



HERO CMO/CHO Summit

February 11th, 12:00 – 5:00 pm*
Westin Riverwalk, San Antonio, Texas

Psychologically Healthy Organizations: The CMO/CHO's Role in Surveilling and Addressing Social Determinants of Mental and Emotional Health

Monday, February 11th

Room: Villa

12:00 PM Welcome and Networking Luncheon
Welcome from Karen Moseley, HERO President
Welcome from Rajiv Kumar, M.D., CMO and President of Virgin Pulse Institute

Introductions at Tables and Table Topic Warmups

“Are social determinants of health largely in the public health/governmental purview? Should the private sector/businesses play a role? If so, how so?”

Opening Presentation

[Eduardo Sanchez, M.D., MPH](#), Chief Medical Officer for Prevention and Chief, Center for Health Metrics and Evaluation, American Heart Association

1:00 PM What's Upstream of Mental Health Issues at Work?

Facilitator: [Rajiv Kumar, M.D.](#), CMO, Virgin Pulse

[Eduardo Sanchez, M.D., MPH](#), Chief Medical Officer for Prevention; Chief, Center for Health Metrics and Evaluation, American Heart Association

[Robert Carr, M.D., MPH](#), CMO, Jool Health; President, American College of Preventive Medicine

[Michael Compton, M.D.](#), M.P.H., Professor of Clinical Psychiatry, Columbia University College of Physicians & Surgeons

1:45 PM TABLE TOPIC DISCUSSIONS: Current State Issues in Addressing SES at Work

1. Affordable housing, living wages, job strain and re-organization, work-fit, healthy literacy, continuing education and training, etc. What is the CMO/CHO's role in surveilling and addressing these social determinants of health issues? What measures matter most?
2. Speaking for your organization, what has been effective in assessing and supporting employees in greatest need/lower SES/low health literacy/limited English proficiency?
3. Mental health services are underutilized by employees due to stigma about speaking about mental health issues to supervisors. Speaking out about work problems bears

similar stigma in organizations. What's at the root of this and what resources are available to address?

4. Private lives/worksite policies. Where should we draw the line between data collection for surveillance and intervention planning versus data privacy needs and concerns about individual freedoms and choice?

2:15 PM GROUP REPORT OUTS

2:30 PM Break

2:45 PM GROUP WORK: How Fear is Created in Organizations: The Leaders' Role

[Kurt Olson, Ph.D.](#), System VP, Talent Management and Organizational Effectiveness, OhioHealth

3:45 PM Creating Equity in Psychological Safety: Where are we at in this Journey?

Facilitator: [Fikry Isaac, M.D.](#), Well World Consulting, LLC.

[Dexter Shurney, M.D.](#), Zipongo; President, American College of [Lifestyle Medicine](#)

[Deena Buford, M.D.](#), Global Medical Director, ExxonMobil

4:15 PM GROUP WORK: The CMO/CHO Role

1. What unique role does the CMO/CHO play in creating safe spaces and places? What principles guide your approach to creating space for respectful dissent?
2. What measures matter in tracking what is upstream of mental health issues? Are community health measures relevant for private sector leaders? What lessons have you learned about metrics that matter most in your organization?
3. What does it take for an initiative, such as addressing psychological safety, to have staying power in your organization? For our field?

5:00 PM Adjourn

6:00 PM Dinner

Room: TBD

Dinner Presentation and Discussions

[Michael Compton, M.D.](#), M.P.H., Professor of Clinical Psychiatry, Columbia University College of Physicians & Surgeons, New York, NY



HERO Members Only Think Tank

February 12th and 13th
Westin Riverwalk, San Antonio, Texas

Psychological Safety at Work: What happens when more voices are heard?

Tuesday, February 12th

- 8:00 AM Breakfast Room: Navarro B
- 9:00 AM Opening Session Room: Navarro B
Welcome from HERO President Karen Moseley
Welcome from the HERO Board

Table warm up question: Describe a fearless organization or person you admire.
- 9:20 AM Frameworks and Concepts in Assessing and Fostering Psychological Safety

[Dina Krasikova, Ph.D.](#), Assistant Professor of Management, The University of Texas at San Antonio

[Merv Gilbert, Ph.D.](#), Director of Vancouver Psych Safety Consulting; Adjunct Professor, Faculty of Health Sciences, Simon Fraser University
- 10:00 AM Break
- 10:15 AM GROUP WORK: Above or Below the Line in our Contributions to Emotional Safety

[Kurt Olson, Ph.D.](#), System VP, Talent Management and Organizational Effectiveness, OhioHealth.
- 11:15 AM PANEL ISSUE ONE: Do EAPs work? Do EAPs Have a Role in Creating Greater Effectiveness in Teams?

[Darcy Gruttadaro, JD](#), Director, Center for Workplace Mental Health, American Psychiatric Association Foundation

[Mark Attridge, Ph.D.](#), President, Attridge Consulting, Inc.
- 12:00 PM Lunch Room: Olivares – River Level
- 1:00 PM Evidence Based Approaches to Creating Safe Places and Spaces

[Carly McCord, Ph.D.](#), Research Assistant Professor, Public Health, Texas A&M

Wednesday, February 13th

- 8:00 AM Breakfast Room: Olivares – River Level
- 9:00 AM Opening Comments Room: Olivares – River Level
Paul Terry, Senior Fellow, HERO
- 9:15 AM HERO Strategy Refresh
The Employers Role in Advancing Health and Well-being
Seth Serxner, Chair, HERO Board of Directors
- 9:30 AM HERO Committee Reports
Emily Wolfe, Committee Project Manager, HERO
Committee Chairs:
Education Committee
Policy Committee
Research Committee
Culture of Health Study Committee
Engagement Study Committee
Workplace Performance Study Committee
HWHC Committee
1. What is the committee focus (i.e. charter)?
 2. Why is this important to employers?
 3. How will the committee accomplish this in 2019 (i.e. deliverables)?
- 10:30 AM Stretch Break
- 10:45 AM GROUP WORK: How can HERO committees increase collaboration and complement current work?
1. How can committees increase collaboration and complement current work? Can we better include non-committee members?
 2. What areas have not yet been addressed by the committee charter and deliverables as it relates to the HERO strategy and research agenda? What can be done to address these areas?
 3. Where are the gaps in addition to the above? For example, as a HERO member, what needs are being brought to your attention by your employees, customers, leaders that you need help addressing? What would be of the most value to you?
 4. Regarding study committee format, could the process be modified allowing for increased member involvement? Are there other formats that might be more effective in terms of providing output?
- 11:15 AM GROUP REPORT OUTS
- 11:45 AM HERO Updates
Karen Moseley, President, HERO
- 12:00 PM Adjourn



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Psychologically Healthy Organizations: The CMO/CHO's Role in Surveilling and Addressing Social Determinants of Mental and Emotional Health

For most physicians, “soft skills” got short shrift in their medical training. What’s more, for most of today’s Chief Medical Officers trained in occupational medicine, assessing and treating mental health issues was wedged into a clinical education curriculum loaded to the hilt with musculoskeletal injury prevention and diagnosis, chronic condition management and workforce epidemiology. Though psychological and emotional health issues are now receiving increasing attention regarding the impact of work and the workplace culture, there is sparse empirical evidence about the role of preventing mental health problems at the organizational level compared to detection and referral at the individual level. Even less is known about how social forces such as race, class, social isolation and stigma can be effectively addressed in the workplace to ameliorate conditions like depression, anxiety and other mental illnesses. Though it is clear that mentally toxic workplaces reduce productivity and increase accidents and injuries, it’s less clear how to instill and sustain emotionally vibrant and psychologically thriving organizations.

This CMO/CHO Summit is designed to provide evidence-based updates on the etiology of psychologically healthy workplaces with an emphasis on addressing social determinants of health. We will specifically focus on the Chief Medical Officers’ and the Chief Health Officers’ role in population level assessment and advocacy and leadership in creating psychologically healthy conditions at work. We will ask how all employees, regardless of their socio-economic status and in spite of interpersonal differences, can thrive mentally and emotionally. Our key learning objectives and Think Tank goals are to:

1. Examine current issues and trends: Why is psychological safety trending as a need? What key concepts, models, frameworks and ideas have proven influential in shaping strategies for getting upstream of mental and emotional well-being at work?
2. Explore measures that matter: What dashboard items have proven salient for building and sustaining resiliency, mental health equity and psychological safety? What are the most critical measures of success for psychologically healthy organizations?
3. Review exemplary cases: Who is leading in addressing socially determined gaps in mental health care? What are organizations doing to better fit the work with workers such that more move from surviving to thriving?
4. Examine techquity: What technology-based solutions are proving promising in creating equitable access to mental and emotional well-being at work?
5. Discuss how to overcome barriers to leading in mental health: Why aren’t more organizations embracing concepts of companionate love, gratitude, vulnerability,

empathy? Are these soft skills sufficiently proven to be considered core technical competencies relating to improving performance and productivity?

6. Generate new ideas and new uses for old ideas: What's missing and what ideas, new or old, are essential to leaders' intent on building thriving organizations? Are maturing concepts about building a culture of health and meeting community needs replacing bio-psychosocial determinants of health? Should zip codes, in practice, be more influential than genetic codes?

As per usual at the HERO CMO/CHO Summit, we will enlist leading experts as conversation starters and we will segue early and often to engaging all in attendance in disciplined reflection, expansive ideation and problem solving. We organize the sessions to be highly interactive in order to build a robust network of CMO/CHOs and to deepen professional connections. Our shared inquiry approach ensures that all participants return to their organizations energized and motivated to test new ideas and exert renewed leadership for advancing health and well-being for all.

*Note: All CMO/CHO Summit participants are encouraged to also attend the HERO Think Tank.



HERO Members Only Think Tank

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Psychological Safety at Work: What happens when more voices are heard?

The benefits of health and well-being initiatives are often captured by showing the relationship between reduced risks and improved performance and productivity. Nevertheless, this HERO Think Tank is designed to show how organizations who encourage risk taking are creating more effective teams. We are not referring, of course, to more closet smoking or drinking. We are, however, intent on examining the benefits of more talking! Given work is a leading source of stress for most of us, second only to our worries about money, what happens when we increasingly risk sharing our ideas about our work and the workplace out in the open? Are there policies and practices such as drug testing or zero tolerance approaches that increase stigma and fear at work? Conversely, are there supervisory and leadership skills that open the door to mental health dialogue and foster honesty and resolution once the door has been opened? Do teams with higher psychological safety produce better results? Might talking more openly also net out better mental health and greater employee retention and performance in the process?

Spoiler alert! The answer is a resounding yes! Why then does psychological safety seem to be in short supply in America? Gallup surveys indicate only 3 in 10 employees agree that their opinion seems to count. This sad finding comes in spite of evidence that when a greater diversity of voices are heard in work teams, there is more productivity, lower turnover and fewer accidents and errors. Could it be that creating psychological safety is the stuff of cultural or organizational complexity or inscrutability? Hardly, according to Amy Edmondson, a leading researcher in this area, who simply defines psychological safety as “a climate in which people are comfortable being (and expressing) themselves.” Might the greater challenge than encouraging openness be that of getting comfortable with differences and knowing what to say when differences and vulnerabilities are laid bare?

Edmondson’s findings that such a climate improves quality and encourages learning behavior at work were affirmed by a renowned internal research project at Google. Named “Aristotle”, in reference to his idea that “the whole is greater than the sum of its parts”, the project had grand ambitions. Google asked what makes for a perfect team? We will build on this vital question at this HERO Think Tank by also asking how health and well-being initiatives in the workplace can be designed to foster interdependence, problem solving and the diverse ideas needed to improve teaming related to work as well as to workplace health and safety. Just as Edmondson and the Aristotle Project found that psychological safety is core to high performing teams, we will ask how related issues of vulnerability, empathy, companionate love and meaning seeking can be integrated into company approaches to improve well-being for all.

This HERO Think Tank is designed to provide evidence-based updates on the genesis of psychological safety at work with a focus on the role of organizational health and well-being initiatives in fostering the same. We will ask what population-level assessment, policies, advocacy and leadership is needed to create conditions for more voices being heard related to team performance but also regarding whether employees are experiencing a culture and climate that supports their health and well-being. We will ask how all employees, regardless of their socio-economic status and in spite of interpersonal differences, can thrive mentally and emotionally. Our key learning objectives and Think Tank goals are to:

1. Examine key concepts, frameworks and ideas with proven influence in creating a climate where people are comfortable being themselves.
2. Explore measures that matter: What dashboard items relate to psychological safety? What surveillance issues are germane to creating space for more voices being heard?
3. Review exemplary cases: Who is leading in creating high performing work teams where respectful self-expression is expected and challenging the status quo is accepted? What are organizations doing to design health and well-being initiatives that move employees from surviving to thriving?
4. Discuss how to overcome barriers to company and personal leadership in creating psychological safety. Why aren't more organizations embracing concepts of companionate love, gratitude, vulnerability and empathy?
5. Discuss why harassment and bullying are commonplace and the role that health and well-being initiatives can play in reducing incivility.
6. Generate new ideas and new uses for old ideas: What's missing and what ideas, new or old, are essential to leaders intent on building thriving organizations?
7. Outline basic messaging and talking points for how to discuss mental health issues at the workplace and in our communities.

As per usual at HERO Think Tanks, we will enlist leading experts as conversation starters and we will segue early and often to engaging all in attendance in disciplined reflection, expansive ideation and problem solving. Our aim is for all participants return to their organizations energized and motivated to test new ideas and exert renewed leadership for advancing health and well-being for all.

Readings and References/ TBD