

September 8, 2020  
11:00 am-1:00 pm PT

Virtual Event

# Learning Collaborative Summary

Systemic Gaps and Taking Action to  
Improve Behavioral Health Outcomes

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# About the Learning Collaborative

One Mind at Work, Mental Health America, and the American Psychiatric Association Foundation are convening small groups of select employers and experts to discuss challenges unique to specific industries and sectors related to workplace mental health. These discussions offer diverse public and private-sector organizations opportunities to engage in peer-to-peer learning and exchange. The collaboratives are formed as affiliated sessions with established events to address the unique needs of organizations with consideration given industry, organizational size, areas of interest and more. The second annual Learning Collaboratives were hosted virtually prior to the 2020 One Mind at Work Global Forum.

## Session Summary

Building on conversations that took place alongside the 2019 Global Forum, participants in this session explored the challenges and opportunities of implementing an innovative care system for behavioral health, focusing on the actions that employers can take to improve access and delivery.

## Key Themes

### **I. COVID-19 and social upheaval in 2020 have shifted the behavioral health landscape – especially in the workplace.**

In the wake of COVID-19, its economic impact, and the national conversation on race, rates of depression, anxiety, mental illness and substance abuse are going up. As a result, employers are grappling with employee resiliency and engagement, and at the same time preparing for an uncertain return to in-person work and seeking ways to actively address racial and ethnic health inequalities.

### **II. Employers of different sizes, sectors and workforce demographics face common challenges when it comes to improving delivery of behavioral healthcare.**

Through the discussion, participants – which represented a diverse group of stakeholders, from small digital health company to major tech employer to regional Business Groups on Health – shared a range of challenges they are currently facing as relates to supporting employees' mental health, including:



- Lack of scale for existing evidence-based practices (e.g., Collaborative Care Model Coordinated Specialty Care, CBT, MAT); and a lack of evidence behind interventions that are offered;
- Challenge of measuring and monitoring quality of both digital and brick-and-mortar services;
- Potential disconnect between solutions (e.g., lack of empathetic and seamless navigation between collaborative care, telehealth, and wellness apps, lack of coordinated handoffs between EAP and behavioral healthcare system);
- Limited understanding of employers around what to request from payers (e.g., delivery of care, aligning EAP networks with health plans); and
- Limited ability to recognize when employees are in trouble or how to offer employees a choice of age-, severity-, and culturally-appropriate solutions.

### **III. Improving care is everyone's responsibility**

Employers should not rely on providers to overcome the challenges they face but rather look for ways to leverage their purchasing influence to encourage change in the system. The Path Forward for Mental Health and Substance Abuse provides a helpful frame of five priorities employers can focus on:

- Improve in-network access to behavioral health specialists
- Expand screening and testing for Mental Health and Substance Use Disorders (MHSUD)
- Expand integration of behavioral health into primary care, specifically through Collaborative Care (CoCM) reimbursement codes
- Improve tele-behavioral health
- Ensure mental health parity compliance



# Opportunities for Action

Generally, employers are pulling out all stops to address their employees' mental health issues, but actions look different depending on how far along a certain organization is in its behavioral health journey. Regardless, every organization can benefit from understanding what approaches and methods are working well. Below is a selection of the actions shared by participants:

- Leveraging innovative digital solutions, including virtual EAPs
- Expanding benefits (e.g., adding more robust short-term disability program, more robust unpaid
- leave program, added ability to go to zero copay for those who accept insurance)
- Standardizing benefits across geographies (e.g., global EAP)
- Working to reducing mental health disparities in access as part of broader commitment to anti- racism
- Providing Mental Health First Aid Training for all managers and helping employees understand resources available
- Encouraging and enabling peer engagement to build trust and engagement in resources and tools (e.g., setting up employee resource groups for employees living with mental and substance use disorders or those caring for loved ones)

## Resources

[Mental Health Index: U.S. Worker Edition](#)

[COVID-19 Response Briefing from Meadows Mental Health Policy Institute – April 2020](#)

[COVID-19 Response Briefing from Meadows Mental Health Policy Institute – August 2020](#)

[One-page Path Forward Summary](#)

[Infographic: The Collaborative Care Model](#)

[7-page slide deck that provides an overview of the Collaborative Care Model and its benefits](#)



Recent [Milliman report](#)

Several participants mentioned screening the film [Angst](#), a documentary intended to raise awareness of anxiety

Recent McKinsey publications:

- [A holistic approach for the US behavioral health crisis during the COVID-19 pandemic](#)
- [National employer survey reveals behavioral health in a COVID-19 era as a major concern](#)
- [Returning to resilience: The impact of COVID-19 on mental health and substance use](#)

## Participants

First Name	Last Name	Title	Organization
Calvin	Beyer	VP, Workforce Risk & Worker Wellbeing	CSDZ
Matt	Bowman	President	Bowman Family Foundation
Erica	Coe	Partner	McKinsey & Co.
Jessica	Early, MSN, RN, NP	Patient Advocacy Coordinator	National Union of Healthcare Workers
Kana	Enomoto	Senior Expert	McKinsey & Co.
Marianne	Fazen, PhD	President and Chief Executive Officer	Texas Business Group on Health
Obi	Felton	Head of getting moonshots ready for contact with the real world	X (Alphabet); Board Member, Spring Nature
Darcy	Gruttadaro, JD	Director, Center for Workplace Mental Health Director	APAF
Emma	Hoo	Director	Pacific Business Group Health
Megan	Jones-Bell	Chief Science and Strategy Officer	Headspace
Andy	Keller	President and Chief Executive Officer	Meadows Mental Health Policy Institute
Craig	Kramer	Mental Health Ambassador	Johnson & Johnson



<b>Debra</b>	<b>Lerner</b>	Director, Program on Health, Work and Productivity	Tufts Medical Center
<b>Elise</b>	<b>Mariner</b>	Vice President, Strategy and Operations	Sondermind
<b>Rachel</b>	<b>Miegel</b>	Wellness Program Strategist	CSAA Insurance Group
<b>Clare</b>	<b>Miller</b>	Life@ Mental Health Program Manager	Facebook
<b>Anna</b>	<b>Naify</b>	Consulting Psychologist	Mental Health Services Oversight and Accountability Commission
<b>Traci</b>	<b>Peterson</b>	Global Benefits	Accenture
<b>Adam</b>	<b>Powell, PhD</b>	President	Payer+Provider Syndicate, Scientific Advisory Board, One Mind Psyberguide
<b>Sarah</b>	<b>Shaffer</b>	Sr. Manager, International Benefits & Wellbeing	Dolby Laboratories, Inc.
<b>Ian</b>	<b>Shea</b>	Chief Executive Officer	I M Human
<b>Candice</b>	<b>Sherman</b>	Chief Executive Officer	Northeast Business Group on Health
<b>Lisa</b>	<b>Singh</b>	Director, Global Benefits	Silicon Valley Bank
<b>Garen</b>	<b>Staglin</b>	Co-Founder	One Mind at Work
<b>Mike</b>	<b>Thompson</b>	President and Chief Executive Officer	National Alliance



# About One Mind at Work

Launched in 2017, One Mind At Work convenes leaders to transform approaches to brain health with the goal of addressing mental health disparities and working towards a society and health care system that acknowledge that there is no health without mental health. With financial support from founding sponsor Janssen Research & Development, LLC, one of the Janssen Pharmaceutical Companies of Johnson & Johnson, One Mind At Work now has more than 70 global employers in diverse sectors including business, medicine, research, education, law enforcement, military, and civil society.

One Mind at Work is a program of One Mind, a 501c3 non-profit focused on accelerating brain health research, scaling implementation and impacting society. If you are not yet a member of One Mind at Work or would like to learn more, please contact **Connor McLaughlin** at [connor.mclaughlin@onemind.org](mailto:connor.mclaughlin@onemind.org) or visit [www.onemindatwork.org](http://www.onemindatwork.org). If you haven't already seen our Workplace Mental Health Assessment, please visit [www.workplacementalhealthassessment.com](http://www.workplacementalhealthassessment.com) for insights into your company's workplace mental health practices.

