

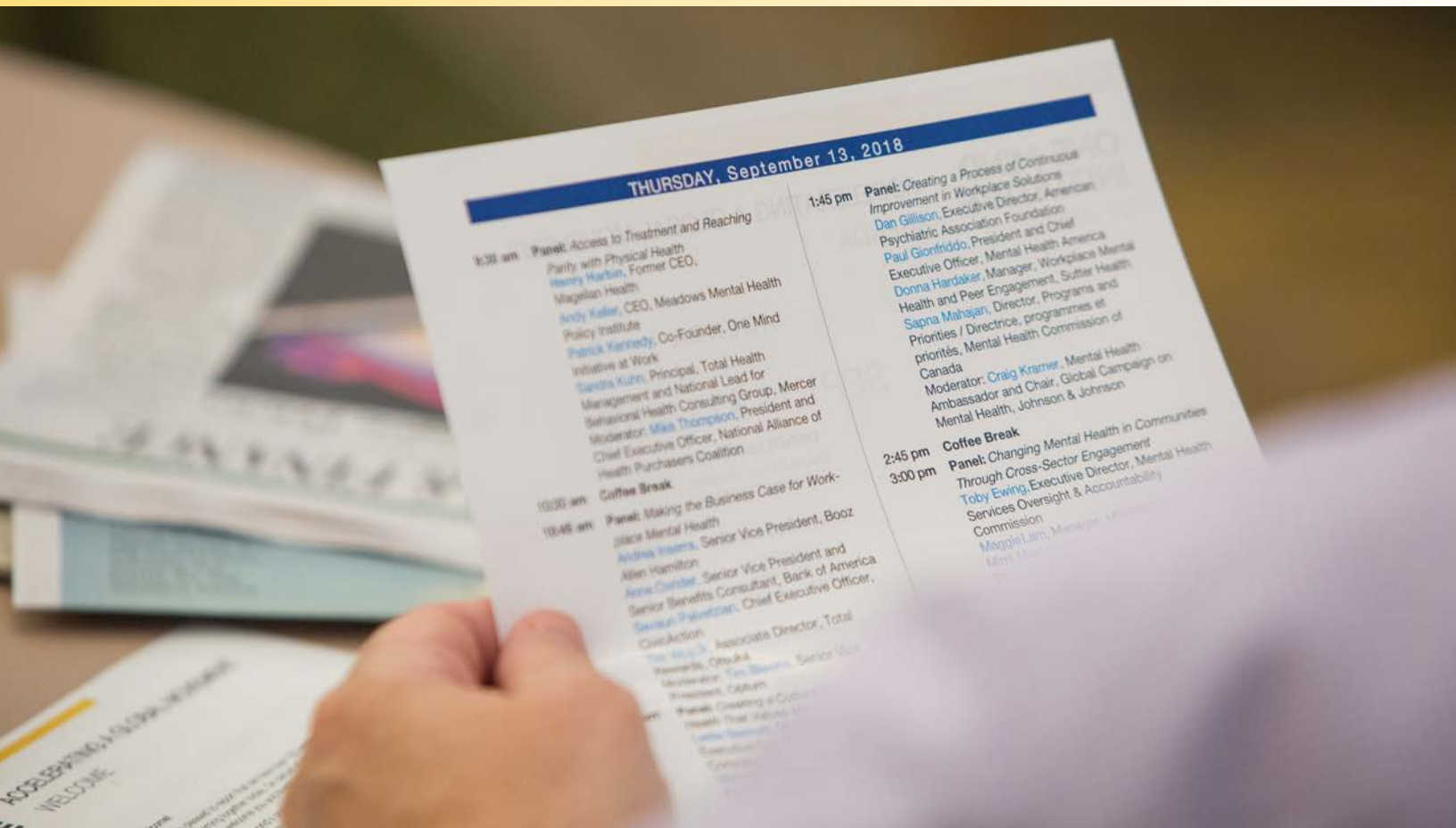
# ONE MIND INITIATIVE™ at work

Roadmap to  
Accelerating a  
Global Movement in  
Workplace  
Mental Health

September 12-13, 2018  
Napa Valley, CA



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# Welcome Dinner at the Staglin Family Vineyard



Garen and Shari Staglin invited speakers and attendees of the forum to the 64-acre Staglin Estate for a gourmet al fresco dinner with a selection of wines from Staglin Family Vineyard.

## *Featured speaker:*

**Leslie Bennett**, Mental Health Strategist, Executive Coach, and Management Consultant, The Stability Network

Leslie shared her powerful personal experience and lessons learned regarding mental health in the workplace, starting with her own. Until she experienced acceptance and understanding regarding her condition, she described believing that her diagnosis defined her as a person. However, a convergence of positive reactions and feelings of responsibility to support others on their journey led her to make new choices and share her story of recovery. Leslie described for attendees how she now leverages her experience to make a difference for others – and speaking publicly allowed an unspoken secret to become an opportunity to be of service.

Leslie shared several recommendations for employers who want to lead the field, employing a human-centered approach:

1. The mental health of employees cannot be outsourced. Leaders in organizations must take an active role (including for themselves.) Leaders have an untapped resource (their employees) within their organizations.
2. Using clinical language in the workplace continues to perpetuate social and self-stigma. While understanding of the underlying pathologies that affect behavioral health may be advancing rapidly, it is not the role of employers to diagnose or assign traits to individuals based on common symptoms of mental health conditions.
3. Creating a psychologically safe culture within workplaces is a collective responsibility. Leaders need role model self-care and be willing to share about their mental health. Leaders, please consider choosing courage over comfort. By doing so, you will exponentially decrease workplace stigma.

She concluded: “Your employees will thank you, you might even save a life.”





**ONE MIND  
INITIATIVE™**  
**at work**

## 2nd Annual Global Forum

### Accelerating a Global Movement: Improving Mental Health in the Workplace

*Welcome* by **Garen Staglin**, Chairman, One Mind and Co-Founder, One Mind Initiative at Work

One Mind Initiative at Work is a global employer-led coalition, collaborating across sectors, industries, and national boundaries to transform workplace approaches to mental health. The workplace and its leaders have a tremendous opportunity and responsibility to improve quality of life for all people and play a critical role in driving mental health solutions. We all believe that employers can and must transform the environment for those affected by mental health conditions. We all believe that if organizations develop and implement a comprehensive mental health response, they can become a hub for awareness, stigma reduction, prevention, and effective care. And if employers do that, they will have an enduring impact on how society, overall, approaches mental health.

## **PANEL: Perspectives on Biomedical Research - Creating a Pipeline of New Treatments**

Leading global experts have stated that a coordinated, diverse effort has the potential to reduce suicide, psychosis, and mental illness-related disability by 50% by 2030. A key pillar to achieving this goal is advancement in our understanding of the biological processes that underpin brain health. Fortunately, research efforts are yielding what is already being called “the golden age of neuroscience.” What will advances in our scientific understanding of mental health mean for our approaches to it? Experts discussed the state of the science and efforts leading scientific advancement.



### *Participants:*

**Dr. Shelli Avenevoli**, Deputy Director, National Institute of Mental Health

**Dr. Hussein Manji**, Global Head, Neuroscience, Johnson & Johnson

*Moderated by Garen Staglin*

## **Key Learnings:**

- **Optimism and hope:** If we can bring together stakeholders across society in a concerted effort to understand and address brain health, we can and will make significant progress and evolve our understanding of how pathologies influence behavior. Improving our ability to influence functional outcomes through research can have a positive impact for individuals in the workplace.
- **Major investments and studies:** Leading public and private research organizations are making major investments to better understand the brain. In particular, the National Institute of Mental Health’s Brain Research through Advancing Innovative Neurotechnologies (BRAIN) Initiative is advancing the science in this area.
- **Impactful progress:** We are seeing significant advances in our understanding of the brain, including in areas like neuroplasticity, optogenetics, and identifying genetic indicators of mood disorders. This progress lays the foundation for developing new, targeted therapies.
- **Moving towards breakthroughs:** Research is focusing on subjects that could lead to novel treatments, such as understanding neuroimmune cascades. There is also potential for therapeutic advances with existing tools and treatments like ketamine or digital technologies, and better understanding of neuroplasticity.



“Brain health is very complex, and the current level of unmet need is staggering. But we're making progress on a number of levels, and there are many reasons for optimism and hope. There are interventions we can make today that can improve functional outcomes, which has an impact on the ability to be productive and thrive at work. But we need the commitment of many stakeholders, globally, to continue to make progress and really make a difference.”

*Dr. Hussein Manji, Global Head,  
Neuroscience, Johnson & Johnson*

“NIMH supports a wide range of research focused on understanding the brain and how it works. This research could transform the way we prevent and treat mental illnesses, which affect tens of millions of people each year in the United States.”

*Dr. Shelli Avenevoli, Deputy  
Director, National Institute of  
Mental Health (NIMH)*





## **PANEL: Access to Treatment and Reaching Parity with Physical Health**

How does the growing scientific understanding of mental health conditions lead to better outcomes for people? How do more people utilize the right services, support and treatments at the right times? What does parity mean from the payer perspective, what are the biggest roadblocks that remain today, and to what extent can policy address those challenges? The discussion explored the current state of access, including parity between mental and physical health in both ambition and practice.

### *Participants:*

**Henry Harbin**, Former CEO, Magellan

**Andy Keller**, CEO, Meadows Mental Health Policy Institute

**Sandra Kuhn**, Principal, Total Health Management and National Lead for Behavioral Health Consulting Group, Mercer

*Moderated by* **Mike Thompson**, President and Chief Executive Officer, National Alliance of Health Purchasers Coalition



## **Key Learnings:**

- **Achieving parity:** Multiple stakeholders, including employers, health plans, and providers, must address implementation barriers to behavioral health parity and use existing tools for collaborative care. Employers should consider a mental health strategy with a plan to roll out tools and expand access over time.
- **Network access:** Network access barriers for behavioral care are a central challenge for effective mental health efforts and the trends are worsening. Expanding telemedicine and increasing the number of psychiatrists in networks are important solutions.
- **Measuring quality care:** There is a need to create and implement standardized measures for the quality and outcomes of behavioral care, while at the same time personalized approaches must be expanded. This value-based approach would help to ensure quality for those receiving behavioral health care.
- **The potential of technology:** Tech-based tools have the potential to fill key gaps in the current environment, including access and quality measurement. New vendors are entering the marketplace, focused on providing results.



"In the last 10 years there's been a deterioration of outcomes in mental health. Collaborative care in primary care, use of standardized outcomes measures, and telehealth carry enormous promise of these necessary advancements can have a big impact. If we don't help the general medical system operate more effectively, we'll never improve outcomes."

*Henry Harbin,  
Former CEO,  
Magellan*

"Most employers start with their EAPs, and they are an important part of mental health support, but the utilization is lacking. Employers are trying to provide parity with physical health, but often the execution doesn't feel that way when the shortage of in-network providers is bad and getting worse. Based on an assessment of health plans around the country, we've identified key areas where stakeholders can focus to improve access for behavioral health care. Employers are starting to understand that mental health is where the return is."

*Mike Thompson, President  
and Chief Executive Officer,  
National Alliance of Health  
Purchasers Coalition*

"There's a need for organizations to have a behavioral health strategy, because there's not just one way to solve this. For example, technologies and tools can help address access and quality issues in behavioral health, introducing new ways to obtain services and to capture the data that is needed to continue to improve and evaluate quality. Solving for behavioral health care delivery will call for different tactics and solutions to be rolled out over time, and we need to work with employers to ensure that they are aware of their options and the solutions that best fit the needs of their population."

*Sandra Kuhn, Principal, Total  
Health Management and  
National Lead for Behavioral  
Health Consulting Group,  
Mercer*



## **PANEL: Making the Business Case for Workplace Mental Health**

What do employers need to get started, and how do they build a successful approach from a perspective of sound business practice? The discussion walked through the corporate implications of investing in workplace mental health with leaders from major, performance-driven companies and business community organizations. This featured real case studies of industry leaders that successfully pushed for better workplace wellness, the opposition they faced, and the outcomes.

### *Participants:*

**Andrea Inserra**, Senior Vice President,  
Booz Allen Hamilton

**Anne Oxrider**, Senior Vice President  
and Senior Benefits Consultant, Bank of  
America

**Sevaun Palvetzian**, Chief Executive  
Officer, CivicAction

**Tim Wojcik**, Associate Director, Total  
Rewards, Otsuka

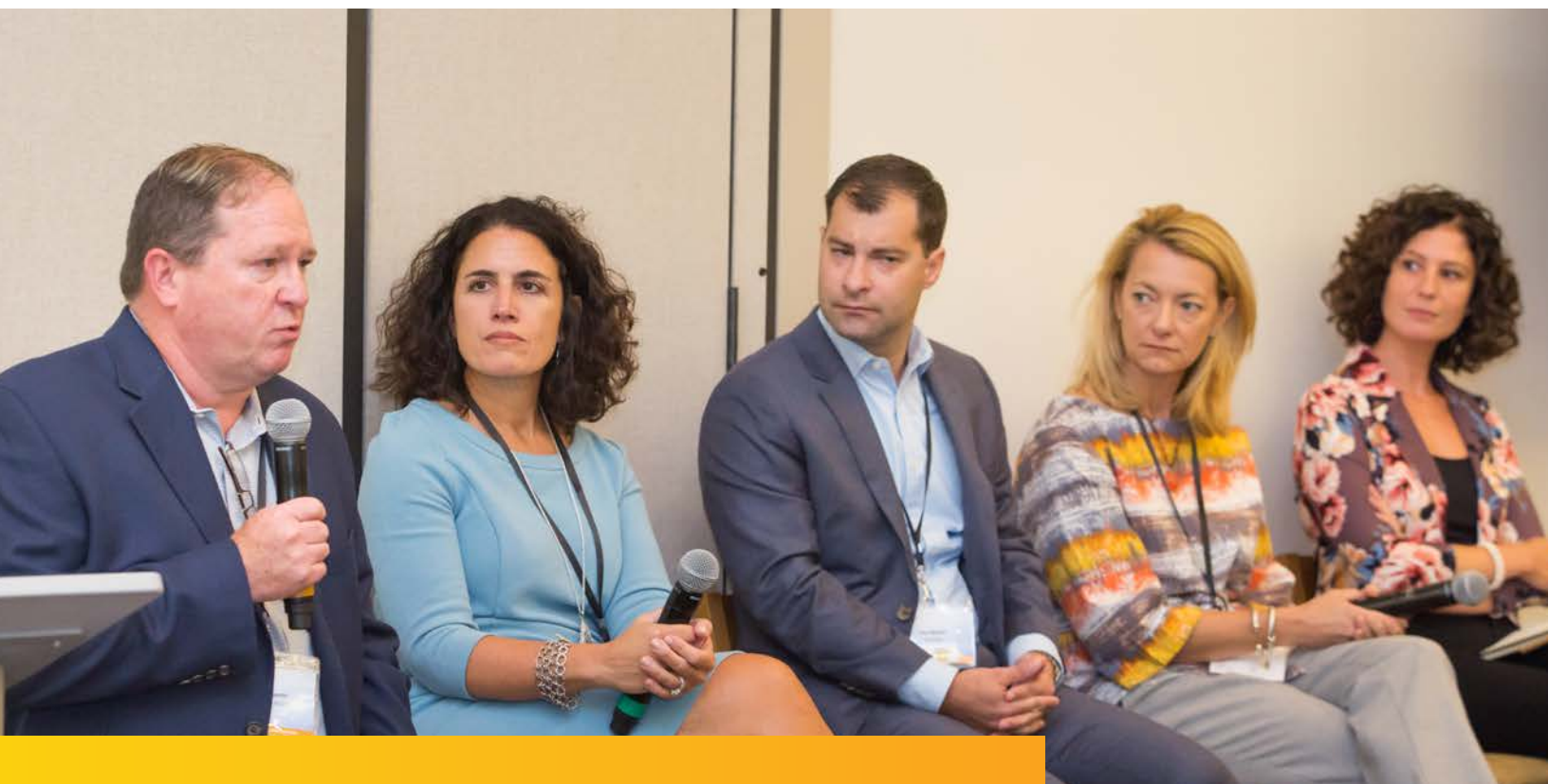
*Moderated by* **Tim Blevins**, Senior Vice  
President, Optum

“There's a new generation of talent that expects employers to talk about mental health. They're telling their stories and making mental health conversations more common in the workplace. Leaders need new tools to meet these expectations and to sustain the change.”

*Andrea Inserra, Senior Vice  
President, Booz Allen  
Hamilton*

“Companies are finally taking action at the frontier of workplace mental health, but many business leaders still need an on-ramp that provides them with actions to get started. Our assessment tool, MindsMatter, neutralizes the excuses on why business aren't doing anything, and it was designed with experts to make sure it was useful and translatable across industries. Workplace mental health is complicated, but ultimately, this works because we made it easier take a step forward.”

*Sevaun Palvetzian,  
Chief Executive Officer,  
CivicAction*



“Creating impactful behavioral health programs within the workplace requires organizations to foster an environment that reduces stigma and incorporate a variety of well-being and healthcare resources. We believe that increases to the utilization of the EAP and emotional well-being resources will translate to benefits for employees and Otsuka. Ultimately, executive management support and a workplace philosophy of caring for its employees is critical to long-term success. We continue to look at our data to generate hypotheses around where the needs are, and how best to implement meaningful benefits and well-being programs for Otsuka-people.”

*Tim Wojcik,  
Associate Director,  
Total Rewards,  
Otsuka*

“A variety of forces have converged over the last several years that have resulted in mental health being a key priority for businesses. What can employers do to improve employee awareness and satisfaction with benefits while at the same time reducing total cost trend: key to balancing this equation is ensuring that employees have access to the right quality care at the right time so that they are able to seek care early before issues become more complex and costly.”

*Tim Blevins, Senior  
Vice President,  
Optum*

## Key Learnings:

- **The rise of workplace mental health:** In recent years, a powerful convergence of forces has elevated workplace mental health as a top business concern and increasingly other areas of civil society. Drivers have included healthcare policy changes, the opioid epidemic, a provider shortage, and younger workers’ expectations.
- **Needed – a mental health on-ramp:** Business leaders want to take action on mental health, but many are unsure of how to begin. An on-ramp with a collection of mental health materials can serve as an effective guide for employers’ initial actions. Employers may also be able to have a large impact with small changes, or by more effectively communicating existing resources with employees, which can serve as a useful starting point.
- **How to think about success:** It can be challenging to quantify the impacts of mental health and wellness efforts, due to privacy concerns and sometimes-limited utilization. Therefore, business leaders should bring a different mindset to mental health programs, recognizing the importance of providing help to each person that needs it. Success can also mean an increased cost to employers in certain areas, but they are offset by improved productivity and a net benefit on health spending.
- **The mental health journey for businesses:** Businesses should view mental health as an ongoing journey, not a one-off initiative. Success requires continually refining efforts over time – surveying employees to understand and prioritize needs, training leaders, winning over stakeholders, and collecting and incorporating feedback.



## **PANEL: Creating a Culture of Workplace Health That Values Mental Health**

How can a corporate culture address the day-to-day challenges facing employees with mental health concerns and provide the interventions that matter to them? Employees at every level can impactfully reimagine how brain health is considered and discussed in the workplace. The discussion explored a variety of ways to approach support systems for employees that replace negative stigma with positive affirmation and align the employee and the organizational culture to benefit individual mental health.



### **Participants:**

**Leslie Bennett**, Mental Health Strategist, Executive Coach and Management Consultant, The Stability Network

**Michelle Dickinson-Moravek**, Associate Director and Curator of Learning, Johnson & Johnson

**Kathryn Goetzke**, Founder, iFred and Chief Mood Officer, The Mood Factory

**Moderated by Mary Michael**, Vice President, Patient Advocacy and Stakeholder Management, Otsuka

"I've seen firsthand that peer-to-peer networks comprised of employees with lived experience can be a powerful and organic vehicle to reach people at all levels who have navigated a myriad of life experiences. It's really a beautiful thing when there is a culture where people feel comfortable telling their stories to their colleagues. The Employee Resource Group has been a source for change, for driving forward conversations and reaching leadership."

*Michelle Dickinson-Moravek,  
Associate Director and Curator  
of Learning, Johnson  
& Johnson*

"You can only address what you measure, so companies must find innovative ways to measure the happiness and wellness of their employees on a regular basis, as opposed to a yearly or quarterly survey. Happiness is directly related to engagement and productivity, and must be proactively managed by employers to truly maintain and healthy, creative, and inspired workforce."

*Kathryn Goetzke,  
Chief Mood Officer,  
The Mood Factory  
and Founder, iFred*



"Research suggests that 70% of strategies fail because of the organization's failure to take into consideration the defining role of culture. While some organizations think they don't have a culture, others are leveraging it to ensure their employee wellness strategies are successful. If you are considering a mental health strategy or initiative please take action to assess the readiness of your culture, and upgrade it if necessary. The success of your strategies depend on it."

*Leslie Bennett,  
Mental Health Strategist, Executive  
Coach and Management  
Consultant, The Stability Network*

"Companies need to create a culture where mental health awareness is woven into the workplace. We spend so much time at work, and have important relationships there, so these efforts can be very effective and meaningful."

*Mary Michael,  
Vice President, Patient Advocacy  
and Stakeholder Management,  
Otsuka*

## Key Learnings:

- **The potential of the workplace:** Individuals typically spend the majority of their day in the workplace and form important relationships with their colleagues. This makes the workplace ideal for promoting mental health awareness, building support networks, and encouraging healthy behaviors.
- **Peer-to-peer networks:** Peer-to-peer networks can be an effective tool to raise awareness and provide a place where employees can share their experiences. This can unlock a groundswell that leads to important cultural changes and leadership priority-setting.
- **Engaging managers and senior leadership:** At many companies, there is a need for managers and senior leadership to be more engaged on mental health efforts. When these leaders are active and vocal, they can be very influential in transforming the company culture.
- **Educating all employees:** Mental health efforts need to reach and educate all employees and be incorporated into the everyday workplace environment. This approach sets the stage for addressing stigma and supports widespread awareness that benefits the mental health of all employees, not just those experiencing a challenge.







## **Spotlight:** India and the Corporate Response

Infosys is one of a number of Indian companies that are interested in the spiritual and emotional health of employees, described as work-life balance, as well as taking steps to reinforce healthy habits through nutritional food options and restricting smoking areas. Of particular interest to Infosys is a goal to recruit and retain employees in line with the gender balance of the tech sector in India (55:45 men to women), which is achieved through employee education, hiring referrals, peer networks and an organization-wide approach to stress management.

### **Participants:**

**Anurag Varma**, Vice President and Head of Government Affairs, Infosys Limited

**Moderated by Dr. Nalini Saligram**, Founder and Chief Executive Officer, Arogya World

“Spiritual, mental and physical health is engrained in Indian culture. Work-life balance is an important part of the Infosys healthy workplace program because of the need to attract and retain workers. When 50% of working Indians suffer from stress, we aren't focused just on people currently experiencing a mental health condition, we need to support everyone.”

*Anurag Varma,  
Vice President and Head of Government  
Affairs, Infosys Limited*

“We found in our healthy workplace program that employers in India have a comprehensive view of health. They care about the physical, mental and even spiritual health of their employees. We have also seen large employers like Infosys, Wipro, and Reliance take steps to fight stigma directly, and make extensive use of excellent peer-led counseling programs.”

*Dr. Nalini Saligram,  
Founder and Chief Executive  
Officer, Arogya World*

## **PANEL: Creating a Process of Continuous Improvement in Workplace Solutions**

The discussion considered programs that have succeeded as well as common pitfalls, and how to design programs that not only meet mental health needs, but also support the strategic vision of the organization. Panelists addressed how to successfully create an open and ongoing dialogue between employees and managers and stay accountable to fostering a mentally healthy workplace at every level. The panel also examined how employers understand the right goals, or data, to meaningfully improve workplace mental health.

### *Participants:*

**Dan Gillison**, Executive Director, American Psychiatric Association Foundation

**Paul Gionfriddo**, President and Chief Executive Officer, Mental Health America

**Donna Hardaker**, Manager, Workplace Mental Health and Peer Engagement, Sutter Health

**Sapna Mahajan**, Director, Programs and Priorities / Directrice, programmes et priorités, Mental Health Commission of Canada

*Moderated by* **Craig Kramer**, Mental Health Ambassador and Chair, Global Campaign on Mental Health, Johnson & Johnson



"I believe that to create positive change in this arena, we have to ask ourselves three types of questions: First, as we engage with our work, are we asking the right questions. Do we know what we don't know? Do we care that we don't know? Next, are we holding the perspective that the struggling employee is the "problem" and all we have to do is "fix" the employee? Are we at all considering the context in which the employee may be struggling? Finally, are we considering our own backyards? And what happens to the people who work for us and with us? Are we looking at our own workplaces with the same scrutiny that we are asking other employers to do? Are our own workplaces psychologically health and safe for all who work there? Essentially: are we walking the talk? We can develop communities of practice and engage in this constant questioning of ourselves, to help us stay on an enlightened path."

*Donna Hardaker,  
Manager, Workplace  
Mental Health and Peer  
Engagement, Sutter Health*



## Key Learnings:

- **The value of continuous improvement:** Multiple examples show that a continuous improvement approach maximizes the impact of workplace mental health efforts. This requires setting goals, collecting feedback, incorporating lessons learned, and staying accountable. Re-evaluation can also be an opportunity to affirm to employee audiences that the effort is genuine and without risk for those seeking help.
- **From pitfalls to learnings in a human-centered approach:** Every mental health initiative will encounter pitfalls. A continuous improvement process seizes these obstacles as opportunities to learn and evolve, leading to a better, more nuanced program. Innovative and integrated practices should reflect employee insights, asking "How would you like to be supported?"
- **Understanding the costs of action (and inaction):** Workplace leaders must understand the cost relationships that demonstrate a successful mental health initiative, including the potential for an increased use of EAPs and other benefits, balanced with a trend of reduced disability costs and increased productivity. A sustained commitment to employee mental health, along with prevention and proactive engagement maximizes the benefit.



“Canada employed the terminology of 'psychological health and safety' because it helped employers understand their role of supporting employee mental health just like they would protect workers from physical injuries and promote physical wellbeing.”

*Sapna Mahajan,  
Director, Programs and Priorities / Directrice,  
programmes et priorités, Mental Health  
Commission of Canada*

“The key pillars of the continuous improvement process - such as understanding goals and staying accountable - resonate with private-sector leaders. An EAP is very effective, but only if it's used, and it's only one of several inflection points for organizations.”

*Dan Gillison, Executive Director,  
American Psychiatric  
Association Foundation*

“We believe in early identification and integrated services, with recovery always as the goal. Mental health conditions are the only health conditions in the U.S. for which we wait until stage 4 - a severe, crisis stage - to treat. Screening should be ubiquitous in clinical settings, but unfortunately it's not. When people participate in screenings, referrals are only one part of what people are looking for - they also want information, engagement with peers, and do-it-yourself tools.”

*Paul Gionfriddo,  
President and Chief Executive Officer,  
Mental Health America*





## **PANEL: Changing Mental Health in Communities Through Cross-Sector Engagement**

The discussion examined how local and state stakeholders can encourage private sector accountability through innovative mental health policy creation and implementation and by providing resources for education and awareness. Panelists explored the synergy between improved workplace mental health and community-building issues like homelessness, drug abuse, and crime.

“Using an open-ended survey question to our staff, we saw an enormous opportunity to do more to support the mental health of our employees while they are helping others. It was a call for us to model the mental health practices we want to see in the community starting with our own team.”

*Mimi Martinez McKay Deputy  
Director, Strategic Communications,  
LA County Dept. of Mental Health*

### *Participants:*

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

**Maggie Lam**, Manager, MINDSET Limited

**Mimi Martinez McKay**, Deputy Director, Strategic Communications, LA County Department of Mental Health

**Adrienne Shilton**, Government Affairs Director, The Steinberg Institute

*Moderated by* **John Boyd**, Chief Executive Officer for Mental Health Services, Sutter Health

“We all know someone who is struggling. Mental health impacts virtually every major public policy issue addressed by government: from criminal justice, to juvenile justice, to homelessness, to education. We're letting people go untreated, and your zip code should not dictate what kind of care you get.”

*Adrienne Shilton,  
Government Affairs  
Director, The Steinberg  
Institute*

"In California, there's a huge opportunity for policy-makers and employers to work together to develop and implement solutions for mental health in the community and the workplace. We can only innovate if we allow ourselves the possibility of failure, so we have to understand that failure is acceptable as long as there's a learning curve. Once we can incubate innovation, we can start to harness the enormous potential of the available resources in California."

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

"Policy-makers and business decision-makers cannot afford to ignore mental health. There's a pressing need and important opportunity for these stakeholders to work together closely in this area."

*John Boyd, Chief Executive Officer  
for Mental Health Services,  
Sutter Health*



## Key Learnings:

- **Shaping public policy:** Mental health cuts across many areas of public policy, but it is rarely framed as an opportunity to take action before it's a crisis. Experts have used tax policy to shape behavior, like using land use policy to promote physical activity, but now are starting to look at how to incentivize and support mental health. The private sector can help by providing input on potential responses and serving as an influential partner for community-building initiatives.
- **Businesses as community leaders:** There is an opportunity for businesses to take the lead on supporting mental health and related issues in their communities. Working together with public and non-profit partners, companies can serve as the starting point of a mental health transformation for the people and communities they touch.
- **Cross-sector collaboration:** There is a compelling societal and economic case for why both businesses and policy-makers must address mental health. This shared imperative is a basis for cross-sector collaboration to launch multi-faceted mental health efforts.





## *Exchange and Listening Session* with the Office of Disability Employment Policy (ODEP), U.S. Department of Labor

The Department of Labor Office of Disability Employment policy has a mission to eliminate barriers, promote inclusion and support access through positive workplace cultures that engage self-determination, person-centered decision-making processes, and peer support. The office tracks the enormous costs associated with work-related illnesses and injuries, including those associated with mental health challenges, as part of its remit, and works to support strategies that are advantageous to businesses like retention, returning to work and provides technical assistance. The session focused on what employers are doing to establish a culture of health and well-being at work, and the motives for action.

### *Participants:*

**Rhonda Basha**, Senior Advisor, Office of Disability Employment Policy

**Lauren Gilbert**, Project Analyst, Global Social Enterprise Initiative of the Georgetown McDonough School of Business

“What causes a disability are the social barriers that impede people from thriving in their workplace environments. We want workplaces that are accommodating and welcoming to everybody. The individual should be the determiner of what happens to them, including whether they disclose a disability or mental health challenge, and what kind of accommodation they need.”

*Rhonda Basha,*

*Senior Advisor, Office of*

*Disability Employment*

*Policy, U.S. Department of Labor*





## ***Fireside Chat with a Sector Leader***

UCLA is the first place to screen an entire community for mental health, with ambitious goals to reduce depression among students, faculty and staff. The work is part of the University's goals for social impact, to advance science and learning for public benefit. The broad spectrum of research conducted on campus includes investigations into lifestyle factors like sleep patterns, which can be correlated to risk for some mental health conditions and have implications for work schedules and productivity. However, the principal project is a self-administered survey, now available to all students, that assesses risk and connects students with various levels of support.

The greatest challenge for a screening tool like the one UCLA has developed has the capacity to provide treatment when at-risk individuals are identified. Other obstacles include students in high-pressure career fields who are concerned about the stigma associated with a diagnosis, or others who do not participate in screening. However, despite the challenges, other universities and organizations working with veterans are interested in expanding the model to serve their populations as an effective way to reach people before they are in crisis with a mental health issue.

### ***Participants:***

**Gene Block**, Chancellor, University of California, Los Angeles (UCLA)

**Moderated by Garen Staglin**

*"Our goal at UCLA is to reduce the burden of depression by 50% by 2050, and our approach moves us from a 'retail' to a 'wholesale' model of delivery of mental health support. Ultimately, we want to be in a position to prevent the rare, but nonetheless tragic, losses we experience from suicide."*

*Gene Block, Chancellor,  
University of California, Los Angeles (UCLA)*

## **2018 Salus Award for Workplace Mental Health by One Mind Initiative at Work**

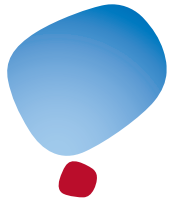
*Presented to Kathy Farmer, Senior Director of Global Benefits,  
Levi Strauss and Co.*

For the first time in the organization's history, One Mind Initiative at Work presented an award for excellence in workplace mental health and outstanding leadership. The inaugural recipient of the Salus Award for Workplace Mental Health by One Mind Initiative at Work is Levi Strauss and Co., a company that has shown leadership on several issues, with executives that deeply care for their own workers and the communities in which they operate. They are active leaders in making work and life better for their employees worldwide.

Named for the Roman goddess responsible for the health and wellbeing of both the individual and the state, the Salus Award for Workplace Mental Health recognizes the leaders of companies have the responsibility to care for the wellbeing of both their employees and their business – which are inseparable.



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# Charter to Transform Workplace Mental Health

A Response to the Growing Impact of Mental Illness at Work

Our organization is pleased to join One Mind Initiative at Work as a 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 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,

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Name

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Organization



## Resources for Workplace Mental Health

Access 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>