

6th Annual

One Mind at Work Global Forum

Event Summary

**A Roadmap for Leading Practice in
Workplace Mental Health**

September 13-14, 2022

A message from Christina McCarthy, Executive Director, One Mind at Work

The way we work today is very different today than it was when One Mind at Work last convened a fully in-person Global Forum, back in September of 2019. So are the conversations about mental health in the workplace: what was once taboo is now commonplace and expected; what was once uninformed is nuanced; and what was once considered a “nice to have” is now recognized as critical to talent recruitment and retention, and to overall business resilience.

The theme of this year’s Global Forum was “A Roadmap for Leading Practice in Workplace Mental Health.” Our coalition been engaged in these conversations on workplace mental health for years, and we know that there are real benefits to simply convening as a group and engaging in that dialogue. But we are also all committed to doing more: to applying lessons learned and practices shared in our own workplaces, to increasing investment in the rigor and discipline with which we assess our impact, and to recognizing that we all have more work to do in order to create a mentally healthy culture in the workplace that will drive both business performance and human thriving.

To support these bold ambitious, One Mind at Work and partners at Columbia University and Ethisphere unveiled the Mental Health at Work Index™, a first-of-its-kind assessment tool that will empower companies to measure the maturity of their mental health strategies and programs, and then help leaders make informed decisions about how to improve the quality, reach, and impact of their efforts. Our tagline is “Measure, Improve, and Innovate,” and we’re so excited to be launching a truly unique tool that will allow us to help our coalition do just that.

Clinicians, practitioners, and researchers highlighted the importance of psychologically safety, inclusion and representation, and vocal and visible commitments from leadership in the workplace. This matters to all employees, from Gen Z through Millennials to Gen X’ers. Dr. Thomas Insel and Marcus Engel both encouraged us to honor our personal connections and to always lead with empathy. And we closed our convening with a commitment to action: to taking lessons from the Global Forum back to our workplaces; to participating in the Index when it launches to One Mind at Work members; and to continuing to advocate for meaningful and sustainable change in the workplace.

We know that there is real and challenging work ahead of us. But we are excited for what’s to come and are honored to partner with each of our members to advance our collective goal in improving the mental health of the global workforce. I am honored to be part of this global movement, and so appreciative of the individual and institutional contributions you are all making to support the mental health of your colleagues and employees.


With gratitude,



Christina

Opening Remarks

by Daryl Tol, Senior Advisor, One Mind



“We are currently in a position where we have tremendous opportunities to drive change around mental health. Leaders within the workplace recognize the importance of these issues and One Mind at Work is here to drive these efforts forward. Comprehensive mental health plans benefit every single person within an organization and move the conversation forward to create positive outcomes.

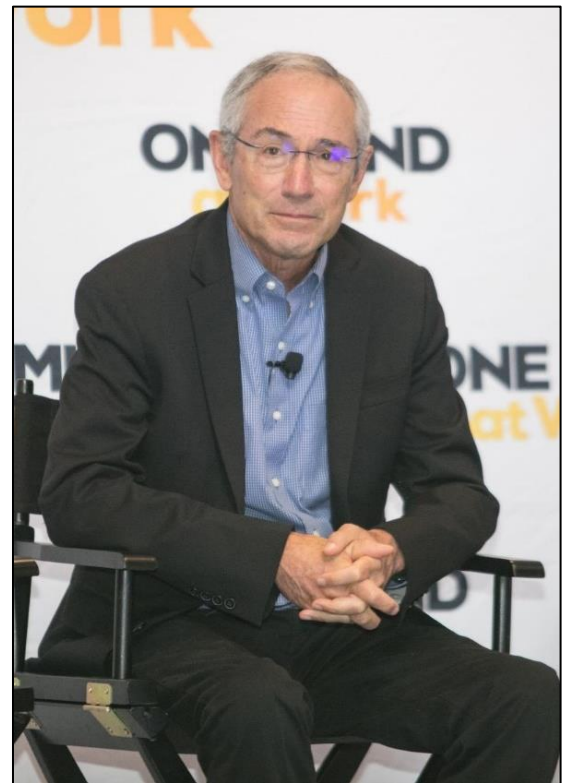
“We are talking about difficult issues here, and we are starting to see the signs of effort coming together, which is very exciting.”

- Daryl Tol, Senior Advisor, One Mind

Keynote Speaker – Dr. Tom Insel

Thomas R. Insel, MD, Psychiatrist and Neuroscientist,
Co-founder Vanna Health

Over the past 50 years phenomenal progress has been made in neuroscience research. We have new and innovative treatments and expanded access to care – yet overall, mental health outcomes are worse. It’s clear that the traditional medical model is broken and health systems, policy makers, and employers must shift this paradigm to a recovery-first model. In his opening keynote, Dr. Tom Insel highlighted for employers the importance of personal relationships, a healthy workplace culture, and a clear sense of purpose as they consider how best to support the mental wellbeing of their employees.



“We don’t really know the answers to all the questions we have, and it’s going to take us coming together to discover them.”

- Thomas Insel, MD, Psychiatrist and Neuroscientist, Co-founder Vanna Health

The Mental Health at Work Index™

Moderated by:

- **David Ballard**, Independent Consultant, Columbia University
 - **Sarah Johnson**, Director, One Mind at Work
 - **Craig Moss**, Executive Vice President, Measurement, Ethisphere
 - **Kathleen M. Pike, PhD**, Professor of Psychology, Director, Columbia-WHO Center for Global Mental Health
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Employers are stepping up to the plate to incorporate new and innovative mental wellbeing initiatives to better support their employees during these times of adversity. To ensure that those initiatives are the right ones for any given organization, employers need to apply the same rigor to measuring investments in mental health just as they do for more traditional business milestones. In this session, representatives from One Mind, Columbia University Mental Health + Work Design Lab, and Ethisphere provided an overview of the [Mental Health at Work Index™](#), the first- ever standardized assessment tool to establish a clear and consistent definition for a “good” workplace mental health program.

The Tool:

By completing the Mental Health at Work Index™ assessment, organizations of all sizes, and across all industries, can self-assess, benchmark their programs and services, and access resources to improve their workforce mental health efforts. The Index tracks an organization's mental health strategy data overtime and will provide leaders with evidence-based guidance to support strategic decision making for current and future mental wellbeing initiatives.

The Framework:

The Index “3 Ps Framework” assesses workforce mental health programs across the continuum of Protection, Promotion and Provision of care:

- **Protect:** *Mental health by eliminating psychosocial hazards and minimizing risks that can negatively affect workers' mental health and psychological well-being*
- **Promote:** *Mental health by developing the positive aspects of work as well as worker strengths and positive capabilities*
- **Provide:** *Access to information, resources, and services; take corrective organizational action to address workplace mental health needs regardless of cause*

The Future:

The Mental Health at Work Index™ convened a coalition of nine leading global organizations, forming the Founding Corporate Council to drive the development and adoption of the Index. The Index is currently in a beta testing phase with the Founding Corporate Council and One Mind at Work's Guiding Council. The Index will launch to One Mind at Work, Ethisphere BELA, and Columbia University network members in Q4 of 2022, with a full public launch planned for early 2023.

Today's leaders know that attending to mental health at work is good for their workers and good for business. The Mental Health at Work Index provides a measure and improve framework that turns this knowledge into measurable impact. The Index calculates an organization's maturity score, provides benchmark data, and supplies observations, recommendations, and resources that give organizations what they need to improve their mental health at work efforts, and ultimately, the overall mental wellbeing of their employees."

- Kathleen M. Pike, Director of the Mental Health + Work Design Lab



"You can't improve what you don't measure. Leading organizations should continuously measure their employee's mental health the same way we measure and track the finances of a business."

- Craig Moss, Executive Vice President, Measurement, Ethisphere





Mental Health at Work **index**™



Members of the Founding Corporate Council for the Mental Health at Work Index™ (pictured from left to right)

Top: Shawn Griffin, URAC; David Ballard, Columbia

Middle: Heidi Remak, Prudential; Elisha Engelen, Aon; LuAnn Heinen, Business Group on Health; Robin Adams, URAC; Craig Moss, Ethisphere; Paula Allen, Lifeworks; Sabrina Cheung, AXA; Anne Oxrider, Bank of America

Bottom: Andy Gregg, Prudential; Sarah Johnson, One Mind at Work; Aisleigh McGann, Aon; Pamela Rich, Business Group on Health; Ashley Williams, HCA; Jeffrey Tan, Jardines Mindset; Kathy Pike, Columbia; Garen Staglin, One Mind





Navigating the Next Normal: Mental Health and COVID-19

Moderated by **Desiree Pascual**, Chief People Officer, Headspace

- **Morra Aarons-Mele**, Author, Speaker, Consultant
- **Kelly Greenwood**, Founder & CEO, Mind Share Partners
- **Sarah Vinson, MD**, Interim Chair, Department of Psychiatry & Behavioral Sciences, Morehouse School of Medicine

“I wanted to create the environments that I wanted and needed from my workplaces and managers when I was struggling.

Psychological safety means being able to show up without fear of repercussions or punishment. It’s standard practice now to have benefits, but we also have to have the culture to support their use, and employers need to take responsibility for being healthy workplaces.”

- Kelly Greenwood, Founder & CEO, Mind Share Partners

The COVID-19 pandemic created an unfamiliar environment for employees, in which boundaries were eroded and high performance was expected in the face of incredible environmental stressors. As organizations navigate the “new normal” of workplaces, creating a psychologically safe workplace where individuals can work and contribute with the security that their perspectives will be respected and valued is critical. Standard practices need to be developed to have a culture to support employees, and employers need to take responsibility for fostering a healthy and safe workplace.

Key Takeaways:

- **Elevate All Voices:** Any conversation about psychological health and safety in the workplace must consider diversity and inclusion as a core element. Thoughtful consideration of which employee experiences we recognize and give attention to, and whose experience we may be leaving out, can help us to design solutions that support the populations who are affected most broadly.
- **Lead by Example:** Leaders who are able to be authentic and transparent, share their struggles, and model mentally healthy behaviors create a culture of connection, support, and flexibility. By driving the effort themselves and setting the example, leaders open the door for employees to be vulnerable and feel comfortable to make mistakes, speak up, and ask for help if needed.
- **Support Your Team and Yourself:** Training is great to help managers upskill their employees, but support for the individual mental health needs of both managers and employees is critical as well. People leaders are a target audience for mental health resources because they are managing their own mental health as well as the interpersonal dynamics of their teams.



Presentation of the Salus Awards for Workplace Mental Health

2022 Salus Award for Workplace Mental Health

The Salus Award is named after the Roman goddess of wellbeing and recognizes excellence in the workplace mental health community. In its fourth year, One Mind at Work presented the Salus Award to recipients 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 2022 Salus Award for Workplace Mental Health was presented to Noel Siu, AXA's Chief of Staff to the CEO on behalf of Asia & Africa, for AXA's exemplary effort in championing mental health throughout its global footprint and demonstrating the gold standard of membership of One Mind at Work.



2022 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 2022 Salus Award for Individual Voices in Workplace Mental Health was presented to James Platt for inspiring action within his organization, AON, and for his tireless partnership with One Mind at Work and other mental health leaders.





Gen Z and the Future of Work

Moderated by **Malcom Glenn**, Senior Equity Advisory, Meteorite.

- **Meghan Grace, Ed.D**, Consultant, Plaid
- **Roberta Katz**, Associate Vice President for Strategic Planning, Stanford University
- **Sophie Wade**, Workforce Innovation Specialist, Flexcel Network

“If you are Gen Z and working really hard every day and the company isn’t helping you stayed upskilled and competitive, then you aren’t going to stay. Some companies may consider that disloyal, but the expectation is that you invest in this young workforce just as Gen Zs are investing their time and energy into your organization. The bottom line is that Gen Zs are trying to create income security for themselves.”

- Sophie Wade, Workforce Innovation Specialist, Flexcel Network

Gen Z is now the largest generation in the U.S. and has sent ripples through the modern workforce with its expectations of employers and value-driven career goals. Many employers appear unsure of how to navigate raised expectations of what a “healthy” workplace should look like and what younger employees find valuable or need from a job. It is important for employers to understand how they are helping the workforce change and improve for the better.

Key Takeaways:

- **Misconceptions about Gen Z hinder their potential and pose a barrier:** Research indicates members of Gen Z are more likely than prior generations to be protective of free and restorative time, and better equipped to enforce personal boundaries, especially early in their careers. They value their careers, but also ensure they have the time energy and capacity to pursue their passions.
- **Build meaningful relationships and connections with Gen Z to foster a sense of belonging and purpose:** Companies that foster an environment where younger employees engage with more tenured employees are found to be the most successful by researchers on workplace trends. Gen Z employees want to be in organizations where they are able to contribute in meaningful ways and are recognized by leadership.

Keynote Speaker: Marcus Engel

Healthcare Speaker, Author & Compassion Consultant

Six weeks into Marcus Engel's freshman year of college, he was homesick and decided to spend some time with old friends in his hometown. On the way home from watching a hockey game, he was nearly killed after his car was struck by a drunk driver in an intersection, leaving him permanently blind. Engel shared the graphic and traumatic experience of his car accident in a moving account of the moments that defined him while also changing the course of his life. He highlighted three simple phrases that provided him profound support and comfort during his recovery.

"I'm here." This phrase, spoken to Marcus by a health care provider immediately after his accident, helped him to feel both recognition and compassion from another person while he was in crisis.

"Me too." The universal phrase to communicate empathy and understanding, Marcus shared how this phrase helped him feel less alone in his recovery.



"I've got you." This offer of support relieved some of the emotional burden that Marcus carried following his accident, and by trusting in others he was able to move forward with his life.

Finally, Marcus advised the participants of the Global Forum to pause, make time for compassion, and to demonstrate empathy and understanding for others in pain.

"Simple human presence is the cornerstone of caregiving."

- Marcus Engel, Healthcare Speaker, Author & Compassion Consultant



Screening: Reaching the Light Documentary

With **Paul Currington**, Speaker and Advocate, **Mary Michael**, VP Patient Advocacy and Stakeholder Management, Otsuka, and **Brandon Staglin**, President, One Mind

Reaching the Light is a short film that highlights the lived experience of three individuals living with Major Depressive Disorder (MDD). It follows the unique mental health journeys of Kimberly, Katrina, and Paul, and uncovers how they reclaimed their well-being through diagnosis and finding the right treatment.

Storytelling is a powerful tool: Personal storytelling can foster genuine connection and deepen trust between people. Paul discovered the art of storytelling prior to entering the depths of his depression and found that being vulnerable about his journey with MDD was what helped him through his recovery. Paul even brought his storytelling skills to his workplace; creating “story-songs” which he attributed to improving the day-to-day culture and “shrinking the distance” between hierarchies in his workplace.

Transparency resonates: Being honest about your own mental health needs and raising the conversation with colleagues can be a catalyst to transforming workplace culture. As the leader of One Mind, Brandon spoke about how he embraces being honest about his own mental health and holds himself accountable to sincerely asking about others. Paul shared his experience in trying out radical forms of support such as “cuddle therapy,” and his willingness to try anything that might aid in his recovery – adding that while he felt some embarrassment sharing his experiences, the stories might ultimately be helpful to someone who was suffering.

To be happy is a verb: The speakers agreed that in their experience, being happy requires effort and action. Regularly doing things that make you happy or seeking out moments of joy eventually leads to prolonged happiness. For Paul, this meant being of service to others, which has led to a sense of community and fulfillment that supported his happiness overall.

“If someone needs help or asks me to share my story, I do it. Even if it is inconvenient, I know that helping people and connecting with them intentionally makes me happy and I will be glad I did it in the long run.”

- Paul Currington, Speaker, and Advocate





Looking to the Future

Moderated by James Platt, Chief Digital Officer, AON, and **Daryl Tol**, Senior Advisor, One Mind, with input from One Mind at Work Members

“One Mind at Work has the opportunity to grow both globally and locally. There is no other organization that does what we do, the way that we do it. By expanding our network across the globe, we can learn from other like-minded organizations and by adding a localized component we can create opportunities to convene and create connection points at the community level.”

- James Platt, Chief Digital Officer, AON

Over the past 6 years, the One Mind at Work member community has grown, shared and learned from one another – making great progress to implement mental health strategies that benefit each organization and its individual employees. As we reflect on the past year, and look into the future, there is still work to be done, but we can be proud of the accomplishments we’ve made with the help of our members.



“We are all standing at the edge of the river, with the promised land before us. It's time for us to decide if we want to wait for the bridge to be built, or do we want to hold hands and cross the river by feeling the stones.”

- Jeffery Tan, CEO, Ambassador for Mental Health, Jardines Mindset



Leading by Example in Mental Health

Moderated by **Smita Das, MD, PhD, MPH**, Medical Director, Psychiatry, Lyra Health, with Speakers:

- **Ken Adams**, Vice President, Total Regards, Foresters Financial
- **Cathryn Gunther**, Global Head of Associate Health & Wellbeing, Mars
- **Lisa Singh**, Managing Director, Global Benefits, Silicon Valley Bank

Leaders who prioritize mental health, create space for open conversations, and demonstrate genuine interest in their employee's wellbeing, are catalysts for culture change. Three One Mind at Work members shared their firsthand experiences in developing and implementing successful mental health programming in the workplace. Leaders have taken action to make a meaningful difference in their organization through creative and sustained investments and are helping pave the way for others.

Key Takeaways:

- **Leaders must understand the problem first and foremost.** Many do not understand the true impact of their employee's mental health on the success of the organization as a whole. The best way to make leaders understand is through data that paints a picture of the opportunity to change mental health in the workplace. One recommended approach is to conduct a "stop, start, and continue" audit of all mental health resources to understand their true value to employees.
- **When setting goals, emphasize building strong managers and leaders.** People leaders carry the emotional responsibility of their employees, but individually may not be equipped to manage their own mental health needs, much less model behaviors and serve as a guide. Employers can support managers by providing mental health awareness training, including guidance on helping a struggling employee or coworker appropriately. Managers must be equipped to help employees by reducing barriers to support (especially financial or practical), navigating any needed work breaks, and accommodating and supporting a successful return to the workplace.

"You can't yoga your way out of this. I wake up every day thinking about how I can help to support the mental health of 140,000 Associates."

- Cathryn Gunther, Global Head of Associate Health & Wellbeing, Mars

"It's not about having the time, it is about making the time. We want the employee wellbeing experience to be on par with how we treat our customers."

- Ken Adams, Vice President, Total Rewards, Foresters Financial



“There’s so much information out there about how to be a “good leader” – how to be authentic, how to support DEI and ESG... In reality it boils down to kindness. You must support your people and be kind. Kind leaders don’t shy away from uncomfortable conversations, but they do so with meaningful intention.”

- Bonnie Cheng, PhD, Associate Professor of Management & MBA Program Director, Hong Kong University

Scientists Respond

- **Kathy Pike, PhD**, Professor of Psychology, Director, Columbia- WHO Center for Global Mental Health
- **Alyson Meister, PhD**, Professor, IMD
- **Bonnie Cheng, PhD**, Associate Professor of Management & MBA Program Director, Hong Kong University

As organizations consider implementing a comprehensive workplace mental health strategy, it is important to identify best practices and consult with leading subject matter experts. Leading scientific experts shared their reactions to the key themes of the One Mind at Work Global Forum, and shared best practices for our members to consider.

Key Takeaways:

- **Personal Transparency is Powerful:** Leaders have the opportunity to be vulnerable and share their mental health challenges and needs – in turn leading others throughout the organization to become champions of their own mental health. Studies suggest what leaders share shapes not only how others perceive them but also how they perceive themselves in the organization. Every day, leaders must use their voice to create a safe and inclusive environment to ensure the organizations' employees thrive.
- **Create a Culture of Resilience:** One of the major themes from the Global Forum is the role employers play in helping individuals on their journey towards mental health recovery. Many experts have observed that those with significant mental health needs may be among the least likely to come forward and seek support. That’s why it is so important for leadership to not only share their stories, but to also work to create a positive workplace culture that support resilience. Recovery is a team effort from leaders and peers alike must support one another.
- **To Create and Sustain Impact, Solutions Must Evolve:** Science is not static. It keeps evolving over time as we unlock new data and knowledge. Organizations must continuously monitor and evaluate their workplace mental health strategies and the accompanying tactics to make sure they continue to have positive outcomes. No one company has a monopoly on knowledge.



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 navigate the journey to creating a psychologically safe workplace and mentally healthy employees. We hope the information shared with you over the course of the last day and a half has been valuable and you are able to implement some of these strategies and practices into use. Together we are all 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 have an effect within an entire organization. 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 for your commitment to mental health and wellbeing in your communities.



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For the third 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. The Digital Health Showcase was held virtually one week after the Global Forum to ensure each member had ample opportunity to present. This year, we had ten companies participate: Headspace Health, LifeWorks, Lyra, Made of Millions, Mind Share Partners, On Our Sleeves, Sapien Labs, Shatterproof, Unmind, and WomenHeart.

If you are interested in viewing the recordings from any of the above members, please contact barrett@onemind.org.

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/>

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