

# MENTAL HEALTH



## MENTAL HEALTH STRATEGIC FOCUS (2012-2018)

Final Impact Report – Executive Summary



WOMEN'S GIVING  
ALLIANCE  
THE COMMUNITY FOUNDATION

“I’ve learned women have unique mental health needs and gender-specific intervention can have a greater impact.”

— WGA Member



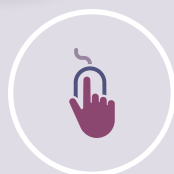
## A SINGLE FOCUS, MENTAL HEALTH (2012-2018)

Women’s Giving Alliance (WGA), an initiative of The Community Foundation for Northeast Florida, was founded in 2001 to improve the lives of Northeast Florida women and girls, and inspire women to be strategic philanthropists. Since 2002, WGA has made more than **\$6 million** in grants to nearly **50 nonprofit organizations** in Baker, Clay, Duval, Nassau and St. Johns counties.

Historically, WGA grantmaking focused on four Fields of Interest: **Educational Attainment, Economic Empowerment, Physical & Mental Health** and **Safety & Justice** for women and girls.

In 2012, WGA Members elected to concentrate all of WGA’s philanthropic resources on a single strategic focus: improving access to mental health services for women and girls. Informed by research, WGA awarded nearly \$2 million in two-year grants between 2012 and 2016.

Funding was prioritized to accomplish several aims:



Expand **ACCESS** to mental health services



Provide **TRAINING** to increase the number of mental health professionals



Increase evidence-based, gender-specific **PRACTICES**



Support **DEVELOPMENT** of unique models of service that could be replicated by other local, regional and national organizations



Support **RESEARCH** to develop a gender-specific system of care for women veterans and women and girls involved in the criminal justice system

A first, nationally, for a women’s giving circle, many considered this approach to be bold and courageous. Looking back, it was a wise decision. WGA’s strategic philanthropy produced notable results, as detailed in the Mental Health Strategic Focus (2012-2018) Final Impact Report. This executive summary distills report findings, illustrates the power of a single focus area and shares insights to help move future efforts forward.

## THE SCOPE OF THE ISSUE



Research has been core to WGA grantmaking since 2002. In 13 years of research, WGA saw again and again the multitude of issues that stem from insufficient mental health funding and solutions for women and girls in Northeast Florida. Childhood and youth trauma, victimization and dysfunctional family life often lead to substance abuse, poor academic and job performance and involvement with the juvenile or adult justice system. There are significant needs for mental health care, particularly in at-risk populations.

### Mental Health Needs & Funding in Northeast Florida

A Jacksonville Community Council Inc. (JCCI) study, “Unlocking the Pieces: Community Mental Health in Northeast Florida,” (2014) found the country’s single largest providers of mental health services are jails and prisons, “**where a disproportionate percentage of incarcerated individuals have a diagnosable mental illness.**” Most mental illnesses can be effectively treated, yet an estimated 60% of adults and 50% of children with mental illnesses are never diagnosed or treated.

In Northeast Florida, one in every four adults (approximately 268,384 adults) is living with a mental illness, based on estimates by the National Institute of Mental Health (NIMH). Approximately 21 percent (22,000) of youths ages 13-18 have experienced severe mental health illnesses at some point in their lives.

There is a clear need for better access and mental health care solutions in Florida, yet funding remains inadequate:

- » **Florida ranks 50th among the 50 states for per capita spending** (National Association of State Mental Health Program Directors Inc., “Mental Health Actual Dollar and Per Capita Expenditures by State. FY 2014.”)
- » **It is one of 14 states not accepting Medicaid dollars through the Affordable Care Act (ACA)** Henry J. Kaiser Family Foundation ([www.kff.org](http://www.kff.org))
- » **Northeast Florida receives the second lowest per capita funding for mental health services in the state** (JCCI, “Unlocking the Pieces: Community Mental Health in Northeast Florida,” 2014)

The February 14, 2018 shootings at a Parkland, Florida high school prompted some additional funding for access to mental health counselors at schools. However, this was the first new funding since 2015 for mental health.

### Strategic Philanthropy: Setting a Plan in Motion

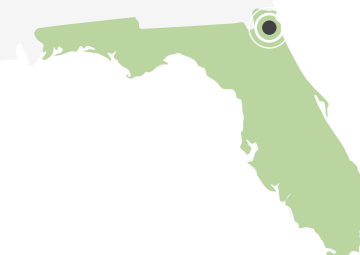
In 2012, WGA embarked on a single focus area: **improving access to mental health services for women and girls.** WGA combined research-based grantmaking, education, advocacy and collaboration with grantee agencies and the community in an effort to achieve greater impact.



60% of adults & 50% of children with mental illnesses are never diagnosed or treated



In Northeast Florida, one in every four adults is living with a mental illness



*“Greater access to mental health care will soon be available to all students in Duval County. The traditional Full Service Schools model, initiated in 1991, provides students at 76 more schools and their family’s access to mental health, physical health and social services that aim to address non-academic barriers to success in the classroom. The centers and services are off-site, but specific schools are linked with certain centers.”*

— Michelle Braun, CEO,  
The United Way of Northeast Florida



WGA Grants Overview:  
MENTAL HEALTH 2012-2016



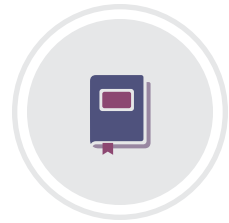
**\$1.957M** In Grants Awarded | **23** Grants | **17** Northeast Florida Nonprofits | **8,893** Women & Girls Served

From 2012-2016, WGA awarded \$1.957 million in 23 grants to 17 Northeast Florida nonprofits. Each two-year grant targeted the areas of greatest need and potential for impact, while also investing in new therapy models, innovative pilots, much-needed treatment protocols and training on nontraditional interventions. While a substantial amount, grant dollars were only the beginning.

	GRANTEE AGENCY	Award	Women/Girls Served*	Percent of Goal
2012-2014	PACE Center for Girls	\$115,000	158	116%
	Volunteers in Medicine	\$10,000	594	119%
	Women's Center of Jacksonville	\$100,000	456	188%
	Sulzbacher Center for the Homeless	\$91,656	271	263%
2013-2015	Delores Barr Weaver Policy Center	\$100,000	426	189%
	Betty Griffin House	\$130,000	1,248	200%
	Starting Point Behavioral Healthcare	\$110,000	250	125%
2014-2016	BEAM	\$100,000	34	100%
	ReStorHER (NEFL Women Veterans Assn.)	\$100,000	Survey/Plan	100%
	RISE! Hubbard House	\$98,000	454	103%
	The Way Free Medical Clinic	\$20,000	200	100%
	Women's Center of Jacksonville	\$135,000	479	133%
2015-2017	Barnabas Center	\$110,000	274	219%
	Gateway Community Services	\$29,300	567	150%
	Mental Health America of NEFL	\$84,000	495	100%
	Rethreaded	\$74,680	12	150%
	Sulzbacher Center for the Homeless	\$97,020	231	175%
2016-2018	Betty Griffin House	\$100,000	313	212%
	Delores Barr Weaver Policy Center	\$100,000	448	150%
	RISE! Hubbard House	\$100,000	580	116%
	Jewish Family & Community Services	\$100,000	128	100%
	Volunteers in Medicine	\$22,000	1,278	100%
	Non Profit Center Impact Grant	\$10,000	NA	NA
TOTAL		\$1,956,656	8,893*	



96%  
included training



100%  
incorporated a new protocol, pilot or program

Mental Health Grants Outcomes Summary

Measuring high-level outcomes across grantees, results are tangible. In five years of grantmaking focused on mental health, grants totaling \$1.957 million have achieved notable results:

- » More than **8,800 women and girls** in Baker, Clay, Duval, Nassau and St. Johns Counties received services
- » Grantees added at least **35 mental health professionals** to their staffs
- » An estimated **750 mental health professionals** were trained, either through training sessions and/or hands-on experience working with nonprofits
- » At least **five new programs/protocols** were developed, cascading well beyond Northeast Florida
- » Grantees developed **advanced gender-based** mental health support for women veterans and girls/young women impacted by the juvenile justice system

“{The thing that changed me most was} Being able to bring both light and heat to an issue that wasn’t being discussed before we took it on.”

— WGA Member



THREE KEY INVESTMENT AREAS:

How was this accomplished? A review across all two-year grants awarded from 2012-2016 revealed that WGA invested in three key areas:

TRAUMA-INFORMED SUPPORT

Trauma-informed counseling and support for domestic/sexual violence centers



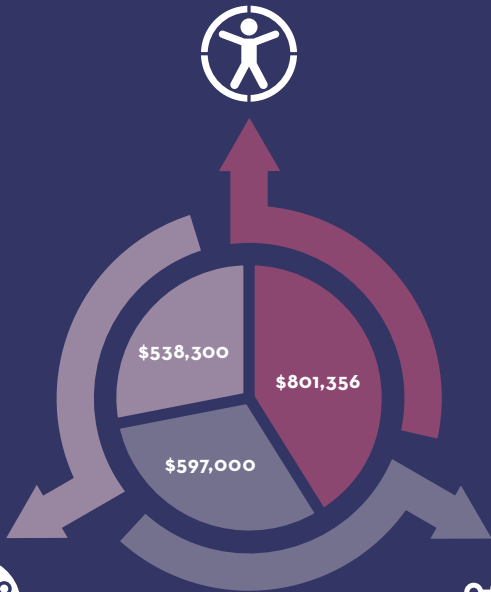
INNOVATIVE PRACTICES

Developing protocols for women veterans or girls impacted by the juvenile justice system, and advanced training for mental health professionals



CO-LOCATED & WRAPAROUND SERVICES

Mental health services provided as part of grantees’ array of services, either co-located or on an outreach basis



\*Women/girls served based on reported results.



Key Investment Area 1:  
**TRAUMA-INFORMED SUPPORT**

Research shows women and girls who have experienced trauma are at an elevated risk for substance abuse disorders, mental health problems and physical disorders. They face increased difficulty maintaining sobriety and healing from traumatic memories. In Northeast Florida, there is a critical need for trauma-informed counselors to be available to assist women and girls with traumatic events such as physical, psychological and sexual abuse, rape, domestic violence, witnessing violence against others and accidents.

**Summary of Outcomes**

Overall, WGA's investments in trauma-informed support helped grantees to:

- » Increase access to trauma-informed therapy, peer support and mental health care services
- » Address trauma as the underlying cause of issues including homelessness and substance abuse
- » Increase availability of onsite, after-hours and long-term trauma-informed counseling
- » Cultivate counseling skills among future mental health care practitioners
- » Establish ongoing collaboration and community partnerships



**Sulzbacher Center:**  
Trauma-informed Therapy  
for Homeless Females

Almost 100% of homeless women have experienced trauma, including sexual trauma. At the Sulzbacher shelter, single mothers head 90% of the families. With WGA funding, Sulzbacher imbedded a licensed mental health counselor, and conducted trauma-informed training for their entire staff. Today, they have an intensive case manager, as well as two staff psychiatrists to provide critical “right now” care to victims when they are ready to talk.

**Rethreaded: Human Trafficking  
Survivor Advocacy**

Rethreaded provides long-term employment as well as life and career development for human trafficking survivors. Recognizing most survivors reach a level of stability after one year, Rethreaded sought long-term, readily available counseling. Their Survivor Advocate Program included training for all employees, board members and key volunteers.

**Betty Griffin Center:**  
Treating Root Causes—Domestic  
Violence & Sexual Assault

Research shows an inherent link between domestic and sexual abuse, substance abuse and homelessness. Betty Griffin Center used WGA funding to address underlying trauma as the root cause of these issues. WGA funding helped to provide timely counseling, increased capacity and access to holistic services.

**Starting Point: Behavioral  
Healthcare for Women**

Starting Point is Nassau County's primary nonprofit provider of outpatient mental health and substance abuse treatment services. Their collaboration with Micah's Place (shelter and support for domestic violence victims) and Barnabas Center (crisis and healthcare services) empowered women to take an active role in their own care to improve their health and wellbeing. Eighty percent of clients who completed four or more counseling sessions showed a decrease in their overall depressive symptoms.

**Hubbard House:**  
Gender-Specific Care for  
Domestic Violence Survivors

Hubbard House leveraged WGA funding to provide integrative, gender-specific mental health care to domestic violence survivors. Trauma-informed, cognitive/behavioral therapy, art therapy, yoga therapy and spiritual enrichment increased personal empowerment and coping skills, reduced trauma symptoms, enhanced knowledge about mental health resources and augmented safety strategies. Grant-funded workshops and the use of master's level interns and practicum students enhanced counseling skills for future mental health practitioners.



Key Investment Area 2:  
**CO-LOCATED & WRAPAROUND SERVICES**

Research shows mental health support is not a standalone issue. To increase access to services, WGA prioritized nearly a third of its funding for either center-based mental health providers that provided wraparound support or outreach mental health providers that brought wraparound services to women and girls.

**Summary of Outcomes**

Overall, WGA's investments in co-located and wraparound services helped grantees to:

- » Support the overall stability, health and wellbeing of women and girls
- » Emphasize professional development and staffing innovation to increase resources
- » Utilize new techniques and culturally diverse assessments to resolve trauma and health disorders more quickly and effectively
- » Provide immediate help and decrease appointment wait times
- » Overcome barriers to treatment such as copays and stigma
- » Impart mental health as part of an integrated model of care to future practitioners
- » Add data to medical records to produce more detailed and accurate reporting



1/3

funding prioritized for  
center-based and outreach  
mental health providers

**Barnabas Center: Health &  
Wellbeing for Women in Crisis**

Barnabas is Nassau County's only comprehensive service center. With WGA funding, Barnabas provided group activities and mental health support for incarcerated women and women housed in a local domestic violence center and homeless shelter. Therapy coupled with wraparound services (e.g., medical, dental, emergency food, crisis assistance) focused on survivors' strengths and overall health and wellbeing. Bonding over shared issues, women increased their self-awareness and became more likely to seek individual counseling.

**The Women's Center: Rape  
Recovery & Support Services**

The Women's Center offers rape recovery and other support services. During the WGA grant cycle, they provided gender-responsive, trauma-informed mental health services to more than 935 women. Emphasizing professional development and staff augmentation, the Women's Center developed expertise in a therapeutic mind/body approach shown to resolve trauma faster. With WGA funding, they were able to better match treatment to clients, provide integrative therapies, allow center callers to connect with a real person on their first call and schedule appointments within one week.

**Volunteers in Medicine: Healing  
the Mind, Body, Heart & Soul**

Volunteers in Medicine remains one of the best examples of integrated care in Duval County, combining primary health and behavioral health in one setting. WGA grants supported mental health screening, counseling, medications and psychiatric services for 1,872 women, while also offsetting indirect costs for women in Duval County. Engaging nursing and family residency students, Volunteers in Medicine imparted the importance of mental health in an integrated care model. Adding data analytics to the electronic medical records system also enabled more accurate and detailed reporting.

“I always knew the stigma  
was there but didn't realize  
how extensive the impact was  
on seeking help.”

— WGA Member





(Co-Located & Wraparound Services continued)

**Beaches Emergency Assistance Ministry (BEAM): Self-Sufficiency for Single Mothers**

BEAM partnered with Sulzbacher Center to provide counseling, yet discovered women had to be ready to seek help. Providing wraparound services to low-income single mothers, many showed multiple improvements (e.g., regular employment, educational advancement, monthly budgeting, improvements in credit score, self confidence or savings).

**Jewish Family & Community Services (JFCS): A Sliding Fee Scale for Care**

The JFCS Sliding Fee Scale was an innovative, effective way to cover mental health counseling copays for those who couldn't afford treatment otherwise—a number well in excess of JFCS's grant estimate. As an outreach wraparound services provider, JFCS helped to eliminate barriers to therapy, performing services in home to help address childhood trauma, self-harm and mental health crises among girls.

**The Way Free Medical Clinic: Increased Access for Uninsured Women/Girls & Immigrants**

The Way Free Medical Clinic provides health care to low-income, uninsured residents in Clay County, many of whom are Hispanic immigrants. Adopting the use of a culturally diverse assessment tool (PHQ-9), the Clinic was able to identify patients at a higher risk for mental health disorders sooner, and begin appropriate treatment more quickly. They discovered learnings specific to a diverse environment; for example, a multicultural support group using a community therapy modality met for approximately six months but was not self-sustaining.



**Key Investment Area 3:**

**INNOVATIVE PRACTICES**

Since its founding, WGA has awarded grants to pilot programs, inventive training or therapies and reform-minded efforts—unique programs with undeniable successes that could be considered “high risk.” Seeking innovation and breakthrough access to mental health services, WGA awarded several grants focused on untested programs. Outcomes outweighed perceived risks.

**Summary of Outcomes**

Overall, WGA's investments in innovation helped grantees to:

- » Create a statewide model for gender-responsive mental health services
- » Expand mental health services to increase girls' academic performance and decrease girls' involvement in the juvenile justice system
- » Build care models to impact the needs of girls at various stages of the juvenile justice system, and reduce the use of the juvenile justice system as a mental health provider for girls
- » Identify and address systemic inequalities facing female veterans
- » Help women suffering substance use disorders to develop sufficient coping skills as an alternative to mood-altering substances
- » Determine a grantee capacity-building framework to extend the impact of WGA mental health grants

**Pace Center for Girls Jacksonville: An Effective Statewide Model of Care**

Many of the girls who come to Pace are in need of specialized counseling and therapeutic mental health services to treat issues including substance abuse, post-traumatic stress and severe depression. Grant funding increased access from 25 to 158 girls through individual and group therapy focused on smoking cessation, substance abuse, healthy living, relationships and other options to heal the mind, body and soul.

The Pace grant expanded the depth of psychological services offered, using a gender-responsive, trauma-informed and strengths-based approach, while also increasing the documentation of services. Pace developed an effective statewide model, and assisted in codifying program standards, assessments, procedures and training for comprehensive therapeutic community mental health services. During the two grant years, Pace met or exceeded its goals to increase girls' academic performance and decrease girls' involvement in the juvenile justice system.



“As the JCCI study and implementation played out, I began to believe that we really did MOVE THE NEEDLE. We picked a really, hard, dark topic and brought it to the surface. {The WGA Mental Health initiative made me} more than proud.”

— WGA Member



**Delores Barr Weaver Policy Center (DBWPC): Supporting Girls in the Juvenile Justice System**

WGA grants allowed DBWPC to build care models to impact the needs of girls at various stages of the juvenile justice system, and reduce the use of the juvenile justice system as a mental health provider for girls. DBWPC facilitated gender-responsive therapeutic groups, sister groups and long-term individual therapy as well as telemental health counseling. DBWPC also used WGA funding to utilize graduate interns, in order to serve more girls and families while also training future mental health care professionals.

**North Florida Women Veterans Association: Systemic Inequalities Facing Female Veterans**

Working with the Emergency Services Homeless Coalition, North Florida Women Veterans Association identified systemic inequalities facing female veterans in Duval County (e.g., lack of employment, mental health challenges, military stress trauma (MST), PTSD, lack of child care access, ex-offender status and homelessness), and developed a strategic plan to address barriers.

Since the grant's completion, North Florida Women Veterans Association initiated a program to target these barriers. In its first full year of operation in 2018, the program provided defined support to 130 female veterans.

**Gateway Community Services: Gender-Responsive, Trauma-informed Development**

Gateway is a behavioral health facility that helps people suffering from alcoholism, drug addiction and related mental health issues. Many women undergoing treatment for substance use disorders report chronic stress related to sexual abuse or violence. Trauma interventions are critical to help these clients to develop sufficient coping skills as an alternative to mood-altering substances.

With WGA funding, Gateway increased its number of trained counselors from eight to 63, and added additional trainers for trauma interventions. Gateway also expanded training on evidence-based protocols to nine other addiction service providers, and also developed plans for a systemic change in treatment. One hundred percent of residential women and 60% of outpatient women now receive trauma-focused treatment.

**Mental Health America of Northeast Florida (MHA): Women & Girls Training Institute**

MHA leads community efforts to raise awareness for mental health and advocate for mental health resources and services. Through the WGA grant, MHA offered trainings for 495 professionals and interested parties working with women and girls. Post-session polling indicated overall use of information in professional capacities ranged from 88% to 95%. Many non-professionals attended sessions, notably trainings on perinatal mood disorders and mental health for female veterans.

**Nonprofit Center of Northeast Florida: Extending the Impact of Mental Health Grants**

Matched by grant funding from Baptist Health Foundation, the Nonprofit Center pilot project studied the need for and benefits of managing to outcomes and impact measurements for nonprofits. Using insights and themes emerging from WGA mental health grantee feedback and a literature review, the Nonprofit Center determined a grantee capacity-building framework based on four pillars:

- » Developing high-performing leadership teams;
- » Prioritizing organizational learning and impact measurement;
- » Increasing access to capital; and
- » Strengthening external awareness and advocacy

“Since funding the JCCI study on Unlocking the Pieces: Community Mental Health in Northeast Florida, Baptist Health Foundation has increased 2014 funding levels six times over to improve access to mental health services, providing innovations in the treatment of mental health issues, and partnering with other corporate and non-profit partners to advance awareness of the challenge.”

— Audrey Moran, EVP, Social Corporate Responsibility, Baptist Health and President, Baptist Health Foundation





*“Funding (for mental health issues) at the national and state levels has increased, and lifelines have been offered, although with less impact in Jacksonville than other parts of the state. The lifelines have been focused on homelessness, hunger and child-wellbeing, but there needs to be a focus on poverty as well. Florida Blue is starting a large project in the Orlando area focused on opioid treatments and incorporates the recognition of the major focus needed for help with poverty, too.”*

— Darnell Smith, NE Florida Market President, Florida Blue

## Ripples Of Change: EDUCATION, ADVOCACY & COLLABORATION



With the decision to focus on a single issue, WGA achieved incredible impact, affecting the work of grantee agencies, and improving the lives of more than 8,800 women and girls in Northeast Florida. Beyond grantmaking, the strength of WGA's strategic decision rippled outwards, impacting WGA, its members, the media, the general public and policy makers. WGA's philanthropic efforts included education, advocacy and collaboration to achieve a far greater impact than grantmaking alone could achieve.

### Advocacy

Over the years, WGA's primary method of advocating for women and girls has been grantmaking. As an organization, WGA explores ways to influence public policy through non-partisan activities. Related to mental health, WGA successfully advocated for issues including:



» **State Funding:** WGA members joined coalitions to advocate for an increase of **\$53 million** in the 2015-2016 state budget



» **Sex Trafficking:** From 2016–2017, WGA rallied to support a program called **“Open Doors”** that places advocates and services for sexually exploited children in regional locations throughout Florida. Working with others, WGA successfully secured **\$3 million** in new funding in Florida.



» **Child Marriage:** In 2018, WGA turned its attention to the issue of ending child marriage. Lawmakers approved a bill to ban marriage for girls under age 17.

### Growth as an Organization & in the Community

Through its focus on mental health, WGA grew as an organization, both in numbers and in activities focused on mental health. WGA's partnerships with grantees became a linchpin to address specific needs on a timely basis. As an organization, WGA developed a robust infrastructure for grantmaking, communications, education and advocacy, increasing its presence among local and state legislators, the media and the general public. Unsurprisingly, WGA Members learned the language of mental health issues, gained an increased understanding of available services and found the courage to talk openly to others in the community.



*“...When a friend said her daughter was having “issues,” my friend was very vague... I started asking questions. You could hear the calm in her voice that “someone understood” and she opened up on what was really happening... I think it helped her that I was willing to talk about this and she should not be embarrassed to have the conversation.”*

— WGA Member

## GOING FORWARD: Work Still To Be Done

While WGA's multi-year strategic focus demonstrates progress across a wide range of efforts, there is still much work to be done.

Grantees report an increased demand for mental health care services, with no decrease in sight. Contributing factors include an increase in violence, trauma and sexual abuse, more serious diagnoses, economic distress and homelessness and a greater need for coordinated care. Women and girls face a lengthy list of gaps in basic needs—everything from safe, affordable housing to jobs that pay a living wage and access to health care.

Agencies closest to root causes and mental health issues point to four prevalent needs:

- 1 **The need for advocacy and community engagement;**
- 2 **A plan and mechanism(s) for coordinated care;**
- 3 **Capacity, capacity, capacity; and**
- 4 **Public awareness and education.**



WGA's Mental Health Strategic Focus illustrates the power of strategic philanthropy and partnerships between agencies, donors, the media, lawmakers and the community. Working together, we can achieve lasting change in the lives of women and girls, in Northeast Florida and beyond.





**WOMEN'S GIVING**  
A L L I A N C E  
THE COMMUNITY FOUNDATION

## Special Acknowledgments & Thank-Yous

The Mental Health Strategic Focus (2012–2018) was made possible through the tireless efforts of WGA members, and the support and guidance of The Community Foundation for Northeast Florida as well as community leaders.

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*Photos generously provided by Delores Barr Weaver Policy Center (Andrea Bottin Photography); Volunteers in Medicine (Bob Mack for UNF); Betty Griffin Center and Pace Center for Girls Jacksonville.*



**THE COMMUNITY  
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FOR NORTHEAST FLORIDA

The Final Impact Report team extends special thanks to Joanne Cohen, Teri Calinao and Susan Edelman for their unflagging support and kindness in the information gathering, research, assembly and polishing of the Final Impact Report. There is no end to what we have learned from you.