

ONE MIND INITIATIVE™ **at work**

Roadmap to Launching
a Global Movement in
Workplace Mental Health

September 13-14, 2017
Napa Valley, CA



Greetings from the One Mind Initiative



THANK YOU
TO OUR SPONSORS

We were delighted by your participation in the One Mind Initiative at Work Forum Launching a Global Movement. We came together in an impactful series of discussions September 13th and 14th, and on behalf of our collaborators, sponsors and the Board of One Mind, I would like to personally thank you for taking your valuable time to join us.

Our mission at One Mind at Work is to build a global consortium that will transform the way employers support mentally healthy workplaces, reduce stigma, lower health care costs, and transform the workplace into an environment where people thrive. There is a movement emerging around the world - in the U.S., India, the U.K., Canada and elsewhere and we are working with our partners to drive it forward.

Our goals for the forum were to:

- Build new collaborations to transform mental health in the workplace.
- Explore best practices, improving support and reducing stigma.
- Create a global movement that will decrease the impact of mental illness on employees.

You are among a select group of global thought leaders who have the vision, the knowledge, and the experience to help us all pave our way towards mentally healthier workplaces.

Following the forum, I ask you to stay engaged, as I know you will. Please also utilize the best practices put forth in this report within your organization and share it with your colleagues to continue to build on our progress. And, finally, stay in touch with us to let us know about the success you are making.

The 2018 One Mind Initiative at Work Forum will take place September 12th and 13th in the Napa Valley – We hope you will mark your calendars and plan to join us then.

With regards,

A handwritten signature in black ink, appearing to read "Garen K. Staglin".

Garen Staglin
Co-founder, One Mind

A handwritten signature in black ink, appearing to read "Patrick F. Kennedy".

Patrick Kennedy
Co-founder, One Mind

A handwritten signature in black ink, appearing to read "Pete Chiarelli".

Pete Chiarelli
CEO, One Mind

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"THE NEXT BUSINESS INNOVATION WILL NOT START WITH A PIECE OF CODE OR A NEW PRODUCT. IT WILL START WITH HOW LEADERS APPROACH MENTAL HEALTH IN THE WORKPLACE. BUSINESS LEADERS CAN HAVE A POSITIVE IMPACT ON POPULATION HEALTH BY SUPPORTING EMPLOYEE RESILIENCE AND WELL-BEING—WHILE BENEFITTING FROM REDUCED COSTS."

John Boyd, System Executive for Mental Health and Chief Executive Officer

The Forum: Launching a Global Movement

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Opening dinner at the Staglin Family Vineyard Estate



Garen and Shari Staglin

The One Mind Initiative at Work invitation-only event was opened on the evening of September 13, 2017 with a welcome dinner at the historic 64-acre Staglin Family Vineyard Estate. Chef Zane Holmquist, Executive Chef of Stein Erikson Lodge in Deer Valley, UT, prepared a gourmet al fresco dinner, which was paired with a selection of wines from Staglin Family Vineyard. It was a perfect opportunity to launch the conference with speakers and attendees from around the world who engaged in active discussions in the idyllic setting.

Keynote Speakers

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On September 14, 2017, attendees of the forum gathered in the morning for a welcome from Garen Staglin, the Chairman of One Mind, and Pete Chiarelli, the CEO of One Mind. They were joined in the morning session by keynote speakers Chancellor Gene Block, for the University of California, Los Angeles, and Dr. Hussein Manji, MD, Global Therapeutic Area Head, Neuroscience, Janssen Research & Development, Johnson & Johnson and Katherine Switz, founder of The Stability Network.

"NOW IS THE TIME FOR EMPLOYERS TO THINK DIFFERENTLY ABOUT MENTAL HEALTH. THIS ISSUE REACHES ACROSS ALL ASPECTS OF THE WORKFORCE AND WORKPLACE, FROM PRODUCTIVITY AND PERFORMANCE TO HEALTH AND WELL-BEING TO RECRUITMENT AND RETENTION. THAT'S WHY THIS EVENT IS CRITICAL: WE ARE CREATING A FOUNDATION TO BUILD AWARENESS AND ACTION AROUND THE US AND THE GLOBE."

Gene Block, Chancellor, University of California, Los Angeles



"STIGMA IS THE MOST SIGNIFICANT BARRIER TO MENTAL HEALTH CARE THAT WE CURRENTLY FACE. EMPLOYERS CAN, AND MUST, BE KEY ALLIES IN HELPING WORKERS AND INDIVIDUALS TO UNDERSTAND THAT THESE ARE BIOLOGICALLY-BASED DISEASES THAT CAN BE EFFECTIVELY ADDRESSED WITHOUT SHAME."

Hussein Manji, MD, Global Therapeutic Head, Neuroscience, Janssen Research & Development, Johnson & Johnson



"THERE IS A TREMENDOUS OPPORTUNITY TO OPEN THE DIALOGUE IN THE WORKPLACE ABOUT MENTAL HEALTH. WE HOPE EMPLOYERS WILL INCREASE THEIR SUPPORT FOR EMPLOYEES WITH MENTAL HEALTH CONDITIONS, LEVELING THE PLAYING FIELD FOR ALL. THIS EVENT EFFECTIVELY SPARKED THE CONVERSATION, WHICH IS SURE TO HAVE GREAT IMPACT."

Katherine Switz, Founder, The Stability Network





Panel One

Understanding the Evidence for Action to Transform How Employers Address Mental Health in the Workplace

Debra Lerner, Founder, Program on Health, Work and Productivity, Tufts University

Henry Harbin, MD, Former CEO, Magellan Health

Robert Gebbia, CEO, American Foundation for Suicide Prevention

Moderated by Stephen Johnson, former Executive Director, One Mind

The One Mind Initiative at Work and Tufts University have developed a Depression Cost Calculator to allow employers to understand the cost of depression in real terms.

Using a hypothetical employer with: 10,000 employees, an average salary of \$70,000 and \$70 million in total profit

The total cost impacts of depression would be: \$17.2 million (25% of total profit)

To understand your workplace costs, please visit:

<http://www.onemindinitiative.org/seriousdepressioncalculator>

Key Learnings:

1. We know that depression complicates, and worsens other conditions, but business leaders need metrics and evidence for decision-making. There are costs associated with providing care, but a larger cost for those who do not seek help for various reasons.
2. Knowing an organization's mental health condition-related costs is important to stimulate action, but just thinking about the overall budget impact is not sufficient, and employers must look closely at direct costs and indirect costs when developing a strategy.
3. The measures that are already available are under-utilized in workplace mental health, and could be used to better effect. Many companies also lack the technical skills to evaluate their existing programs and resources.
4. Employers have the ability to fund collaborative care to that improves outcomes, a well-researched, well-proven approach for mental health. Providing access within primary care is key, alongside the use of measurement based care using standardized, quantifiable outcomes.

Effective Healthcare Systems

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Promoting a Better Behavioral Health System of Care: A Key Component of an Effective Employer Approach

Challenge 1:

Enhancing the effectiveness of the general medical system to treat behavioral disorders:

- The majority of behavioral conditions are screened and treated in primary care. This care is often suboptimal and use of evidenced based interventions is rare.
- There is a limited supply of specialty behavioral professionals, especially psychiatrists.
- We have a number of well-researched solutions that need full implementation and reimbursement.

Challenge 2:

Lack of measurement-based care

- Primary care and specialty behavioral clinicians rarely use quantifiable and standardized outcomes measures

Challenge 3:

Lack of new technologies for treating these conditions

- Most behavioral interventions are 3 to 4 decades old
- Slow adoption and reimbursement of new technologies

Provided by Dr. Henry Harbin, Former CEO, Magellan Health





Panel Two

Leading Companies in Supporting Employees Via Mental Health Initiatives

Stuart Lustig, MD, Lead Medical Director, Cigna Behavioral Health

Chris Edmonds-Waters, Chief Human Resources Officer, Silicon Valley Bank

Kathy Farmer, Senior Director Global Benefits, Levi Strauss & Co.

Linda Yoo, Head of Global Mental Wellbeing & Workplace Effectiveness, Johnson & Johnson

Sandra Turner, Director, EY Americas Talent Team, Ernst & Young LLP

Moderated by Barbara Ricci, Managing Director, Deutsche Bank, Board Member, NAMI

"WHY AREN'T MORE EMPLOYERS OUT FRONT IN MENTAL HEALTH EFFORTS? I CHALLENGE LEADERS IN THE WORKING WORLD TO TAKE A FAR MORE HOLISTIC APPROACH, BY INVESTING IN EDUCATION AND TRAINING, CHANGING MENTAL HEALTH COMMUNICATIONS, HELPING PEOPLE PROACTIVELY KEEP THEIR MINDS HEALTHY, AND PROVIDING SUPPORT SERVICES FOR THOSE WITH MENTAL ILLNESS."

Geoff McDonald, Former Executive, Unilever

"ONE MIND AT WORK, IN A SHORT TIME, HAS FOUND POCKETS OF WORKPLACE SUCCESSES AND INNOVATIVE ACTIVITIES. TODAY, JUST BY BEING HERE, WE ARE MAKING CONNECTIONS BETWEEN NEW KEY STAKEHOLDERS. ALL OF THIS IS IMPORTANT."

Barbara Ricci, Managing Director, Deutsche Bank and Board of Directors, NAMI

"EMPLOYERS HAVE A UNIQUE OPPORTUNITY TO SERVE AS A SUPPORT AND RESOURCE FOR EMPLOYEES AND THEIR FAMILY MEMBERS WHO LIVE WITH MENTAL HEALTH CONDITIONS. BY DEEPENING THEIR COMMITMENT AND REFINING THEIR STRATEGIES, EMPLOYERS, TOGETHER, CAN HAVE AN ENORMOUS, POSITIVE IMPACT ON THIS ISSUE."

Craig Kramer, Mental Health Ambassador, Global Campaign on Mental Health, Janssen Research & Development

Workplaces That Are Successful:

1. Create a "culture of care"
2. Help employees ask for accommodations and help front line managers make accommodations.
3. Foster an open dialogue on the issue by showcasing role models, encouraging personal story telling and provide examples of success.
4. Focus on leadership training and give managers the skills to have conversations about mental health and mental illness.

Companies with Best Practices Showcased by One Mind Initiative at Work



Lunch Keynote by Sarah Krevans

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Why Mental Health Matters: A Perspective from Sutter Health

Three keys to successfully
engaging the C-suite:

1. Lead your “pitch” with how your mission connects to their mission.
2. Early successes for the employer build momentum. Think about how to help them have a quick win.
3. Don’t just think about what you want them to know, think about how you want them to feel.

“EVENTS LIKE THIS—AND LEADERS LIKE YOU—ARE ESSENTIAL FOR PROMOTING MENTAL HEALTH AND SAFETY AT WORK. LET’S TAKE WHAT WE LEARNED FROM EACH OTHER AT THIS EVENT, AND FIND WAYS TO APPLY THEM IN OUR OWN ORGANIZATIONS AND SHARE THEM WITH OTHERS.”

Sarah Krevans, CEO, Sutter Health



The Current State of the Workplace



Through detailed discussions with leading Chief Human Resource Officers from a variety of sectors, the One Mind Initiative at Work developed key findings and insights that highlight the current practices, and barriers to improvement, that must be addressed in workplace mental health. The analysis is a roadmap for making change in the field:

Current Practices, Increasing Interest

Growing priority

Employers see mental health as an increasingly important topic for businesses and the HR field.

Existing policies

Employers have a range of programs to support mental health, including wellness, EAP, benefits, and surveys.

Searching for resources

Employers are interested in finding and utilizing proven mental health best practices and resources.

Building collaboration

Employers want to collaborate with other businesses to refine mental health responses and address shared problems.

System Barriers, Emerging Solutions

Fighting stigma

Employers see reducing stigma as a core priority, especially to drive utilization of mental health programs.

Creating a care continuum

Employers are attempting to smooth care transitions in their mental health services, from initial usage through sustained care.

Analyzing costs

Employers want to assess brain health cost impacts, but have difficulty accessing and analyzing data.

Addressing access barriers

Employers express concern about systemic access barriers, particularly related to networks and providers.





Panel Three

Creating a Global Movement

Nigel Jones, Chairman, City Mental Health Alliance

Nalini Saligram, Founder & CEO, Arogya World

Nancy Mannix, Founder and Director, Alberta Family Wellness Initiative

Moderated by Donna Hardaker, Manager Workplace Mental Health and Peer Engagement, Sutter Health

Key Learnings:

1. There is a universality to the issues presented by workplace mental health, even if the solutions are specific to different business models. However, in international examples a disconnect persisted between experts in the field and the public with regard to solutions. Messaging is an important element articulating a shared responsibility for mental health in workplace settings.
2. In international examples, a perceive lack of evidence led to inaction, and greater education is needed to show both urgency and best-practice.
3. Partnerships among competitors within sectors have been successfully leveraged to reaffirm commitments from individual businesses, using pressure generated by broad support. Also effective was soliciting commitments from multiple leaders within a corporate structure, leading to better integration and prioritization.

"WE CREATED A VIRTUAL ACADEMY – COMPRISED OF SOCIAL SCIENTISTS, POLITICAL SCIENTISTS, MENTAL HEALTH EXPERTS, PEOPLE AFFECTED BY MENTAL ILLNESS AND EMPLOYERS – TO UNDERSTAND HOW TO TRANSLATE SCIENTIFIC FINDINGS INTO ACTIONABLE MESSAGES."

Nancy Mannix, Founder and Director, Alberta Family Wellness Initiative

"IN LONDON, A GROWING NUMBER OF COMPANIES RECOGNIZE THE CONNECTION BETWEEN EMPLOYEE MENTAL HEALTH AND BUSINESS PERFORMANCE, AND THEY ARE STEPPING FORWARD TO CREATE AN ENVIRONMENT WHERE PEOPLE DISCUSS MENTAL HEALTH IN THE SAME WAY AS PHYSICAL HEALTH. LET'S SPREAD THESE LESSONS TO MORE GEOGRAPHIES AROUND THE WORLD."

Nigel Jones, Chairman, City Mental Health Alliance



Panel Four

Resolving Lack of Coordination and Access to Resources – Driving Innovation

Maureen Hackett, Chair, The Menninger Clinic at Baylor College of Medicine

Arun Gupta, Founder and CEO, Quartet Health

Cassandra Vieten, President, Institute of Noetic Sciences

Moderated by Tom Insel, President and Co-founder, Mindstrong Health

"IF WE ENGAGE ALL OF THE STAKEHOLDERS REPRESENTED HERE TODAY, WE CAN TRANSFORM THE OVERALL MENTAL HEALTH SYSTEM. WE CAN OVERCOME LONG-STANDING BARRIERS BY GENERATING NEW EVIDENCE AND TESTING NEW APPROACHES, CONSTANTLY COLLABORATING AND INNOVATING TOWARDS A SHARED VISION FOR FAR-REACHING CHANGE."

Toby Ewing, Executive Director, Mental Health Services Oversight & Accountability Commission

Key Learnings:

1. There is an empowerment in peer-to-peer support, especially if a person has been struggling with mental health conditions themselves and can support someone going through something similar. High-performing successful examples of people managing mental health conditions can help to build peer-support networks that are not solely focused on the most severe versions of conditions.
2. Employee Support/Resource Groups Networks are under-utilized and drive conversations in some large organizations. Mental health conditions can be considered an invisible disability.
3. As the workplace mental health movement and related health care practices develop, it will be critical to build a robust evidence base with rigorous evaluation so that providers and employers continue to invest in innovation.

Thank You to Our Collaborators and Sponsors

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We would like to extend our sincere thanks to our sponsors, who have generously supported this event. We deeply appreciate their leadership in the area of workplace mental health and their support of the Launching a Global Movement forum that has allowed us to bring together over 90 inspired and talented participants in what we know will be an impactful series of discussions.

If you would be interested in joining the One Mind Initiative at Work or supporting a future event, please contact us for more information or visit us at www.onemindinitiative.org. Thank you to our Launching a Global Movement forum sponsors, and we look forward to continuing to build a community of leaders in workplace mental health

Garen Staglin
Co-founder, One Mind

Patrick Kennedy
Co-founder, One Mind

Pete Chiarelli
CEO, One Mind

"CORPORATE AMERICA MUST COMMIT TO CHANGE PERCEPTIONS AND ERASE THE STIGMA AROUND MENTAL HEALTH. EVERYONE AT THE FORUM MUST DEDICATE RESOURCES AND LEADERSHIP TO ACCELERATE EMPLOYERS' RESPONSES TO THIS URGENT ISSUE FOR INDIVIDUALS, COMPANIES, AND OUR SOCIETY."

Patrick J Kennedy, Co-Founder, One Mind, Founder, The Kennedy Forum; Former Member, US House of Representatives (D-RI)

Our organization is pleased to join the One Mind Initiative at Work as a founding member. As committed leaders in employee well-being, together we can advance this issue as a central priority for all employers – and decrease the impact of mental illness, improve productivity, and increase employee engagement in the workplace.

In collaboration with the One Mind Initiative at Work and its members, we can transform workplace mental health approaches by committing to the following charter of best practices. Collectively, we commit to:

1. Long-Term Commitment—We will engage in values-driven organizational change toward mental health promotion, and mental illness and suicide prevention...with a commitment to continuous improvement.
2. Promote Mental Health—We will support employee mental health and wellbeing through comprehensive policies, education and resources, similar to physical health promotion efforts.
3. Eliminate Stigma, Social Prejudice and Discrimination—We will engage in shifting attitudes and changing behaviors through comprehensive efforts including contact education and policy review.
4. Adopt a Proactive Prevention Approach—We will actively work to prevent harm to worker psychological health in a continuous improvement process that seeks to reduce risk factors and increase protective factors in how work is organized and how people are managed.
5. Provide a Coordinated Response—We will play a vital role in creating improved access to seamless connections to mental health treatment, services, resources and support.
6. Early and Effective Workplace Interventions—We will ensure that performance, absence, and disability management systems intervene early and effectively through supportive conversations that engage the employee in collaborative solutions.
7. Explore Innovation, including Technology—We will employ innovative practices, approaches and concepts, including new technologies.
8. Continuous Evaluation—We will measure all efforts to ensure quality, outcomes, accountability and to contribute to the growing body of knowledge about workplace mental health as a field of study.

Workplace mental health is an increasingly important priority for forward-looking employers, such as our organization. Together, we aim to implement proven mental health best practices to boost productivity and engagement, and improve the lives of our employees, their families, our customers, and the broader community we are dedicated to supporting.

Sincerely,

Name

Organization



Resources for Workplace Mental Health

Access the One Mind Initiative at Work here:

<http://www.onemindinitiative.org/>

Including research and information regarding the business case for action:

<http://www.onemindinitiative.org/the-business-case>

And the Depression Costs Calculator:

<http://www.onemindinitiative.org/seriousdepressioncalculator>

Participants in the 2017 One Mind Initiative at Work Forum



Name	Company	Title
Nancy Mannix	Alberta Family Wellness Initiative	Founder and Director
Robert Gebbia	American Foundation for Suicide Prevention	Executive Director
Nalini Saligram	Arogya World	Founder & CEO
Jim Huffman	Bank of America	SVP, Head of US Health and Wellness Benefits
Julia Bernstein	Beacon Health Options	VP, Strategy and Development
Chris Foster	Burson-Marsteller	Worldwide Executive Vice President
Helene Ellison	Burson-Marsteller	Chair, Global Healthcare Practice
LeOndra Clark Harvey	California State Assembly	Chief Consultant
Laura Fennema	Care Diagnostics	CEO
Stuart Lustig	Cigna Behavioral Health	Lead Medical Director, Child & Adolescent Care
Nigel Jones	City Mental Health Alliance	Chairman
Emma Beck	Collective Health	Operations Associate
Erin Hiller	Collective Health	Care Navigator
Barbara Ricci	Deutsche Bank Securities LLC	Managing Director
Leslie Napper	Disability Rights California	
Philip Ninan	eMind Science Corp	Founder, Chairman
Sandra Turner	Ernst & Young, LLP	Director
Kim Givens	Garen Staglin	Executive Assistant
Lisa Kennedy	Hackett Family Foundation	Philanthropy Adviser
Maureen Hackett	Hackett Family Foundation	Co-Founder & President
Henry Harbin	Healthcare Consultant	
Drew Holzapfel	High Lantern Group	Partner
Katy Riddick	High Lantern Group	Director
Cassie Vieten	Institute of Noetic Sciences	President
Husseini Manji	Janssen Global	Global Head
Craig Kramer	Janssen R&D US	Mental Health Ambassador
Susan Magsamen	Johns Hopkins University School of Medicine	Director of Interdisciplinary Programs
Lesia Babiak	Johnson & Johnson	Executive Director, Government Affairs & Policy (Canada)
Linda Yoo	Johnson & Johnson	Vice President, Health Services
Angelica Gonzalez	Kaiser Permanente	Director of Government Relations
Cosette Taillac	Kaiser Permanente	Strategic Leader, Nat'l Mental Health & Wellness
Erin Frey	Kip Health	Co-Founder
Ti Zhao	Kip Health	Co-Founder
Jonathan Mercer	Leading Minds	Curator

Participants in the 2017 One Mind Initiative at Work Forum



Name	Company	Title
Kathy Farmer	Levi Strauss & Co.	Senior Director Global Benefit
Jonathan E. Sherin	Los Angeles County Mayor's Fund to Advance New York City	Director of Mental Health Executive Director
Darren Bloch	Mental Health Services Oversight & Accountability Commission	Executive Director
Toby Ewing	Mind Share Partners	Founder & CEO
Kelly Greenwood		
Paul Dagum	Mindstrong	Founder & CEO
Thomas Insel	Mindstrong Health	President, Co-Founder
Mary Giliberti	National Alliance on Mental Illness (NAMI)	Executive Director
Jeremy Nobel	Northeast Business Group on Health	Medical Director
Laurel Pickering	Northeast Business Group on Health (NEBGH)	President & CEO
Brittnee Henry	One Mind	Chief Development Officer
Garen Staglin	One Mind	Founder & President
Garett Slettebak	One Mind	Director of Marketing & Communications
Mona Hicks	One Mind	Chief Scientific Officer
Pete Chiarelli	One Mind	CEO
Stephen Johnson	One Mind	Chief Intellectual Property & Policy Officer
Joan Demetriades	One Mind	Chief Strategy Officer/Gemini Program Director
Mary Michael	Otsuka America Pharmaceutical, Inc.	VP, Stakeholder Management and Patient Advocacy
William Carson	Otsuka America Pharmaceutical, Inc.	President & CEO
Marybeth Sharpe	Pacific Business Group on Health	COO and Director of Strategy
Steve Fields	Progress Foundation	Executive Director
Kristina Saffran	Project HEAL	Co-founder and CEO
Arun Gupta	Quartet Health	Founder & CEO
Jenna Tregarthen	Recovery Record	CEO
Veronica Kelley	San Bernardino County Department of Behavioral Health	Director
Sarah Huchel	Senate Business and Professions Committee	Consultant

Participants in the 2017 One Mind Initiative at Work Forum



Name	Company	Title
Veronica Kelley	San Bernardino County Department of Behavioral Health	Director
Sarah Huchel	Senate Business and Professions Committee	Consultant
Nancy Spangler	Spangler Associates Inc	President
Katherine Switz	Stability Network	Founder and Executive Director
Brandon Staglin	Staglin Family Vineyard	Director of Marketing & Communications
Shari Staglin	Staglin Family Vineyard	CEO
Adrienne Shilton	Steinberg Institute	Government Relations Director
Deborah Anderluh	Steinberg Institute	Communications director
Maggie Merritt	Steinberg Institute	Executive Director
Don Wreden	Sutter Health	Sr. VP, Office of Patient Experience
Donna Hardaker	Sutter Health	Manager Workplace Mental Health and Peer Engagement
Jill Ragsdale	Sutter Health	SVP, Chief People and Culture officer
John Boyd	Sutter Health	CEO
Bruce Wallace	SVB Financial Group	Strategic Advisor to the President's Office
Chris Edmonds – Waters	SVB Financial Group	Chief Human Resources Officer
Julian Cohen	Teladoc Behavioral Health	President / GM
Kelly O'Brien	The Kennedy Forum	Illinois Executive Director
Don Mordecai	The Permanente Medical Group	Director of Mental Health and Chemical Dependency Services; Chair of Chiefs of Psychiatry
Debra Lerner	Tufts Medical Center	Director, Program on Health, Work and Productivity
Jessica Hicks	UC Davis Behavioral Health Center of Excellence	Administrative Director
Gene Block	UCLA	CEO / Chancellor
Albert Lin	University of Michigan Depression Center	Program Director, Workplace Mental Health
Nick Taylor	Unmind	CEO
Ry Morgan	Unmind	Cofounder & CEO
Tony Devencenzi	Wells Fargo	SVP/Head of Employee Assistance Consulting