Agency for Change Amanda McGill Johnson, Executive Director, Nebraska Cures

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Amanda McGill Johnson: 0:01

Really think about what you can and cannot control and focus in on the areas that you feel you can have the greatest impact.

Announcer: 0:11

Welcome to Agency for Change, a podcast from KidGlov that brings you the stories of change makers who are actively working to improve our communities. In every episode, we'll meet with people who are making a lasting impact in the places we call home.

Lyn Wineman: 0:35

Hey everyone, welcome back to another episode of the Agency for Change podcast. This is Lyn Wineman, President and Chief Strategist at KidGlov. So today's guest knows how to turn bold ideas into real world impact. Amanda McGill Johnson is a former state senator, a local education leader, a children's book author and now the Executive Director of Nebraska Cures, where she is championing scientific research, mental health policy and women in STEM. And she's not just working for change, I'm going to say she's leading it right here in Nebraska. Amanda, welcome to the podcast.

Amanda McGill Johnson: 1:17

Oh, I'm so happy to be here. Lyn, Thanks for having me.

Lyn Wineman: 1:23

Oh, Amanda, I'm so glad to talk to you. You and I have known each other for a bit. We've interacted in different ways over the years. I always love talking with you, and today we're going to talk about Nebraska Cures in particular. Can you just start by telling us about the organization?

Amanda McGill Johnson: 1:40

Yeah, Nebraska Cures has the mission to promote, support and advocate for health research and education for the betterment of our health and also our economy, and so we work in a couple of different ways to educate policy members and the public, kind of in a grassroots way, about the importance of medical research and science in general. We have three sort of public health areas of focus, being mental health, maternal child health and the environment and health. And then we also

work on career pathways in science, and the biggest piece of that is our Nebraska Women in STEM partnership.

Lyn Wineman: 2:16

Yeah, I love that. I love that we're going to talk a bit more about women in STEM coming up here. But, Amanda, from your perspective, what makes Nebraska-based medical research especially important?

Amanda McGill Johnson: 2:29

Well, the way that a lot of basic scientific research is done is through grants from the federal government, but we try to really focus in on the grants and the funding that are received here in Nebraska and the positive impact of our Nebraska researchers. Not only are they making discoveries that will help people around the world, but it also is an economic driver for our state.

I mean, when you think about all the jobs in those areas and they're really good paying jobs - solid jobs that investing in medical research is important for an economy as well and that even like we're more focused on biomedical research, but there's research happening in agriculture and in other areas that are important ultimately for our health as well.

Lyn Wineman: 3:19

You know, I think, Amanda, that when people think of the state of Nebraska, medical research probably isn't one of the first things that comes to mind. Right, but yet there's a lot happening here.

Amanda McGill Johnson: 3:32

You know people are. I think there's a lot of pride in UNMC and recognition of the global impact they have had. I mean we saw it during the pandemic with their units and such. But I mean UNMC really is a gem in the entire region. But they're not the only ones who are doing research in that area. UNL does a lot, really all of the campuses in the system. So do Creighton and Boys Town National Research Hospital. They're all getting grants from the NIH, you know, federally, to do really important work in a spectrum of different issues. I mean there are enough health problems out there that you need lots of institutions focusing on different things, you know, if you really want to make advancements in them.

Lyn Wineman: 4:18

I love that and, Amanda, a lot of our listeners will know NIH, but tell us more.

Amanda McGill Johnson: 4:24

National Institutes of Health

Lyn Wineman: 4:28

Fantastic. So, since you mentioned grants, there's a lot going on right now related to funding and so forth. Can you give us a little primer on what's happening?

Amanda McGill Johnson: 4:40

For sure. We've really honestly had to pivot into that core of our mission in the last few months because, sadly, biomedical research funding has been threatened at the state and especially the federal level. So Nebraska is really unique that we, as in a state budget, allocate \$15 million to biomedical research and we were able to protect the proposed cuts to that \$15 million from our state government, so that's great.

The legislature just passed the budget so that \$15 million is there and that goes to those entities I talked about the University of Nebraska system, Creighton and Boys Town but at the federal level that's where the bulk of the money comes from, and there were moves earlier this year to take what are called indirect costs related to medical research and how those are funded, and change them, and that's held up in courts. But the big threat right now, the emphasis is on what will the budget look like for next year for the National Institutes of Health, CDC, for the National Science Foundation. Nebraska gets \$137 million from the NIH alone for medical research, and the proposal from the president is cutting NIH funding by 40%.

Lyn Wineman: 5:56

Oh wow, that's just devastating.

Amanda McGill Johnson: 6:01

Right it is devastating to fund the whole science. And then of course there are proposed cuts to the CDC and the National Science Foundation, which we get \$50 million for the National Science Foundation and other types of research in science here in our state, and so these cuts would have not just an impact on scientific discovery, but it's the jobs that go along with that as well, so it really is a two-fisted punch.

Lyn Wineman: 6:30

Absolutely. Wow, because you think about it, Amanda. I mean just to make this real. You know, this is research that's going towards all the things that are important to us Alzheimer's, dementia, mental health, cancer, diseases which, like the pandemic, you know, things that have come up that we never thought would happen in our lifetime.

Amanda McGill Johnson: 6:51

It is shocking. We were honestly unprepared for this level of really assault on scientific funding and it's especially surprising when you look at polling about how popular supporting biomedical research is. Just in January, before the administration changed an organization, a national one called Research America. They do an annual poll of people's perceptions of science and advocacy around that and lawmakers' trusted sources of information and you know of just of Republicans. 60 percent of Republicans say they would give an extra dollar a week to the federal government in taxes if they knew it would go to medical research. So among independents and Democrats, that's like it's even higher.

And so it's just so surprising that this is one of the things that's been under fire in the budget, as they're trying to, you know, pivot or spend that money in different ways. So, like I said, we've had to refocus our

efforts on, you know, because we've been really working on mental health and policy in that area and we can talk about that in a little bit if you'd like. We've had to put time back into that. This is why this investment is important and we've even developed a page on our website under our priorities that's just going to highlight the research happening here in Nebraska and why this is an important thing to be developing.

Lyn Wineman: 8:17

Absolutely. Well, let's tackle the policy angle of this, because I know a lot of what you do is in that policy and advocacy space. Can you talk to us about what that looks?

Amanda McGill Johnson: 8:28

Yeah we are a small organization, and so I do have to constantly tell myself where can we have the biggest impact. It really is in building up that basic information to do grassroots advocacy and some direct advocacy. Now we have been largely focused at our statehouse and so we're used to going down to Lincoln and talking to state senators and activating our followers and supporters to reach out to their state senators and hopefully that's part of how we were able to keep that state funding for biomedical research, having to pivot and look more at the federal level and the even larger threats there, it's a little more overwhelming, you know, thinking about how you can make an impact when there is kind of this onslaught of cuts across the board, not just to research right, how to elevate this particular, what I see is nonpartisan issue in supporting biomedical research.

Lyn Wineman: 9:26

Absolutely. It's got to feel a little bit at times right now like you've got arrows coming at you from all different directions, right?

Amanda McGill Johnson: 9:32

I'm happy that the state legislature here in Nebraska maintained their funding, but still trying to figure out how to like what partners at the national level were members of Research America. So you know, working, working with them and also trying to activate, you know, supporters to reach out to members of Congress about how these cuts really just do not make sense. Some people think, oh, you're funding research and you think it's just going into this nebulous I don't know equipment or I don't know.

Lyn Wineman: 10:03

Right, right it does. Sometimes you say the word research or science or medical, and it's hard to connect the dots, like what does that actually mean when we cut that money or when we fund it?

Amanda McGill Johnson: 10:16

It's people and health that are making a difference for a lot of people in the long run. But research is also slow and it does take a long-term investment to come up with cures and major discoveries. They don't happen overnight and there has been in the last couple of years maybe the last decade a greater level of federal investment in research. The NIH's budget did go up dramatically. I could even

understand leveling that off a little bit of a cut or something because it has grown so much, because you do have to be mindful of budgets. There's only so much. But 40% is huge.

Lyn Wineman: 11:01

Yeah. So, Amanda, I can't when I think about you in this role as the executive director of Nebraska Cures and all the things that you do as a small team, actually a small team of one, I think, and we have a lobbyist that focuses on state.

Lyn Wineman: 11:18

But I can't think of a person that's more perfectly prepared for this role than you, right? Can you tell us a little bit? How did you get into this position? What has your path been like?

Amanda McGill Johnson: 11:34

So for those especially may not be in Nebraska, but even a lot of Nebraskans may not know that I'm a former state senator, so I served. I was elected in 2006 and served for two terms until I was term limited out. I then spent a year and a half as the district director for Congressman Brad Ashford in the Omaha area. So I was in Lincoln when I was a state senator, moved back home to Omaha and served for Congressman Ashford. I'm currently on a school board in Omaha in the Millard Public Schools District. So I have a long history of public service and a broad swath of different roles.

Lyn Wineman: 12:12

Yeah, I'm going to say thank you for that, because I can't imagine what it would be like to submit yourself to an election and then be in public service where you work so hard for so little, if any compensation at all, and everybody feels empowered to comment on every little thing that you do.

Amanda McGill Johnson: 12:35

It's true it's gotten worse. Not so much like at a school level for me in my district. I know some school boards maybe have become more divisive in their communities but I live in a very supportive community of our schools and diverse board. But social media has really changed how you're an elected official, I think in two ways. One, people feel they can say anything to you in any way and feel really emboldened and empowered to do that. Like I see things that are sent to current state senators and the language used.

Lyn Wineman: 13:07

It's amazing and shocking. Amazing and shocking.

Amanda McGill Johnson: 13:13

You know, I can only think of one or two emails that I got as a legislator that were like I should tell the state patrol about this you know, I think people are just more emboldened to say anything and be nasty, but I also think elected officials can get more caught up in the public perception and what they're

sharing on social media too, yeah, yeah. Like be about you know how they're trying to communicate with members instead of maybe just behind the scenes trying to work things out.

It's just changed the landscape on both as a constituents, and how they communicate, but also elected officials and how some choose to use that, and personalities that also emerge in the social media world.

Lyn Wineman: 14:02

Like so many communications medium, it has its great aspects, but people always find a way right to maybe use it in a negative or inappropriate way too, and I think that's too bad. I think that it might prevent some really smart and resourceful people from wanting to serve in public office.

Amanda McGill Johnson: 14:22

When you look at a state legislature where you know, in Nebraska, they make \$12,000 a year plus some you know expenses.

Lyn Wineman: 14:31

It's a lot of trouble for that right, so I so appreciate anybody who serves in elected position in any level, because it's a lot yeah.

Amanda McGill Johnson: 14:54

And there are levels like school board that don't pay anything, you know right for a volunteer job and so It can be a lot, but you know, most people who do it regardless of party affiliation, do it because they care. They just may have different views on how to get there or the economics or business of it. I do believe, and I think that's important for everyone to remember, that the people who choose to run are largely doing it, especially in local races are doing it because they care about their community.

Lyn Wineman: 15:18

Amanda, that is a really great point, and while people are thinking on that point in particular, I want to take a little break here and I want to share something that I am really excited about at the moment. It is our new book called Untangling Spaghetti A Branding Fable, and I wrote it for nonprofit and purposedriven leaders who feel like they're spinning their wheels when it comes to branding and messaging. So if you're really looking for the right way to communicate about your impact, this is a fun and story-based read with real tools and insights woven throughout, and I am thrilled to say that it's now an Amazon bestseller. So you can find it on Amazon by searching for Untangling Spaghetti: A Branding Fable, or you can go to kidglov.com/untanglingspaghetti.

Lyn Wineman: 16:22

One of the issues you're really working on is mental health policy, and it just seems like, since the pandemic, mental health has become more in the spotlight, more of an issue. I think people are more willing to talk about it, which I think is a really great thing, but can you talk a little bit more about those efforts?

Amanda McGill Johnson: 16:47

Yeah, absolutely, and I think you're right, the pandemic, if anything and I haven't really thought about this till just now and you saying it, there's been quite an effort around opioid addiction and that piece of the mental health addiction pie, but post pandemic it is more about isolation and anxiety and all the other parts of a mentally healthy community so grateful for the opportunity to talk about that, what we're trying to build in Nebraska myself, so Nebraska Cures and NAMI Nebraska we're kind of tas ked with trying to build a coalition around mental health policy because there's a lot of good work being done in groups, like there's an association of providers here in Nebraska that have done a great job championing Medicaid rates, and then you have school psychiatrists and some of the psychologists and the work that they're doing and some focus on kids' mental health, but it's all fragmented, it's not under one umbrella. It's not looking holistically at all the different parts and what should we prioritize or where can we build partnerships? So we last fall we had our first ever mental health policy convening in October, where we brought together over a hundred stakeholders to start prioritizing issues and at the same time launched a Nebraska mental health study that's currently underway and will be available towards the end of the summer, early fall. We'll do a follow up convening October 1st in Lincoln where we will start to take action steps based around what the findings of this report are. And a lot of the things won't be surprising. You know, in the gaps with my research hat on is that we need more research into into mental health so we can find better interventions and medical treatments, and there's some people that are treatment resistant is maybe one of the ones.

Lyn Wineman: 18:46

That's a very nice way to say it, but I think treatment resistant, right. I think part of the issue of mental health is you maybe aren't seeing things you know in the most healthy way possible, right, and so you're not seeking help for, for the issue, yeah.

Amanda McGill Johnson: 19:06

Yeah, so like, the stigma against it and that's a piece of it. And then, even for you know, there are more and more medications to help with different aspects of mental health or addiction, but it's kind of it's based on your personal biology and there are people that are current like medications aren't as effective for, or really bad, and so we need more of the research, as one piece of you know all that access and more workforce all those other things, too, that people traditionally think about.

But anyway, this study will help shed light on areas of improvement and recommendations, and then we will start building out you know what comes next from those recommendations and build that broad policy umbrella that all the stakeholders can be a part of. That will also probably still mean there are people focused on kids and mental health, mental justice system and mental health, but have them all also know what's going on with each other.

Lyn Wineman: 20:13

Kind of rowing in the same direction, working towards the same goal for the state. I think that's really, really amazing. I also know, Amanda, one of your big initiatives that I love is women in STEM and you're coming up on three years with that program tell me more about, and I see the big for people who can't

see you because this is a podcast. I see the big smile on your face when we talk about this program, so tell us more.

Amanda McGill Johnson: 20:36

Brings me joy. So we started this. Coming out of the pandemic, it's Nebraska Cures and Bio Nebraska. We're all about partnerships right.

Lyn Wineman: 20:42

I love it. Partnerships are great. We don't. There's not especially right now, there's not enough resources to duplicate efforts.

Amanda McGill Johnson: 20:50

Yeah, yes, and we have some people who think Nebraska Women in STEM is its own 501c3. And no, it's a partnership. We've both sources to make it run. You know staff time. So this is something that we started also coming out of the kind of out of that pandemic period where we were seeing, there's a film called Picture a Scientist that looks at academia and how women drop out of the pipeline.

Like we're doing a better job, especially in the sciences, of more women getting undergraduate degrees in science. But when you work up to PhD, they start dropping out. It makes a case of why we need to help support that professional level of women, and when I met with Bio Nebraska about this, we said let's make it all women in STEM. We invested in a study done by UNO Center for Public Affairs Research. They interviewed 49 women in STEM from across the state about the barriers and also what worked for them. They developed recommendations, and professional development and networking advocacy were three of the six recommendations, and so we started an annual conference, just did our third one.

We have a celebration and lunch and we do webinars. We have an academia summit coming up. That's all virtual, just a variety of different pieces of programming to build community and professional development in a way that isn't like specific to engineering or technology or science. Some of those groups exist, but this is supporting all women in STEM and some of those soft skills, imposter syndrome, communication skills.

Yes, all of them, all of these women who are super smart, yes, but you need some of those additional tools to help them succeed. And in a time when, like a lot of those funding cuts we talked about, are impacting these women, having the community around them, like at our conference, people were like I needed this. At our conference people were like I needed this.

Lyn Wineman: 22:44

Yeah, yeah, so much we talked about social media and to bring it full circle. I mean, I remember when you were having that most recent conference I was seeing so much great social media from people who participated, speakers, I could just feel the virtual energy coming off of the conference which I think is a good thing.

Amanda McGill Johnson: 23:11

You acknowledge that life is hard and it is even in the best of times. Life can be really hard. With the right community and the right skills and mindset, you can make a difference and you're not alone. I think like just the feeling that you're not alone in this is really huge for a lot of people and you can still have a positive attitude as you figure out like what are the next steps I can take and been supporting myself and supporting other women.

Lyn Wineman: 23:38

Absolutely. That's amazing. So, Amanda, you got so much going on, so many irons in the fire. I almost hesitate to ask what's next for Nebraska Cures. What's on the horizon?

Amanda McGill Johnson: 23:50

Well, we're going to go into strategic planning this summer.

Lyn Wineman: 23:53

Oh, that's, great.

Amanda McGill Johnson: 23:56

We'll know more later. But, you know, as we've really had to pivot kind of back into this support for basic science and helping people maybe better understand the value of investing in that. And, in addition to that, just being super excited to see the results of this mental health study and maybe work groups like I don't know exactly what it will look like yet, but it will probably be work groups and what impact can we make in those areas. And, heck, we're already planning our next conference for women in STEM next year. We'll have a date coming out soon and continuing to explore ways that we can support women, you know, in that.

Lyn Wineman: 24:38

Just a few things, just a few things. So, Amanda, let's talk a little bit more about. We've talked about funding of science, but you also right now are, it seems like, busier than ever. When somebody donates to Nebraska Cures because you are a 501c3 nonprofit, your efforts need to be funded as well, and I think we've already seen the outcome. I mean your work and the organization's work in the legislature have helped protect that state funding, have helped with women in STEM with three successful years, have helped with this convening of the mental health efforts, and maybe I've just answered my own question. But my question is what does the money go to when somebody donates?

Amanda McGill Johnson: 25:29

Because we are small and lean. A lot of it is towards advocacy yeah, piece of it, or the tools needed to get there, and I haven't talked about this, but I do trainings on advocacy.

If you want to learn more about what health or research related advocacy looks like, Like I go into college classrooms or we just had a little day for Nebraska women in STEM where we took a couple dozen women down there to teach them about that direct talking to their state senators. Getting that and so like donations help support all of those efforts to educate people about advocacy, to educate them about the basics of policy around research and some of these public health areas, or money can be put directly into sponsoring women in STEM or making programming available.

Lyn Wineman: 26:22

That's fantastic. You know what I'm going to tell you a personal story that's kind of related, kind of unrelated. On behalf of the marketing industry, I last year went to the day at the Dome to do some advocacy work. In the morning I was so nervous because I'd never really done this type of work before.

Right In the past I've prepared messaging and prepared campaigns and handouts, but I've never been the one Like when somebody said, okay, you're going to go up there and you're going to call a state Senator off the floor. I'm like, well, I can't possibly do that. That's so rude. Like, but I did Right. So but I did it and they came out and I did my thing.

And so the first hour I was like so nervous and by the second hour I was like who's next? Like this is really, you know? Like once you realize you know your public servants that you're talking to, they're just people and they need the information and they don't have the time to consume the internet or all of the volumes and you going there as their constituent advocating for your position is what you're supposed to do. So I imagine your trainings help people not be nervous. But that was my experience. I started being very nervous ended going OK, now I get this, and I think if more people tried it they might have the same feeling like oh, this is just me letting as a constituent, letting someone know what's important to me.

Amanda McGill Johnson: 27:50

That was 100% the feedback we got from our group is they just had no idea how easy and how the slaters are, so we went in without even an agenda, like they could bring their own agenda from whatever sector of STEM they're in if they wanted, but it was primarily let's pull them off the floor so you can see how exciting they are and some of our trainings are just are virtual you know just this is how a bill works through the Nebraska legislature. We have this unique unicameral but yeah, but all super valuable and hopefully increase engagement in the democratic process.

Lyn Wineman: 28:30

Yeah. So along those lines, Amanda, I'd love to hear your advice. So let's say, somebody's out there that wants to make a difference in public health, or maybe even another issue what advice would you give someone?

Amanda McGill Johnson: 28:45

I'll give them the same advice I give myself every day. I've been challenging. It seems like there've been a lot of policy things coming up this year. I try to filter everything through the lens of where can I have the greatest impact today?

What I can I or can I not control? Because I think one mistake some advocates make is they go in thinking they're going to change the world overnight. That is rare. It is a long game of building

relationships with elected officials. It is like sometimes there are things that are just outside of your scope or ability to really impact, and so it's where even Nebraska Cures. We don't have all the resources.

I have to think about, okay, with my time, where is that best spent? You know, often that is visiting directly with legislators, as opposed to spending too much time just doing big public, you know, or webinars or just out there, and how can I best spend my time?

I also, in a related way, ask people to think about what their expectations of their outcome is. We need people getting involved, we need them writing their legislators, but again, don't expect change to just happen suddenly or overnight. One conversation is going to change somebody. It is something where you have to be strategically persistent. Don't like necessarily write your legislator every day.

Lyn Wineman: 30:18

Yeah, you don't want to be the one when your letter or email shows up that they're like not another one

Amanda McGill Johnson: 30:27

That's part of the communication.

Lyn Wineman: 30:32

Amanda, it occurs to me that it's important to manage expectations. But maybe even what you said, I think, takes the pressure off a little bit too, because sometimes you know you feel like, oh, I got to write this letter or I got to go have this conversation and I'm responsible. Or on the flip side, you might think, oh, I, my one letter or one conversation won't do anything. But it's kind of the collective effect of a lot of small efforts, a lot of voices, and if everybody backs out and says I won't make any difference or I can't move the needle, then nothing's going to happen.

Amanda McGill Johnson: 31:09

Like at a local level, you can have a more profound impact. We need to be calling our members of Congress especially, you know with what's happening in a normal, more normal year. Yeah, it's at the local level, in your cities, at the state level, with your school boards, that bringing well-thought out ideas, or solutions or problems to their attention can be really impactful, but you also, especially if it is something where a lot of people are advocating. It really is just about sharing your opinion and one statistic or one value or something you don't need to spend a whole day drafting that.

Lyn Wineman: 31:51

Yeah, some people overthink it too. Yeah, I can hear that. I can see that. Nerves will do that to a person.

Amanda McGill Johnson: 31:58

I think nerves will do that. Or you think it has to be perfect. No, it doesn't have to be.

Lyn Wineman: 32:03

Yeah. So, Amanda, for people who are listening, who you know want to support you and your efforts or learn more about women in STEM or all the things you're doing, how can they access more information

and connect with you?

Amanda McGill Johnson: 32:17

Yeah, head to NebraskaCures.com. You'll find links to Nebraska women in STEM. There, too, information on medical research happening in Nebraska, as well as links to our efforts in mental health and women in STEM.

Lyn Wineman: 32:29

That's fantastic. We'll get all those links in the show notes on the KidGlov website as well. So, Amanda, I'm going to switch gears and ask you my favorite question. I've asked this on every podcast. We're coming up on 250 now, and that is. I would like an Amanda McGill Johnson original quote to inspire our listeners, putting you on the hot seat here.

Amanda McGill Johnson: 32:52

Yeah, you know, and I kind of already said it to a certain extent, but you know, really, think about what you can and cannot control. And focus in on the areas that you feel you can have the greatest impact. It is easy to burn out, you know, and be pulled in a lot of different directions, but for me that is really become a North Star, like figuring out where can I have the greatest impact today and not put too much expectation on myself.

Lyn Wineman: 33:25

I think that brings us full circle again. We've kind of completed a couple different loops here today, but I think that's a mental health issue too. Right, Like I can make a difference. I can't make all the difference, but I can make a difference if I really focus on that. So great advice.

Amanda McGill Johnson: 33:43

It's planting a seed that will grow down the road, or when other people water it.

Lyn Wineman: 33:47

I love it. Amanda, this has been such a great and energizing conversation. As we wrap up our time here today, what is the most important thing you would like people to remember about the work that you're doing?

Amanda McGill Johnson: 34:05

Yeah, that's a big one, Just that we can't take science and advancement for granted. We have for so long, but we can't take it for granted anymore. We need to talk about the importance of science and progressing as a human society, right, but also just as an economic driver. You know it's both of those things. So don't take it for granted. Advocate for it, encourage your kids to go into those career fields too, because it really is the future.

Lyn Wineman: 34:40

That's amazing. What great inspiration there, Amanda. Amanda, I'm going to say I fully believe the world needs more people like you, more organizations doing the good work, like Nebraska Cures, and I appreciate you taking time out of your very, very busy schedule to talk with us today.

Amanda McGill Johnson: 34:59

Thanks for having me, Lyn, this was delightful.

Announcer: 35:04

We hope you enjoyed today's Agency for Change podcast. To hear all our interviews with those who are making a positive change in our communities or to nominate a changemaker you'd love to hear from visit kidglov.com at K-I-D-G-L-O-V.com to get in touch. As always, if you like what you've heard today, be sure to rate, review, subscribe and share. Thanks for listening and we'll see you next time.