4th Annual

One Mind at Work
Global Forum

Empowering Employers:
Advancing Brain Health in the Workplace

September 9-10, 2020
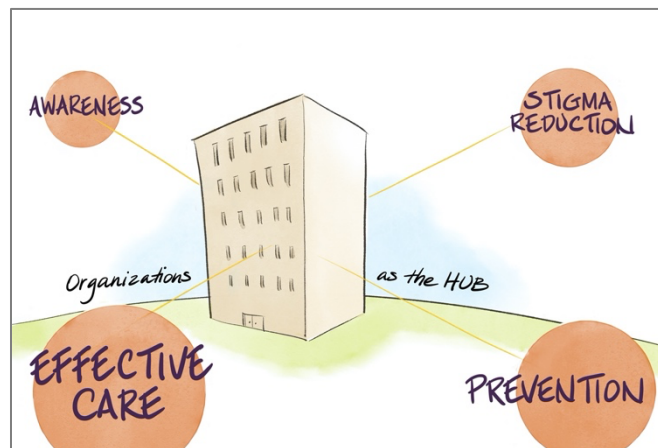
2020 Event Summary

4th Annual

One Mind at Work **Global Forum**

Empowering Employers: Advancing Brain Health in the Workplace

September 9-10, 2020

DAY 1 | September 9th

Opening Remarks by Garen Staglin

"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 now, more than ever, we understand that employers are at the front lines for supporting people in times of crisis, and we need to be prepared and responsive to those threats to our mental health - whether they be at the individual, community or global level."

*A record number of participants joined our 2020 Global Forum. See the full attendee list **here**.*

Stay up to date on our work and learn more by visiting onemindatwork.org.

Panel Discussion: Fostering Connection and Relational Wellbeing

Emotional intelligence and relational wellbeing are two topics increasingly discussed in the workplace, and both refer to the way individuals relate to their challenges, successes, and people around them. Factors such as reliance on technology, the impulse to drive productivity, and the rise of remote work have created barriers to personal connection in the workplace. Meanwhile, loneliness is gaining attention as a serious issue, especially in the U.S. – research suggests it can be as damaging as smoking 15 cigarettes a day. What can employers do to foster personal connection, emotional intelligence and relational wellbeing in the workplace?

- **Paul Farmer,** CEO, Mind
- **Dr. Stuart Lustig,** National Medical Executive, Behavioral Health, Cigna
- **Dr. Aiysha Malik,** Mental Health Expert, World Health Organization
- **Stephen Parker,** Chief Human Resources Officer, A.T. Kearney
- **Moderator: Ian Shea,** Founder and CEO**,** I M Human

Key Themes

- **The all-important human element:** Employers recognize the impacts of COVID-19 on workers, especially those on the frontlines, and they are increasing mental health resources. However, there is no substitute for human connection and the resulting empathy. Organizations can think about person-to-person support at four levels: in the boardroom, managers and their teams, between employees, and within the community.

- **The pandemic's paradoxes:** COVID-19 has generated difficult paradoxes: workers feel isolated at home, but fear returning to the office. They depend on technology for connection, but this can also cause loneliness, and the remote environment makes it difficult to maintain boundaries between work and life. Rather than try to find one-size-fits-all solutions, employers need to help

individuals find the balance that works for them. Leaders that prioritize compassion and share their own vulnerabilities – even just "small disclosures" from their own experience – will be best positioned to navigate these challenges.
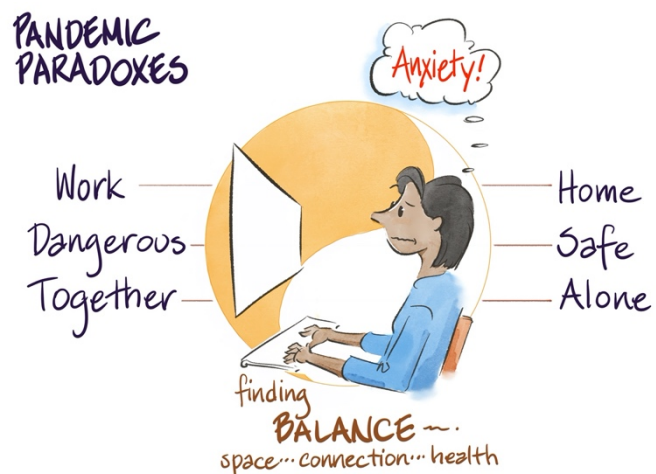
- **A sustainable, flexible path forward:** The future of work and the physical, shared workplace is uncertain and will vary widely between countries, offices, and even individuals. Organizations need to find the right mix of technical solutions and everyday adaptions to keep their workers healthy and connected – and then continually revisit and evolve those solutions as needed. A long-term strategy of "people care," such as the one in place at global employer A.T. Kearney, is an exemplary way to approach program design.

Quotes

"Often there is a resource overload when what's really needed is acknowledgment, recognition and connection at the human level."

- *Ian Shea, Founder and CEO, I M Human*

"The future of work is so uncertain, and we need to address the paradox emerging. Most people are still working from home, and there is a lot of anxiety about both staying at home and returning to the office. Compassionate leadership will be vital. "

- *Paul Farmer, CEO, Mind*

"COVID-19 presents the question: how do we stay connected in a healthy way, especially with technology? What is the 'right' amount of technology for each person individually, since technology per se is not inherently good nor bad for people?'"

- *Dr. Stuart Lustig, National Medical Executive, Behavioral Health, Cigna*

"The pandemic has exacerbated barriers to accessing care or has highlighted the need to establish accessible good quality mental health care for certain populations, especially older adults, young people, people living in humanitarian settings, and people working in front-line services including health workers. Countries, workplaces and business have a significant role to play in supporting these populations."

- *Dr. Aiysha Malik, Mental Health Expert, World Health Organization*

"Employers need to think creatively and purposefully about how they support employees during this time. For example, scheduling a 'day of reflection' where all employees can deliberately and intentionally shut down their technology, close their laptops and give their work minds a break."

- *Stephen Parker, CHRO, A.T. Kearney*

Mental Health: A Path to a Resilient Workforce and Business Resurgence

MetLife captures employee sentiment every year in their Employee Benefits Trends study. This year, they had the results from the 18th annual study ready to publish when the pandemic caused by COVID-19 began. MetLife paused the release of their results and dug deeper into the quickly shifting landscape of workplace mental health during the pandemic. What they found was a looming mental health crisis driven by virtual fatigue, poor holistic wellness, balancing caregiving with work at home, and social disconnectedness. Employees reported alarming signs of depression and burnout:

For example:

- 41% of MetLife employees feel stressed, burned out or depressed at work regularly;
- 17% of employees feel depressed at work, but 41% report feeling at least 5 signs of depression; and
- 30% of employees feel burned out at work, but 64% report feeling at least 5 signs of burnout.

To address this, MetLife's program, BeWell, focuses on building employee resilience in three ways: personally, by encouraging employees to prioritize their mental health; culturally, by working to remove the stigma of seeking mental health help; and structurally, by providing robust resources and benefits.

"First and foremost, we have a workforce that's shaken. What we're hitting is a modern-day collision of financial, social and physical worries. COVID-19 is the perfect storm of stressors and it is impacting mental health and ultimately business productivity."

- *Susan Podlogar, Executive Vice President and Chief Human Resources Officer, MetLife*

Panel Discussion: Building a Trauma-Informed Workplace

The COVID-19 pandemic represented a trauma for many – especially workers on the frontlines in essential positions. Trauma impacts how a person responds to stress, how they think and feel, and of course, productivity. What does it mean to build a trauma-informed workplace, and how are employers across sectors augmenting their resources and methods in the wake of an unprecedented global pandemic?

- **Moderator: Mara Madrigal-Weiss,** Director, Student Wellness & Positive School Climate and Foster and Homeless Youth Education Services, SDCOE
- **Eric Eversole,** Vice President, U.S. Chamber of Commerce & President, Hiring our Heroes
- **Candace Jodice,** Vice President, Benefits, CVS Health
- **Dr. Samuel McLean, MD, MPH,** Research Vice Chair, Attending Physician, UNC School of Medicine
- **Dr. Annelle Primm,** Senior Medical Director, The Steve Fund

Key Themes:

- **Many different sources of trauma:** Many different people and workers carry trauma from different sources. Frontline medical workers, retail clerks, and teachers and students might struggle with workplace trauma related to COVID-19, while veterans and young professionals from disadvantaged backgrounds might have trauma that predates the workplace. Employers need to find ways to support these individuals, while also avoiding assumptions; for example, not every veteran has trauma from combat.

- **Diverse racial representation is paramount:** Racial trauma is cumulative and draws from systemic racism from society, so a racial-trauma informed workplace is one that intentionally addresses those issues head-on. Layers of pressure are building at the moment given disparities in the health system and lack of social connectedness, so it is extremely important that all workers feel represented in the ethos of the organization.

- **Finding custom solutions:** Just as the sources and expressions of trauma vary, so must solutions. While it's important for every workplace to be trauma-informed, what exactly this entails will vary based on an organization's resources, organizational structure, culture, physical workspaces, and employee needs.

- **The value of Employee Assistance Programs (EAP) and Employee Resource Groups (ERG):** After struggling with low utilization for years, many employers are seeing a surge in use of EAP in response to COVID-19, providing important programs that can help to address trauma. ERGs are another important tool to support different employee populations through the pandemic.

Quotes

"Returning to school has required educational systems to reassess mental health resources, toolkits, and training for both students and teachers. In some ways, COVID-19 has been the great equalizer in that so many people are dealing with mental health challenges."

- *Mara Madrigal-Weiss, Director, Student Wellness & Positive School Climate and Foster and Homeless Youth Education Services, SDCOE*

"We need to overcome stigma so the trauma itself can be addressed. But many of us struggle with how to ask the right questions and have conversations so that our employees can bring their whole selves to work."

- *Eric Eversole, Vice President, U.S. Chamber of Commerce & President, Hiring our Heroes*

"For years, we've been trying to get employees to understand what EAP is and the many resources and services the program provides at no cost to them. Now, due to all of the changes and uncertainty COVID-19 has presented each of us, our EAP is playing a significant role in providing personalized education and emotional support services to employees whether they are working in our retail operations or from home while our corporate facilities remain closed."

- *Candace Jodice, Vice President, Benefits, CVS Health*

"We are developing an app to help employers offer critical resources and care for frontline medical workers. We hope this will help to facilitate workers receiving help with sleep, stress, anxiety, depression, or other issues that can negatively impact their work and their lives."

- *Dr. Samuel McLean, MD, MPH, Research Vice Chair, Attending Physician, UNC School of Medicine*

"A trauma-free work zone is critical, but what this looks like depends on the unique structure and culture of an organization."

- *Dr. Annelle Primm, Senior Medical Director, The Steve Fund*


Fireside Chat: John Thompson, Chairman, Microsoft

John Thompson has over 40 years of experience in the technology industry and has held leadership roles at IBM, Symantec and Virtual Instruments prior to his current position as Chairman of Microsoft. Chairman Thompson spoke with Garen Staglin about how Microsoft is leveraging diverse pools of talent and why a "bottom up" approach to leadership is crucial in today's environment.

Key Themes

- **Diversity in all industries must evolve:** While much progress has been made in diversifying the technology sector, much work remains not only in this sector but across all industries. Microsoft is setting an example
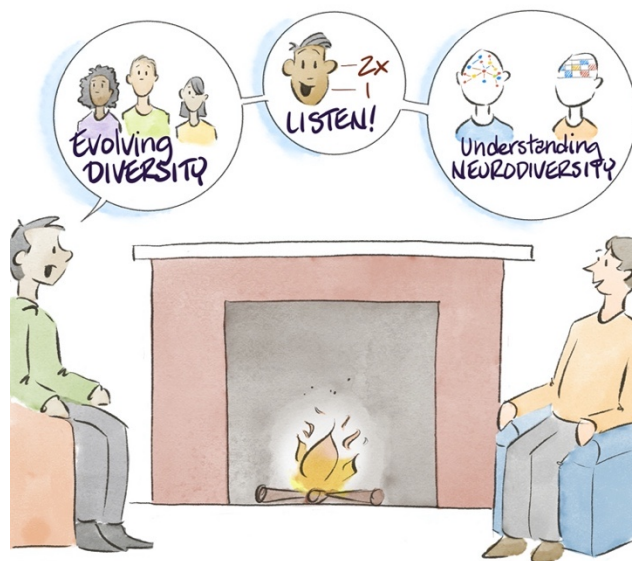
with aggressive targets to double the number of African-American and Latino workers at the company by 2025 and is focusing on promoting STEM among Historically Black Colleges and Universities (HBCUs).

- **Understanding neurodiversity is a best practice:** Employees that are cognitively atypical can contribute profoundly to an organization, but there is a need to focus on hiring and retaining these workers. Microsoft has been a leader in hiring, training and mentoring individuals with autism thought its Autism @ Work program and is working with at least 90 other organizations and the University of Washington to better understand how to create a supportive and inclusive workplace.

- **Listening is key:** Employer responses to issues of diversity and inclusion vary widely depending on the culture and needs of the organization. As Chairman Thompson explained, "there is a reason we have two ears and one mouth, and we should use them proportionately." During this period of time leaders need to do more listening than talking and focus on how employees are feeling about issues of diversity, to ensure that the actions of the organization are authentically aligned with employee expectations.

Panel Discussion: Caring for a Neurodiverse Employee Population

The number of workplace issues percolating today can be overwhelming, especially in relation to diversity and inclusion and employee wellness. One issue that must be at the forefront for organizations focused on D&I is neurodiversity - or, as One Mind at Work refers to in a 2018 white paper, "Invisible Diversity." Understanding the needs of neurodiverse individuals – including those with autism, dyslexia and ADHA – can unlock significant advantages in terms of talent. As we think about supporting people with neurodiverse capabilities, employers can provide accommodation, or they can go a step further in celebrating diversity by ensuring that neuro atypical people feel valued and barriers have been addressed that would keep them from working to their full potential.

- **Moderator: Garen Staglin,** Co-Founder, One Mind at Work
- **Rebecca Beam,** President, auticon
- **Maggie Merritt,** Executive Director, Steinberg Institute
- **Jamell G. Mitchell, MBA,** NCoE Chief Talent/Strategy Leader, Ernst & Young

Key Themes:

- **A valuable pool of talent:** Individuals with cognitive variance, such as autism, ADHD, dyspraxia, and dyslexia, can be a critical source of talent. An effective neurodiversity strategy will be designed to meet the needs of the business, while ensuring neurodiverse employees feel a genuine sense of belonging and value. The Autism @ Work Playbook is an essential reference for any employer thinking about implementing a neurodiversity strategy.

- **Accommodation is an interactive process:** As employers develop a neurodiversity strategy, it's critical to avoid assumptions or generalizations. Each individual with cognitive variance is different, and accommodation might involve adjustments in recruiting, interviewing, onboarding and communication depending on the unique needs of the candidate or employee.

- **The nuances of battling stigma:** Employers should educate their leadership, managers, and employees to ensure they are not perpetuating negative stereotypes about cognitive variance. An uninformed approach – even if well-intentioned - can make people feel stigmatized or excluded. For example, autism should never be referred to as a "disease," and neurodiverse employees should not be singled out or spotlighted.

Quotes

"When you've met one person on the autism spectrum, you've met one person. There is incredible variance in this community, and it's imperative to focus on the individual."

- *Rebecca Beam, President, auticon*

"We need to understand the difference between stigma and discrimination. Stigma is a feeling of shame for living with a condition that is not widely accepted in society. Discrimination, on the other hand, is the societal infrastructure that's in place today that actively prevents people from reaching their full potential. Until we call things what they are, we'll never address the issues fully."

- *Maggie Merritt, Executive Director, Steinberg Institute*

"Being neurodivergent is just another part of who the employee is as a person, and there is much to learn and understand about cognitive variance. That's why my mantra is 'AA' or 'avoid assumptions' to make sure our environment is supportive of everyone."

- *Jamell G. Mitchell, NCoE Chief Talent/Strategy Leader, Ernst & Young*

Evidencing approaches to workplace mental health

- **Beck Smith,** Policy and Advocacy Lead, Wellcome Trust

The Wellcome Trust is a politically and financially independent research organization based in London, UK. Its overall mission is to improve health by helping great ideas thrive, and its vision for the priority area of mental health is a world in which no one is held back by mental health problems. To achieve this goal, Wellcome Trust will invest £200 million over the next five years to understand depression and anxiety in 14 to 24-year-olds globally. The dimensions of the research include prevention, treatment, stopping relapse, and managing ongoing conditions.

One important and specific area of need is building evidence behind workplace interventions for depression and anxiety – especially for younger workers. To help fill that gap, in April 2020, Wellcome Trust put out a call for proposals for research addressing anxiety and/or depression in the workplace with a focus on those under 25. Applications have come from 65 countries and Wellcome Trust is now funding 10

groups that are working through the fall of 2020 on research to progress promising workplace approaches to mental health including financial well-being programs, mental health first aid training, flexible work policies, employee autonomy mindfulness and its impact in low and middle-income countries.
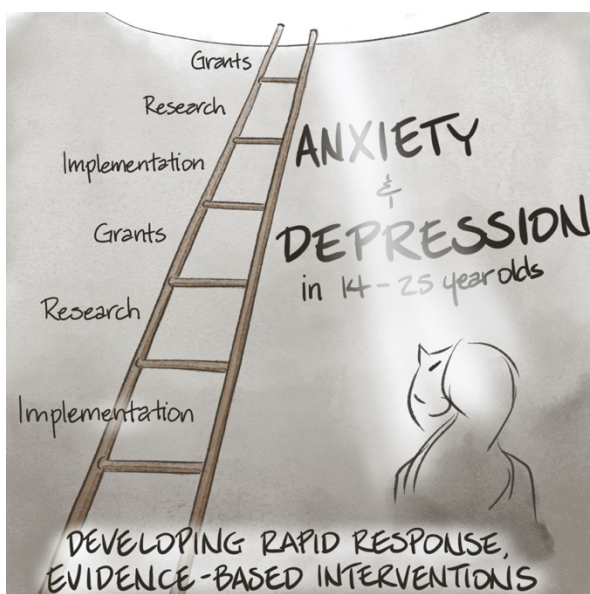
Wellcome Trust plans to publish findings at the beginning of January 2021 and will repeat the call for proposals in Q1 2021 and is very keen to collaborate with businesses or organizations that might co-fund or match the research so that the outputs are as robust and useful to employers as possible.

Digital Health and the Employer Response to COVID-19

- **Stephen Schueller,** Executive Director, One Mind Psyberguide
- **Louis Gagnon,** CEO and Managing Director, Total Brain
- **Megan Jones Bell,** Chief Strategy and Science Officer, Headspace

In May, in collaboration with the Northeast Business Group on Health, One Mind Psyberguide released the Employer Guide to Digital Tools and Solutions for Mental Health, which reviewed over two dozen digital mental health solutions across criteria such as target condition, type of intervention, and connection to other workplace programs. The project was timely in that in coincided with a massive increase in employer demand for digital solutions to mental health in the face of the COVID-19 pandemic. One Mind Psyberguide Executive Director Stephen Schueller explored the role of digital tools in the employer response to COVID-19 with two leaders in the digital mental health space, Louis Gagnon and Megan Jones Bell.
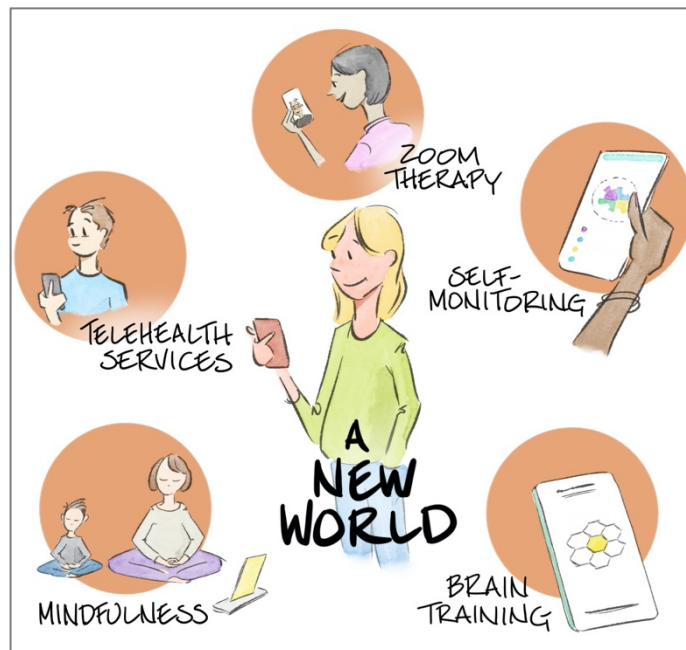
Quotes

"Employers are looking for an understanding. What I hear the most is the need for stigma-free education - how can we educate our people in ways that are acceptable?"

- *Louis Gagnon, CEO and Managing Director, Total Brain*

"When we think about the shift toward providing more comprehensive approaches to mental health in the workplace, promotion and prevention is extremely important. We need to design experiences that build healthy routines that can last a lifetime, and mindfulness is uniquely suited to fit this purpose."

- *Megan Jones Bell, Chief Strategy and Science Officer, Headspace*

Panel Discussion: Meeting the Needs of a Multi-Generational Workforce

Employers today must consider the needs of four generations. Generation Z is just beginning to enter the workforce, while millennials are maturing in their careers and Gen X are assuming leadership roles. Meanwhile, many Boomers are delaying retirement. Employers across industries are shifting benefits and wellness programs to build a culture that accommodates the diversity of ideas that accompanies a multi-generational workforce. What do employers need to understand about meeting mental health needs across generations?

- **Moderator: Diana Fischer,** Director, Global Impact and Employee Programs, Workday
- **Tammy Fennessy,** Director of Benefits, American Eagle Outfitters, Inc.
- **Amit Paley,** CEO and Executive Director, The Trevor Project
- **Rebecca Whiting-Holliday,** Program Manager, Mental Health Specialist, Google

KNOWING WHAT MAKES YOU, YOU
PREFERENCES STRESSORS NEEDS
Z   Millenials   X   Boomers
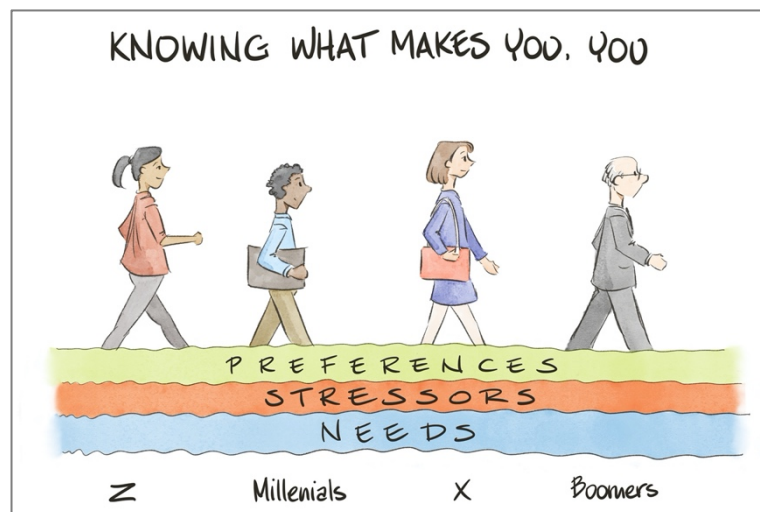
Key Themes:

- **Generational preferences, stresses, and needs vary:** From Gen Z to Boomers, each generation has its own preferences, stressors, and needs. These include how they prefer to communicate and access resources, such as text versus in-person support. There are also varying levels of focus on language and identity. Other differences are built into the life course – for example, older workers might face stress from retirement planning, while younger workers face stress from student debt.

- **The critical role of language:** Language is crucial in the workplace, especially for younger generations and those with marginalized identities. Employers need to understand intersectionality and the risk of microaggressions, and train employees and managers to have culturally competent conversations. Language guides, empathy training, manager livestreams, and clear messaging can help to meet the need.

- **Not just young adults:** While mental health discussions often focus on younger workers, employers cannot overlook their older employees. Organizations should consider how caregiving, living alone, agism, and other unique stressors can impact this population – and what can be done to help them thrive.

Quotes:

"Recognizing individual attributes and responding appropriately to mental health needs across generations is more important than ever. Knowing what makes "you, you," is informing the way we think about programs."

- *Diana Fischer, Senior Director, Global Impact and Employee Life, Workday*

"It's baked into our culture to be inclusive, listen, learn, understand, and grow. It's crucial to understand the stresses and triggers that affect each generation."

- *Tammy Fennessy, Director of Benefits, American Eagle Outfitters, Inc.*

"Language is crucial. Employers need to understand how language can compound discrimination or increase inclusion for people living with multiple marginalized identities."

- *Amit Paley, CEO and Executive Director, The Trevor Project*

"All employees can play an active role in holding organizations accountable and pushing them towards better resources, more conversations, and greater cultural competence."

- *Rebecca Whiting-Holliday, LCSW, Program Manager, Mental Health Specialist, Google*

Closing Keynote: Stephen Liptrap, CEO, Morneau Shepell

"Even in these changing times, there is an unchanging principle for success, which is that healthy, happy and engaged people are the heart of a high-performing workforce, and the core of a resilient organization."
- *Stephen Liptrap, CEO, Morneau Shepell*

Key Themes:

- **The theory of "relationship equity":** When we interact with someone we know, virtually, we are not strengthening our bond with them as we would during an in-person interaction, but rather drawing down on the "relationship equity" we have with that person. That equity is built up by things like traveling or sitting in meetings together, 'water cooler' talk, getting lunch and coffee, or going to the gym – all activities that are missing from our work lives today.

- **Catalysts of 2020 "Psychological climate change":** Burnout, anxiety, financial stress, isolation and constant uncertainty are compounding, and organizations have not fully stepped up to meet the mental health crisis on the horizon.

- **Insights from mental health index point to clear unmet needs:** Morneau Shepell developed a monthly index on the mental health of its workers in Canada, the U.S., U.K., and Australia. Data from 2020 indicates that any improvements in the mental health of the workforce during the summer will likely regress as new issues such as resurgence of the virus and re-opening of schools add psychological and emotional strain.

Questions for employers:

- How much do you know about the mental health of your workforce?
- How committed are you to mental health support in this unusual time?
- How will you support your workforce in the face of a mental health pandemic?
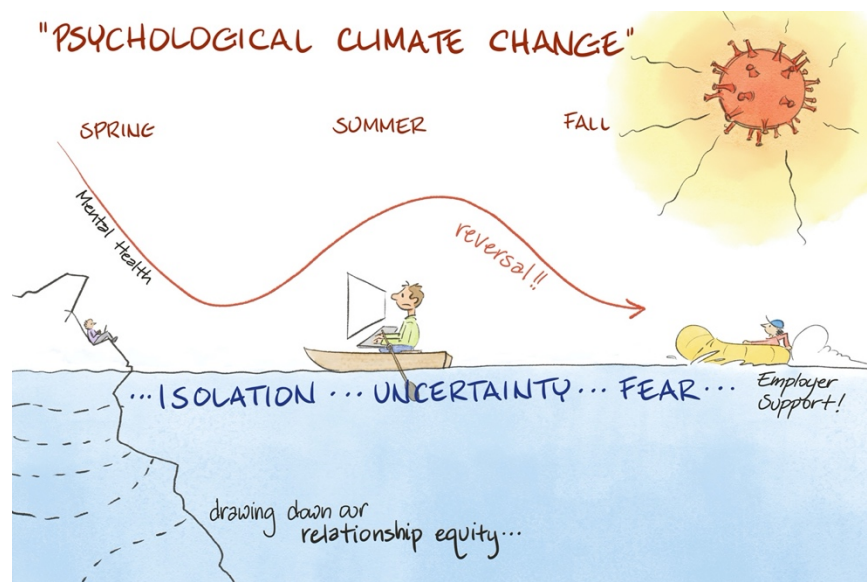
DAY 2 | September 10th

The second day of the 2020 Global Forum coincided with World Suicide Prevention Day. The American Association of Suicidology, the American Foundation for Suicide Prevention, United Suicide Survivors International and other workplace stakeholders have developed National Guidelines for Workplace Suicide Prevention which includes 9 recommended practices:

- Cultivate a caring culture
- Reduce job strain
- Communicate suicide awareness
- Promote self-care
- Provide response training
- Create a system of peer support
- Offer mental health and crisis resources
- Mitigate risk
- Plan for accommodation and reintegration

More information is available online and in the event materials folder.

Opening Keynote by Patrick Kennedy

"We tackled the entire continuum of care for mental health in the parity bill – we eliminated higher co-pays, higher deductible, higher premiums, and lower lifetime caps. The one thing we haven't really been able to get our arms around in terms of ending discrimination by the payers is what are known as the non-quantitative treatment limits – the medical necessity determination criteria that insurance companies use to determine whether someone qualifies for a certain type of treatment. Frankly that is the biggest obstacle to access because there are much higher thresholds for medical necessity determination and utilization review for those seeking care for mental health and addiction than there would be for other medical issues.

Employers can be part of that fight by ensuring the benefits they provide have parity. It's really an opportunity for employers to tell payers: this is not about saving money on healthcare costs, but rather all the other ways that mental health concerns ultimately impact organizations. Insist that you want more coverage because you are investing in more productivity and functionality from your employees. Communicate that clearly to your third-party administrators."

Fireside Chat: Engaging the Global Medical Community to Address Mental Health Challenges

The medical community has a crucial role to play in ensuring that mental health is a consistent and important element of conversations around overall health. How can medical doctors engage on the issue of mental health, both in the U.S. and internationally?

- **Moderator: Gene Block,** Chancellor, UCLA
- **Dr. Victor Dzau,** President, National Academy of Medicine
- **Dr. Vikram Patel,** MBBS, PhD, Blavatnik Institute Department of Global Health and Social Medicine, Harvard Medical School

Key Themes:

- **Integrated medical education and collaborative care:** There is a need to better integrate mental and physical health in both medical school and ongoing medical education. Further, collaborative, multi-disciplinary care is essential to reach across silos despite the fragmentation of the medical field, expanding access to mental health care.

- **The "demand" side of mental health:** In addition to improving medical training, there is an outstanding need to help patients feel comfortable discussing their mental health. Currently, most people will not raise the topic with the doctor, and they may even minimize challenges if asked directly.

- **Scaling effective care:** Mental health care needs to be dramatically scaled. Innovative models like collaborative care, telehealth, and workplace mental health ambassadors will be necessary to achieve this goal.

Quotes:

"I think the real challenge for systems around the world is the historic splitting of mental health from physical health. The idea that the mind was somehow separate from the body is rooted in biomedicine, but not in many other traditions such as Ayurveda and traditional Chinese medicine. Indeed, in these traditions, health also includes social and spiritual elements of wellbeing, and this is the direction biomedicine should take."

- *Dr. Vikram Patel, MBBS, PhD, Blavatnik Institute Department of Global Health and Social Medicine, Harvard Medical School*

"As chancellor of UCLA, I believe that the medical curriculum – while getting better and better – can always be improved to be more holistic and all-encompassing in regard to mental health issues."

- *Gene Block, Chancellor, UCLA*

"The fragmentation of the medical world goes even deeper than physical and mental health. The system of reimbursement and research encourages physicians to specialize, and only look at one part of the body. Consequently, patients – especially those with chronic diseases –would need to go from specialist to specialist with no 'quarterback' to understand the whole patient."

- *Dr. Victor Dzau, President, National Academy of Medicine*

The World Economic Forum Perspective on Workplace Mental Health

The World Economic Forum (WEF) is a premier global platform for disseminating best practices and is increasingly engaged on the issue of mental health in the workplace. WEF is working with 1200 employers to implement a framework for workplace mental health that considers the workplace environment; ways to understand the needs of employees; and methods of sharing information and resources within and between organizations. The WEF is also working to find ways to link workplace mental health with ESG reporting as part of the fiduciary duties of corporations and strengthening communication around the liabilities that can follow neglect of employee mental health. One Mind at Work will make the implementation of mental health as part of ESG reporting a key focus in 2021.

"We have in the past developed a set of best practices for employers, but we haven't created an adoption movement amongst WEF partners, and time has come to do that. One Mind at Work has been a committed partner in helping us target large global employers whose reach helps us also engage SMEs (Small to Medium Enterprises) in emerging economies."

- *Arnaud Bernaert, Head of Global Health and Healthcare Industries and Systems, World Economic Forum*

## Panel Discussion: Evidence and Interventions

Identification of more evidence-based interventions is crucial to improving outcomes for individuals experiencing ill mental health. At the same time, identifying interventions that are effective and targeted is a crucial business decision for many employers. Hear about current research around the many forms that a successful workplace mental health intervention can take.

- **Moderator: Anne Oxrider,** Senior Vice President, Bank of America
- **Obi Felten,** Head of getting moonshots ready for contact with the real world, X (Alphabet)
- **Jodi Frey,** Professor, University of Maryland, Baltimore
- **Debra Lerner,** Director, Program on Health, Work and Productivity, Tufts Medical Center
- **Michael Weiner,** Director, Ernst & Young

Key Themes:

- **The potential of data for interventions:** Measuring mental health through a combination of biomarkers, behavioral data, and information from wearables could help to guide more effective interventions, and employers could act as a catalyst. In particular, this could help to elucidate how interventions' efficacy can vary both between individuals and across time for each individual. However, such solutions will need to address privacy concerns.
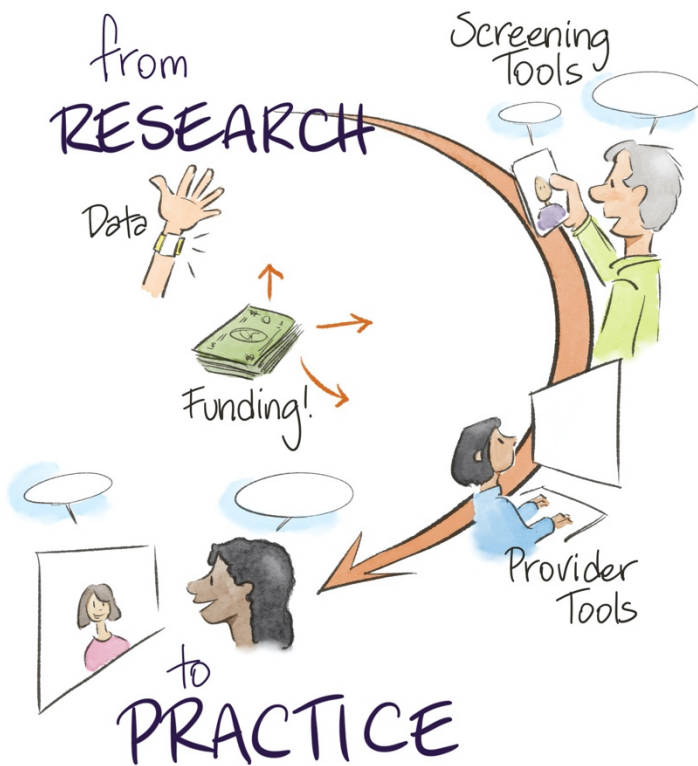
- **The importance of screening, referrals, and quality care:** It's imperative for employers to conduct research on referrals and screening, helping to identify ways to break down barriers to help-seeking. In addition, employers need to develop data on the quality of care, beyond just utilization.

- **Barriers to evidence-based advances:** However, there are a number of barriers to wider usage of evidence-based interventions. The government does not fund typically fund research, and especially clinical trials, on workplace mental health. Health plan networks vary widely, and there is a lack of baseline data on the number of therapists who actually offer evidence-based care.

Quotes:

"Most measurement tools have been created for providers. Individuals feel like it's out of their control. First, we need to focus on the individual, design better tools for them to assess their own mental health and empower them to make decisions."

- *Obi Felten, Head of getting moonshots ready for contact with the real world, X (Alphabet)*

"As research and technology expands so quickly and the number of evidence-based tools available to providers increases, we need to think about how we train providers to integrate and use these tools in practice. That's a huge barrier to providing comprehensive care."

- *Jodi Frey, Professor, University of Maryland, Baltimore*

We are seeing increased usage of digital and other virtual resources, due in part, to our communication efforts to support the wellbeing of our people

impacted by the pandemic, racial tensions in the US, disasters and other events. Our professional networks have been a particularly valuable source of qualitive feedback to help us ensure we have the right resources in place to meet the evolving needs of our people during this challenging time.

- *Michael Weiner, Director, Ernst & Young*

"In a pandemic, workplace interventions are hard …. we have less of an opportunity to see how the programs we're offering our teammates that address topics including depression and anxiety, are working. We have a whole new set of challenges because we're not able to have these interactive conversations or be together in-person."

- *Anne Oxrider, Senior Vice President, Bank of America*

"We know that due to the pandemic workers are being asked to do more with less, experiencing greater demands and for some a loss of control. Adding to the disruption, many are having to integrate their home, work and caregiving lives in ways that have never been done before. Some workers are not getting needed feedback and social support, both of which help workers with depression stay on track. Unfortunately, most providers have no idea how well people with depression are functioning at work. That's a big hole in our services system."

- *Debra Lerner, Director, Program on Health, Work and Productivity, Tufts Medical Center*

Panel Discussion: Building a Federal Employer Coalition

The U.S. government is the largest employer in the nation; the Department of Defense alone employees 1.4 million people. Government-run organizations operate differently than private companies in many ways, and there is a need to define and communicate best practices for workplace mental health that are specific to the needs of the sector. Additionally, many (sometimes conflicting) cultures can exist within a single department, so approaches to mental health have to recognize and address these different attitudes. An influential group of government leaders discussed how their respective agencies are addressing workplace mental health.

- **Moderator: Russ Deyo,** Former Deputy Secretary, Department of Homeland Security

- **Dr. Carolyn Clancy**, Deputy Under Secretary for Health, DEAN, Veterans Health Administration
- **Captain Scott Salvatore,** PsyD, ABPP, Lead, Psychological Health, Workforce Health & Safety Directorate, Office of the Chief of Human Capital Officer, Department of Homeland Security
- **Jennifer Sheehy,** Deputy Assistant Secretary, ODEP
- **Dr. Tracy Weistreich,** PhD, RN, NEA-BC, NPD-BC, VHA-CM, Nurse Executive, Office of Community Engagement, Department of Veterans Affairs

Key Themes:

- **A sense of mission:** Even in a department with many 'sub-missions,' such as the Department of Homeland Security, the larger mission of serving the country helps unify the members of the organization in a way that accelerates the broad implementation of workplace mental health initiatives.

- **An upstream approach:** Across agencies, prevention and resilience are priorities. The VA is promoting an innovative, holistic approach to care through its "Whole Health" program and spreading positivity with its "Silver Linings Stories" newsletter, the DHS is piloting a mindfulness program, and the Office of Disability Employment Policy grants accommodation for employees that need them before even asking for medical documentation.

- **Enriching relationships and supporting families:** Employees need to trust that their employers and colleagues understand the many personal, global or societal crises that might impact a worker over the course of a career and are invested in the employee as a person. Supporting families and facilitating peer support are important ways that federal employers foster a sense of trust and help enrich relationships both within and outside the workplace.

Quotes:

"There is more that unites the federal workforce than that divides it. The issues of culture, making resources available, making supervisors part of the conversation, asking 'how are you doing,' have become acute during the pandemic."

- *Dr. Carolyn Clancy, Deputy Under Secretary for Health, DEAN, Veterans Health Administration*

"Serving the 20 million veterans nationwide is possible because of the creativity and commitment of our teams and through our partnership with the private sector. Our

partnerships are strongest with those who share with us a sense of mission - we are supporting America's best - and we bring that attitude with us to our work."

- *Dr. Tracy Weistreich, PhD, RN, NEA-BC, NPD-BC, VHA-CM, Nurse Executive, Office of Community Engagement, Department of Veterans Affairs*

"We're invested in making our resources relevant to employers because we want to have the greatest impact that we can in terms of turning the corner on employment for people with disabilities."

- *Jennifer Sheehy, Deputy Assistant Secretary, ODEP*

"Federal employers are driven by mission and purpose, and the individuals leading workplace mental health efforts within the government are examples of how empathy, expertise and creativity can offer crucial support to colleagues."

- *Russ Deyo, Former Deputy Secretary, Department of Homeland Security*

"Our family support resources include protective factors for things like relationship stress, financial stress, and caring for elderly parents and children. A big part of the work is messaging and marketing at scale so that everything we are providing is user-friendly and accessible to our 240,00 employees and their family members."

- *Captain Scott Salvatore, PsyD, ABPP, Lead, Psychological Health, Workforce Health & Safety Directorate, Office of the Chief of Human Capital Officer, Department of Homeland Security*
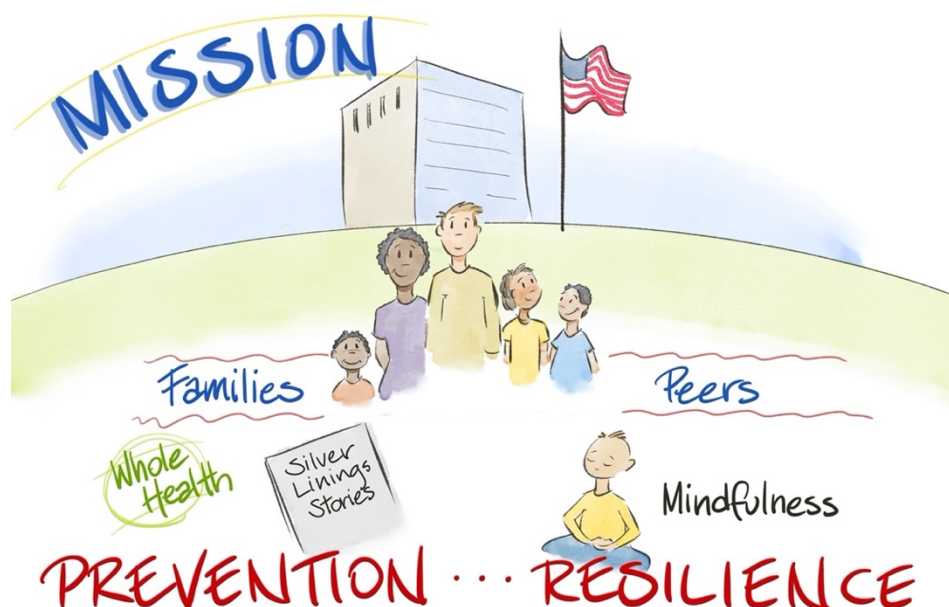
Implementing Voluntary Workplace Mental Health Standards in California

- **Toby Ewing,** Executive Director, California Mental Health Services and Oversight Commission
- **Mayor Darrell Steinberg,** Mayor of Sacramento

Key Themes

- **The hope:** Mayor Steinberg described mental health as "the unaddressed issue of our time" and framed the vision of hope for all workplaces in California with a story of inspiration. When a restauranteur in Sacramento observed too many in his industry experiencing depression and attempting suicide, he piloted a way for employees to express how they were feeling and trained his own staff to be peer leaders. That pilot program expanded across 12 restaurants in Sacramento and inspired the development of the voluntary workplace mental health standards.

- **The challenge:** In partnership with the Steinberg Institute and One Mind at Work, the Mental Health Services Oversight and Accountability Commission is working to create peer-led, workplace supported programs across all industries. There is a tremendous burden on the public system to provide crisis-level mental healthcare, but little emphasis on prevention and early intervention. By concentrating on the workplace and ways to train colleagues and family members to recognize symptoms, we can reduce costs and combat stigma.

- **The opportunity:** Sharing best-practices and information across the public and private sectors can help break down the barrier that exists between the two. Public-private partnership is needed to improve our understanding of the cost

and ROI of interventions, the impact of mental health on economic prosperity, disparities in access to care, and the value and integration of digital therapies.

Quotes:

"Imagine if in every workplace throughout our state and country there was an opportunity for people at regular intervals to be honest and open about their wellbeing, especially during COVID-19. That kind of expression and interaction is very powerful and can open up the door to help for employees that need it."

Mayor Darrell Steinberg, Mayor of Sacramento

"We started with the premise that if we're going to ensure mental health services and care to all Californians, it can't simply be through publicly funded pathways. We have to build out strong, robust partnerships with the private sector, and the value of partnership with the state of California is tremendous."

Toby Ewing, Executive Director, California Mental Health Services and Oversight Commission

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Keynote by Nancy Brown, CEO of the American Heart Association
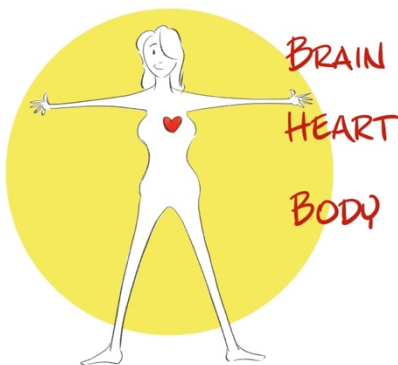
"For years, doctors thought the connection between mental health and heart health was behavioral – for example, a person feeling down might smoke, drink or eat unhealthy foods. But emerging research really shows a physiological connection that the biological and chemical factors that trigger mental health issues can influence heart disease."

- Nancy Brown, CEO, American Heart Association

In March of 2019, the American Heart Association's CEO Roundtable published a report titled Mental Health: A Workforce Crisis, in recognition of the connection between the heart, body and mind and the role of employers in helping to manage and support the holistic health of employees. In her remarks, Nancy Brown addressed the scientific initiatives AHA has launched to better understand the relationship between heart disease and stress; the importance of connection during the pandemic; and ways that the AHA is supporting its own employees and members.

Fireside Chat: Empowering Employees to be Individual Agents of Change

Whether an employer is just beginning its workplace mental health journey or is an established leader, lasting change can only be made if every employee feels empowered and included. How can individuals act as agents of change to bring to life workplace mental health programs?

- **Moderator: Mary Michael,** Vice President, Patient Advocacy and Stakeholder Management, Otsuka
- **Cathryn Gunther,** Vice President, Global Population Health, Merck
- **Craig Kramer,** Mental Health Ambassador, Johnson & Johnson

Key Themes:

- **Sharing stories and experiences:** Every person is affected directly or indirectly by mental health challenges. Openly sharing experiences and telling stories is critical to break down stigma, encourage help-seeking, and support holistic wellness.

- **Needed: A mandate from the top:** To advance workplace mental health, CEOs need to lead the way for their companies, and managers need to lead the way for their teams. This is the only way to shape organizational culture to ensure people feel comfortable sharing their experiences.

- **Mental health first aid:** Offering mental health first aid training to managers and leaders can be an important tool to drive progress. Institutional and cultural change is needed to prioritize mental health in the workplace.

Quotes:

"Storytelling is natural. It helps people to open up about their experiences, focus on wellness, and stop thinking about mental health as an illness."

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

"Managers have an important opportunity to create a culture of mental health and wellbeing within their teams. This means reducing stigma, encouraging story-telling, learning how to ask 'R U OK?' and then knowing the resources that are available to employees when they need support."

- *Cathryn Gunther, Vice President, Global Population Health, Merck*

"CEO leadership is crucial. But employees don't need to wait for permission to tell their stories. We need leadership at all levels to change the culture of stigma and the broken mental health system."

- *Craig Kramer, Mental Health Ambassador, Johnson & Johnson*

Closing Keynote: Anthea Ong

Anthea Ong, member of the Parliament of Singapore since 2018, life coach and a founder of WorkWell Leaders Workgroup closed the 2020 One Mind at Work Global Forum with two key questions for employers:

WORK IS LOVE MADE VISIBLE
A SOURCE of MENTAL WELL-BEING

**1)	What is the personal change you would commit to as a leader in supporting the mental wellbeing of your employees?** We tend to look externally, but CEOs and leaders must ask themselves what change they can personally make to it safe to share vulnerabilities and encourage help-seeking.
**2)	Instead of passively accepting that the workplace is the source of stress, what would it look like to frame the workplace as a source of mental wellbeing?** Can the workplace be a source of positivity that helps employees show up in the best way in other parts of their life – for their families and the communities they live in?

Employees, as human beings, seek trust, stability, compassion and hope – and it is the privilege and responsibility of leaders to help provide these elements so that every employee thrives as a whole person. Anthea challenged all leaders to bring more empathy into the workplace, especially during COVID-19, and concluded by quoting Khalil Gibran: "Work is love made visible."

Presentation of the Salus Awards for Workplace Mental Health

2020 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 remarkable commitment to advancing the adoption of one or more pillars of the One Mind at Work Charter. The 2020 Salus Award for Workplace Mental Health was presented to **Mary Michael on behalf of Otsuka** for the company's exemplary effort in championing mental health and demonstrating the gold standard of membership of One Mind at Work.

2020 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 2020 Salus Award for Individual Voices in Workplace Mental Health was presented to **Cathryn Gunther for inspiring action within her organization, Merck**, and for her tireless partnership with One Mind at Work and other mental health leaders.

Thank you to our sponsors!

Digital Health Showcase Sponsors

This year, we presented the inaugural Digital Health Showcase. 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. We had seven companies participate: Happify Health, Headspace, Neuropeak Pro, Sondermind, StigmaZero, Total Brain, and Unmind. Click **here** for more information on each of these companies. If your company is interested in pursuing this opportunity in 2021, please email Meryl Ellingson at meryl.ellingson@onemind.org.

POLL RESULTS

Throughout the event, we launched polls to understand the audience's reactions to themes that our panelists and speakers raised. The results of these polls are below.

Fostering Connection and Relational Well-Being

Most organizations are placing high priority on connection and well-being in the current COVID-19 reality by supporting work-life balance, enhancing technology support for one-on-one interaction and organizing office-wide ways to meet that are not work-focused.

To what degree has your organization focused on fostering connection, maintaining culture, and proactively encouraging emotional well-being in the new COVID-19 work environment?

- **High** (clear strategy for support implemented and communicated within 4-6 weeks): 61%
- **Medium** (fair amount of resources and communication, but it took 6-8 weeks): 28%
- **Low** (minimal action or communication from the organization about personal connection and emotional well-being): 11%

What are some of the ways that your organization has fostered connection between employees?

- Office-wide gatherings not focused on work: 56%
- Support for work-life balance: 72%
- Enhanced technology support for one-on-one and team interaction: 63%
- Additional resources or training on staying connected with others in the organization: 46%
- Other: 26%
- None of the above: 6%

Caring for a Neurodiverse Employee Population

Neurodiversity is an area of need for many of the organizations represented in the audience. Only a quarter of respondents indicated that their organization considered neurodiversity as an element of its diversity and inclusion strategy, and over two-thirds of respondents noted that there are barriers to neurodivergent individuals.

Do you think there are practices in your organization that could be barriers for neurodivergent individuals working to their full potential?

YES	63%
NO	37%

0% 25% 50% 75% 100%
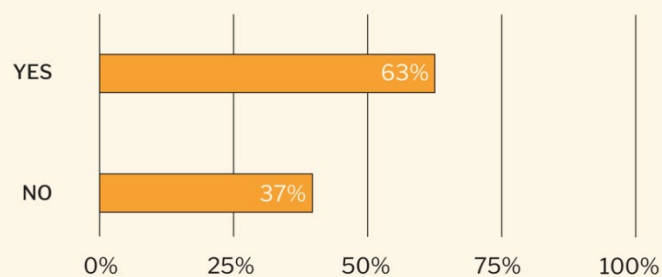
Has your organization considered neurodiversity as an element of D&I strategy?

Yes	26%
No	37%
I don't know	37%

0% 25% 50% 75% 100%
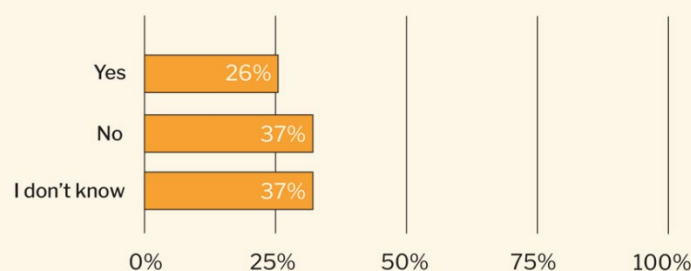
Building a Trauma-Informed Workplace

Nearly half of respondents indicated that their organizations had taken one of the following three key steps to becoming a trauma-informed workplace: peer support networ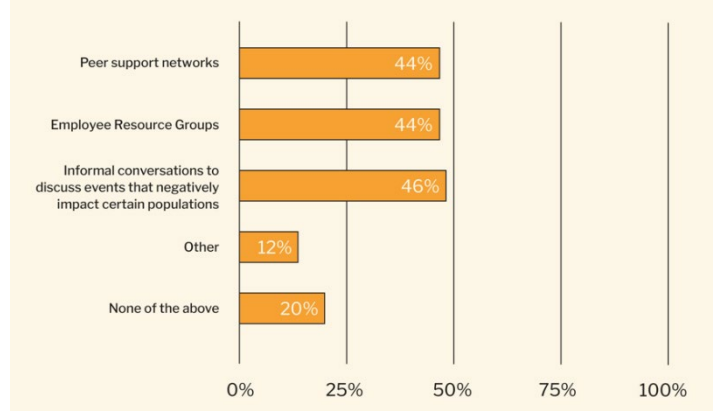ks; Employee Resource Groups; or informal conversations to discuss events that negatively impact certain populations. Similarly, half of respondents indicated an increase in usage of Employee Assistance Programs in 2020.

Has your organization taken any of the following steps toward becoming a trauma-informed workplace?

Category	Percentage
Peer support networks	44%
Employee Resource Groups	44%
Informal conversations to discuss events that negatively impact certain populations	46%
Other	12%
None of the above	20%

Has your organization seen a change in EAP usage this year (2020) compared to prior years?

Category	Percentage
Yes (significant increase):	22%
Yes (slight increase):	28%
No, but we have seen changes for other types of support:	10%
No:	10%
I don't know:	30%
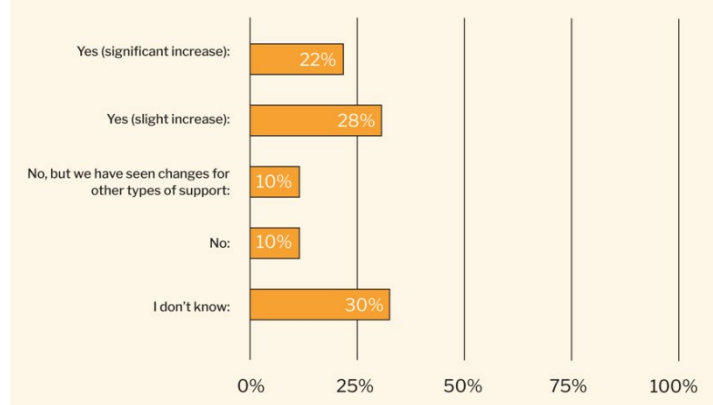
Evidence and Interventions

95% of respondents observed one of four gaps in evidence: lack of data of digital tools, lack of clinical trials on interventions, variability in health care provider practices, and lack of availability to evidence-based models of care.

What are the gaps in evidence that are most concerning to you and your organization when looking for solutions?

Category	Percentage
Lack of data on the efficacy of digital apps and tele-health services:	44%
Lack of real-world clinical trials research on interventions:	32%
Variability in health care provider practices, especially with regard to evidence-based care:	50%
Lack of availability of/access to evidence-based models of care:	41%
Other:	5.9%

Empowering Employees to be Individual Agents of Change

Competing cultures, difference in job function, and geographic variability were categorized as barriers to positive employee mental health experience by 75% of respondents.

What barriers are you facing within your organization in creating a consistently positive mental health experience for every employee?

Category	Percentage
Geographic variability:	19%
Differences in job function:	27%
Differences in access to services:	0%
Competing cultures within different parts of the organization:	31%
Other:	23%

Save the Date:

5th annual

One Mind at Work
Global Forum

September 8-9, 2021

Visit www.onemindatwork.org/at-work/forum for more information

"**The Global Forum disrupted our world and far exceeded expectations. The speakers and content were incredibly relevant and useful to my everyday practice.**"
- Dr. Stoffel Grobler, Mental Health Advisor from South Africa

"**These annual events have been invaluable in our evolution and thinking on mental health at Silicon Valley Bank.**"
- Lisa Singh, Managing Director, Global Benefits, Silicon Valley Bank

ONE MIND™
At Work

One Mind At Work

Resources and links shared during the Global Forum

REPORTS

- **Morneau Shepell's Mental Health Index:** referenced by CEO Stephen Liptrap

- **High Cost of Mental Disorders:** Produced by One Mind at Work in collaboration with Debra Lerner and the Tufts Medical Center Program on Health, Work and Productivity

- **Mental Health: A Workforce Crisis:** Published by the American Heart Association, March 2019

- **Digital Tools and Solutions for Mental Health**: Released by One Mind Psyberguide, May 2020

- **Mental Health: A Path to a Resilient Workforce and Business Recovery:** MetLife Report

- **2020 Milliman Medical Index**

ARTICLES

- **How to Start an Employee Resource Group - HBR**

- **8 Ways Managers Can Support Employees' Mental Health - HBR**

- **Newsletter: VHA and its Partners Spread Positivity in Difficult Times**

OTHER LINKS AND RESOURCES

- **Workplace Mental Health Assessment:** Developed by One Mind at Work, the APAF Center for Workplace Mental Health, and Mental Health America

- **Bring Change to Mind**: Non-profit co-founded by Glenn Close

- <u>Autism @ Work Playbook:</u> A collaboration with EY, JP Morgan Chase & Co., Microsoft, SAP and University of Washington

- <u>Mind for Better Mental Health - COVID and Work:</u> Resources from leading UK non-profit

- <u>National Council for Behavioral Health – Mental Health First Aid</u>

- <u>Heroes Health COVID-19 Support</u>: One Mind project to support frontline workers

- <u>The Steve Fund:</u> A non-profit dedicated to the emotional well-being of students of color

- <u>Infographic: The Collaborative Care Model - APAF</u>

- <u>National Guidelines for Workplace Suicide Prevention</u>

- <u>The Trevor Project:</u> A non-profit focused on preventing suicide among LGBTQ youth

- <u>U.S. Department of Veterans Affairs COVID-19 Training</u>

- <u>Bernard J. Tyson Impact Fund – American Heart Association</u>

- <u>Join the Mental Health ERG Community – Mind Share Partners</u>