

5th Annual

One Mind at Work Global Forum

Event Summary

**Taking Action to Address New
Challenges in Workplace Mental Health**

September 8-9, 2021



DAY 1 | September 8th

Opening Remarks

by Garen Staglin, Co-Founder, One Mind at Work

“The workplace and its leaders have tremendous opportunities to drive change around mental health. We believe that comprehensive mental health responses within organizations can be a catalyst to move the conversation to positive outcomes that are not only good for people, but good for business.”

“The pandemic, climate crisis, and other factors impacting us at the individual and global level have placed us all on the mental health spectrum, and we all have a story to share.”



Culture Change – Not Another CEO Initiative

with **Harvey Schwartz**, former President and COO, Goldman Sachs, and **Daryl Tol**, Executive Vice President, One Mind

Oftentimes the most unexpected experiences can have the most significant impact on a person's mental health journey. In this fireside chat, Harvey Schwartz joined Daryl Tol to discuss the impact of speaking out about our mental health and the not-so-obvious strategy of leading by sharing vulnerable stories. The stigma of mental health in the workplace can be broken by leaders and employees who are willing to be the culture-change their organizations need.

Speaking from experience is impactful:

Many leaders may be surprised to find that their most influential moments of leadership come from sharing about areas of their life they thought no one else cared about. We must share parts of our stories that expose our daily struggles and small moments of victory over mental health challenges can resonate with individuals that have otherwise been hard to reach with support and help them feel more comfortable when speaking up.

Mental health prejudice exists in the workplace:

We often use “stigma” to describe the challenge many employees face when encountering negative responses to their mental health in the workplace. However, leaders should consider how negative reactions to sharing about mental health at work reveal a prejudice held against people experiencing a mental illness, which can lead to discrimination and other exclusive practices.





“It sometimes feels like a sigh of relief comes from the audience when I speak openly about mental health, schizophrenia, or suicide in my family, almost like it provides them relief from the stigma they feel. When you experience it, you understand how powerful it is to have people mobilizing this discussion and fighting back against what really amounts to prejudice.”

“It seems very obvious to me that people want to connect about difficult things. But it felt self-indulgent to speak about mental health in my family, for some reason. When I realized that people had a positive response to me sharing about mental illness in my family, and that they were identifying with those experiences, I began to recognize the importance and impact.”

- Harvey Schwartz, former President and COO, Goldman Sachs and One Mind board member





“We cannot let the conversation get lost in the ecosystem of day-to-day operations. Mental health and wellbeing cannot be another initiative off to the side. Companies will see results when they begin to take an integrated approach to mental health. Mental illness is a disintegrating illness that creates gaps in our personal understanding about the world and pulls us away from spaces that we might want to be in, or frankly, belong in.”

- Daryl Tol, Executive Vice President, One Mind



Storytelling as a Catalyst for Change

Moderated by **Gabe Howard**, Mental Health Speaker, Writer and Activist, with speakers:

- **Lisa Singh**, Managing Director, Global Benefits, Silicon Valley Bank,
 - **Craig Kramer**, Mental Health Ambassador, Johnson & Johnson,
 - **Elizabeth Lynn Winstead**, PhD, LPC, Associate Director, Total Rewards, Ernst & Young LLP, and
 - **Louis Gagnon**, Chief Executive Officer (CEO) and Managing Director Total Brain
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Many employees and leaders know that there are real risks associated with sharing a vulnerable story about mental health in the workplace. Turning this apprehension into a culture and business change requires leaders to use storytelling as a tool to change the status quo.

Sharing what has helped inspires others:

When leaders take the first step toward vulnerability by modeling acceptance and beginning the conversation, others will follow. Coupling these honest conversations about mental health challenges with support can make a difference has a greater communication impact than a depersonalized awareness campaign on available support and services.

Telling your story is risky, but as a leader, not telling your story may be even riskier:

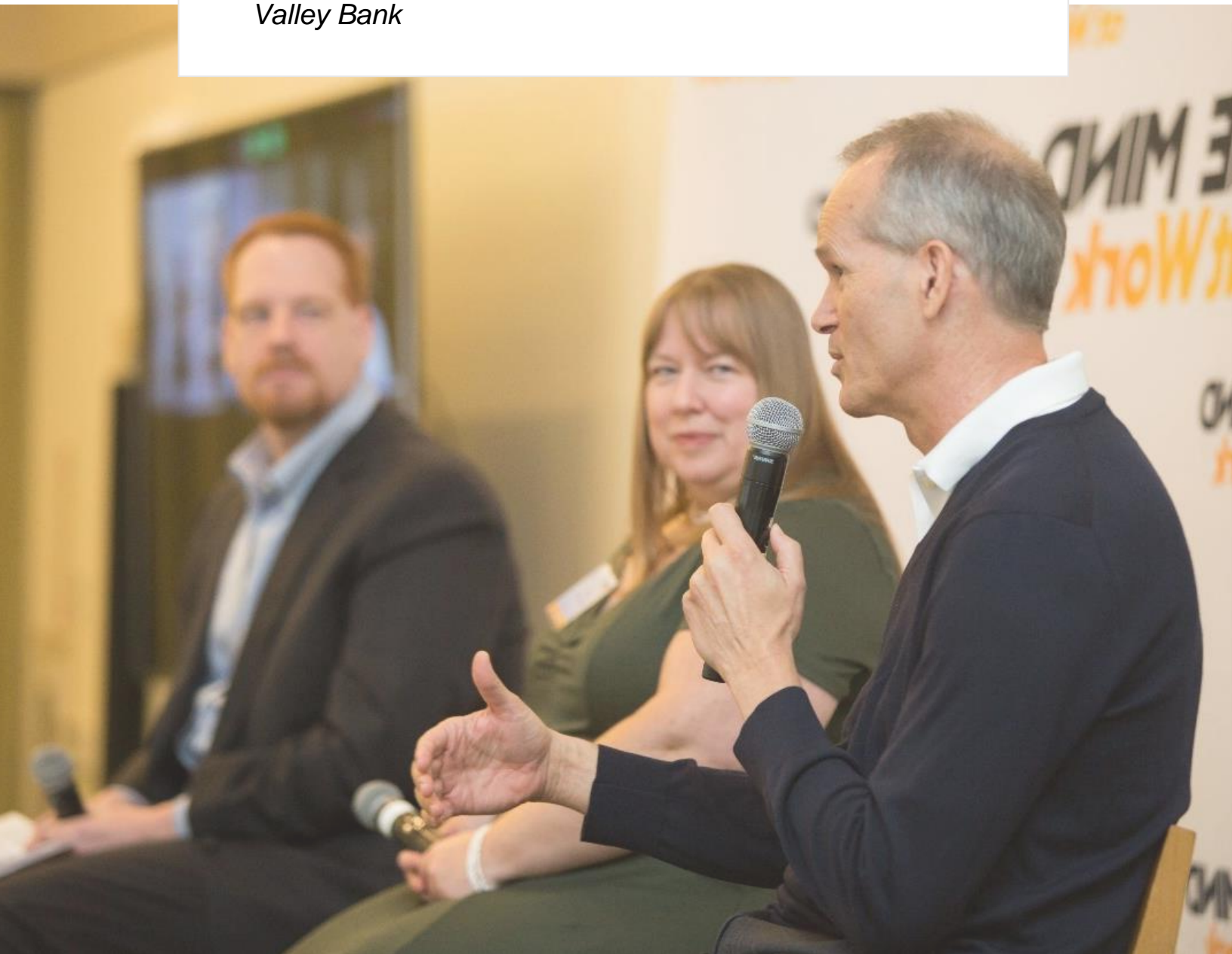
Understanding that employees may be naturally, and rightly, apprehensive about disclosing their mental health challenges can be a catalyst for leadership teams who want to make a difference in this space. Here, leaders have an opportunity to demonstrate that sharing is accepted and that “business as usual” does not have to remain the status quo.

Recognizing that having a significant number of employees live with unaddressed mental health challenges that impact their work and their ability to thrive in their roles is a liability is vital for future-thinking leaders.



“An important aspect of our planning around these conversations involves building in practical resources and recommendations for our employees at every step. Making sure employees have what they need to move from disclosure to care is key to building a healthy culture of empathy where people feel confident in bringing their whole self to work.”

-Lisa Singh, Managing Director, Global Benefits, Silicon Valley Bank



“Storytelling is a powerful and effective method to destigmatize mental illness. It has shown to have a powerful impact in the workplace to create a culture shift around the perceptions of mental illness. Culture change has to start with a collective of voices that echo shared experiences, resulting in real solutions. At a time when so many employees are struggling with their own mental health, and the health of their families, not addressing these struggles leads to culture problems down the road. Given the prevalence of mental ill-health, the business case for change in the workplace is clear, and storytelling should be front and center.”

-Elizabeth Lynn Winstead, PhD, LPC, Associate Director, Total Rewards, Ernst & Young LLP

“Storytelling is an important way for leaders at every level to help build an open and inclusive culture. However, if we don’t harness that culture to change the system, the system always wins.”

-Craig Kramer, Mental Health Ambassador, Johnson & Johnson

“Storytelling fits two very important criteria: The first is leading by example and the second is embodying a spirit of vulnerability. Storytelling comes from the heart, and the ability for someone to share where they are on the mental health spectrum is necessary for widespread awareness within a company. Employees need to see that sharing is positive, that new conversations can be started, and that leaders will support rather than challenge vulnerability.”

-Louis Gagnon, Chief Executive Officer (CEO) and Managing Director. Total Brain



The Intersection of Race, Ethnicity, and Mental Health

Moderated by Jeris Stueland, Expert Associate Partner and Leader, Employer Healthcare Service Line, McKinsey

- **Raafi-Karim Alidina**, co-author, *Building An Inclusive Organization: Leveraging the power of a diverse workforce*, and Consultant, Included
- **Shekhar Saxena**, Professor of Global Mental Health, Harvard T.H. Chan School of Public Health
- **Altha Stewart**, Past President, American Psychiatric Association

Racial and ethnic minority groups experience severe disparities in mental healthcare in the United States while at the same time experiencing mental health challenges at higher rates. Employers have the responsibility to be informed about the impact of race and ethnicity on mental health in order to authentically create a workplace environment that supports the mental wellbeing of a diverse workforce.

Identity plays a vital role in creating a psychologically safe work environment:

Employees bring their whole selves into the workplace. In order to create a psychologically safe environment for employees coming from diverse backgrounds, employers need to respect, acknowledge and see the complex interactions of different identities and how that affects employee experience in the workplace.

Mechanisms of support need to reflect the diversity of the workforce:

Diverse employees need to feel heard and have the opportunity and choice when choosing mental health care for themselves. Employers need to strive for access to mental health care providers that represent the diversity of the workforce and seek out linguistically and culturally relevant tools to show active and intentional efforts when it comes to supporting their employees.

“To really address the mental health challenges related to diversity and inclusion in the workplace, we have to go back to an employee’s life before they come to work for our organization. When we are in the job and depending on the work culture, we may already have several things working against us feeling ‘welcome’. We need to talk about these cultural issues that are brought into the workplace, and employees need to feel seen for their total selves.”

*-Altha Stewart, MD,
Past President,
American Psychiatric*



“Creating a working environment that is psychologically safe includes complex interactions between different parts of our identities. Introducing spaces where people can talk about the intersections of racial issues and their mental health can be uncomfortable. But, if you are really comfortable, you are not going to learn anything. If you are really uncomfortable, you are not going to learn anything. Finding the middle ground of productive discomfort is necessary.”

-Raafi-Karim Alidina, co-author, Building An Inclusive Organization: Leveraging the power of a diverse workforce, and Consultant, Included

“Mental health should be seen as a dimension. Therefore, mental health support is not only important for those who live with mental health challenges, but for everybody. It is not about them; it is about all of us. We have to try to create an environment that is supportive of positive mental health for all employees, not only for those who have mental health issues.

It is very important to have comprehensive healthcare provided by a diverse group of providers. But we should not assume that a person from a particular ethnic or racial background will go to a provider from the same background. The key is to give them a choice.”

-Shekhar Saxena, Professor of Global Mental Health, Harvard T.H. Chan School of Public Health

Embedding Preventative Care in the Workplace Mental Health Models

Moderated by **Russell Glass**, CEO, Ginger, with speakers:

- **Gary Mendell**, CEO, Shatterproof
 - **Andy Keller**, Meadows Mental Health Public Policy Institute
 - **Amit Sood**, Professor of Medicine (Retd.), Mayo Clinic, CEO, Global Center for Resiliency and Wellbeing
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Because most people spend as much as two-thirds of their waking hours at work, employers have a significant opportunity to help employees access preventative care. Embedding preventative care in intuitive ways – whether through benefits plans or in the day-to-day workflow – can prevent the onset of damaging (and costly) mental health issues.

There is a need to improve our understanding of prevention:

It is imperative for employers to understand what prevention entails. Not only is it important to recognize and diagnose the mental health issues early in their onset, but prevention also involves reducing the impact of the disease in the short term. These could include preventing a disability, improving the chances for success when an employee returns to work, and preventing a re-emergence of workplace issues that may have exacerbated their condition. When building mental health care frameworks, employers need to include the entire spectrum of care and prevention.

Stigma and lack of understanding pose the greatest barrier:

Stigma and shame prevent employees from seeking help that is available to them. One of the ways to effectively eliminate stigma is to have conversations about mental health using the language of everyday life. When individuals can connect with the narrative of mental health through a vocabulary they are familiar with, for example, through the stories of their colleagues, mental health conversations are normalized in work settings. This will better equip employees to articulate their mental health needs and seek appropriate care and support. A cultural shift of perspective towards mental health and increased engagement with proactive or preventative wellbeing programs are inexorably related.

“We anticipate there will be more employee engagement in co-creating tailored solutions. Better integration of science and stories will help increase uptake. Our present wellbeing approaches continue to have low engagement, in the range of 10-20%. Thoughtful integration of implementation science along with better customization, honoring equity and individual constraints, will help broaden and deepen the engagement and effectiveness.”

-Amit Sood, Professor of Medicine (Retd.), Mayo Clinic, CEO, Global Center for Resiliency and Wellbeing

“What we have failed to do for mental illness is to make care available as early as possible, just like we have already done by and large for heart disease. If you wait until symptoms are noticeable as a problem, either at work or at home, you are often too late. You have to have a workplace culture that both encourages and makes available effective care and support as early as possible – encouragement alone isn’t enough without actual care when needed.”

-Andy Keller, Meadows Mental Health Public Policy Institute

“There is a survey that suggests approximately 80% of people would be uncomfortable with having a close association with a person dealing with addiction. Those who have an addiction are less likely to be accepted into workplaces and other tight-knit groups. The stigma is still strong, and although many people do not know these stats, I can assure you that people with addictions feel the weight of that stigma. If we are serious about prevention, it has to include inclusivity for people in recovery. Additionally, contact-based interventions where people are communicated to by someone who looks and lives like them is a huge evidence-based step that companies can take to engage people on a really meaningful level.”

-Gary Mendell, CEO, Shatterproof



Reimagining the Workplace as a Source of Positivity

Moderated by **Schroeder Stribling**, President and CEO, Mental Health America, with speakers:

- **Bill Howatt**, President, Howatt HR
 - **Stephen Parker**, Chief Human Resources Officer, Kearney
 - **Nick Taylor**, CEO and Founder, Unmind
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Not all workplaces are the same, but every workplace can be a source of positive inspiration for employees. Working collaboratively to support worker wellbeing with an aspirational approach is key to changing the way that people look at mental health.

Support mental health aspirationally:

Mental wellbeing is more about asking, “What drives your passion?” Versus “What are your issues?” Messaging around mental health can and should consider more than just the avoidance of negative consequences. Employees want to be the healthiest version of themselves, and strong workplace leaders recognize opportunities to help people thrive and not just survive in their work environment.

“Two-way accountability is very important. Creating a relationship where the employee and the employer work collaboratively to establish a positive workplace culture is important. Feedback from employees about what works and what does not should include questioning which policies and procedures negatively impact forward momentum around improving wellbeing.”

-Bill Howatt, President, Howatt HR

Fostering mental health is a long game:

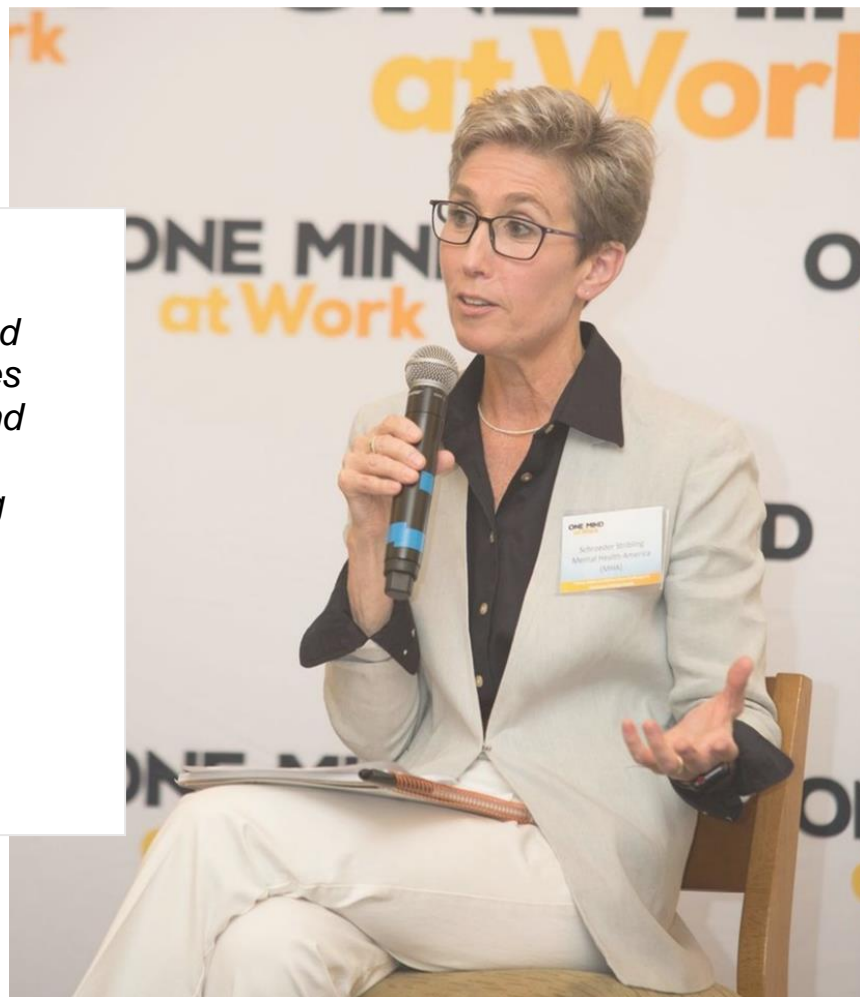
Employers cannot approach sending employees to programming as a way to “fix” mental health issues. Employer strategies must focus on longevity, not reactivity, and instead provide support for recovery and prevention. The “long game” of mental health reflects the dynamic nature of each individual’s mental wellbeing, including experiencing mental peaks and valleys, and leaders have an opportunity to support employees as they navigate that spectrum.

Acknowledge your organization’s role:

Some work processes and policies either directly perpetuate mental ill-health or create a culture that imposes a psychological or emotional burden on employees. Being willing to integrate mental health considerations into how work gets done helps guard against circular problem-solving in this area. Solutions must be interdepartmental and multi-tiered: mental health is not an HR initiative or a C-suite check-box. Collaboration between every member of the company is needed to achieve reaching and lasting impact.

“The future workforce has expectations for flexibility and support from their workplaces that demands a proactive and preventative response to mental health, and wellbeing generally.”

*-Schroeder Stribling,
President and CEO, Mental
Health America*



“We acknowledge that our organization, our workplace has a role in this. Our firm can’t solve problems on Friday that we create Monday through Thursday. Many leaders are still looking at the level of flexibility that is required as part of a comprehensive plan for well-being in the workplace, wondering if the ROI is there. A deep level of caring flips the consideration around and says, “We need to implement a more comprehensive plan for the sake of our workforce, now how can we do that with efficiency?” We cannot afford to neglect this forever, or no one will show up.”

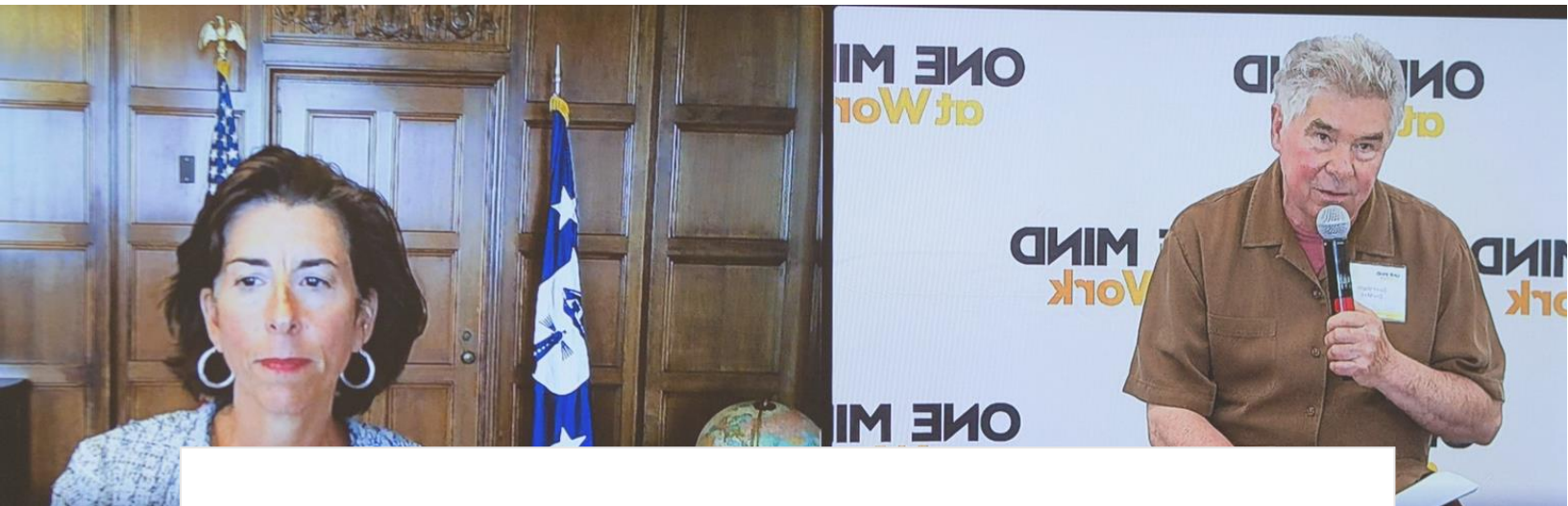
-Stephen Parker, Chief Human Resources Officer, Kearney

“We have mental health all the time, from the moment we are born until the moment we die. It is key that we think about it as something we all have all of the time, like dental and physical health. This helps to remind people it is not a topic exclusively about clinical problems but instead is a beautiful, unique and exciting part of our lives. In fact it is something to be nurtured and celebrated! Prevention is better than cure, it's why we all brush our teeth twice a day, it is why we exercise routinely.....prevention is just as important in mental health. However how we position this preventative approach is key. After all no one buys a toothbrush with pictures of rotting teeth or running shoes with pictures of people looking out of shape instead we buy the toothbrush with the perfect set of teeth and the running shoes modelled by an athlete. This more positive messaging engages and motivates us to strive to be our best selves, we must take the same approach with our mental health!”

-Nick Taylor, CEO and Founder, Unmind



Remarks from the US Secretary of Commerce Gina Raimondo



“According to our latest research, a job makes it no more likely that a respondent is receiving treatment. Employers need to step up and not only offer, but also de-stigmatize mental health support. Health insurance does not ensure a healthy workforce. Employers: Raise awareness. Build a culture that makes it clear that it is okay not to be okay. Create a safe space. Embrace programs and policies to be supportive to your employees. In doing so, you will have a more productive company.”

-Gina Raimondo, US Secretary of Commerce



Responding to Tragedy and Trauma in the Workplace

Moderated by **Daryl Tol**, Executive Vice President, One Mind, with Speakers:

- **Kathy Farmer**, Vice President, Global Benefits, Levi Strauss & Co.
- **Tom Insel**, CA Mental Health Czar
- **Jeff Gorter**, Vice President of Crisis Response, R3
- **David Levine**, Principal, Global Care Experts

Trauma can be defined as “a deeply distressing or disturbing experience” that is distinct from experiencing stress. Despite both negatively impacting mental health, trauma requires a different response, both in the near and long term, to be successfully addressed. Employers globally are increasingly targeting mental health support to better support employees through trauma, including considering how current practices are perceived throughout the organization and the opportunities for or barriers to advancing comprehensive trauma-informed care.



Crisis response should be a part of company culture:

Crisis response training needs to be embedded within a company's culture to support the resiliency and empowerment of the workforce before a crisis occurs. As we live in a time of heightened crisis, employees need to be provided with appropriate and effective tools and mechanisms to adapt and thrive when a disruptive event takes place. Embedding these tools into the microcultures of the company reflects a proactive and preventative approach to mental health.

Work can be healing:

For many employees, going to work means more than showing up for work. Work can provide employees a sense of normalcy, stability, purpose, and control, especially in times of grave uncertainty. Purposeful work is a crucial element of therapeutic recovery after a traumatic incident at work. This sense of purpose is necessary for employees to know that they matter and they are seen.

“Having the humility to say I am not doing okay is very important. Programs are great - but the differentiator is going to be the culture. The cultural ethos of what is going on, and resiliency and the adaptability to deal with different situations.”

-Kathy Farmer, Vice President, Global Benefits, Levi Strauss & Co.



“We apply a simple and high-level structure to assist leadership which goes by the acronym ACT. A is to acknowledge and name the event. It is important for leaders to communicate with their employees about what happened. C is to communicate both compassion and competence - employers need to practice empathy about how the event has had an impact on their employees and themselves. It also includes communicating that the company will navigate and recover from the situation in a resilient manner. Finally, T is a transition to a future focus. Employers should lay out an idea of what the next day, weeks or months will look like, to provide stability and certainty during times of unpredictability.”

-Jeff Gorter, Vice President of Crisis Response, R3

“Crisis response is inherently valuable, as well as affording a pathway to more proactive mental health. Crisis interventions cut through the stigma and can open up doors for broader behavioral health care.”

-David Levine, Principal, Global Care Experts

“The reality is - particularly with people with mental illness - work is curative. Work is one of the most important parts of wellness and healing. Recovery requires 3 Ps: People, Place, Purpose. People need to feel like they matter, especially in times of crisis.”

-Tom Insel, CA Mental Health Czar





"There are two key elements of mental health that connect all of our sessions. First: Every workplace should provide their employees with a sense of purpose and control. Employees need to feel like they are a part of something bigger than themselves, and that they are making an impact. Second: Employers need to lead with vulnerability and compassion, in order to practice empathetic leadership. Throughout this forum's topics, these two elements have been a common thread that defines workplaces that are culturally and strategically supporting workplace mental health.

"Ideally what we are working toward, through this Global Forum, is not information sorting and storage, but wisdom and understanding of mental health, and the necessary interventions to make workplace mental wellbeing a reality. It is challenging to effectively manage change and to go through organizational change as leaders. However, change is required to improve the conditions of workplace mental health, and it is required on a cultural level."

-Daryl Tol, Executive Vice President, One Mind



DAY 2 | September 9th

Leading Change

With **John Kotter**, Konosuke Matsushita Professor of Leadership, Emeritus, Harvard Business School, and Founder, Kotter International, and **Daryl Tol**, Executive Vice President, One Mind

Change cannot occur in a climate of control:

Change is a natural and necessary process within the evolution of a company and company culture. Embracing change in an organization allows for innovation and possibilities for cultural shifts critical for embedding and implementing mental health care in the workplace.

Change requires purpose and a sense of control:

Having a sense of urgency and purpose in combination with a sense of control provides employees the opportunity to thrive and shape the culture within a company. It keeps employees engaged and productive. A work environment that does not offer a purpose and a sense of control can lead to a stagnant and complacent culture.

“If you can provide employees with a clear vision, and mission, you amplify their ability to be innovative. You also need to create a sufficient sense of urgency among enough people in an organization to fuel change. This gives you a platform from which you can build something.”

-John Kotter, Konosuke Matsushita Professor of Leadership, Emeritus, Harvard Business School, and Founder, Kotter International

Social Determinants of Mental Health

Moderated by Cathryn Gunther, Mars Corp, with speakers:

- **Le Ondra Clark Harvey**, Ph.D., Chief Executive Officer, California Council of Community Behavioral Health Agencies,
- **Genya Dana**, Head of Healthcare, World Economic Forum
- **Surya Kolluri**, Managing Director, Bank of America Merrill Lynch
- **Scott Mogren**, Senior Director, Health and Wellbeing, Banfield Pet Hospital

Social factors, such as financial literacy, educational opportunities, and socioeconomic status can influence a person's mental health. Without the proper support in these areas, a person's mental health condition can deteriorate and lead to serious consequences such as homelessness, job loss, or crisis. Companies that understand these social determinants of health are more likely to positively impact their broader community – including the mental health of their workforce.



Social determinants help employers understand their employees better:

Social determinant factors are key elements for employers and managers to understand their employee's overall wellbeing, thereby their performance in the workplace. Proactively providing support for these factors can help employees navigate multifactorial stressors and more successfully engage in work responsibilities. Similarly, understanding social determinants is also crucial to making employees feel seen and heard and for employers to practice empathetic leadership.

Health equity cannot be achieved without considering social determinants:

Social determinants provide a bigger picture of employees' health and reveal employees' unique backgrounds and experiences. They include factors such as access to healthcare, quality of education, transportation accessibility, racial and ethnic backgrounds, and economic status. Understanding the intersections of social elements that affect employees' experiences is critical to provide customized mental health support to employees and practice health equity in the workplace.

“People do not leave their personal concerns, whether financial or otherwise, at the door when they come to work. Employers have an incredible opportunity to support not only their employees mental health but also their financial, physical and overall wellness. My advice is that anywhere you start is a good place to start.”

*-Scott Mogren, Senior Director, Health and Wellbeing,
Banfield Pet Hospital*

“We believe that leaders can drive action to improve health equity across multiple domains: within their own organizations, through their offerings that serve their customers and other constituents, within the communities where they operate, and through their broader ecosystem of partners and policymakers.”

-Genya Dana, Head of Health and Healthcare, World Economic Forum



“Mental health and physical health are two sides of the same coin - both factor into an employee's overall wellness. As employers continue to grow and expand programs, incorporating social determinants of health which include physical, mental and financial elements, will be a powerful contributor to holistic wellness of their employees.”

-Surya Kolluri, Managing Director, Retirement and Personal Wealth Solutions, Bank of America



“The social determinants of health are really about allowing people to have optimal health. We will not be able to support people if we look at them away from the community in which they are a part.”

-Le Ondra Clark Harvey, Ph.D., Chief Executive Officer, California Council of Community Behavioral Health Agencies



Insights Into My Life with Depression & Bipolar

With Speakers **Natasha Tracy**, Speaker, Writer, and Activist, and **Mary Michael**, Vice President, Patient Advocacy and Stakeholder Management, Otsuka

Natasha's experience around a former employer's unhelpful response to her struggles with mental illness highlights the need for education on the varied spectrum of mental health and wellbeing, including the people in the workforce living with serious mental illness.

Mental health prejudice is real:

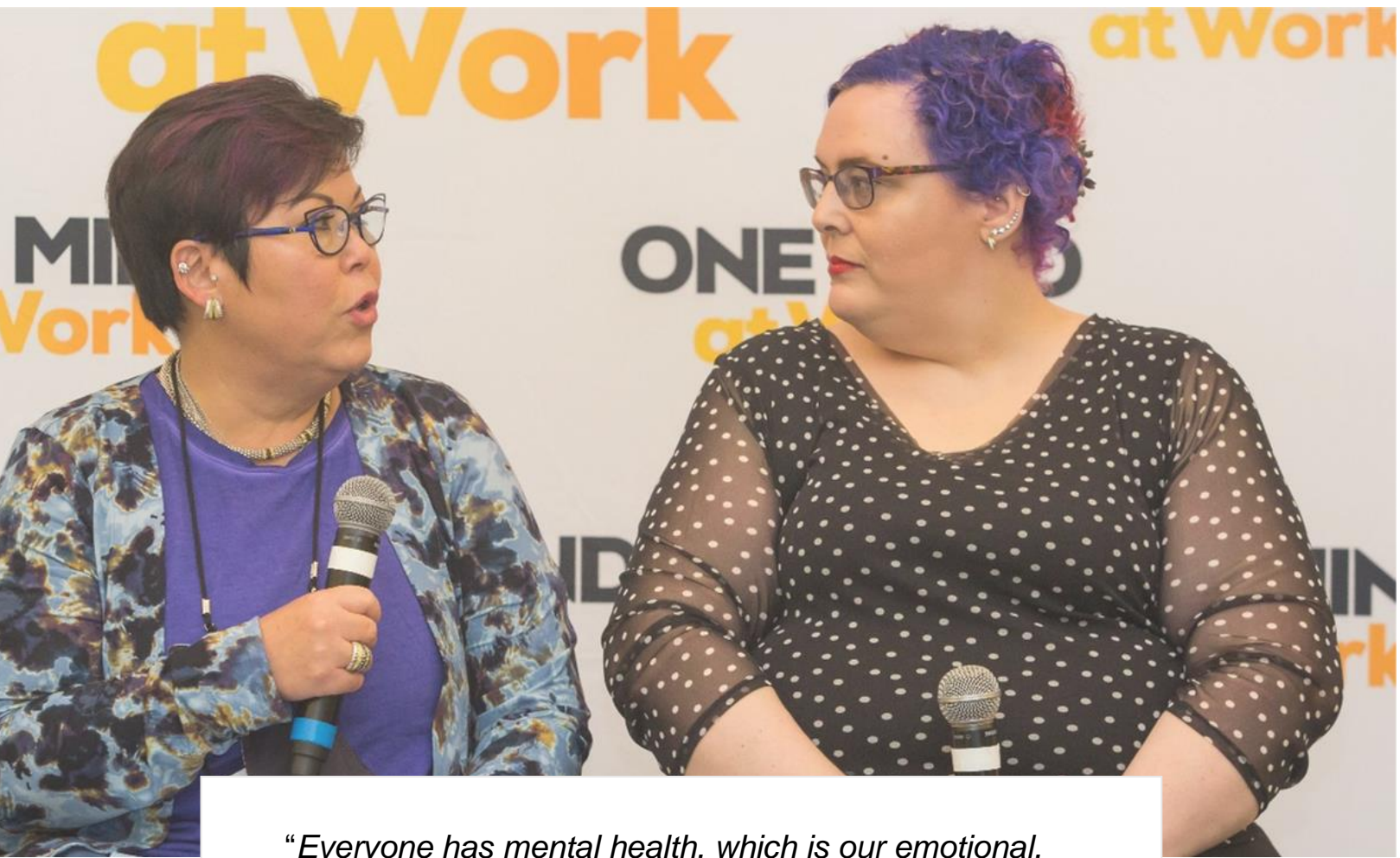
Openly acknowledging that when someone discloses a mental illness, many of us are not equipped to respond normalizes common discomfort and gives peers permission to seek out available resources. Additionally, know that there are real risks to disclosing at work that may not come about intentionally, but that may be felt in the workplace culture or embedded in certain policies and procedures that employers should actively address.

Moving beyond disclosure:

Providing the safety for an employee to disclose is "half the battle." Be certain that your organization has resources in place to move from disclosure to empathy to support when your employees are ready.

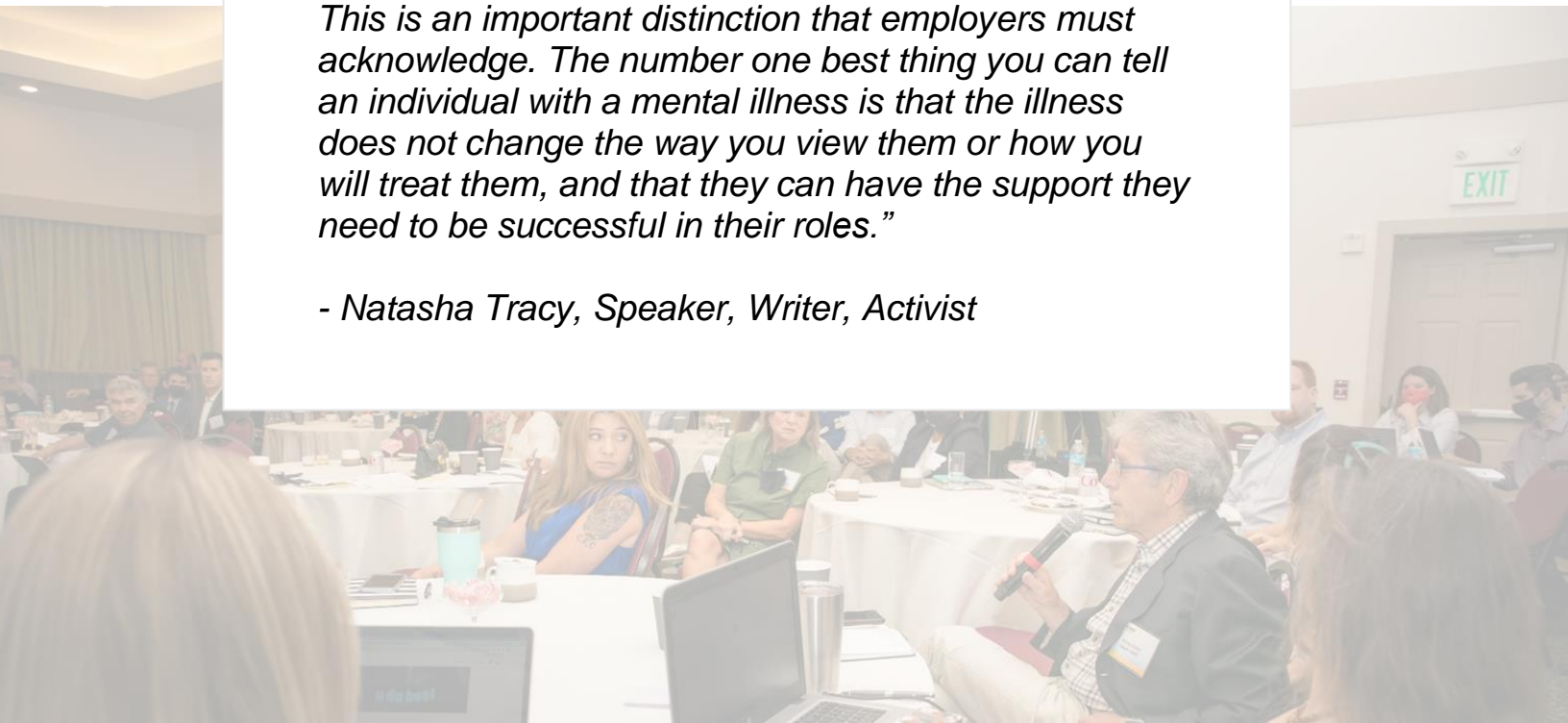
Avoid qualifying empathy:

Managers and people in positions of authority should have practice opportunities for supportive conversations, with guidance like avoiding asking follow-up questions after a disclosure of a mental health need that can feel like pressure to validate or explain why support is needed. In sensitive circumstances, it is imperative to demonstrate compassion and empathy that does not need to be qualified. Resisting the impulse to question or make others validate their needs in the moment can open opportunities to listen or simply give space for the person to choose their next step.



“Everyone has mental health, which is our emotional, psychological, and social well-being. However, not everyone has a mental illness, or a condition that affects a person’s thinking, feeling, mood, or behavior. This is an important distinction that employers must acknowledge. The number one best thing you can tell an individual with a mental illness is that the illness does not change the way you view them or how you will treat them, and that they can have the support they need to be successful in their roles.”

- Natasha Tracy, Speaker, Writer, Activist



Eliminating Barriers to Care

Moderated by Donna Friedman, clinical psychologist and member of One Mind Board of Directors, with speakers:

- **Rebecca Eyre**, MA, LMHC, CEO, Project HEAL
- **Connie Chen**, COO, Lyra Health
- **Murray Zucker**, Chief Medical Officer, Happify
- **Naomi Allen**, CEO, and Co-Founder, Brightline

Common barriers to care include available modes of care, provider availability, and cost, but many employers and advocacy organizations are driving real change and breaking down those barriers and others by connecting patients with treatment, encouraging payers to cover a broader spectrum of mental illness, and providing new models of care through technology.



Access to specialists:

Supporting provider networks that include a range of specialists and service providers representing your employee population and needs is necessary when solving for barriers to care and creating access that employees feel comfortable utilizing.

Coverage should include family and caregivers:

The burden that employees can feel when caring for other people in their life must be addressed as a significant factor relating to their mental health and wellbeing. Supporting employee roles as parents, spouses, and caregivers is paramount to supporting their individual wellbeing and ability to be present and productive in their work roles.

Moving from care to improvement:

Employers ought to see their role in providing mental health support or coverage as serving a purpose beyond treatment or one-time care but rather as a way to facilitate long-term improvement in overall health and wellbeing.



“It’s incredibly important to engage parents and caregivers in the treatment process. Often the adults in a child’s life aren’t told what outcomes or signs of progress to look for — let alone how they themselves could participate in the child’s care. By involving the whole family in the care model, we can reinforce and integrate concepts learned during treatment sessions into the child’s day-to-day routine and give working parents the support they need.”

*-Naomi Allen, CEO and Co-Founder,
Brightline*

“There is a profound lack of provider diversity in the eating disorder space. We need providers who are culturally competent and accessible. Part of this is on employers and payers to establish health plans that include providers across specialties, and across race, ethnicity, gender, age, etc.”

-Rebecca Eyre, MA, LMHC, CEO, Project HEAL

“Co-morbidities coupled with mental illness is a tremendous drag on our health system and economy, taking talented people away from their job responsibilities and possibly even their jobs. The more we can coordinate around evidence-based care, the better.”

-Murray Zucker, Chief Medical Officer, Happify

“Stigma around mental health can be an enormous barrier to accessing care. It is important that when someone seeks out care for themselves through a leading mental health provider, other common barriers are removed: they are quickly connected to a therapist or coach and receive evidence-based care that leads to meaningful and durable improvement.”

-Connie Chen, COO, Lyra Health



Capturing Mental Health Support in Business Metrics

Moderated by Joseph Goodwin, Senior Vice-President, Strategic Initiatives and Trade Associations, Bank of America, with speakers:

- **Paula Allen**, Global Leader, Research and Total Wellbeing, LifeWorks
- **Jennifer Posa**, Global Head, Employee Wellbeing, Johnson & Johnson

Metrics help us understand where organizations are and what to do next. By tracking metrics around mental health in the workplace in reporting frameworks like Environmental, Social and Corporate Governance (ESG) investment criteria, organizations can demonstrate performance in these areas and show that higher standards of employee wellbeing are key to business success today. The standardization of these measures can also help organizations come together to collectively improve the employer's response to mental health.

Metrics are necessary for progress:

Albeit challenging, metrics are required for companies in assessing their mental health support and care as it reveals both a company's strengths and weaknesses and improves a company's performance.

“Employee mental health metrics are incredibly important levers for not only monitoring employee well-being but also understanding how a company is performing overall on its environmental, social and governance measures, where an important social factor is a company’s workforce. ESG is a helpful way for employers to showcase their value to an external audience. What is your mission? How do you support your employees’ mental health? Investors care about sustainability metrics and are increasingly aware of how employers are supporting their employees’ mental health.”

- Jennifer Posa, PhD, MS, Global Head, Employee Mental Well-being & Workplace Effectiveness, Johnson & Johnson

Metrics should reflect the mission of the company:

When deciding what to measure, it is important for employers to reflect on the company's mission and how it defines value. Metrics need to be able to assess the needs of the company's employees and the company's mission and values together.



“The first thing employers should be aware of is that good frameworks currently exist to support the measurement of employee mental health. The next step is taking a look at the data that is currently available, and where it could fit into one of those frameworks. You can fill critical gaps from there. Ultimately, good data informs good decisions. You should question the value of any data that could not possibly inform a decision.”

*-Paula Allen, Global Leader,
Research and Total
Wellbeing, LifeWorks*



The Next Generation of One Mind at Work

With speakers **Daryl Tol**, Executive Vice President, One Mind, and **James Platt**, Chief Operating Officer, Aon, and Chair of the One Mind at Work Guiding Council

One Mind at Work exists to improve the mental health of individuals that serve in our workplaces. This still holds true as we look to the future of One Mind at Work; however, we recognize that there is an opportunity to leverage our network of workplace mental health advocates to grow and expand our offerings and resources. These include continuing to not only grow our member base but also working to provide real value by sharing and elevating best practices, building an index to help support and drive member performance, establishing a solutions marketplace, providing expert guidance, continuing to share and learn from one another through convenings and living laboratories, and developing an app to create a seamless channel for member-to-member communication.

In order to reach our goals, **One Mind at Work is launching the Global Guiding Council, chaired by James Platt, COO, AON.** Together this group will - commit to leading a global movement to improve the mental health status of individuals and families through the workplace, advocate for a workplace culture that reduces the stigma associated with mental illness, design our work in a way that protects the psychological safety of our teams, and create access to mental health tools and treatments that are on par with those provided for physical health and invest time and money to build the evidence, tools, and metrics that drive results.

The mental health ecosystem is made up of many passionate people with powerful ideas and solutions, and One Mind at Work will elevate these voices to support the wellbeing of our employees. One Mind at Work will act as a link that improves the quality of resources, disseminates information, and accelerates them to employers in accessible ways that speak to their unique organizational needs. Together we believe that the workplace can have a meaningful and positive effect on mental health.





“We want to be a librarian, a curator, not the author of every solution. We want to bring resources to you that have an immediate impact and are measurable – and we want it to be cheaper and more accessible than the alternatives. That is what One Mind at Work is.”

-Daryl Tol, Executive Vice President, One Mind

“There are solutions, and ways through mental illness. When I saw that One Mind Was working on this, I said, “That is something I want to do.”

-James Platt, Chief Operating Officer, Aon and Chair of the One Mind at Work Guiding Council



Closing Keynote

Chirlane McCray, First Lady of New York

First Lady McCray closed the 2021 One Mind at Work Global Forum by encouraging attendees not to shrink away from the influence that their organizations have to change the lives of their employees, their families, and the communities they serve. As an exercise in showing gratitude and acknowledging the connection that Global Forum attendees have as leaders in workplace mental health, the First Lady led attendees to turn to someone next to them and say, “I appreciate you for fighting for mental health for all, thank you for being a mental health ally.” First Lady McCray encouraged attendees not to shrink away from the influence that their organizations have to change the lives of their employees, their families, and the communities they serve.

Start early:

Mental health support can reach people long before they ever step foot in the workplace. Instilling healthy habits in young people before they come to our workplaces can have a massive impact on the future of work. Therefore, employers have a vested interest in supporting mental health at every stage of life and in every corner of their community.

The Whole Person Approach:

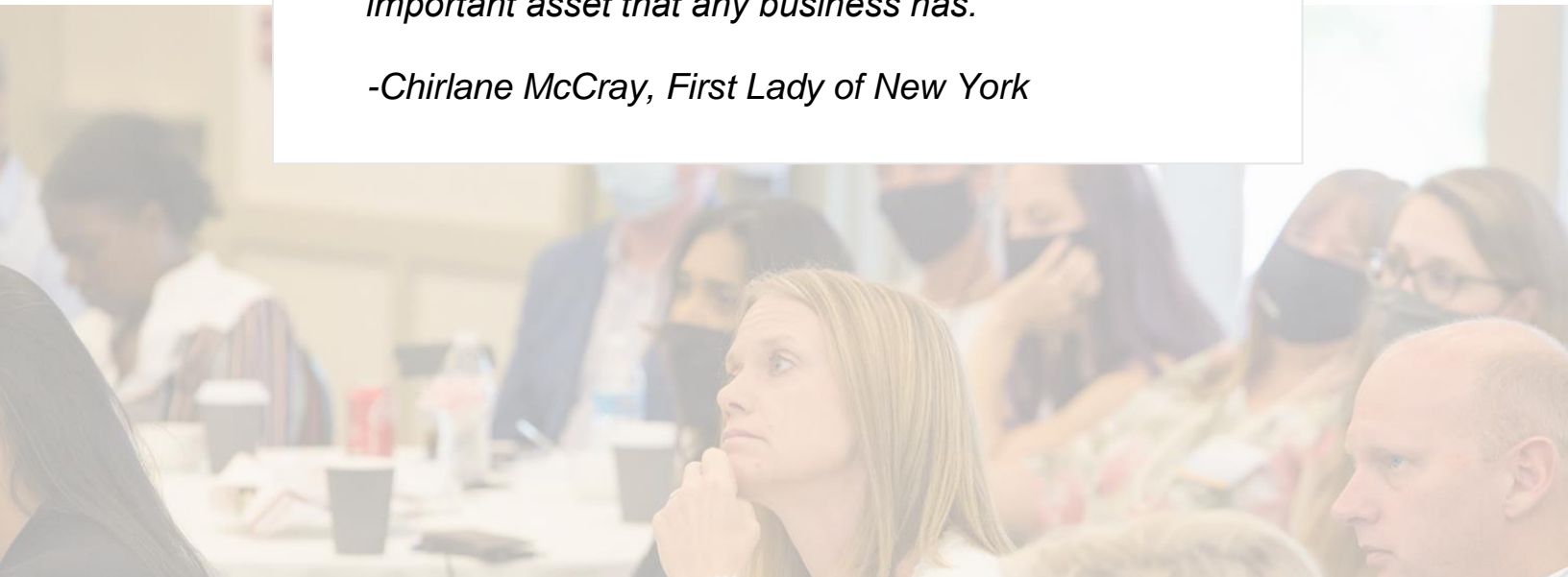
Recognizing each employee’s individuality alongside your company’s collective mission and culture draws out the important reality that we are all on a mental health journey. Every employee does not walk in with the same level of mental fitness. Looking at people’s lives inside and outside of the office to address their challenges in every area of their lives sets the stage for positive interventions that directly impact wellbeing.





“I appreciate you for fighting for mental health for all, thank you for being a mental health ally. We cannot make the great gains that we want to make in this space without stronger interpersonal relationships, different kinds of partners, and new collaborations that prioritize the health of employees as the most important asset that any business has.”

-Chirlane McCray, First Lady of New York



Conclusion by Garen Staglin Co-Founder, One Mind at Work

“I want to say “thank you” as someone who is personally driven to bring about a massive change in mental health. One Mind at Work is dedicated to supporting your organizations as you implement all of the outstanding information shared throughout this conversation. Together we are partners in this movement to change the way we all live and work.”

We will continue to call on each of our partners and attendees to respond to the urgent needs within workplace mental health. I hope you have seen that any single person can affect an entire organization, and it may be that the steps you are inspired to take today help someone experiencing a mental health challenge in the future. Thank you all for your support of One Mind and One Mind at Work and your commitment to your communities' mental health and wellbeing.



Presentation of the Salus Awards for Workplace Mental Health

2021 Salus Award for Workplace Mental Health

The Salus Award is named after the Staglin Family wine label, named Salus for the Roman goddess of wellbeing. For the third year, One Mind at Work presented the Salus Award in recognition of an organization that has demonstrated a remarkable commitment to advancing the adoption of one or more pillars of the One Mind at Work Charter.

The 2021 Salus Award for Workplace Mental Health was presented to Kathleen Kelly on behalf of Capital Group for the company's exemplary effort in championing mental health and demonstrating the gold standard of membership of One Mind at Work.



2021 Salus Award for Individual Voices in Workplace Mental Health

This award is presented to an individual champion of workplace mental health whose personal commitment to the issue has been obvious and significant both within and outside of his or her organization. The 2021 Salus Award for Individual Voices in Workplace Mental Health was presented to Alison Cupito for inspiring action within her organization, Accenture, and for her tireless partnership with One Mind at Work and other mental health leaders.



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Digital Health Showcase

STIGMAZERO

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ginger

For the second year, we invited select companies that are developing or delivering innovative digital workplace mental health solutions to participate as sponsors and demonstrate their solutions for our attendees. These resources are still available to participants on our virtual platform. This year, we had five companies participate: Ginger, Lyra Health, StigmaZero, Total Brain, and Unmind.

If your company is interested in pursuing this opportunity in 2022, please email Katy Riddick at katy.riddick@onemind.org.

One Mind at Work Links and Resources

About One Mind at Work

Launched in 2017, One Mind at Work is a global coalition of leaders from diverse sectors, including business, medicine, research, education, law enforcement, the military, and the civil society. One Mind at Work is on an ambitious journey to transform approaches to mental health and addiction to deliver mental health, wellness, and economic outcomes globally.

Link: <https://onemindatwork.org/about-one-mind-at-work/>

Past Global Forum Summaries:

<https://onemindatwork.org/at-work/forum/>

High Cost of Mental Disorders: A Blueprint for employer action to implement cost-effective solutions

A recently released report from One Mind at Work in collaboration with Tufts Medical Center offers companies a blueprint to make key strategic decisions about how best to serve their employees by fostering a healthy culture of action and empathy around mental health in the workplace.

Link: <https://onemindatwork.org/high-cost-of-mental-disorders/>

One Mind at Work Charter

Join One Mind at Work by committing to the best principles in mental health and brain fitness.

Link: <https://onemindatwork.org/at-work/charter-2/>

The Business Case for Workplace Mental Health Care

We are aware that employers rely on accurate and reliable information to drive business decisions.

Read our business case for workplace mental health care here:

<https://onemindatwork.org/at-work/the-business-case/>



Learning Collaborative Summaries:

One Mind at Work convenes a select group of employers and experts to discuss workplace mental health challenges and opportunities unique to specific industries and areas.

<https://onemindatwork.org/learning-collaborative-series/>

Find One Mind on Social Media:

LinkedIn: <https://www.linkedin.com/company/onemind>

Twitter: <https://twitter.com/OneMindOrg>

