff, 10/30/2019

CCEKS AND KEDA MEMBER INPUT

Findings

Agreement and Impact, sorted by Agreement

Factor	% Agreeing	Impact
M. Local budget cuts are impacting our organization.	47%	-0.19
N. Stakeholders don't understand why they are being asked to fund both our organization and another organization.	45%	-.027
O. There are individuals or organizations who seem to be against many of the projects that are within my organization's charter.	44%	-0.97
P. State budget cuts are impacting our organization	33%	-0.45
Q. I do not feel as if I have a colleague within my organization with whom I can talk honestly about the work stressors that are impacting me.	30%	-0.92
R. I do not feel as if I have a colleague outside of my organization with whom I can talk honestly about the work stressors that are impacting me.	22%	-0.78

Scale: Low Moderate High

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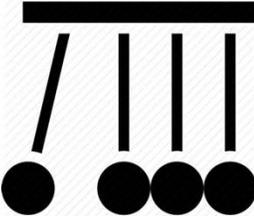
CCEKS AND KEDA MEMBER INPUT

Key Areas of Discovery

Grouping Stressors By Topic

Stressors were then grouped into the following categories:

- High Visibility Position/Organization
- Lack of Understanding/Clarity about the Role of My Organization
- Lack of Resources
- Performance/Accountability



Suggestions of how to address each topic's issues were catalogued as well and presented in each topic's grouping.

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JR [2]3

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Slide 34

JR [2]3 Trying to bring your vision of teeing up the tables to life here
Jade Rohloff, 10/30/2019

CCEKS AND KEDA MEMBER INPUT

Findings: High Visibility Position/Organization

A. I feel that I am always “on,” even when off duty, because of my position.	94%	+0.32
B. My role in the community is high profile.	92%	+1.59
O. There are individuals or organizations who seem to be against many of the projects that are within my organization’s charter.	44%	-0.97
Q. I do not feel as if I have a colleague within my organization with whom I can talk honestly about the work stressors that are impacting me.	30%	-0.92
R. I do not feel as if I have a colleague outside of my organization with whom I can talk honestly about the work stressors that are impacting me.	22%	-0.78

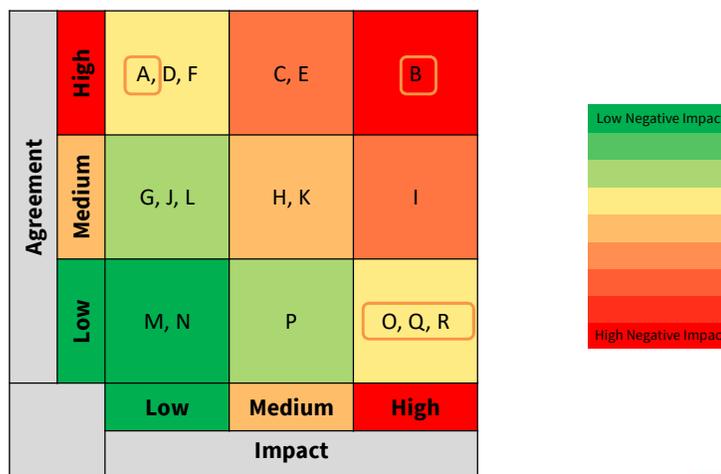
Scale: Low Moderate High

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CCEKS AND KEDA MEMBER INPUT

Findings: High Visibility Position/Organization

Scatter Map A, B, O, Q, R



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Findings: High Visibility Position/Organization

Potential Solutions

Communicate with the Community

- I keep in touch and work to develop friendships with people both in and outside of the Chamber world. I spend time talking through challenges with others.
- Better communication.
- Open communications.
- The naysayers that constantly attack the chamber have been identified and the board is cohesive in addressing their concerns. I have also learned to "turn the tables" by asking them to be a part of committees or participate in Ambassadors.
- Having a high-profile job and effecting change in the community often means that it is impossible to make all parties happy all of the time. There are a couple of ways you can get "ahead of that" by speaking to parties before the triggering event, trying to find common ground, being "humanitarian" and speaking to their losses.
- Often times it is a matter of being heard and validated and not burying our "bad news" because we don't want to address it with opponents; it's poor practice and will end up smacking you in the face.
- We always champion the community and region; therefore we have built up a level of trust with members.
- Not being from the rural area I work in, I guess I have learned not to mind always being 'on' (like at the grocery store or ballgames) because that's often times when I can be more approachable, or stop a rumor dead in its tracks, or address a topic in a much more casual and informal way that builds trust one tiny step at a time.

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Findings: High Visibility Position/Organization

Potential Solutions

Seek Coaching/Mentorship

- I chose to work with a business coach to help me develop skills & tools that would make me more effective.
- I kept calling and reaching out to peers until I met some who I felt could serve as a good mentor for me.
- I just kept making phone calls to people until identified a mentor who was helpful.
- Also, locals who worked in a similar role as you, but have been retired for a while, really enjoy helping the newbie settle into their role and being a friend/mentor to talk to when stressors arise. Especially retired county employees or previous county commissioners.

Communicate with the Board and Seek Support

- I am blessed to have not only a supportive board but a supportive group of chamber directors in my region.
- I just try and continue to let my board know that I handle the day to day even if it is stressful but just want them to be aware of what is going on.
- I also began to talk with my board about the stresses that were happening. They were very supportive and are looking at ways to increase the staff in our office.

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Findings: High Visibility Position/Organization

Potential Solutions

Talk to Other Professionals in the Industry

- It's great to be able to talk with other ED professionals in similar job roles as you from different counties across the state because there's never any weird competition if they're a couple of counties away or outside of your region.
- A handful of us who have similar high-profile positions within the community have formed a closed group. We get together once a month or so. We're still careful about what we talk about with regard to our individual organizations, but we've established this as a safe space where we can "be ourselves". It has helped knowing we have that outlet.
- Attend Kansas Leadership Center Classes or County-level Leadership Classes.
- I left my Chamber Pres/CEO position and created my own company to service/give back the Chamber industry.

Separate Work From Home

- When I am home, with no work obligations. I try hard not to view email or answer texts/phone. I feel this allows from some time to unplug from work
- Active in many organizations that are not directly linked to my job.

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CCEKS AND KEDA MEMBER INPUT

Findings: High Visibility Position/Organization

Other Thoughts and Comments

It Can be Very Challenging

- I do find it challenging to not be able to make a complaint or make a statement about something going on in the county or city. I have to really weigh the issue and decide if it is something I'm willing to die on a hill over.
- As interim director, I can say that all of the above statements factored into the last director's decision to exit the position and the economic development profession.
- I agree that this position is one that is highly visible in the community. However, I also feel like it is one that has the potential to make a higher impact than others, too. I feel like the work I'm doing is important to our community and therefore feel of value.

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CCEKS AND KEDA MEMBER INPUT

Findings: Lack of Understanding about the Role of my Org.

E. Changes in the industry and in the economy are requiring our organization to take on new programs and/or new areas (e.g., housing, workforce, placemaking, etc.).	82%	- 0.46
H. I regularly get competing priorities from multiple stakeholders.	68%	-0.65
I. Stakeholders don't understand what the role of our organization is relative to that of other organizations.	64%	-0.82
N. Stakeholders don't understand why they are being asked to fund both our organization and another organization.	45%	-.027

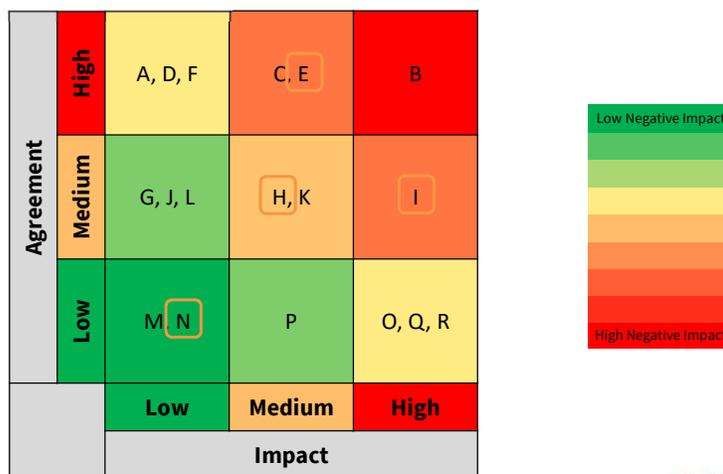
Scale: Low Moderate High

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CCEKS AND KEDA MEMBER INPUT

Findings: Lack of Understanding about the Role of my Org.

Scatter Map: E, H, I, N



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CCEKS AND KEDA MEMBER INPUT

Findings: Lack of Understanding about the Role of my Org.

Potential Solutions

Value-Added Programming and Funding

- Adding value through other offerings such as Network Kansas Loans, increased marketing efforts for members on social media, etc.
- Remaining flexible/nimble to address changes; dropping other work (killing sacred cows) in order to add new programming; become a broken record when it comes to educating and awareness.8
- Workforce is overwhelmingly the key issue now and it informs everything we do. The success is that we acknowledge the situation and try a variety of different programs to help area businesses.
- Our community recreation department recently added a community outreach coordinator. This person has been organizing community events that are NOT necessarily focused on the business community, just goodwill/fun events. This has taken some pressure off of our Chamber to be the community events coordinator.

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CCEKS AND KEDA MEMBER INPUT

Findings: Lack of Understanding about the Role of my Org.

Potential Solutions

Remaining Flexible and Agile

- I'm new to my role in the last 9 months so that's given our organization/board the opportunity to change the way we've done things and re-prioritize.
- Remaining flexible/nimble to address changes.
- Several years ago when competing priorities was an even worse problem than today, we held a one-day charrette run by a outside consultant to talk about all the things board members (including city and county representatives) thought our organization ought to be doing. Then through a series of discussions and votes prioritized the priorities. Later I assigned measures to each and reported activity and outcomes in each area. We quit using that device just last year, but for 7 years it helped bring about some level of consensus on what our priorities ought to be in our organization.

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Findings: Lack of Understanding about the Role of my Org.

Potential Solutions

It's a Never-Ending Battle

- These are all challenges to us and to me.
- Commissioners do not know or care to understand what this position does, especially the newly elected.
- This is a bit of a catch 22. Economic development directors are obligated to comply with ethical standards that are not well understood or acknowledged by elected officials. Elected officials want to know what they're getting for their dollars, which can sometimes create pressure by the director to share information that is confidential.

Create Trust Through Communication

- It is important for directors to maintain their ethical standards but can also create an element of distrust among officials because their efforts cannot be validated. Having unquantifiable information to report to your funders is a tough concern. Creating the element of trust and sharing the information you CAN is the only way I know how to combat that issue.

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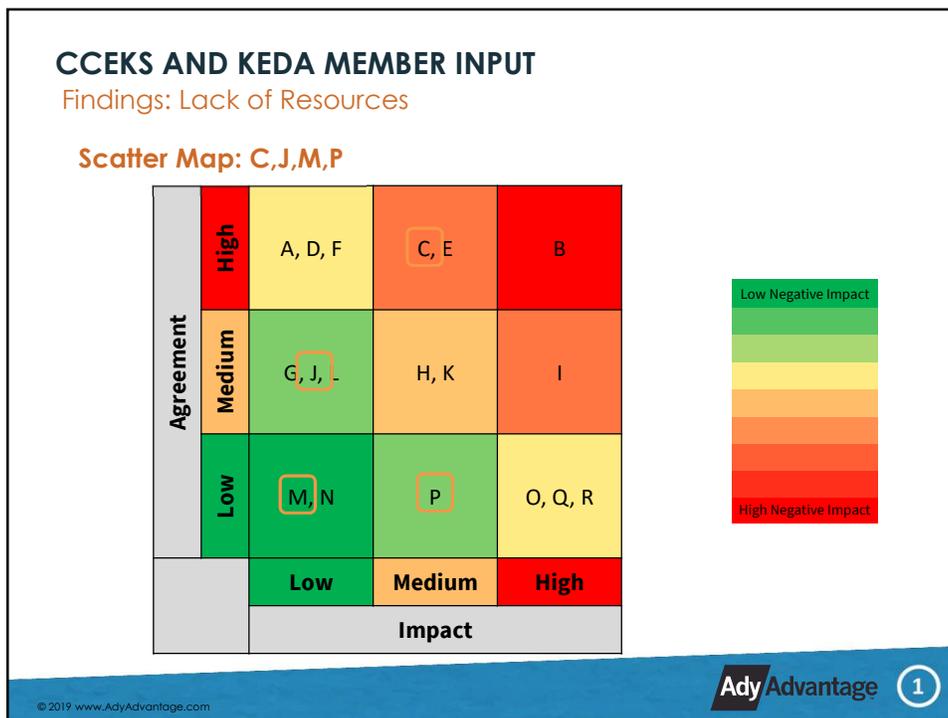
CCEKS AND KEDA MEMBER INPUT

Findings: Lack of Resources

C. My organization is being asked to do more with the same or fewer resources.	86%	-0.41	
J. Competition for funding for my organization has increased.	63%	-0.18	
M. Local budget cuts are impacting our organization.	47%	-0.19	
P. State budget cuts are impacting our organization	33%	-0.45	
Scale:	Low	Moderate	High

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Findings: Lack of Resources

Potential Solutions

Additional Outlets to Reduce Costs

- Provide more opportunities for the committees to share the load in implementing new programs and offerings.
- Applying for internships and/or school-related OJT can provide some relief to the administrative functions that need to be handled.

Budget Balancing as Best You Can

- Because we were solely dependent on membership dues (and fundraising), we were not like other entities dependent on local/state funding, so that was a plus. I felt it created "one less God" we had to "worship."
- There is a constant strain on budgets with so many entities making requests -- much of our work takes years to see full results and that's a challenge in today's political climate.

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Findings: Lack of Resources

Potential Solutions

Find Ways to Do More with Less Before They Ask

- I would say that instead of being ASKED to more with less, we have taken the initiative over the past 5-6 years to do more with less. We feel it is our responsibility to be good stewards of our chamber member dues, as well as taxpayer dollars we receive. Therefore, we are always open to looking at new ways to do something and how we can help.

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CCEKS AND KEDA MEMBER INPUT

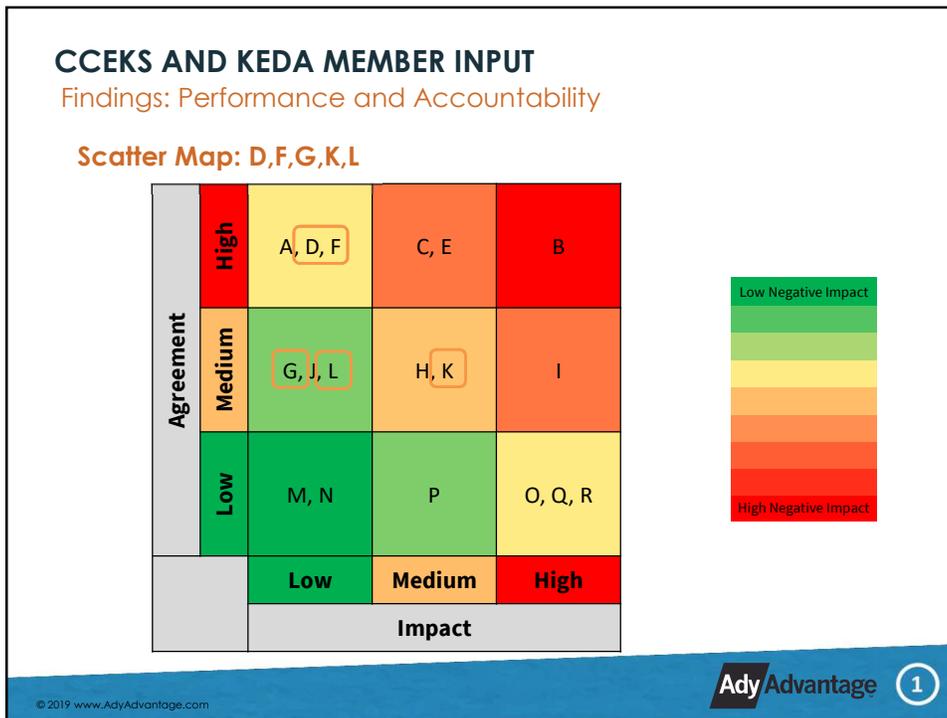
Findings: Performance and Accountability

D. A lot of the work that I am my organization does is intangible.	84%	-0.08
F. I feel like I constantly have to justify the performance of my organization.	79%	-0.33
G. I feel like I constantly have to justify my performance.	70%	-0.24
K. Other individuals and/or organizations often take credit for the work that I and/or my organization do.	60%	-0.44
L. Confidentiality requirements for business recruitment and expansion projects increase the scrutiny placed on my organization.	54%	-0.18

Scale: Low Moderate High

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CCEKS AND KEDA MEMBER INPUT

Findings: Performance and Accountability

Potential Solutions

Communicate Your Successes

- Since a great deal of what chambers do is intangible, we make it a priority to actively participate or even take the lead in community/quality of life projects that are high profile and very tangible. This helps give an added element of credibility to our organization and keeps us front and center in business and community leader's minds.
- Since the Board has hiring/firing rights over my position, I focused the majority of my reporting with them. The best thing I created was a monthly "Pres/CEO Report" shared in their Board packet that detailed our Strategic Plan's Goals and my/Chamber's actions/milestones for the time passed between meetings. Each year, I created new goals based on the Strategic Plan, which I shared with the Board and again I compiled action/milestones based on those goals which I included as part of my self-evaluation. I shared my self-evaluation remarks with the blank evaluation that the Board Chair disseminated to all board members annually for my review.
- I constantly communicate with city councils and also try to use media and social media to communicate successes.
- The only real way I know how to address that is to make those items that I am in absolute control of and which are tangible, such as social media streams, event flyers, website, are the absolute best. If you can present your best image in those things which you can control and which are evaluated visually, you have perhaps given some credibility to your knowledge and your abilities.

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CCEKS AND KEDA MEMBER INPUT

Findings: Performance and Accountability

Potential Solutions

Clearly Define Your Role

- One thing that has helped with this so far is to further detail and define my job description EVERY YEAR. Therefore, when a project, no matter the size, comes across my desk, I can clearly show my boss/citizen requesting it if that project is or is not something I should actually work on. Also, draw boundaries -- When it's not your task, even if it's easy, refer the requestor to the appropriate contact or else you will always be bogged down with miniscule questions/tasks.

It's Stressful, and Not Enough Credit Is Given

- Since the last director's departure, the commissioners are now trying to decide what they want to do with this office. As interim, this increases my stress load tremendously.
- These questions validate what I highlighted in some of the previous answers. I am recently finding a lot of my work goes unnoticed and/or someone else takes credit. This is also a mixed bag of feedback. In some sense, the credit is not what matters. It is our job to help make progress, and credit should not be an important factor; however, when you have to constantly justify your work that "credit" becomes more important than it should be.
- We are always under scrutiny, which is how it should be when funded with tax and private sector dollars. Much of our work may not pay dividends right away so it could fall into the "intangible" category.

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WRAP-UP THOUGHTS

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WRAP-UP THOUGHTS

Observations

1. **As much as we're all different, with different boards and different goals, we all share many stressors.**
2. **Many of the stressors are endemic with the positions we hold and the organizations we run...such as feeling like we are always "on," doing work that can be intangible, and being held to high levels of accountability. These probably won't go away.**
3. **However, there are some key themes as far as ways to mitigate the effects of the stressors, such as:**
 - Have a strategic plan and supporting documents (progress reports, etc.).
 - Communicate, communicate, communicate.
 - Be proactive, creative and nimble.

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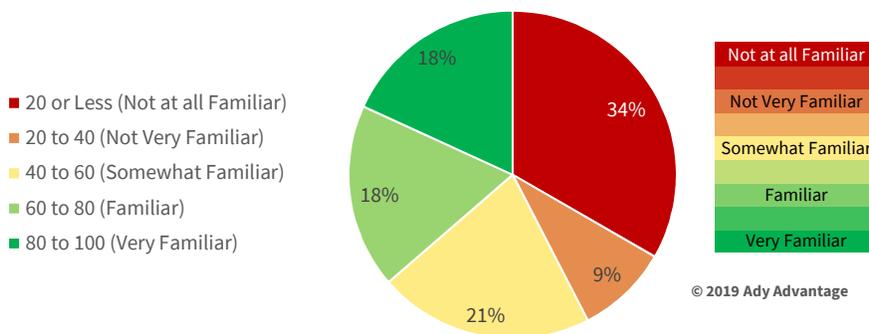
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WRAP-UP THOUGHTS

Kansas Resources

We asked participants about their familiarity with the Community Mental Health Centers (CMHC) of Kansas. About a third of respondents were not very familiar.

On a Scale of 0 to 100, How Familiar Are You With CMHC?



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WRAP-UP THOUGHTS

Kansas Resources

If you ever find yourself in a situation where somebody needs acute help, know that Kansas has a system of Community Mental Health Centers (CMHCs):

- Every county in Kansas has a designated CMHC.
- These are great resources offering the widest array of community-based mental health programming possible, including Therapy, Medication Management, Case Management, Attendant Care, Psychosocial programming and 24/7 mental health crisis services.
- CMHC's are licensed by the Kansas Dept of Aging and Disability Services, and are required to provide necessary services regardless of the ability to pay (note this doesn't mean willingness to pay 😊).

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WRAP-UP THOUGHTS

Kansas Resources

Locations of Community Mental Health Centers Key to Map

- | | | |
|--|---|--|
| <p>1. Area Mental Health Center - Garden City
Counties Served: 13
Full time outpatient offices in Dodge City, Ulysses, and Scott City. Satellite offices in: Tribune, Leoti, Lakin, Dighton, Syracuse, Cimarron, Jelmore, Johnson City, and Elkhart</p> <p>2. Bert Nash Community Mental Health Center - Lawrence
Counties Served: 1
Satellite offices in Eudora and Baldwin.</p> <p>3. Central Kansas Mental Health Center - Salina
Counties Served: 5
Satellite offices in Lincoln, Minneapolis, Abilene, Elsworth, and Herington.</p> <p>4. Community Mental Health Center of Crawford County - Pittsburg
Counties Served: 1
Satellite office in Girard</p> <p>5. COMCARE of Sedgwick County - Wichita
Counties Served: 1
Family Consultation Service - Wichita (Licensed Affiliate of COMCARE)
Counties Served: 1</p> <p>6. Cowley Community Mental Health Center - Winfield
Counties Served: 1</p> <p>7. Elizabeth Layton Center, Inc. - Ottawa
Counties Served: 2
Satellite office in Paola</p> <p>8. Family Life Center, Inc. - Riverton
Counties Served: 1
Satellite office in Columbus.</p> <p>9. Four County Mental Health Center - Independence
Counties Served: 4</p> | <p>Satellite offices in Fredonia, Neodesha, Sedan, Coffeyville, and Howard</p> <p>10. High Plains Mental Health Center - Hays
Counties Served: 20
Branch offices in Norton, Phillipsburg, Goodland, Colby, Russell, and Osborne. Outpatient counseling is also provided in Abvood, Hoise, Oberlin, and Smith Center.</p> <p>11. Horizons Mental Health Center - Hutchinson
Counties Served: 5
Satellite offices in Pratt, Kingman, Medicine Lodge, and Anthony.</p> <p>12. Iroquois Center for Human Development - Greensburg
Counties Served: 4
Satellite offices in Kinsley, Ashland, Coldwater, and Minnesota.</p> <p>13. Johnson County Mental Health Center - Mason
Counties Served: 1
Satellite offices in Olathe, Overland Park and Shawnee.</p> <p>14. Kanoo Mental Health & Guidance Center - Hiawatha
Counties Served: 4
Satellite offices in Sabatha, Seneca, Holton, Highland, Wathena, and Kickapoo Indian Reservation.</p> <p>15. Labette Center for Mental Health Services - Parsons
Counties Served: 1
Satellite office in Oswego</p> <p>16. Mental Health Center of East Central Kansas - Emporia
Counties Served: 7
Satellite offices in Council Grove, Alma, Osage City, Cottonwood Falls, Eureka, and Burlington.</p> <p>17. Pawnee Mental Health Services - Manhattan
Counties Served: 10
Satellite offices in Jewell, Marshall, Washington, Mitchell, Republic, Pottawatomie, Concordia, Clay Center, and Junction City</p> | <p>18. Prairie View, Inc. - Newton
Counties Served: 3
Satellite offices in McPherson and Marion.</p> <p>19. South Central Mental Health Counseling Center - El Dorado
Counties Served: 1
Satellite offices in Andover, August, and Rose Hill</p> <p>20. Southeast Kansas Mental Health Center - Iola
Counties Served: 6
Satellite offices in Chanute, Ft. Scott, Garnett and Pleasanton</p> <p>21. Southwest Guidance Center - Liberal
Counties Served: 4
Satellite offices in Sublette, Hugoton, and Meade</p> <p>22. Summer County Mental Health Center - Wellington
Counties Served: 1</p> <p>23. The Center for Counseling and Consultation - Great Bend
Counties Served: 4
Satellite offices in Larned, St. John, and Lyons.</p> <p>24. The Guidance Center - Leavenworth
Counties Served: 3
Satellite offices in Alchison and Okaloosa.</p> <p>25. Valeo Behavioral Health Care - Topeka
Counties Served: 1
Family Service & Guidance Center - Topeka (Licensed Affiliate of Valeo BHC)
Counties Served: 1</p> <p>26. Wyandot Center for Community Behavioral Health - Kansas City
Counties Served: 1
Satellite office in Bonner Springs.</p> |
|--|---|--|

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Midwest Talent Strategy Innovation
Published July 2019

Talent Toolbox for Economic Developers
Published February 2016

Rural Economic Development Toolbox
Published September 2014



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