

Summary Report

ONE MIND at WORK GLOBAL FORUM 2026

Presented by: **BANK OF AMERICA** 

Work & Well-Being **in the Age of AI**

MAY 18-20, 2026 | NAPA, CALIFORNIA





The 10th Annual One Mind at Work Global Forum convened leaders, experts, and employers to explore how rapidly evolving technologies are changing the workplace and what that means for the people in it.

Artificial intelligence is reshaping roles, workflows, and organizational structures at a pace that leaves many workers navigating shifting expectations, new skill demands, and real uncertainty about the future of their jobs. These pressures have meaningful consequences for mental health, from increased cognitive demands to concerns about job security and the need for organizations to implement AI ethically and transparently.

The Forum also examined how AI is changing mental health care services and delivery by expanding access through digital tools, facilitating earlier identification of needs, and enabling more personalized support, while simultaneously raising important questions about equity, privacy, and trust. Through expert presentations and candid discussion, attendees explored practical strategies for building workplaces that foster good mental health, resilience, and high performance in an AI-enabled world, one where innovation and well-being go hand in hand.



KEYNOTE SPEAKER | DAY 1

Newton Cheng, MBA

Former Director of Health + Performance,
Google

*“Real talk begets real talk, but
someone has to go first.”*

*“Lead with total honesty instead of
a performance. With full presence
instead of false certainty.”*



KEYNOTE SPEAKER | DAY 2

Dr. Monika Misra

Global Head of Associate Health & Wellbeing, Mars

*“From an evolutionary perspective, we’re wired
to seek predictability, certainty, and safety. And
even if change is thought of as positive initially,
subconsciously it can be perceived as a threat.”*

*“The challenge with today’s stress is that it is
not going to be there momentarily. Our stress,
whether it’s tight deadlines, conflicting priorities, or
information overload, doesn’t go away. We can’t run
away from it.”*

*“It’s really about how you shift from managing people
to leading, to inspiring, to role modeling. To creating
that environment of psychological safety, so that
people can be vulnerable and get the right level of
support that they need.”*





WORK IN PROGRESS

An Interactive Music Composition Experience

Among the things we hoped to create at this year's Global Forum was a sense that the experience didn't end when you left Napa.

Work in Progress was our attempt to do that unexpectedly. Over three days, we gathered responses to a series of reflection prompts at three distinct moments in the forum: on arrival, at the close of the first full day, and as the gathering drew to an end. We asked you what you were carrying, what had shifted, and what you were taking back. More than a hundred attendees contributed.

Those responses became the source material for an original musical composition, generated by AI and shaped by the language and emotional texture of your answers. The result is something that couldn't have been created anywhere else, by anyone else, at any other time. It is the sound of the One Mind at Work community at that moment.

We're sharing the [[audio file](#)] and a [[video](#)] of the full installation experience. Thank you for lending your voice to it.





SALUS AWARD

Each year, One Mind at Work presents the Salus Award to one individual and one organization in recognition of a remarkable commitment to advancing the adoption of one or more pillars of the One Mind at Work Charter. The Salus Award takes its name from the Staglin Family wine label, which honors Salus, the Roman goddess of well-being.

2026 Salus Award for Workplace Mental Health: *Mars*

2026 Salus Award for Individual Voices in Workplace Mental Health: *Anne Oxrider, Bank of America*

This year, to recognize the retirement and celebrate a lifetime commitment to workplace mental health and well-being, One Mind at Work awarded its first **Career Impact Award in Workplace Mental Health** to Jeffery Tan, Jardine Cycle & Carriage.



Day 1

THEME 1

Mental Health Is a Business Imperative and Performance Issue

Across several sessions, there was a noticeable shift away from discussing mental health solely as a healthcare or benefits issue. Speakers repeatedly connected brain health, cognitive capacity, and emotional well-being to organizational performance, innovation, and long-term growth. The Brain Capital framework was a strong example of this shift. By translating mental health into the language of productivity, workforce capability, and economic value, it offers leaders a way to engage with the issue that resonates beyond HR. Discussions about AI, cognitive overload, attention, and focus reinforced the idea that organizations will need to think more intentionally about protecting and developing the mental resources that underpin how people learn, innovate, and perform.

THEME 2

Workplace Well-Being Is Directly Connected to Work Design

Another theme that surfaced repeatedly was the recognition that many workplace challenges are rooted in the structure of work itself. Several speakers questioned whether even the best well-being programs can succeed when employees are operating in environments characterized by constant pressure, uncertainty, and increasing demands. Examples ranged from leaders navigating the pace of AI-driven change to discussions about workload, digital overload, and always-on cultures. The common thread was that organizations cannot rely exclusively on individual-level solutions. Supporting mental health and well-being requires examining workflows, expectations, incentives, and organizational practices and policies that may be contributing to strain.

THEME 3

Navigating Change Requires More Human Conversation, Not Less

For all the discussion of AI and technological transformation, many of the most memorable insights centered on human connection. Speakers highlighted the importance of creating environments where people can openly discuss uncertainty, anxiety, and concerns without fear of judgment. Whether the topic was mental health disclosure, resistance to AI adoption, or leading through ambiguity, trust and psychological safety consistently emerged as critical elements. Several presenters noted that people do not need leaders to have all the answers. What they often need is transparency, presence, and a willingness to engage in conversation together. In a period when so much feels uncertain or in flux, meaningful conversation may be one of the most valuable leadership tools.



Global Forum Themes

Day 2

THEME 4

The Human Side of Change Is Not Optional; It Is Strategic

One of the clearest threads running through the day was this: organizations that treat the emotional experience of change as secondary to process and timelines do so at their own risk. Dr. Monika Misra drew on science to explain why stress reactions to change are normal physiology, not personal weakness, and why leaders who understand that are better equipped to support their teams through transition. Whether navigating AI adoption, restructuring, or shifting workforce expectations, leaders were challenged to see anxiety and resistance not as problems to manage but as information worth listening to. Investing in the human capacity to move through change, starting with line managers who are absorbing pressure from every direction, was framed not as a nice gesture but as the work itself.

THEME 5

Diverse Thinking and Lived Experience Are Competitive Advantages

Several sessions made a point of separating inclusion from intention. The evidence shared across panels was straightforward: organizations that draw on diverse thinking, neurodistinct talent, and the lived experience of mental illness build more resilient teams and solve problems in ways that homogenous groups simply cannot. Panelists were specific about what this requires in practice, including psychological safety, flexible ways of working, and leaders who recognize that employees navigating challenges they may never openly name are often among the most capable and committed people in the room. Creating those conditions is both the right thing to do and, as panelists were candid about, good business.

THEME 6

Emerging Technologies Demand an Intentional Kind of Leadership

The day kept returning to the same honest tension: the tools are advancing quickly, and most organizations are still figuring out what questions to ask. Panelists were not anti-technology, but they were candid about the risks of moving too fast without human-centered ethical guardrails, whether adopting AI-powered mental health tools without proper scrutiny or underestimating the cognitive toll that AI-assisted work environments are already taking on employees. Leaders were called to slow down enough to ask harder questions about clinical effectiveness, data privacy, and cognitive load, while also considering what it means to keep empathy and human connection at the center of an increasingly automated workplace. Those questions, panelists agreed, are not afterthoughts. They are the leadership challenge of this moment.



Practice the pause, starting with yourself.

The theme of pause came up repeatedly across the two days: pause to celebrate, pause before saying something you might regret, pause to let the brain recover. People in caring professions are often the least likely to apply this to themselves. Go first.

Turn humanity up to 11.

The world is turning technology up to its maximum setting. Leaders need to make an equivalent commitment to amplifying humanity in their organizations, not as a counterweight to AI, but as an equal and simultaneous priority.

Know your circles of control.

Not every leader has a large team, cross-functional authority, or global reach. Honestly assess where you can create change, where you have influence, and who you need as partners. For those working in benefits, winning in that space is a prerequisite for getting a seat at more consequential tables.

Stop treating busyness as a badge of honor.

We are not burned out just because we are doing too much. We are also burned out because we are not doing enough of what brings us to life. Reestablishing meaning and purpose at work is the antidote, yet it is not discussed enough in corporate settings.

Reframe mental health as a performance topic.

The World Health Organization definition of mental health is fundamentally about human performance. That framing is how more leaders get engaged, how more investment gets justified, and how stigma gets reduced at scale.

Be intentional about what AI can and cannot replace.

AI has created something genuinely new: an “It” that masquerades as a “Thou.” Organizations deploying AI tools in mental health contexts have an ethical responsibility to define the limits of those relationships clearly and to design with that in mind.

Build systems that meet people at the moment of need.

Readiness to change fluctuates throughout the week, as do the moments when insight lands, and support is needed. Well-being support delivered only at a scheduled appointment time is not enough. Find and deploy solutions that show up when people actually need them.

Model the behaviors you are asking others to adopt.

The science of recovery and restoration is not new. The challenge is that practitioners consistently ignore it in their own lives. You cannot build better systems if you are not living the principles those systems are designed to support.

DAY 1: TUESDAY, MAY 19, 2026

KEYNOTE ADDRESS

The Moment That Broke Our Leadership Playbook

- **Newton Cheng, MBA**, Former Director of Health + Performance at Google

In a world where even the most comprehensive well-being programs can fall short, this session explored why structural pressures, organizational culture, and leadership—not gaps in benefits or resources—are key drivers of workforce mental health challenges. Drawing on frameworks from organizational psychology and adaptive leadership, Newton Cheng shared the “mind traps” we all fall into when navigating uncertainty, and why the instinct to project confidence and control can actually make things worse. The session made the case that honest, present leadership, grounded in real talk rather than polished answers, is both the most underused and most powerful tool available to leaders right now.

FIRESIDE CHAT

- **Newton Cheng, MBA**
- **Morra Aarons-Mele, MPA** (Facilitator)

PANEL

The Brain at Work: Rethinking Work Design for Performance and Well-Being

- **Stephan Lammel, PhD**, Neuroscientist, Associate Professor, UC Berkeley, One Mind Rising Star Awardee
- **Melody E. McClain**, Director, Benefit Programs, Levi Strauss & Co.
- **Sarah Rauzin, MPH, CPH**, Director and Lead, Health Strategy & Insight, Meteorite
- **Tahilia J. Rebello, PhD**, Chief Scientific Officer, One Mind (Facilitator)

This panel examined how the design of work itself shapes mental health, stress, and human performance, and why leaders must move beyond reactive well-being strategies to rethink the structural drivers of strain embedded in modern work environments. Discussion emphasized the leadership imperative to embed healthy work design into organizational strategy, rather than relying solely on support programs. Speakers explored how workflows, expectations, and work environments shape stress, mental health, and performance, while sharing practical approaches to identifying psychosocial risks, reducing systemic contributors to burnout, and aligning productivity with human capacity in hybrid, digitally connected workplaces.



MORNING ROUNDTABLE REFLECTIONS

What's the thing about the current environment and your workforce that you're not saying out loud yet in your organization, with your leadership, or with your team?

What would it cost you to say it?

PANEL

Hype, Hope, and Hard Questions: What Employers Need to Know About AI-Powered Mental Health Solutions

- **Vaile Wright, PhD**, Senior Director, Health Care Innovation, American Psychological Association
- **Philip N. Swayze, MS, CWPD**, Vice President, Population Health & Wellbeing, HUB International New England
- **Neil Parikh**, Co-Founder, Slingshot AI
- **David W. Ballard, PsyD, MBA**, Vice President, One Mind at Work (Facilitator)

As AI-powered mental health tools move from innovation to employee benefit, employers are being asked to evaluate a growing range of solutions promising greater access, personalization, and scalability. Alongside this promise come important questions about clinical effectiveness, ethical use, data privacy, and employee trust. This panel brought together leaders from technology, psychology, and employee benefits to examine what is emerging, what we know, and what remains uncertain. Panelists discussed how employers can evaluate AI-driven solutions, what safeguards and standards to look for, and how to integrate these tools into a broader mental health and well-being strategy. Participants left with a clearer understanding of both the opportunities and the key questions involved in adopting AI in workplace mental health.



WORKSHOPS

Strengths AI Cannot Match: Cultivating the Neurodistinction of Your Workforce with Lived Mental Illness Experience

- **Brandon Staglin, MS**, Co-Founder & Chief Advocacy and Engagement Officer, One Mind
- **Uma R. Chatterjee, MS, MHPS**, Psychiatric Neuroscientist and PhD Candidate, University of Wisconsin-Madison, One Mind Lived Experience Council Member
- **Tracie Ibrahim, LMFT, CST**, Chief Compliance Officer, NOCD, One Mind Lived Experience Council Member
- **Linea Johnson**, CEO & Founder of The Thrive Shift, One Mind Lived Experience Council Member

This session explored the unique talents of workers with lived experience of mental illness and introduced One Mind at Work's Flourish@Work initiative, designed to help organizations create the conditions for these employees to thrive. A panel of experts from diverse fields shared how their own lived experience had amplified their strengths, making the case that organizations benefit most when they focus on what employees bring rather than on limitations or diagnoses. Central to the conversation was the importance of psychological safety: employees are far more likely to disclose mental health challenges when trust and support are embedded in organizational culture, and meaningful inclusion requires both policy changes and everyday behavioral shifts from leadership and staff. Panelists were clear that sustainable culture change depends on transparency, continuous feedback, and reflection over time, and that workplaces investing in mental health inclusion see real returns in employee well-being, retention, engagement, and organizational success. [[Read the Report](#)]

Walking the Talk: Crisis Confirms Cultures

- **Jeff Gorter, MSW, LMSW**, VP, Clinical Crisis Response, R3 Continuum
- **George L. Vergolias, PsyD, CTM**, Chief Clinical Officer, Vice President, R3 Continuum

Organizational culture was framed as a primary driver of employee mental health, and a crisis is often the clearest reflection of an organization's true character and emotional strength. Through real-world examples, frontline observations, and current research, this interactive presentation examined how psychological safety and well-being create the foundation for a resilient response to tragedy. Participants explored integrity alignment and how crisis reveals gaps between espoused and enacted values, as well as the pillars of support essential to physical and emotional safety and positive mental health outcomes. The session also highlighted the role of leadership presence and transparency as critical reflections of culture and key drivers of recovery following traumatic events.



You Are Agentic: Leading and Teaming During AI Transformation

- **Morra Aarons-Mele, MPA**, Founder, MHL Partners

As AI transforms how we work and lead, it has proved to be not just a technical revolution, but an emotional one. This session explored how current and emerging leaders can manage AI anxiety, build psychological safety for themselves and their teams, and keep humans at the center of innovation. Anxiety was reframed not as a barrier to overcome, but as a signal that something important and meaningful is at stake, and made the case that high performance and anxiety can and do coexist. The presenter underscored that successful AI adoption requires leaders to create the psychological safety needed for honest conversations, acknowledging both the opportunities and the concerns their teams carry, rather than glossing over discomfort in pursuit of momentum.



PRESENTATION

The Human Advantage: Strong Brains in the Age of AI

- **Harris Eyre, MD, PhD**, Executive Director, Global Brain Economy Initiative

Drawing on the Global Brain Capital Index, Dr. Harris Eyre presented “brain capital” as a framework that reframes mental health as an economic asset, combining brain health and brain skills into a single, measurable construct designed to capture the attention of CEOs, policymakers, and finance leaders who might otherwise disengage from the conversation. He examined why global brain capital has been declining since 2010, what that trend is costing the global economy, and what a successful turnaround could mean for growth by 2050. The session also took a clear-eyed look at what protecting worker cognition means in practice as AI becomes embedded in daily work, including building AI literacy, managing cognitive load, and addressing what Dr. Eyre called “AI brain fry,” the very real cognitive cost of over-relying on algorithms without maintaining independent thinking. Looking ahead, he identified team intelligence, the emerging science of how human and AI agents work side by side, as the next major frontier for workplace mental health research and intervention. Throughout, Dr. Eyre offered a practical and transferable insight: the most effective way to bring skeptical audiences into this work is not to push harder on mental health language, but to meet them where they are, translating brain capital into the language of performance, productivity, and economic growth.



“What is the key to making humans unique from AI? That’s, I guess, the core thing. So what are the unique human strengths, the human advantage? That’s what we need to focus on in the future of work.” —Harris Eyre, MD, PhD





DAY 2: WEDNESDAY, MAY 20, 2026

KEYNOTE ADDRESS

Navigating the Human Side of Change—The Forgotten Yet Essential Skill

- **Dr. Monika Misra**, Global Head of Associate Health & Wellbeing, Mars
Navigating the Human Side of Change placed the people experience at the center of transformation, exploring how leaders and teams build trust, resilience, and connection during uncertainty. Dr. Monika Misra made the case that the emotional and human response to change is not a soft consideration but the variable that determines whether transformation succeeds or fails. She examined why stress reactions to change are normal physiology rather than personal weakness, and what it means for leaders when employees express anxiety, denial, or anger during periods of transition. The session took an honest look at the particular pressure facing line managers, who are often asked to absorb organizational demands from above while supporting their teams below, and why investing in that population first is not optional but strategic. Throughout, Dr. Misra offered a compelling reframe: resistance during change is not an obstacle to manage or push through, but a source of information that, when treated as such, can actually improve how transformation is designed and delivered.



PANEL

Avoiding the Hive Mind: How Diverse Thinking and Lived Experience Fuel Innovation and Support Workforce Well-being

- **Patricia deSa, MS**, Senior Director, Clinical Consulting, National Mental Health, Wellness, and Addiction Care, Kaiser Permanente
- **Rachel Duncan**, Vice President, Regional Management Americas, Deutsche Bank
- **Jon Portman**, Creative Director, Simply Protein for Pets
- **Brandon Staglin, MS**, Co-Founder & Chief Advocacy and Engagement Officer, One Mind (Facilitator)

This panel explored how embracing diverse thinking, lived experiences, and creative mindsets can strengthen innovation, employee engagement, and workforce well-being. Panelists shared practical insights on managing diverse thinkers who often challenge norms and approach problems in nontraditional ways, while building inclusive teams that recognize and support different ways of processing, communicating, and contributing. Grounded in real-world examples, the conversation examined how organizations can create environments that support a broad range of employee needs, including neurodiverse individuals, those facing



challenges they may not disclose, and those navigating substance use disorders or other barriers. Attendees left with actionable strategies to foster psychologically safe, flexible workplaces where employees are not overlooked or disengaged, but are instead valued, supported, and empowered to contribute meaningfully.

IN BRIEF SESSIONS

CEO Alliance for Mental Health

- **Rebecca O. Bagley**, President and CEO, The Kennedy Forum
- **Kathleen M. Pike, PhD**, CEO, One Mind

There's a growing need for clear standards and ethical guardrails as AI becomes more integrated into mental health care and workplace well-being efforts. While AI has significant potential to expand access and improve outcomes, its development and use must be guided by evidence, accountability, and a strong commitment to protecting vulnerable populations.

Conversation Highlights:

- **The mental health field needs a unified voice on AI:** The CEO Alliance was formed to build consensus among leading mental health organizations and to provide guidance to technology companies and policymakers.
- **Ethics must go beyond compliance:** Legal requirements alone are not enough; organizations should hold AI tools used in mental health settings to higher standards of transparency, safety, and stewardship.
- **Health equity must be intentional:** AI solutions should be developed with underserved communities, not simply adapted for them later, to ensure they help close gaps in access rather than widen them.
- **AI should augment, not replace, human care:** Current technologies can improve clinical and administrative workflows, but the human relationships at the core of mental health care remain essential.
- **Policy and accountability matter:** The Alliance stresses the importance of proactive oversight, particularly when tools may affect children or other vulnerable populations, and encouraged organizations to evaluate AI solutions carefully before implementation.

[[Click here to read the CEO Alliance for Mental Health's Guiding Principles on AI in Behavioral Health](#)]





AI in Healthcare and Beyond

- **Shawn Griffin, MD**, President and CEO, URAC
- **Cathryn Gunther**, Global Head of Culture and Associate Experience, Mars (Facilitator)

This session explored the opportunities and challenges organizations face as AI becomes more integrated into healthcare and workplace decision making. The discussion focused on the importance of balancing innovation with oversight, while recognizing that successful AI adoption depends as much on trust and communication as it does on technology itself.

Conversation Highlights:

- **Governance is struggling to keep pace with adoption:** As organizations increasingly deploy AI tools, there is a growing need for clear standards, independent auditing, and stronger accountability to ensure these technologies are used responsibly.
- **Context matters as much as data:** AI can identify patterns and generate insights, but leaders must understand the circumstances behind the numbers before taking action. Metrics without context can lead to ineffective or even harmful decisions.
- **Trust influences adoption:** Employees often react differently to AI-generated assessments than to traditional evaluations, making transparency and clear communication essential for building confidence in new tools.
- **Leadership communication is critical:** The most effective leaders focus less on explaining how AI works and more on helping employees understand what it means for their work, their teams, and their future.
- **Organizations must meet employees where they are:** Workforces have varying levels of comfort and experience with AI, making tailored education, support, and ongoing dialogue important components of any implementation strategy.
- **Change management is an ongoing process:** As AI tools evolve rapidly, organizations need sustained communication, training, and support to help employees navigate continuous change and uncertainty.

To learn more, download URAC's Issue Paper:

[[Health Care AI: Accountability in Practice](#)]



A Member Story: Adobe Associates, Inc.

- **David Brown**, CFO & Principal Engineer, Adobe Associates, Inc.
- **Brandon Staglin, MS**, Co-Founder & Chief Advocacy and Engagement Officer, One Mind (Facilitator)

This session demonstrated how personal experience can be transformed into meaningful action and systems change. The conversation centered on how advocacy, leadership, and partnership can create lasting impact for individuals, families, and communities navigating mental health challenges.

- **Personal stories can drive institutional change:** Through persistent advocacy and engagement with healthcare leaders, David Brown helped catalyze the creation of the Elizabeth Morgan Brown Center, which now provides early intervention services for youth across Sonoma County and has inspired similar efforts elsewhere.
- **Partnerships accelerate impact:** Collaboration between community advocates, healthcare leaders, and organizations like One Mind helped turn a personal mission into a sustainable program serving young people and families.
- **Leadership vulnerability reduces stigma:** Brown shared how openly discussing his family's experience encouraged employees to have conversations they had previously avoided, creating greater openness around mental health in the workplace.
- **Workplace culture starts with trust:** Implementing mental health resources was important, but the larger impact came from fostering an environment where employees felt supported, valued, and comfortable seeking help when needed.
- **Organizations of any size can make a difference:** The session reinforced that meaningful progress does not require a large workforce or extensive resources. Small organizations can create cultures that prioritize well-being, encourage dialogue, and connect employees to support.

"When your workforce knows that you support them, that it comes from your heart, like genuine, sincere caring, that makes a big difference in their lives, both at home and in thriving in the workforce." —**David Brown**

COLLABORATIVE GROUP WORK

Looking back: What's one thing you heard in the last two days that genuinely changed how you're thinking about something?

Looking forward: What's one thing you're going to try when you get back?



WORKSHOPS

Navigating the Human Side of Change

- **Dr. Monika Misra**, Global Head of Associate Health & Wellbeing, Mars
Navigating the Human Side of Change explored the people experience at the center of transformation, focusing on how leaders and teams build trust, resilience, and connection during uncertainty. The keynote offered practical insights into helping individuals navigate change with greater clarity, confidence, and empathy. Building on the keynote, the interactive workshop helped participants better understand emotional responses to change and develop skills for trust-building, empathetic communication, and resilience during transition. Through practical tools, reflection, and discussion, attendees left with actionable strategies to support themselves and others through periods of change.

From Intention to Impact: Building Your Organization's Mental Health Strategy

- **Tahilia J. Rebello, PhD**, Chief Scientific Officer, One Mind
Whether your organization is beginning to explore mental health strategy or already implementing key initiatives, this interactive session helped move attendees from intention to action. Using an 8-stage framework, participants were invited to assess where their organization stands, collaborate with peers at similar stages, and break strategy development into actionable steps. Through prompts, real data, and shared insights, attendees began shaping a practical path forward tailored to their readiness levels. Participants received tangible next steps, tools, and ongoing support options to advance a comprehensive workforce mental health strategy.



Large Employer Roundtable (Invitation Only)

- **Kathleen M. Pike, PhD**, CEO, One Mind
- **David W. Ballard, PsyD, MBA**, Vice President, One Mind at Work



**DOWNLOAD THE
2026 ANNUAL REPORT**

PANELS

HR in the Age of AI: How Technology is Shaping Talent Strategy, Employee Experience, and Workforce Well-being

- **Julie Marshall, PhD**, COO, Chief of Clinical Psychology, Revive Health, Inc.
- **Sondra Davis**, CHRO, North Mississippi Health Services
- **Emily Wolfe, MSW, LCSW**, Director of Program Operations, One Mind at Work (Facilitator)

As technology continues to reshape the workplace, leaders are called to reimagine not just how work gets done, but how people experience work. This session explored how emerging tools are shaping talent strategy, the employee experience, and workforce well-being, while also challenging organizations to remain grounded in empathy, purpose, and human connection. Through real-world examples, panelists discussed how new technologies are being integrated into everyday workflows, where they are creating meaningful value, and where potential risks remain. At the core of the conversation was a central question: how can organizations use these tools to amplify, rather than diminish, the human element of work?

“Within the AI revolution, where will human potential and human values shine? How can and will AI amplify the human element of work?” —Sondra Davis

Lessons Learned & Taking Action

- **Hana J. Shin, PhD**, Head of Global Mental Well-Being Strategy, Employee Health & Well-Being, Johnson & Johnson
- **Linea Johnson**, CEO & Founder of The Thrive Shift
- **Dr. Nick Taylor**, Co-Founder & CEO, Unmind
- **David W. Ballard, PsyD, MBA**, Vice President, One Mind at Work (Facilitator)

MENTAL HEALTH AT WORK INDEX

What Gets Measured Gets Better: How Strategy and Measurement Drive Workforce Mental Health Impact

More organizations than ever recognize that mental health is not a peripheral benefit but a strategic imperative that touches every dimension of organizational performance, from retention and engagement to productivity and reputation. But awareness alone is not enough. As the field matures, a critical question emerges: Are organizations actually measuring whether their mental health efforts are working?





ONE MIND at WORK

About One Mind

One Mind is a leading global nonprofit dedicated to improving mental health outcomes for individuals, families, and society. Guided by science and lived experience, One Mind brings more than 30 years of leadership to closing critical gaps between discovery and real-world impact, advancing solutions that improve prevention, diagnosis, treatment, and well-being at scale. Through a portfolio of integrated programs, One Mind catalyzes breakthrough research, accelerates evidence-driven innovation, transforms workplace mental health, and elevates lived experience to inform more effective solutions. With science as our foundation and people at the center of everything we do, One Mind is shaping a more effective, inclusive, and hopeful mental health ecosystem.

About One Mind at Work

One Mind at Work is leading a global movement to transform workforce mental health and well-being. We work with leaders to translate cutting-edge science into practical, evidence-based strategies that strengthen cultures and systems so people and organizations can flourish together. Through a global membership community, One Mind at Work provides expertise, education, measurement, and peer connection to help organizations elevate their mental health policies and practices. This work is powered by the Mental Health at Work Index™, a first-of-its-kind assessment of organizational-level mental health initiatives that helps employers assess program maturity, benchmark progress, and drive measurable improvements in workforce well-being and business performance.

OneMindAtWork.org