

# FINDING OPPORTUNITY IN A CHALLENGING YEAR

# A LETTER FROM WELL BEING TRUST CEO



Tyler Norris, MDiv.

**2020 was a year that built the case for why equity, well-being and resilience are central to the health of the American people, the vitality of our economy, and the renewal of civic and community life.**

It was also a year that further validated the vision, mission, and social movement impact strategy of Well Being Trust. Amid crises, 2020 provided us with the opportunity to leverage all that we and partners have built in our first five years to save lives now, while improving the upstream community conditions for equitable well-being over generations.

## RISING TO THE CALL

Five years ago, Well Being Trust was envisioned and endowed by Providence to address one of the greatest challenges facing our nation: the soaring rates of mental health and addiction challenges. Alongside economic decline and social isolation, we have seen increases in deaths of despair, such as deaths by overdose, alcohol, and suicide. Access remains elusive and coverage is often insufficient. It is within this context that Well Being Trust serves.

As you scan our 2020 annual report, we encourage you to:

- 1** Learn about the **social movement/field-building impact approach** of Well Being Trust and its scores of partners — rooted in the [Framework for Excellence in Mental Health and Well-Being](#) and reflected in our portfolio of strategic investments, policy advocacy, and capacity-building initiatives.
- 2** Learn about the **new organizations and national alliances** that Well Being Trust and partners have established in recent years to fill gaps in the movement. This includes community solutions and tools; local, state, and federal policy guidance; increasing philanthropic investment; and aligning the disparate mental health and addiction organizations across the field in a [Unified Vision](#).
- 3** Join us in the 2021 “refresh” of [Healing the Nation and the Framework for Excellence in Mental Health and Well-Being](#). Where does your organization locate its mission in the Framework? What innovative tools, practice changes, policy initiatives, and community efforts are you advancing that can help the nation learn and apply what works? To engage, reach out to us at [info@wellbeingtrust.org](mailto:info@wellbeingtrust.org).

## MISSION

To advance the mental, social, and spiritual health of the nation.

## VISION

Everyone realizes their fullest potential for well-being.

## FINDING OPPORTUNITY IN A CHALLENGING YEAR

### COVID-19 pandemic further unmasked a fragmented mental health system and pervasive inequity

COVID-19 and the layered economic, social, ecological, and political crises of this past year, in a time for deep racial reckoning, further unmasked what many of us in the field already knew:

- The U.S. has a fragmented and failing system to address mental health and addiction, held in place by stigma, inertia, and vested economic interest in the status quo. Tens of millions of Americans do not have access to the mental care and addiction treatment they need.
- Persistent structural racism and political polarization undercut the very fabric of our communities and nation. This depleted the trust, social capital, and civic capacities needed to affect change in our democracy.
- It's time to apply a systemic and comprehensive approach to increase coverage and access to care, as a complement to incremental clinical quality improvements and upstream community drivers of demand. This calls on health care, philanthropy, policymakers, and the private sector to go beyond work in siloed initiatives to produce collective impact at scale.



## HIGHLIGHTS OF OUR RECENT WORK

Over the past five years, Well Being Trust has invested more than \$58 million in a portfolio of carefully targeted initiatives and investments that support our mission. Three years ago, working closely with our esteemed [National Advisory Council](#), we reverse-engineered a half dozen U.S. social movements. In the process, we uncovered seven core elements of successful social movements, and set out to ensure that each needed “movement infrastructure element” was in place and operating effectively, while on a path to fiscal sustainability.

Where we found strong existing assets and initiatives, as with the [Mental Health Coalition](#), we joined forces. When we found a few assets to build on that were not delivering to full capacity, we partnered to strengthen and grow them. Where we saw clear gaps, we identified the best organizations in each arena, and co-invested in creating whole new enterprises.

A selection of these strategic investments include:

- **INSEPARABLE** – a 501c(3) and c(4) mental health policy/advocacy organization, co-envisioned and seed-invested by Well Being Trust and other innovators, with a mission to mobilize the resources and political will to assure an integrated care support system that is there for everyone.
- **MINDFUL PHILANTHROPY** – a consortium of philanthropies and impact investors with a mission to bring more resources to the field, while focusing investments on those with the greatest potential for impact. This includes direct services, capacity building, policy and advocacy, and research and innovation.
- **THE CEO HUDDLE** – a collaborative that aligns the vision and strategies of America’s leading mental health nonprofit organizations (co-convened by the Well Being Trust and National Alliance on Mental Illness CEOs) including policy advocacy organizations, professional guilds, and investors. The CEO Huddle recently released the [Unified Vision](#), creating a historic partnership between oft-fragmented organizations.
- **THE WIN NETWORK INCLUDING THE WELL BEING ALLIANCE** – a powerful association of more than 250 leading nonprofit organizations, communities, businesses, and faith leaders working to improve and measure the vital conditions for intergenerational well-being in communities across the country.
- **AN INTEGRATED PORTFOLIO OF ACTIONABLE SOLUTION SETS, ADVOCACY TOOLS, DATA SETS AND OTHER RESOURCES** via partnerships with organizations such as The Institute for Healthcare Improvement, United States of Care, Brookings, Kennedy Forum, Bipartisan Policy Center, The National Civic League, Providence, NAMI, The CDC Foundation, Trust for America’s Health, Steinberg Institute, the de Beaumont Foundation, Active Minds, BeWell OC, and PolicyLink, among many others.
- **THRIVING TOGETHER: A SPRINGBOARD FOR EQUITABLE RECOVERY AND RESILIENCE IN COMMUNITIES ACROSS AMERICA** – a partnership of Well Being Trust and the CDC Foundation with Community Initiatives, engaging more than 100 community partnerships and organizations to crowdsource scores of actionable “multi-solver” strategies for communities’ economic, civic and health renewal, as well as to inform policy and regulatory actions for the new administration and federal agencies. To access community solutions, visit the Thriving Together website at [www.thriving.us](http://www.thriving.us).

## COVID-19'S IMPACT ON MENTAL HEALTH

- The toll of the Coronavirus pandemic has been well-documented, from the enormous loss of life in America and worldwide, to economic dislocation, both of which have deepened and exposed persistent racial and economic inequities.
- During the pandemic, about four in 10 adults in the U.S. have reported symptoms of anxiety or depressive disorder, up from one in 10 adults who reported these symptoms from January to June 2019, according to a [Well Being Trust-funded issue brief from the Kaiser Family Foundation](#).
- Due to social isolation, economic decline, uncertainty, and the already existing mental health and addiction crisis, additional deaths of despair could occur because of the COVID-19 pandemic, according to [research released by Well Being Trust and the Robert Graham Center](#). The country must invest in comprehensive solutions that can help heal the nation’s isolation, pain, and suffering.

## MAKING MENTAL HEALTH FOR ALL, A NATIONAL PRIORITY

Now more than ever, amidst the wide-scale suffering, pain and loss that has rippled out from the COVID-19 pandemic and associated crises, **WE MUST MAKE MENTAL HEALTH, WELL-BEING, AND RESILIENCE A TOP PRIORITY IN AMERICA.**

This year taught all of us that it's not just the one in five Americans who struggle with mental health challenges, including anxiety, depression and addiction, that face these challenges. These challenges touch every single one of us or someone we love — reminding us that each of us has a role to play, and it will take all of us to turn the tide.

Well Being Trust has come a long way since our inaugural Discovery Summit in early 2017, where dozens of mental health experts and diverse leaders drawn from across the nation met to bring forward innovative ideas and strategies to advance the mental, social, and spiritual health of our nation.

And in leading the charge, we are ever guided by the “North Star” counsel of our foundresses, the Sisters of Providence, who teach us in *Hopes and Aspirations* to: “Take prudent risks for the poor and vulnerable by watching the signs of the times.”

As we look to the year ahead, we are grateful for your ongoing engagement with us, and invite you to join us in our goal to save 100,000 lives from deaths of despair, while measurably improving the well-being of all in the United States.

In spirited partnership,



Tyler Norris, MDiv  
CEO, Well Being Trust



“Providence created Well Being Trust in 2016 to advance the mental, social and spiritual health of the nation, and to save lives from deaths of despair. We partner with WBT to design integrated care pathways, advance policy for increased access to mental health care, and to create and sustain the upstream community conditions for human flourishing. We invite you to join us in this vital mission.”



**Rod Hochman, M.D.**

President and CEO, Providence. 2021  
Chair, American Hospital Association.  
Chair, Governing Board, Well Being Trust

# THE FRAMEWORK FOR EXCELLENCE

## FROM INCREMENTAL IMPROVEMENTS TO COMPREHENSIVE CHANGE

All of Well Being Trust's work is rooted in the [Framework for Excellence in Mental Health and Well-Being](#), which is increasingly becoming the consensus national platform for informing and shaping comprehensive change at the community, state, and federal levels.

The Framework posits that when: (1) healthy community conditions, (2) comprehensive and affordable coverage options, and (3) no-wrong-door access to integrated care delivery are all codified through inclusive financing, practices and policies, the U.S. has the basis for measurably improving mental health and well-being for all.

Conversely, when (1) sustained underinvestment in the conditions for human and community well-being, (2) inadequate coverage options, and (3) a fragmented (even if profitable for some) behavioral health delivery systems all converge, the U.S. will predictably deliver inadequate access to care and produce the poor mental health outcomes and negative trends we see now.

In the words of quality guru W. Edwards Deming: "Every system is perfectly designed to get the results it gets."

Let us be clear: soaring rates of deaths of despair, unaffordability and limited access to quality integrated care and treatment, lack of mental health parity, and communities that literally produce trauma for many through generational adversity, racism, societal neglect, and benign complicity, is not happenstance.

## CREATING NEW SYSTEMS FOR WELLNESS

Over the course of the past five years and after building strength in 2020, Well Being Trust has strategically catalyzed, partnered, and implemented a set of focused investments and field-building actions to deliver on the promise of the Framework for Excellence, and the extensive evidence-base on which it rests.

By engaging with partners across sectors in their applying the Framework's core elements of care, coverage, and community, we are explicitly delivering on our impact strategy toward the goal of saving 100,000 lives from deaths of despair.

To better understand the elements of the Framework for Excellence:



**CARE** is defined by services, products, technologies, or activities across diverse settings that directly relate to a person, family, or community receiving some type of evidence-based help, in a supportive environment or modality, in addressing their mental health or addiction need, or well-being aspiration.



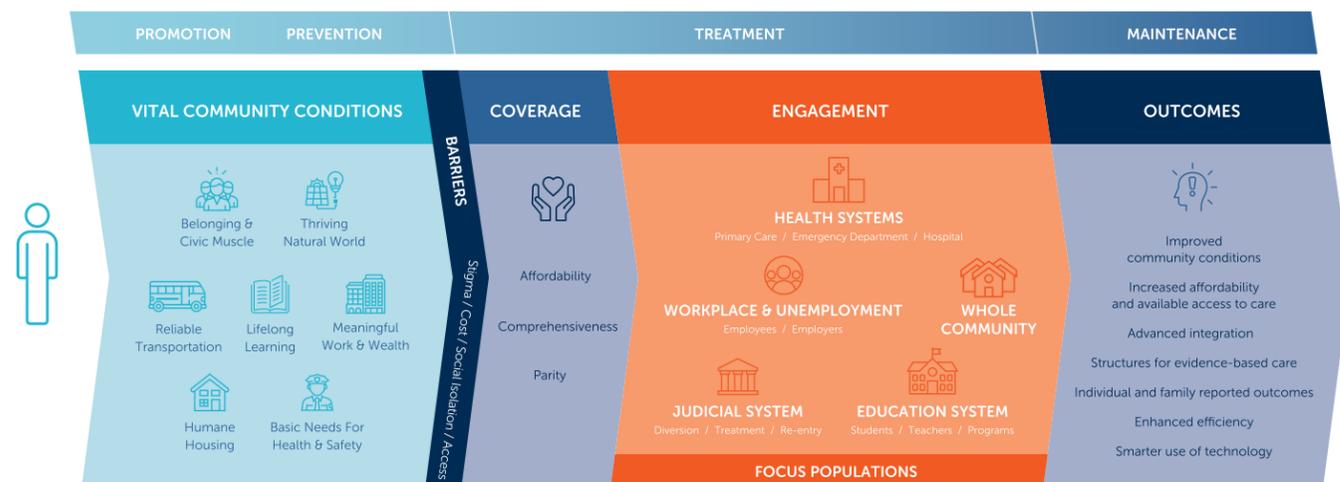
**COVERAGE** includes on-the-ground policy; regulatory and programmatic work at local, state, and federal levels to increase access to affordable integrated care; and supports, while enforcing, mental health parity and quality standards.



**COMMUNITY** is about creating the vital conditions for intergenerational well-being. In the words of the late James Rouse: "creating communities that are gardens to grow people in." This domain recognizes that, even if the U.S. gets the care right, and increases access through coverage, the social, economic, and environmental realities in our communities and nation (including increased hopelessness, loneliness, isolation, lack of access to opportunity, let alone care) are driving the demand for even more care. This further demonstrates the pervasive market and system failure.

To accelerate and deepen [dose-sufficient action](#) on the Framework elements of care, coverage, and community, Well Being Trust has also actively invested in targeted social movement infrastructure. This effort involves building the capacity of the movement to effect change and mobilizing the resources and political will to assure an integrated care support system that's there for everyone.

In this 2020 annual report, we use these three elements of the Framework, and the fourth element of movement infrastructure, to highlight strategic investments and initiatives that best demonstrate some of our impact and learning in 2020.



# CARE



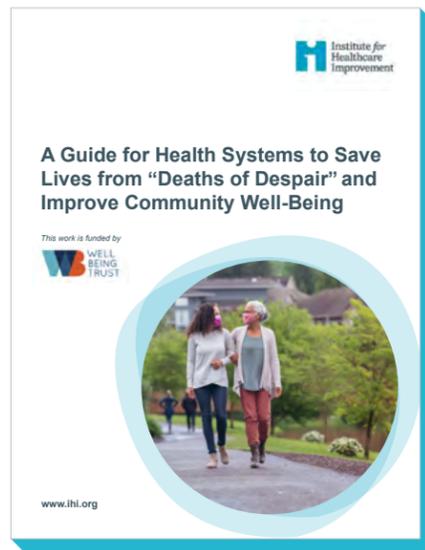
**Health systems have a unique role to play to help advance mental health and decrease deaths of despair through traditional clinical delivery, and beyond. This also includes increasing access to quality care, such as clinical-community integration, investing in dose-sufficient models of care, and functioning as an anchor institution by leveraging purchasing, hiring, and investment dollars alongside community partners.**

Hospitals and health care systems have the power to leverage resources and catalyze long-term well-being and equity across the communities they serve. And in the context of the ongoing upheaval of the pandemic and other layered crises, this mission, alongside care delivery, is more critical than ever.

## TWO GUIDES TO SUPPORT HEALTH CARE'S CRITICAL ROLE IN ADVANCING WELL-BEING

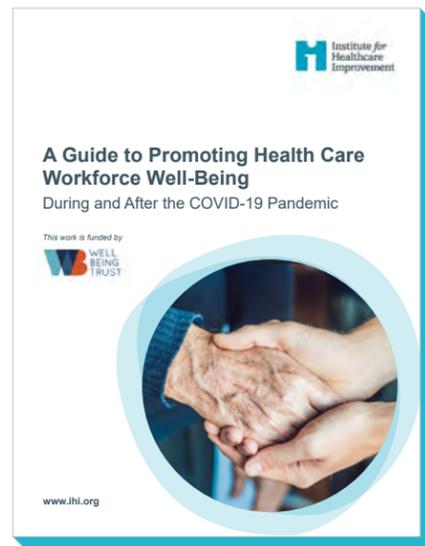
2020 highlighted the stresses that all health systems, especially their frontline Caregivers, experienced. COVID-19 and the other layered crises led to unprecedented fatigue, distress, and clinical suicides. To meet this reality, Well Being Trust invested directly in ways to address our Caregivers' mental health and well-being during this sustained crisis.

Well Being Trust and the Institute for Healthcare Improvement created two guides to support the health care sector's needs in caring for their workforce, patients, and communities.



### A Guide for Health Systems to Save Lives from **'Deaths of Despair'** and Improve Community Well-Being

This guide provides health care systems with strategies to improve mental health and well-being in the communities they serve and, in turn, save lives from deaths of despair and increase healthy life years. By leading with clinical offerings, while leveraging all their assets as anchor institutions, partnering outside their walls, and transforming systems of prevention to better promote health and well-being in the first place — health care systems are essential to help drive population-level results.



### A Guide to Promoting **Health Care Workforce** Well-Being During and After the COVID-19 Pandemic

This guide focuses on providing care to caregivers and first responders, who are confronting mental health and substance misuse issues themselves as they care for others during the sustained burden of the pandemic. This includes offering peer support, psychological PPE, and actively measuring wellness. Ensuring the mental well-being of the health care workforce is both a moral imperative and essential to the care of patients. Everyone needs support in times of crisis. This guide provides some ideas and lessons learned to improve the well-being of the health care workforce.

"The pandemic has exacerbated existing issues with burnout, escalating the stressors on the health care workforce to unprecedented levels. Caring for the emotional well-being of the health care workforce is not just a high priority, but rather a precondition for delivering excellence. Well Being Trust partnered with the Institute for Healthcare Improvement and several national thought leaders to create a toolkit, with strategies organized by practical actions that individuals, leaders, and organizations can take to support the health care workforce during the pandemic and beyond."



**Arpan Waghray, M.D.**

Chief Medical Officer, Well Being Trust; Chair Elect, American Hospital Association's Behavioral Health Services Council

"Without a clear process for how health systems can begin to address deaths of despair, many well-meaning attempts to address this complex problem will occur with little to no positive gain. Being integrated in our strategy, comprehensive in our approach, and sequenced in our implementation matters. Our work with IHI helped create a process by which health systems can assess and address ways they can get more engaged with community partner in saving lives."



**Benjamin F. Miller, PsyD**

Chief Strategy Officer, Well Being Trust

"I have deeply committed my life to the nation's well-being and preventing unnecessary death and disease. That's why I'm honored to join the National Advisory Council of Well Being Trust, because mental health is absolutely essential to our overall health. I look forward to digging into this important work with one of the foremost organizations advancing the mental, social and spiritual health of the nation."



**Regina Benjamin, M.D., MBA**

18th U.S. Surgeon General, Member Well Being Trust National Advisory Council



## CLINICAL PRACTICE GUIDES

Together with Providence, Well Being Trust is creating a digital home for the following Mental Health Playbooks as part of the Clinical Practice Guide series. The new digital home will house the four reports described below and offer a seamless way for interested individuals and organizations to download and put them to use.

- OPIOID PATHWAYS:** Toolkit for implementing hospital pathways for identifying patients with opioid use disorders, initiating evidence-based medication assisted treatment, and discharge connections.
- EMERGENCY DEPARTMENTS:** Framework with additive tools and insights to enable evaluation of challenges, testing, and implementation of change management tools to spread and scale.
- DIGITAL BEHAVIORAL HEALTH TOOLS:** Resources to identify a problem, vet a solution and test, evaluate and implement new processes.
- ZERO SUICIDE INITIATIVE:** Clinical bundle: including screening, risk assessment, and safety planning.

## WORK2BEWELL

In March 2020, Providence, in partnership with Well Being Trust who provided seed funding dating back to 2018, launched Work2BeWell, a mental health program that includes a curriculum, resources, social activities, a think tank and a crisis line for teens, parents, and families.

The Work2BeWell digital wellness and empowerment program focuses on positively impacting the emotional well-being of teens and promoting mental health. Work2BeWell bridges the conversation around difficult topics and partners with experts to provide access to credible resources including crisis lines, clinical leaders, and educational resources. Work2BeWell is also committed to anti-racist work and brings a lens of diversity, equity, and inclusion to programming and is working to expand its resources for BIPOC (Black, Indigenous, and People of Color) teens. We are strategizing culture and language specific resources for the future as we work to reduce mental health stigma and promote teen wellness.

**Stressed?  
Try this!**

**Ask for Help.**

@icanhelp  
@work2bewell

Work2BeWell

WELL BEING TRUST Providence

## INCREASING ACCESS TO SPIRITUAL CARE SUPPORT FOR PROVIDENCE CAREGIVERS

Well Being Trust supported the Providence Spiritual Health Council's initiative to address stress and burnout, assist with personal renewal, and build resiliency in the 400 spiritual health professionals who are providing spiritual support and healing to patients, patient families, and caregivers in seven states. Well Being Trust's grant supports three identified priority areas:

- Providing **renewal and resiliency training** and support to Providence's spiritual health professionals;
- Supporting the rollout of the **Healer Education Assessment** and Referral program and postvention strategies;
- Increasing tele-spiritual health access** to caregivers through an improved online process. It is estimated that at least 40% of Providence's 400 chaplains will participate in the program in 2021, which will have the added benefit of building a system of community and goodwill across all of the Providence ministries.



"Mental health sets a foundation for us all to thrive, and right now is a critical time to focus on our health systems and communities, especially those that have faced systemic disinvestment, as we slowly recover from a devastating year. I'm honored to serve on the Well Being Trust Board and partner with other organizations and individuals to do what none of us can do alone: Transform the health of our nation and improve well-being for everyone."



**Terri Ludwig**

President, Ballmer Group. Member Well Being Trust Governing Board and National Advisory Council

# COVERAGE



## HEALING THE NATION: ADVANCING MENTAL HEALTH AND ADDICTION POLICY

2020 saw Well Being Trust's [Healing the Nation](#) policy guide, featuring the Framework for Excellence in Mental Health and Well-Being, become a foundation for our local, state, and national work.

Central to this work is the human right that all people have affordable access to comprehensive and integrated care, wherever they are present, and consistent and affordable health insurance.

Healing the Nation offers federal policy solutions, grounded in a framework, that give a more complete and holistic approach to an often fragmented and disjointed problem. By breaking the recommendations down into opportunities for engagement, Healing the Nation outlines ways mental health and health policy can be integrated into our education system, judicial system, health system, workplace, and our community.

## IMPROVING MENTAL HEALTH IN AMERICA

All people need access to affordable, comprehensive health insurance. Expanded access to medication, emergency overdose products and treatments, as well as evidence-informed treatment and recovery support services, are critical to ensuring people have the full coverage they need to care for the mind, body, and spirit.

Developed and refined over the past two years, the Framework for Excellence is being revised again in 2021 to engage even more thought leaders, organizations, and other stakeholders to adopt the Framework as their guide. Beyond just sign-on or endorsement, partners are using and adapting the Framework to shape organizational practices, public policies, and uses of investment capital. In this way, we are actively helping unite and mobilize for collective impact.

Join us in the 2021 “refresh” of Healing the Nation and the Framework. If you are interested in becoming involved in this process, please email [info@wellbeingtrust.org](mailto:info@wellbeingtrust.org).

And while the Framework is foundational, products have been developed, which build off and connect directly to the Framework. These products aim to apply the Framework and approach to different levels of policy. The original Healing the Nation guide was for federal policymakers, and this past year, Well Being Trust created two additional guides, one for states and one for local policy leaders.

## STATE-BASED SOLUTIONS

In October 2020, Well Being Trust and United States of Care released [Healing Our Nation: State-Based Solutions for Connecting People to Mental Health Care and Addiction Recovery Services](#)

Using the five entry points for mental health and addiction as outlined in Healing the Nation, the state-based solutions guide offers concrete ways state policymakers could better integrate mental health into:



## LOCAL COMMUNITY SOLUTIONS

In August 2020, the de Beaumont Foundation and Well Being Trust released [“Supporting a Nation in Crisis: Solutions for Local Leaders to Improve Mental Health and Well-Being During and Post-COVID-19,”](#) an action guide for local leaders working to respond to mental health and addiction issues in their communities amid the pandemic.

### THE SOLUTION SETS PROVIDE EVIDENCE-BASED GUIDANCE ON IMMEDIATE ACTIONS TO:



### LONG-TERM SOLUTIONS ARE LAID OUT WITH STRATEGIES TO:



## BIG POLICY WIN AT STATE LEVEL – CA SB855

### Mental Health Equity in California

Thanks in part to advocacy from Inseparable, The Kennedy Forum, Steinberg Institute and other members of the mental health and well-being movement, Well Being Trust partnered to help enact California Senate Bill 855 in September 2020. This gold-standard law requires health insurers to make medical necessity determinations consistent with generally accepted standards of behavioral healthcare and to cover ongoing treatment for chronic mental health and substance use disorders. The legislation also creates a standard definition of medical necessity for mental health and substance use disorders to prevent insurers from creating their own.



# COMMUNITY



While it is vital to improve the quality of integrated whole-person care and access modalities, coupled with increasing affordable coverage to that care, Well Being Trust’s commitment to saving 100,000 lives calls us to work with partners to increase the vital conditions for mental health and well-being in the first place.

For the last 40 years, this stream of work has been called “social determinants of health.” Now it has been more accurately framed as “vital conditions.”

## THRIVING TOGETHER: A SPRINGBOARD FOR EQUITABLE RECOVERY AND RESILIENCE IN COMMUNITIES ACROSS AMERICA

In the spring of 2020, as the COVID-19 pandemic began to spread, Well Being Trust was contacted by the Centers for Disease Control and Prevention and the CDC Foundation to lead the charge on an important body of work to identify and lift up content on what must be done to address the health and well-being of the nation, and also to galvanize constituency and political will to see these solutions through to implemented outcomes.

*All people and places thriving—no exceptions.* That is the unifying message of a [guide and web resource](#) released by Well Being Trust, the CDC Foundation, Community Initiatives and a broad coalition of WIN Network and other diverse partners over the summer of 2020.

**“THRIVING TOGETHER: A SPRINGBOARD FOR EQUITABLE RECOVERY AND RESILIENCE IN COMMUNITIES ACROSS AMERICA”** highlights scores of actions that communities, organizations, businesses, governments, and funders can take in the wake of COVID-19 and other related threats to our nation. It is a practical resource for everyone wanting to help America heal through the trauma of 2020 and secure the vital conditions that all people and places need to thrive.

The guide was developed with funding from the CDC Foundation, working in active partnership with the Centers for Disease Control and Prevention. Leaders from more than 100 organizations and communities contributed to it, using as a framework the [Vital Conditions for Intergenerational Well-Being](#) developed by the Well Being in the Nation Network over the past four years.

### VITAL CONDITIONS FOR INTERGENERATIONAL WELL-BEING



**Thriving Natural World:** Sustainable resources, contact with nature, freedom from hazards



**Basic Needs for Health and Safety:** Basic requirements for well-being



**Humane Housing:** Humane, consistent housing



**Meaningful Work & Wealth:** Rewarding work, careers, and standards of living



**Lifelong Learning:** Continuous learning, education, and literacy



**Reliable Transportation:** Reliable, safe, and accessible transportation



**Belonging & Civic Muscle:** Sense of belonging and power to shape a common world

## BEYOND SCREENING ACHIEVING CALIFORNIA'S BOLD GOAL OF REDUCING EXPOSURE TO CHILDHOOD TRAUMA AND PREVENTING CHILDHOOD TRAUMA FOR LIFELONG WELL-BEING

### Improving children's physical and mental health by preventing adverse childhood experiences

California Surgeon General Nadine Burke Harris has led an effort to put an end to adverse childhood experiences, or ACEs, which can increase poor health outcomes in adulthood. In October 2020, Prevention Institute, Well Being Trust and other partners released Beyond Screening, which outlines additional steps the state must take to protect children and promote their future health.



**2/3** of California adults experienced trauma as a child, such as neglect or violence.

### STRATEGIES TO PREVENT TRAUMA AND CREATE A HEALTHIER AND SAFER CALIFORNIA FOR ALL CHILDREN:



Strengthen economic supports to families



Promote social norms that protect against violence and adversity



Increase access to housing and health-promoting community development



Ensure a strong start for children and youth in educational setting

### BE WELL ORANGE COUNTY:



## BUILDING A WORLD-CLASS SYSTEM OF MENTAL HEALTH CARE

Be Well Orange County (OC) brings together a robust, community-based, cross-sector strategy — public, private, academic, faith and others — to create a community-wide, coordinated ecosystem to support optimal mental health.

Well Being Trust, alongside Kaiser Permanente, Providence and others, provided funding to Be Well OC. To date, Be Well OC has engaged more than 100 organizations across multiple sectors, including public and private healthcare, law enforcement, elected leaders, academic and faith communities, and businesses large and small. Be Well OC is advancing a distributed model of leadership and driving county-wide, community-centric action.

# BUILDING A MOVEMENT

## THESE 7 ELEMENTS OF SOCIAL MOVEMENT INFRASTRUCTURE WILL HELP SAVE LIVES

Well Being Trust is a small but mighty catalyst for change.

We assess the field of mental health advocacy, partner with those already working to bring healing to the nation, and seed new organizations where we see gaps (read about two of these organizations on page 26).

Our movement strategy is guided by the seven elements articulated by our Well Being Trust National Advisory Council in 2019.

### THE ELEMENTS



#### Pathways

Build civic muscle and solutions for focused action.



#### Leadership

Create networks that enable leadership teams to collaborate.



#### Communications

Develop aligned narratives and intersectional messaging.



#### Measurement

Create shared metrics and systems of accountability.



#### Policy

Mobilize political power to advance policy priorities.



#### Standards

Actionable solutions + assuring excellence.



#### Funding

Leverage new funding into the field.

## HIGHLIGHTS OF TWO NEW ORGANIZATIONS SEEDED BY WELL BEING TRUST IN 2020

### Inseparable

We joined with [Civitas Public Affairs](#) in early 2020 to launch Inseparable, a 501 (c)3/(c)4 advocacy organization that aims to make better mental health policy a reality by building grassroots and political power. Among the group's early wins:

- Helping pass Senate Bill 855 in California to expand access to millions in need.
- Advising the incoming Biden administration via "personnel as policy" as they onboard mental health advocates like U. S. Surgeon General Dr. Vivek Murthy, and Secretary of the U.S. Department of Health and Human Services, Xavier Becerra. In 2021, Inseparable is actively working with the new administration and congress to push for better mental health and addiction policy.



"Mental health is just as important as physical health. Accessibility, cultural competency, and affordability always need to be a part of the mental health care conversation. Insurance companies need to cover all mental health addiction and treatment. California's SB855 is a step in the right direction."



#### Bill Smith

Bill Smith is a founding partner of Civitas Public Affairs Group. He has more than two decades of experience in campaign management, message research and development, strategic planning, and movement building, and was a key strategist in the marriage equality movement. He currently advises philanthropists, foundations, and donor collaboratives on a wide range of policy objectives, as well as national nonprofit organizations seeking to advance progressive policies at the state and federal levels.

### Mindful Philanthropy

In early 2020, Well Being Trust helped co-found and seed-fund a unique philanthropic venture to enable foundations and individual donors to support bold advancements in mental health, addiction, and community well-being. [Mindful Philanthropy](#) identifies high-impact initiatives and connects them to philanthropists who share their vision of a better world.

"Mindful Philanthropy will play a vital role in bringing significant new resources to improving mental health and well-being in our nation. Well Being Trust is committed to building 'movement infrastructure' that can assure a strong foundation for measurable, sustained benefit. Core to this is having the economic resources that increase overall investment, and increased investment focus and associated leadership on what works."



#### Tyler Norris

CEO, Well Being Trust

Among the philanthropies Mindful Philanthropy supported in 2020:

- The Steve Fund, the nation's leading nonprofit focused on promoting the mental health and emotional well-being of college and university students of color.
- Prevention Point Philadelphia, a harm-reduction center that saves lives by reducing negative consequences associated with drug use.

"Throughout 2020, the U.S. workforce experienced unprecedented challenges and increased stressors brought on by the COVID-19 pandemic. From adapting to a new work from home environment, to coping with loneliness and isolation from co-workers, friends and loved ones, the COVID-19 pandemic has taken its toll on the U.S. workforce. It's critically important that organizations promote well-being and make mental health a workplace priority. I'm excited to join the Well Being Trust National Advisory Council to support this important work."



#### Timothy Goodly, MBA, Ph.D.

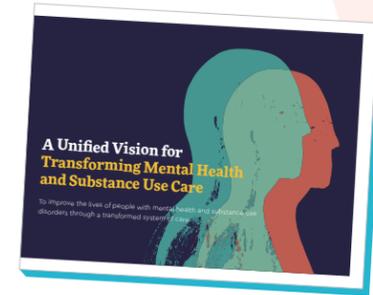
Senior Vice President and Chief Human Resources officer at AMB Group. Member Well Being Trust National Advisory Council

# A UNIFIED VISION FOR THE NATION

As Thriving Together brought together a broad coalition of organizations around a common vision of all people and all places thriving, the mental health and well-being field has made significant strides this year in coming together with a shared, ambitious goal.

Convened by Well Being Trust CEO Tyler Norris and National Alliance on Mental Illness CEO Daniel Gillison, leaders of the nation's 14 leading mental health, addiction and well-being organizations began meeting weekly. In October, they released the "[Unified Vision for Transforming Mental Health and Substance Use Care.](#)"

The document lays out seven critical elements for transformation — including early identification, equity, and parity — and is a gamechanger for a field that has long been fragmented.



## Seven Critical Elements



Early identification and Prevention



Emergency and Crisis Response



Equity



Integration



Parity



Standards



Workforce

"America's ongoing mental health crisis requires more than a solution — it requires a nationwide transformation. That's why collaborating across services is critical to achieving our vision of better health for all. It will require input from educators, care providers, policymakers and everyone in between."



**Daniel H. Gillison Jr.,**  
CEO, National Alliance on Mental Illness (NAMI)

"COVID-19 has spawned a mental health crisis like we've never seen before, and that's brought the mental health and addiction community together. For the first time, there is strong agreement across the field about what must be done. This alignment will be critical to spurring real change for the well-being of our nation as we try to heal from massive collective and ongoing trauma — together."



**Tyler Norris**  
CEO, Well Being Trust

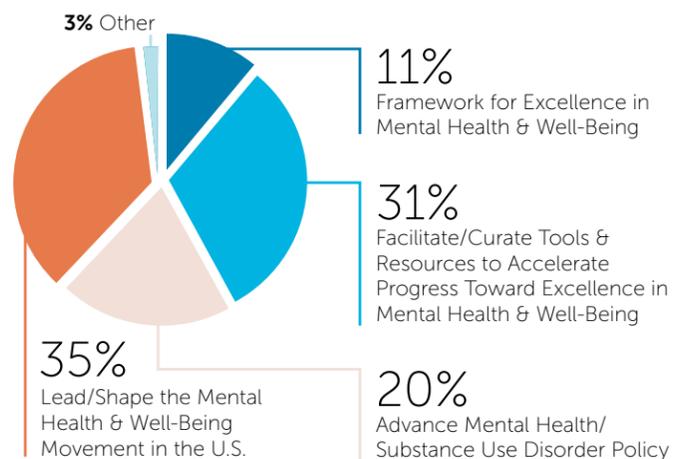
# 2020 GRANT-MAKING

# WELL BEING TRUST IN THE NEWS

## INVESTMENTS TO IMPROVE THE MENTAL HEALTH AND WELL-BEING OF OUR NATION

Well Being Trust has come a long way in the four years since its founding. Throughout this time, Well Being Trust has invested more than \$58 million in a portfolio of carefully targeted initiatives and investments that support our Mission.

## A BREAKDOWN OF 2020 INVESTMENTS



"It has been a great privilege to witness the vision that gave birth to Well Being Trust come to life over the last few years. That doesn't happen without extraordinary persistence, dedication, and heart. I want to convey my deep gratitude to the WBT team and to my friend Tyler in particular for allowing me to be a small part of this journey. At a time when millions of people are struggling with their physical, mental, and spiritual health, the work of Well Being Trust could not be more urgent. Your work and your values continue to inspire me. I will be wishing you well and cheering you on for the months and years to come."



**Vivek Murthy, M.D.**

21st and 19th U. S. Surgeon General. Senior Fellow, Well Being Trust 2017-2020.

## ROUNDUP OF 2020 NEWS AND SOCIAL MEDIA COVERAGE

Well Being Trust leadership, grantees and partners were featured in national publications and had several thought leadership pieces published throughout 2020 on how to change public policy to improve mental health and well-being. Some include:



### [A Projected 75,000 'Deaths Of Despair' Could Result From Coronavirus Pandemic Impact](#)

Researchers at Well Being Trust and the Robert Graham Center for Policy Studies in Family Medicine and Primary Care estimate another 75,000 people could die as the result of alcohol or drug abuse and suicide.



### [Drug overdose deaths drop in U.S. as other deaths of despair rise, report finds](#)

Deaths due to alcohol, synthetic opioids, cocaine and suicide increased, particularly among people of color, according to a report from Trust for America's Health and Well Being Trust.



### [Using Telehealth to Address Behavioral Issues](#)

In response to the COVID-19 pandemic, many hospitals and health systems are expanding telehealth services. Podcast features Arpan Waghray, M.D., Chief Medical Officer, Well Being Trust.

## Op-Eds



### [Mental illness is our epidemic within the coronavirus pandemic](#)

By Benjamin Miller, PsyD, Chief Strategy Officer, Well Being Trust



### [Fighting Fragmentation: Mental Health Benefits from Integrated Care](#)

By Benjamin Miller, PsyD, Chief Strategy Officer, Well Being Trust

### [Mental Health in the Age of the Coronavirus](#)

Tyler Norris, Chief Executive, Well Being Trust, Quoted in David Brooks/New York Times Opinion Article

### [Dollars alone can't measure the value of mental health investments](#)

By Tyler Norris, Chief Executive, Well Being Trust

View all Well Being Trust news and updates at [www.wellbeingtrust.org/news](https://www.wellbeingtrust.org/news).

## BY THE NUMBERS: 2020 WBT MEDIA HIGHLIGHTS

Total Readership/Viewers for Outlets that Covered Well Being Trust in 2020

**Online News**  
17 Billion

**Broadcast**  
8.2 Million



# LEADERSHIP AND STAFF

## WELL BEING TRUST GOVERNING BOARD

**ROD HOCHMAN, M.D.**

President and CEO of Providence (WBT Board Chair)

**MAUREEN BISOGNANO**

President Emerita and Senior Fellow, Institute for Healthcare Improvement

**DEB CANALES**

Executive Vice President/Chief Administrative Officer, Providence

**AMY COMPTON-PHILLIPS, M.D.**

President, Chief Clinical Officer, Providence

**DANIEL H. GILLISON JR.**

CEO, National Alliance on Mental Illness (NAMI)

**JOEL GILBERTSON**

Chief Executive, Providence Washington and Montana Region

**TERRI LUDWIG**

President, Ballmer Group Philanthropy

**PRESTON SIMMONS**

Chief Executive, Providence Alaska Region

## WELL BEING TRUST NATIONAL ADVISORY COUNCIL

The Well Being Trust National Advisory Council represents a diversity of experiences, expertise, fields, politics, geographies, and stages of life. Each member brings their lived experience and possesses a keen interest in advancing the well-being of all. The members in 2020 were:

**TJ ANNERINO**, Auburn University / Active Minds

**ANDREW BARR**, Founding Partner, GreyMatter

**REGINA M. BENJAMIN**, MD, MBA, 18th U.S. Surgeon General 2009-2013

**MAUREEN BISOGNANO**, Chair, Well Being Trust National Advisory Council, President Emerita, Institute for Healthcare Improvement

**LYDIA BORSI**, University of Rochester/ Active Minds

**M. JUSTIN COFFEY**, MD, Chair, Geisinger Department of Psychiatry, Addiction Medicine and Behavioral Health

**KELLY DAVIS**, Director of Peer Advocacy, Supports and Services, Mental Health America

**DAVID J. ERICKSON**, Ph.D., SVP and Head of Outreach & Education, Federal Reserve Bank of New York

**ALBINO GARCIA JR.**, Executive Director, La Plazita Institute

**DANIEL H. GILLISON JR.**, CEO, National Alliance on Mental Illness (NAMI)

**TIMOTHY W. GOODLY**, MBA, Ph.D. Senior Vice President and Chief Human Resources officer at AMB Group. Member Well Being Trust National Advisory Council

**PATRICK KENNEDY**, Founder, Kennedy Forum

**ANGELA KIMBALL**, National Director, Advocacy and Public Policy NAMI

**MARGARET LAWS**, CEO, HopeLab

**TERRI LUDWIG**, President of Philanthropy, Ballmer Group

**ALISON MALMON**, Founder and Chief Executive of Active Minds

**RISHI MANCHANDA**, MD, CEO, Health Begins

**DAYNA BOWEN MATTHEW, JD**, Dean and Harold H. Greene Professor of Law, George Washington University Law School

**TAWNYA RUPE MRAZ**, Senior Program Director, AMB West Philanthropies, The Arthur M. Blank Family Foundation

**MELINDA POLLACK**, Managing Director, Portfolio Strategy & Initiatives, Blue Meridian Partners

**BRIAN RAHMER**, Senior Fellow, PhD, MS, Well Being and Equity in the World

**LISA RICHTER**, Managing Partner, Avivar Capital

**LINDA ROSENBERG**, Faculty and Director of External Relations, Columbia University Department of Psychiatry.

**PAUL SUMMERGRAD**, MD, Chairman, Psychiatry, Tufts University School of Medicine

**JAIDEN SINGH**, University of Arizona/ Active Minds

**ARPAN WAGHRAY**, Chief Medical Officer, Well Being Trust; Chief Medical Officer, Providence Behavioral Medicine; Executive Medical Director for Behavioral Medicine at Swedish Health Services

### Senior Fellow Emeritus

**VIVEK MURTHY**, MD, 21st and 19th US Surgeon General and Well Being Trust Senior Fellow 2017-2019

## WELL BEING TRUST STAFF

**AMY SHIELDS**, MA, Director of Communications

**ARPAN WAGHRAY**, M.D., Chief Medical Officer

**BENJAMIN F. MILLER**, PsyD, Chief Strategy Officer

**CHRISTINA DESNOYERS**, Policy Coordinator & Youth Strategy

**GRAINGER MARBURG**, Ed.M., Chief Operating Officer

**JENNIFER GRAVES**, Grants and Finance Manager

**LAURA BLANKE**, Senior Policy Associate

**LISA HERRON**, MPH, 2020-2021 Executive Fellow

**LIZ KARSA**, Senior Executive Assistant

**MARY RENOUF-HANSON**, MBA, Senior Marketing and Communications Advisor

**TYLER NORRIS**, MDiv, Chief Executive





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