



AMERICAN
PSYCHOLOGICAL
ASSOCIATION

Rosa Thomas
Consulting

MEADOWS
MENTAL HEALTH
POLICY INSTITUTE

AI and the Behavioral Health Workforce: A Guide for Systems Leaders

September 29, 2026

9:00am PT / 10:00am MT / 11:00am CT / 12:00pm ET

Welcome! We will get started momentarily.

Please let us know who you are and where you are from in the chat box
(click the chat icon at the bottom of your screen).

Welcome



Our Vision

The College for Behavioral Health Leadership (CBHL) envisions innovative and flourishing leaders who invest in communities to cultivate healing, wellness, and recovery.

Our Mission

We support current and emerging leaders with learned and lived experience to collectively advance behavioral health.

Annual Dues



Individual Membership

- Regular Individual Membership: \$230
- Emerging Leader Membership: \$199
- Peer, Student, and Retired Leader Membership: \$99
- Sponsoring Leader Membership: \$500



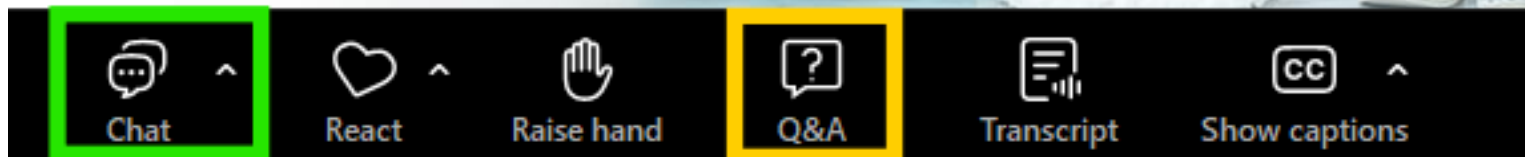
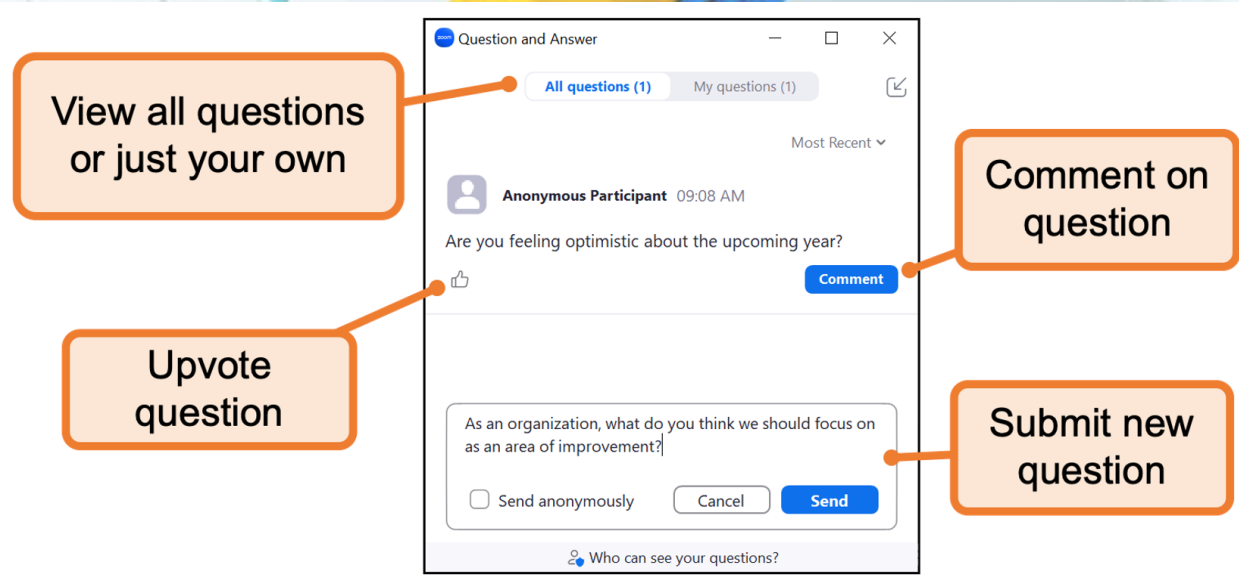
Scan to join today!

Organizational Membership

- Tier 1: \$1,099 | Up to 5 members (\$1,150 value)
- Tier 2: \$2,799 | Up to 15 members (\$3,450 value)
- Tier 3: \$4,299 | Up to 25 members (\$5,750 value)

Housekeeping

- We want to hear from you! Share your **questions, comments** and “**ah-ha’s**” via the **chat box**.
- You can also utilize the Q&A feature at the bottom of your screen; there will be time for a brief Q&A at the end of the event.
- A **recording and slides** will be available within 48 hours - We'll email you.



Upcoming CBHL Events

- **November 5th, 12p ET: Mentorship in Motion with Arc Telos Saint Amour and Isaac Lara (*Included with Membership*)**
- **Coming Soon: AI and the Behavioral Health Workforce: A Guide for Providers (*Open to all*)**

Continuing Education Credits

- The University of Connecticut School of Social Work is approved by the Connecticut Department of Public Health to provide continuing education credits (CECs) for social workers. The School is accredited by the Council on Social Work Education. The University of Connecticut is regionally accredited by the New England Commission of Higher Education (NECHE).
- Individuals will need to check with their local licensing authority to determine if their policy allows for the acceptance of CECs awarded for training they complete. Continuing education requirements vary from state to state. Many state boards grant reciprocity with national accrediting organizations and other state boards. It is the responsibility of each professional to understand the requirements for license renewal or check with the state or national licensing board and/or professional organization to become more familiar with their policies for acceptable continuing education credits. Individuals should contact their regulatory board to determine course approval.
- To receive CE Credit you must be logged on by 12:10 pm and stay on until 1:20 pm

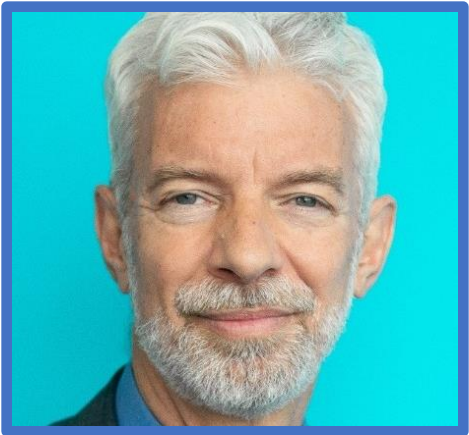
AGENDA

WHAT WE WILL COVER

- ➔ Welcome, Housekeeping and Purpose
- ➔ AI Foundations for Leaders
- ➔ Organizational Readiness and Sustainability
- ➔ Ethical Considerations for Organizations
- ➔ Workforce Impact
- ➔ Moderated Panel Discussion
- ➔ Audience Q&A
- ➔ Wrap Up & Close



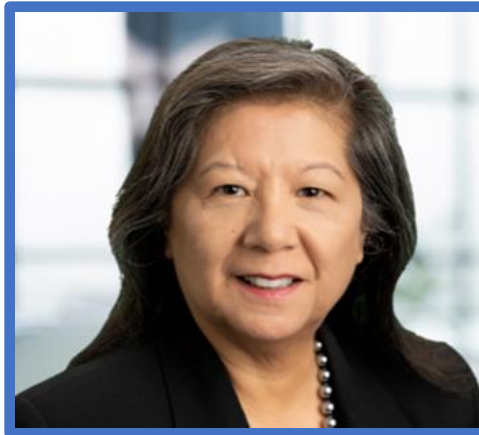
Speakers



**David
Gastfriend, MD,
DFASAM**
President and CEO of
DynamiCare Health



**Jason
Hutchinson, BS**
Vice President of
Technology and AI
Enablement at
Meadows Mental
Health Policy Institute



**Rosa Thomas,
MA, LLP**
Executive
Director of Livingston
Family Center



**Charmain
Jackman, PhD**
Founder and CEO,
InnoPsych and
Creator, AI-Ready
Therapist™



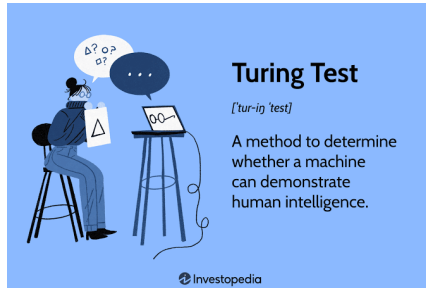
**Dennis P. Stolle,
JD, PhD**
Executive Lead
Psychologist, Applied
Psychology at American Psychological
Association

AI Foundations For Leaders

Jason Hutchinson II

AI Research has been building for 70+ years

1950



Alan Turing asks, “Can machines think?”

2011



Siri and IBM Watson bring AI into everyday life

2022

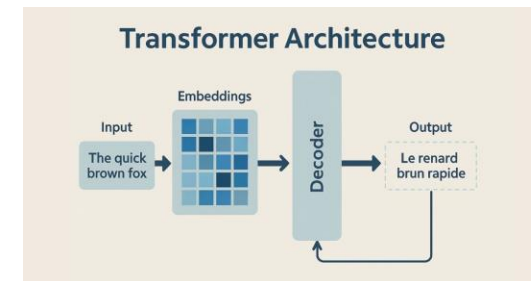


ChatGPT launches; generative AI goes mainstream



IBM's Deep Blue defeats chess champion Garry Kasparov

1997



The transformer architecture is published — the engine of modern gen AI

2017

AI Landscape

| 11

Artificial Intelligence (AI)

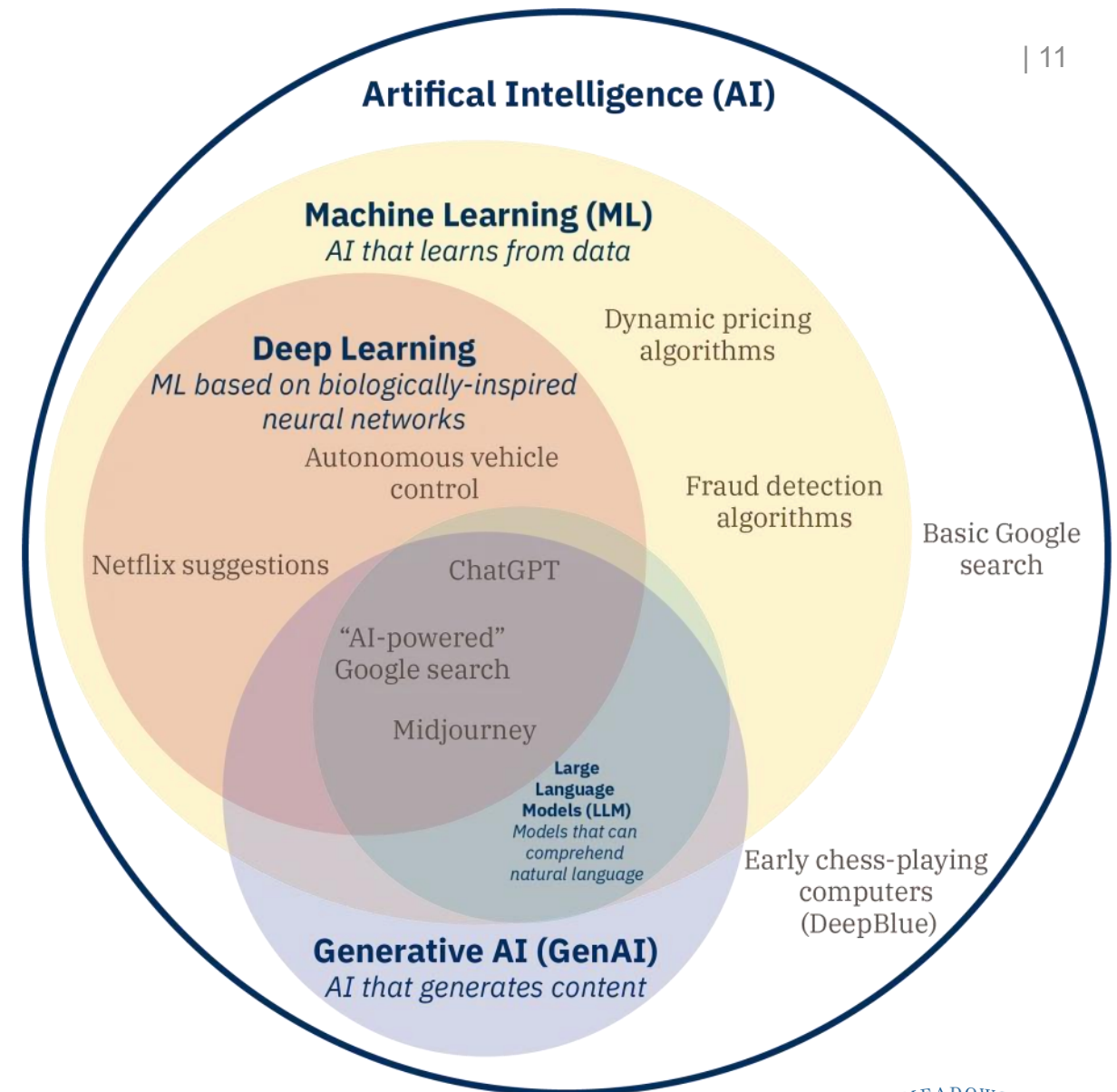
A broad term referring to algorithms and techniques that aim to give computer systems the ability to learn new concepts and solve complex problems in a manner that mimics human intelligence.

Machine Learning (ML)

A subfield of AI, uses algorithms to enable systems to identify and learn from patterns or relationships in data without being explicitly programmed.

Generative Artificial Intelligence (Gen AI)

AI systems that can generate content such as written material, audio, images, or computer code.



Generative AI

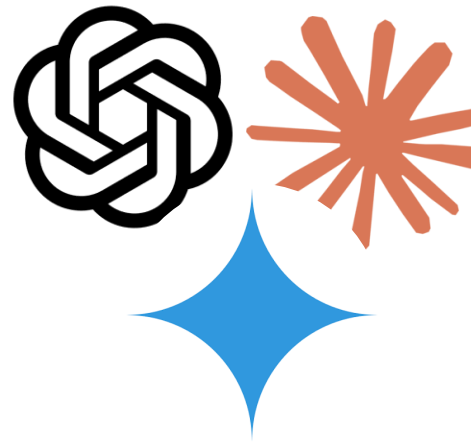
What is Generative AI?

Generative AI

AI that can create original content such as text, images, video, audio or software code in response to a user's prompt or request.



Photo / Video



Text



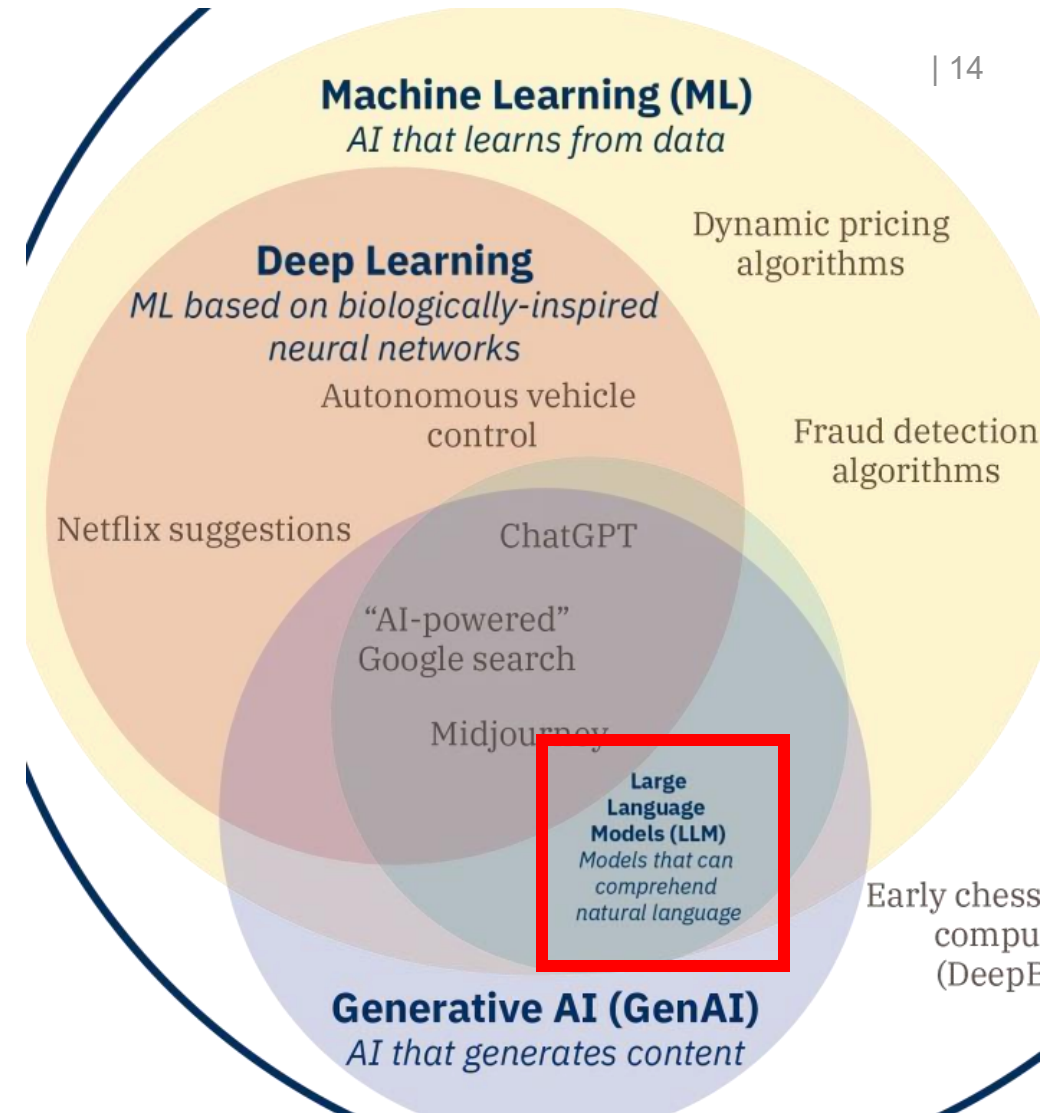
Audio

What is a Large Language Model (LLM)

What it is: A statistical model trained on large amounts of text to predict and generate human-like language.

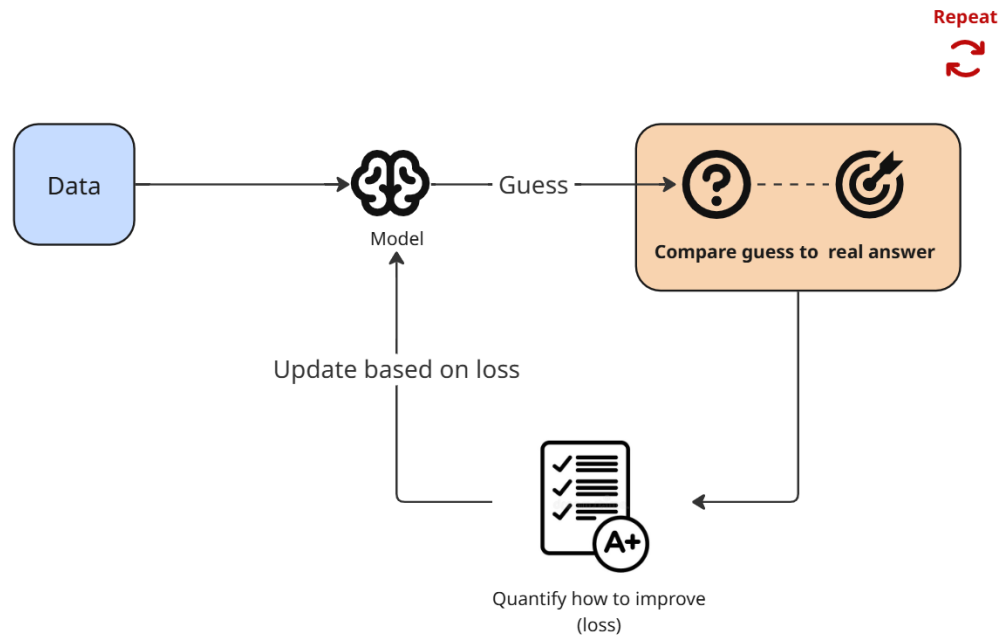
What it's not: Intelligent like a person. It recognizes patterns rather than truly understanding what it's saying.

What it's good at: Summarizing large volumes of text, exploring and stress-testing ideas.

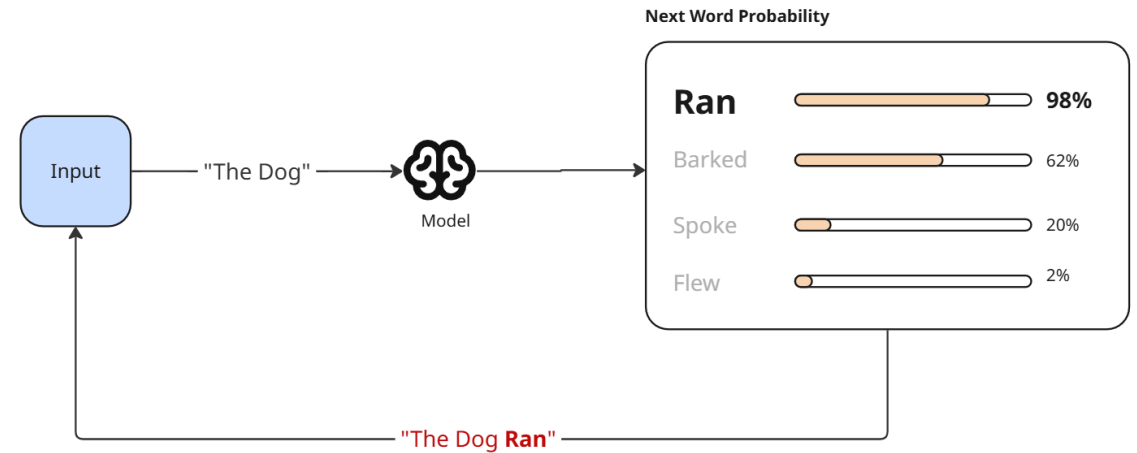


What is a Large Language Model (LLM)

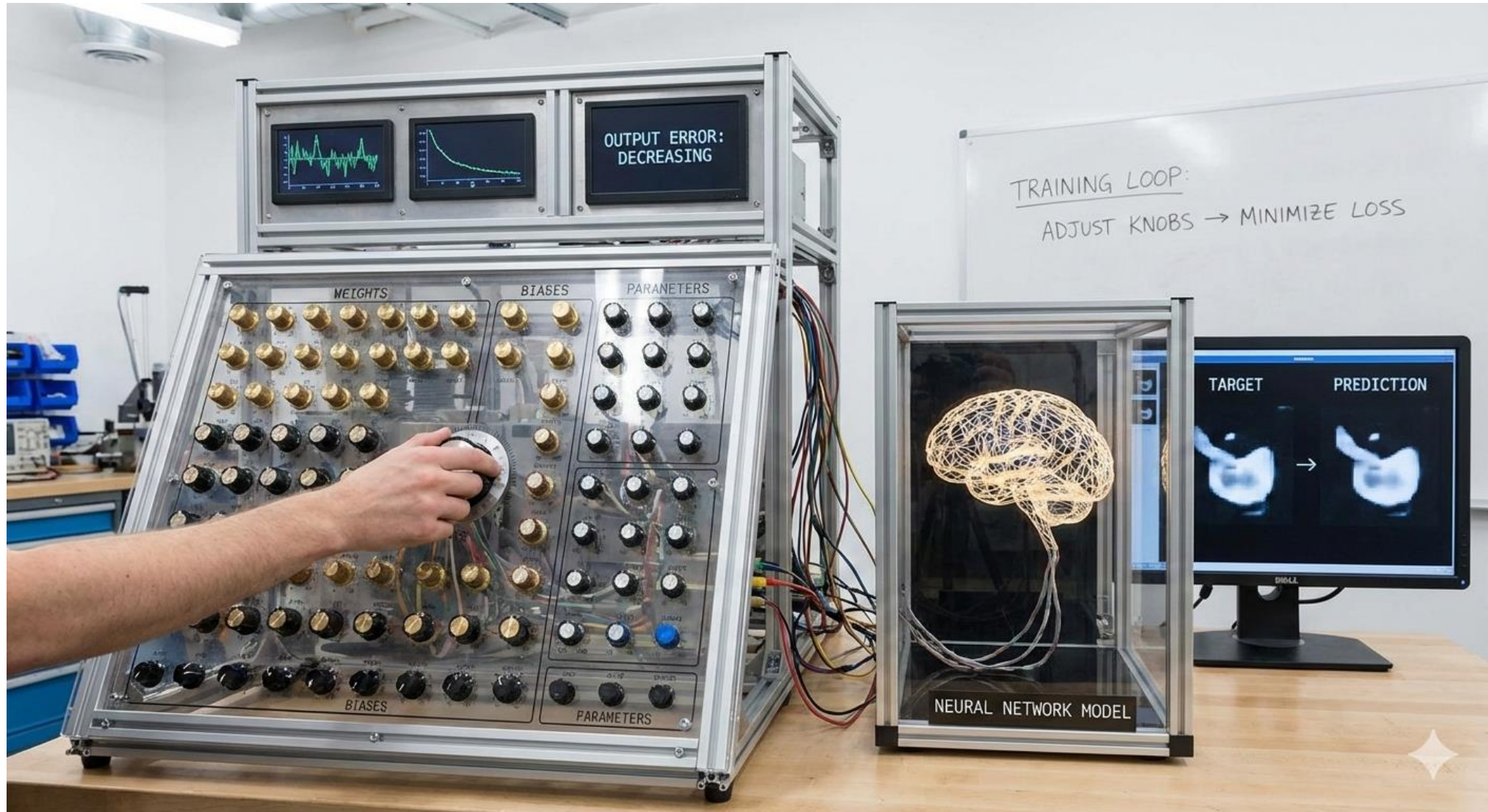
| 15



1. Training Model



2. Generating Words



The LLM can power chatbots as well as lower risk operational work

Data

Data on a specific tasks used to train the model

Modeling

Representation of patterns between inputs and outputs

Detection

Triage

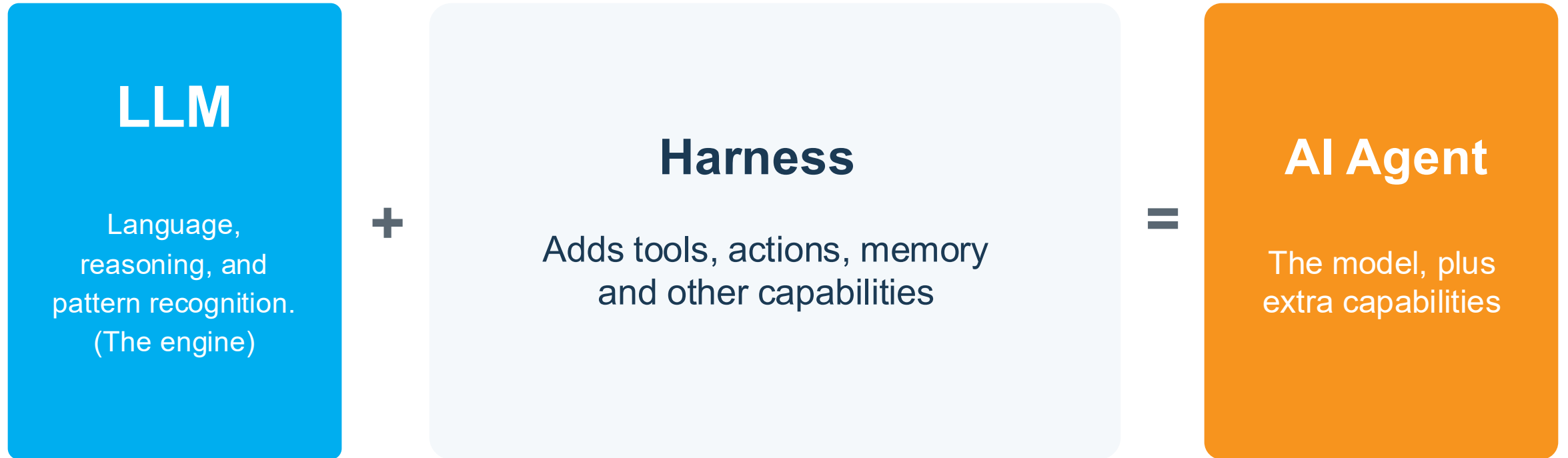
Scheduling

Problems with the Large Language Model

A model on its own is a very capable text predictor

- 1 It makes things up (AKA Hallucination)
- 2 Stale information and garbage inputs (AKA Garbage in, garbage out)
- 3 It's static — it answers, it can't act

A **harness** around an **LLM** adds dynamic capabilities that solve some of these issues. LLM + harness = **AI Agent**



LLM: Sonnet, Opus, Fable

Agentic System: Claude app, Claude Code, Claude Co-work

What Agents Fix, and What They Don't

WHAT AGENTS IMPROVED

WHAT WE STILL MITIGATE

1

Hallucination



The agent can look things up before answering. Retrieve the source, cite it, and check its own draft against it.



Output still happens probabilistically, one word at a time. Every output, citation and action still needs human review

2

Garbage Inputs



Fresh, Institute-specific context arrives at request time through Projects, Skills, and connectors.



The agent is only as good as the data we hand it. Disconnected systems, misleading site names, and outdated files feed it confidently wrong context.

3

Static



It can act by breaking a task into steps, call tools, read and write to systems, and carry state across turns.



Acting means it can act incorrectly across systems. We need to evaluate the output, but also the method.

Foundations of responsible use

Responsible AI use starts with a strong foundation

Ensures AI usage is efficient, accurate and has a positive impact

| 22



-  **Models & Agents**
The right models and agents, applied
-  **Infrastructure**
Pipelines and tools to access the data
-  **Data**
Clean, relevant, well-governed data
-  **Use Cases**
Clear, high-value problems worth solving
-  **People**
The humans who build, use, and trust it

Human in the Loop (HITL)

Human in the loop

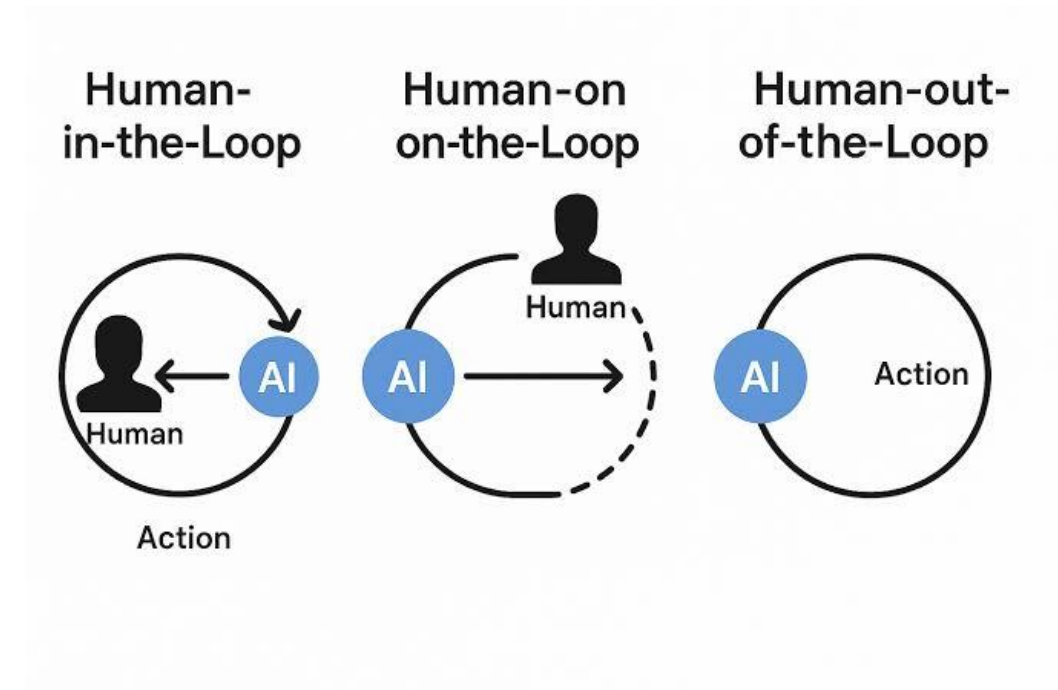
A person reviews and approves before anything happens. The AI drafts, the person decides.

Example: A model flags a chart as high risk; a clinician reads it and chooses the next step.

Human on the loop

The AI acts on its own, a person watches and can step in or override at any time.

Example: Appointment reminders go out automatically; staff monitor the queue and fix misfires.



Recap

- | | | |
|---|----------------------------------|---|
| 1 | Decades in the making | Generative AI is the newest layer of 70+ years of AI research. Subsets of AI build to generative AI. |
| 2 | Pattern recognition | Generative AI models model patterns found in training data to generate output. They don't have symbolic understanding. |
| 3 | Use cases outside of chat | LLM's power chatbots, but can also provide semantic "understanding" to workflows focused on lower risk operational tasks |
| 4 | Foundation before tools | Responsible AI is founded on people, use cases, data, and infrastructure (governance and ownership) |
| 5 | A human stays in the loop | Someone is accountable for every decision AI touches: reviewing before it acts, monitoring while it runs, deciding where no review is acceptable. |

AI Organizational Readiness

Is Your Organization Ready for AI?

Leadership, Workforce Preparedness, Governance, and Responsible Implementation

Awareness

AI does not fix organizations, it amplifies them.

Strong Foundation

- Clear leadership
- Effective processes
- Workforce competency
- Governance and accountability
- Reliable data
- Continuous improvement

Weak Foundation

- Unclear leadership
- Inconsistent processes
- Workforce gaps
- Informal practices
- Poor data quality
- Operational challenges

AI AMPLIFIES BOTH

Awareness

**IF AI AMPLIFIED YOUR
ORGANIZATION TOMORROW, WHAT
WOULD IT AMPLIFY MOST?**

What Is Organizational Readiness?

Tools are visible.

Readiness determines results.

AI TOOLS & TECHNOLOGY

- ChatGPT
- Copilot
- AI Assistants
- Automation Tools

What We See

The Surface

ORGANIZATIONAL READINESS

What Drives Success

-  Leadership & Vision
-  Governance & Risk
-  Workforce Readiness
-  Data Readiness
-  Operational Processes
-  Organizational Culture

What Drives Success



09/29/2026

Organizations rarely struggle because they lack AI tools. They struggle because the **leadership, governance, workforce, data, processes, and culture** needed to support implementation are not yet in place.

AI and the Behavioral Health Workforce: A Guide for Systems Leaders

Understanding the Readiness Levels

How Organizational Readiness Is Assessed

Readiness reflects the strength of your organization's capability to implement, govern, and sustain AI-enabled change.



Readiness is not measured by whether AI exists in the organization.

It is measured by how effectively leadership, governance, workforce, operations, and culture support responsible and sustainable implementation.



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Strategic & Governance Foundations

These domains provide direction, accountability, trust, and alignment for responsible AI implementation.



Leadership & Vision

Provides strategic direction, sponsorship, and organizational alignment.



Governance, Ethics & Risk

Establishes oversight, accountability, and responsible use expectations.



Human Oversight & Accountability

Ensures people remain responsible for decisions and outcomes.



Organizational Culture & Change Readiness

Influences adoption, trust, learning, and sustained change.

People, Data & Technology Readiness

These domains determine whether the organization has the capabilities required to support implementation.



Workforce Development & Competency

Determines whether staff have the skills and knowledge needed for successful implementation.



Data Management & Readiness

Ensures information is reliable, protected, accessible, and fit for purpose.



Technical Infrastructure

Provides the systems, tools, and capabilities required to support AI solutions securely and effectively.



Vendor & External Partner Readiness

Evaluates how external solutions are selected, managed, and monitored to ensure value and alignment.



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Strong people, trusted data, modern technology, and effective partnerships are essential to enable and sustain responsible AI implementation.

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Systems Leaders

Operational Readiness

These domains ensure AI solutions are effectively integrated, efficient, and continuously improved.



Service Integration & Workflow

Determines how AI solutions fit into existing services, processes, and daily work.



Operational Processes & Efficiency

Identifies opportunities to streamline operations, improve performance, and reduce risk.



Measurement & Evaluation

Tracks outcomes, effectiveness, risks, and areas for continuous improvement.



09/29/2026

Effective operations and ongoing measurement drive value, manage risk, and support continuous improvement.

AI and the Behavioral Health Workforce: A Guide for
Systems Leaders

Key Takeaways

- **AI readiness is not a technology issue.** It is a organizational/Leadership capability challenge.
- **AI does not fix organizations.** It amplifies existing strengths, weaknesses, processes, and culture.
- **Responsible implementation requires more than tools.** Leadership, governance, workforce readiness, data management, and human oversight all matter.
- **Organizational readiness can be assessed, developed, and strengthened over time.** Readiness is a journey, not a destination.

Thank you

The TRUST Framework: Centering Humans in AI™

Navigating the human, ethical, and
organizational dimensions of AI
adoption

Dr. Charmain Jackman

CEO, Innovative Psychological Services, Inc.



Dr. Charmain Jackman

Founder & CEO, InnoPsych
AI-Ready Therapist™

- **Consultant:** *AI Adoption | Workplace Wellbeing Strategist*
- **Author:** *The Black Therapist's Guide to Private Practice & Entrepreneurship*
- **TEDx:** *Reclaiming Wellbeing in the Workplace*
- **Leadership Coach**

2025 BBJ Innovators in Healthcare

2021 APA Citizen Psychologist

Oprah Daily · NPR · New York Times

WARM-UP

AI-Readiness Quiz



The AI-Readiness Quiz



The Trailblazer

Already using AI confidently and bringing others along.



The Explorer

Curious. Experimenting. Open to learning and seeing where the journey leads.



The Quiet Adopter

Already using AI, just haven't told others yet.



The Advocate

Vocal about ethical AI use, pushing colleagues and orgs toward better standards.



The Observer

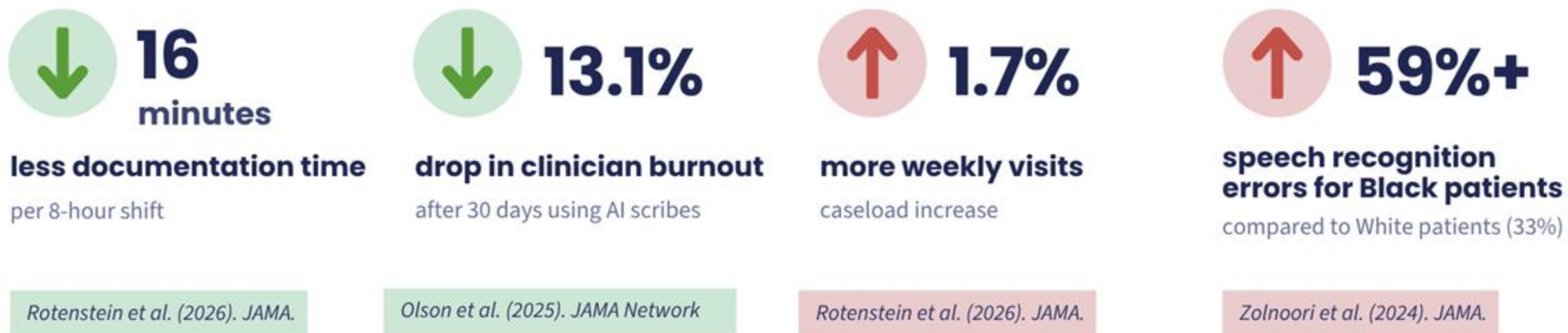
Real concerns about AI. Opting out for now, and that's valid.



Live poll: Which profile are you? Take the full quiz at aireadytherapist.com/quiz

WHAT AI PROMISES

The data is more complicated than the promise.



● Time saved is real — but small, and the hours don't stay saved. ● And the harms aren't distributed evenly.

WHY THIS MATTERS

Ethics is about trust.

Do Good

Do No Harm

Integrity

Social Responsibility

Respect for Human Rights

Competence

Social Justice

Mitigating Bias

Professional ethics protect the people you serve. Organizational ethics protect the people on the inside.
Together, they're what earns trust.

The ethical and operational safeguards that support responsible AI use.

T

**Transform Through
Dialogue & Data**

Engage stakeholders about their AI use. Use data to deepen your knowledge.

R

Reimagine the Work

Don't automate the past. Look at tasks and processes with fresh eyes

U

Uplift Human Oversight

Human in the lead. Get clarity on outcomes before you touch a tool.

S

**Sustain Workforce
Wellbeing**

What you don't measure, you won't see. Examine how AI is impacting culture & wellbeing.

T

**Translate Policy to
Practice**

Ongoing training, real examples of appropriate and inappropriate AI use.

Where have we seen color codes before?

- Keep it simple so people understand

AI TRAFFIC LIGHT



WHEN CAN YOU USE AI TOOLS?

Navigate AI usage in your assignments with this simple traffic light system. Each assignment will have one of these indicators to guide your AI tool usage.

🛑 AI = STOP

NO AI allowed on this assignment

- Do all work yourself
- Use only your own ideas and words
- Ask your teacher or classmates for help instead

⚠️ AI = CAUTION

AI allowed with teacher permission

- Ask your teacher **FIRST** before using any AI
- Follow specific rules your teacher gives you
- You must tell your teacher when and how you used AI

✅ AI = GO

AI is welcome on this assignment

- You can use AI tools to help with your work
- Still need to do your own thinking and learning
- Always mention which AI tools you used

Remember:

- When in doubt, ASK your teacher
- Be honest about your AI use
- You are still responsible for learning the material

This traffic light system helps create clear expectations around AI usage while ensuring academic integrity and meaningful learning experiences. Always check for the appropriate emoji before beginning any assignment.

One thing you can do starting tomorrow.

T

Transform Through Dialogue & Data

This week, ask one or two team members:

“What's one thing about AI you haven't said out loud yet?”

WHAT'S NEXT

Let's build this together.



SCHEDULE A CALL

Bring this framework to your organization.

Scan to schedule, or visit www.innopsych.work

Dr. Charmain Jackman
CEO, Licensed Psychologist



JOIN ME AT

The Emotional Skill Gap Summit

VIRTUAL SUMMIT SPEAKER

STAYING WELL WHEN TECH ISN'T SLOWING DOWN: **EMOTIONAL RESILIENCE IN THE AI AGE**

October 2, 2026 | 12:30pm ET

Register Here



[the-emotional-skill-gap-summit.https://the-emotional-skill-gap-summit.heysummit.com/?sc=1x87jCy8&ac=iYbdG6mJ.com](https://the-emotional-skill-gap-summit.heysummit.com/?sc=1x87jCy8&ac=iYbdG6mJ.com)

AI's Workforce Impact

Dennis P. Stolle, JD, PhD

Executive Lead Psychologist, Applied Psychology

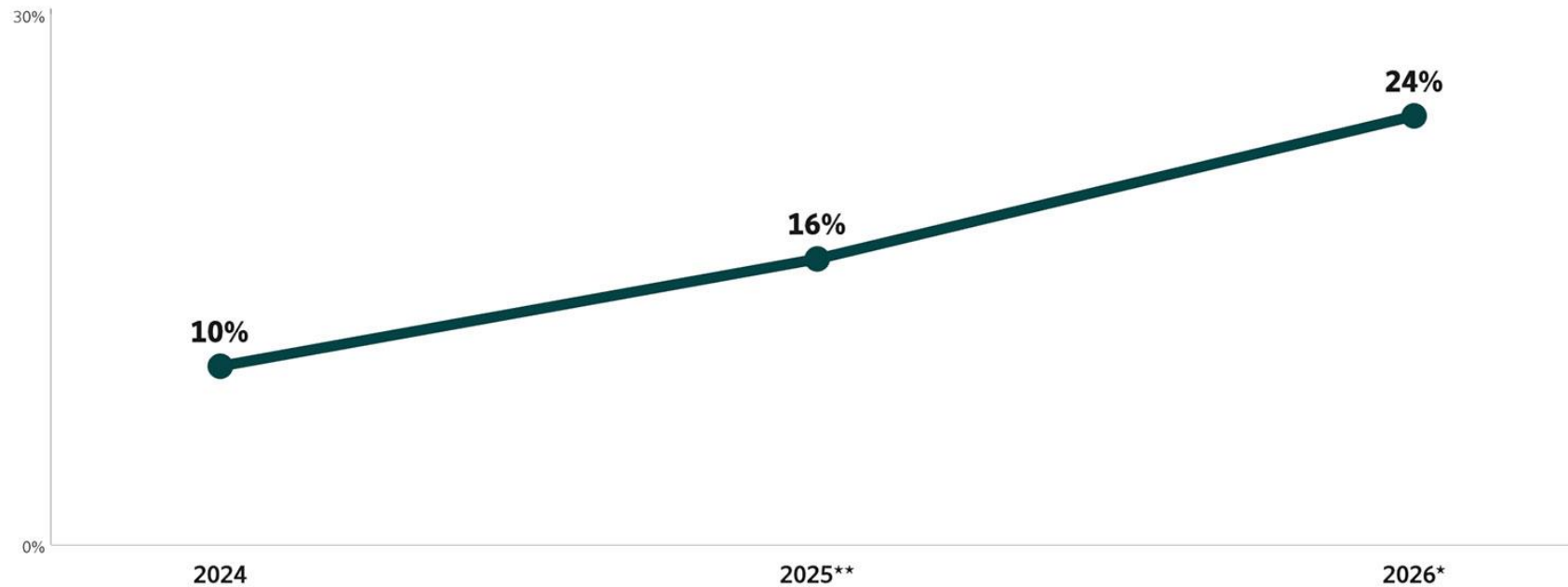
Psychology Team – American Psychological Association

September 29, 2026

AI use at work is rising quickly

More workers are using AI on a daily basis

% OF WORKERS WHO REPORT DAILY AI USE



*Data are significantly different from 2025 and 2024.

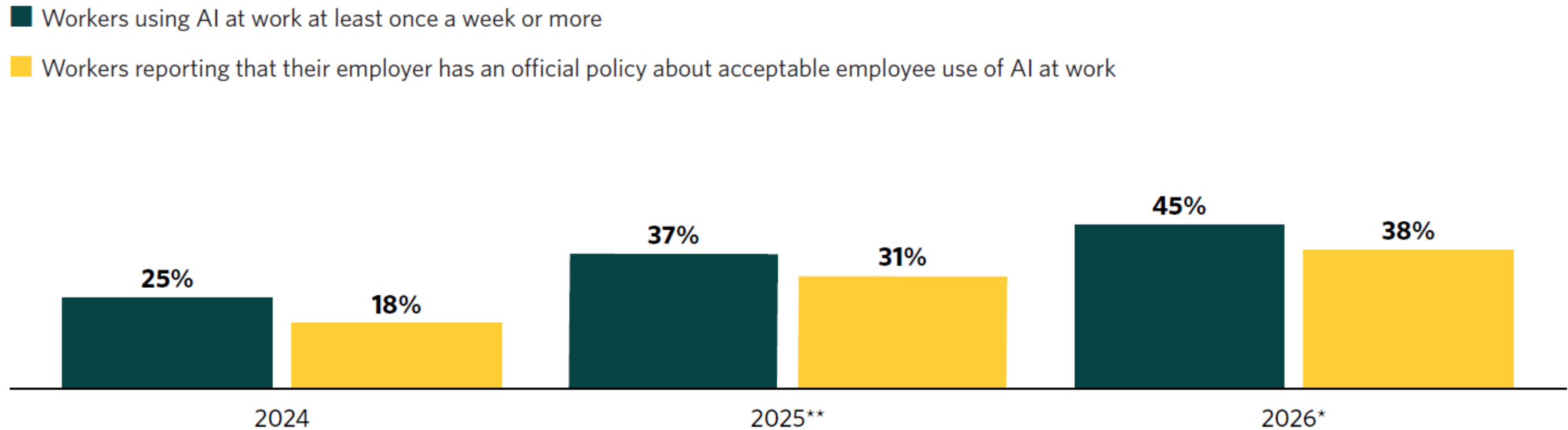
**Data are significantly different from 2024.

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Gap between use & policies persists

Lag between employee use of AI at work and employer policy governing acceptable AI use (2024-2026)



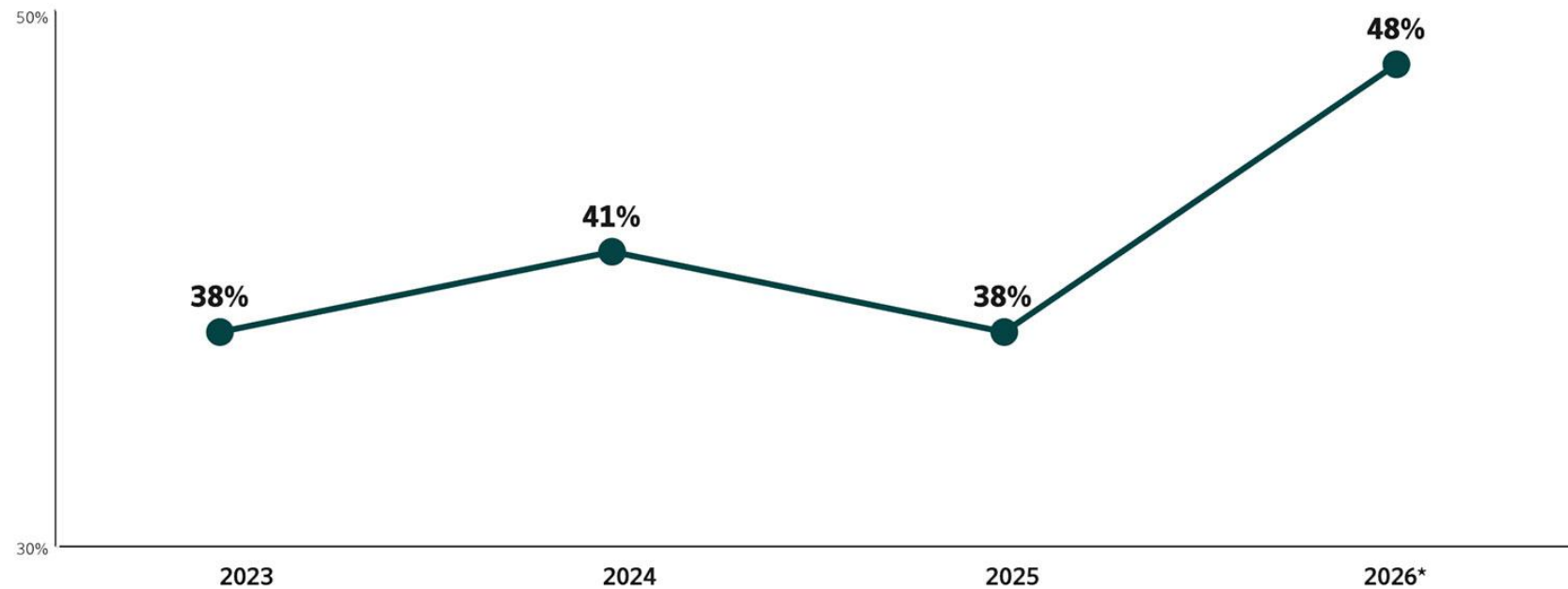
*Data are significantly different from 2025 and 2024.

**Data are significantly different from 2024.

AI is already changing life stressors

Percentage of workers reporting being worried that AI may make some or all of their job duties obsolete (2023-2026)

% OF WORKERS WHO AGREE/STRONGLY AGREE



Note: Data from 2026 are statistically different from all other years.

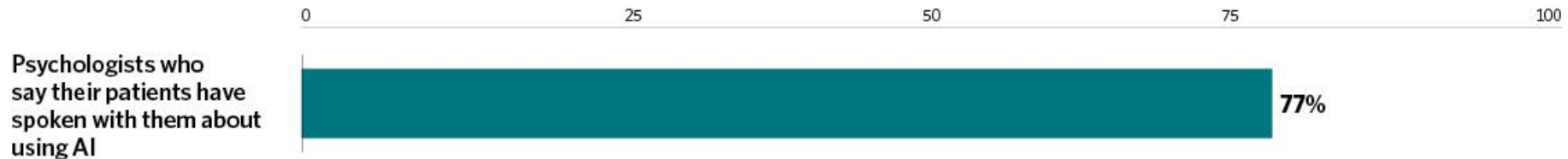
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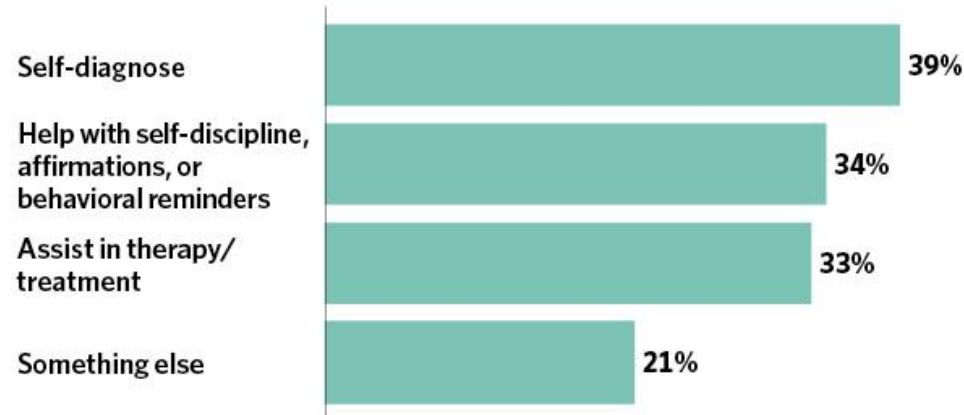
AI is already changing BH work

77% of psychologists report their patients use AI. Here's how.

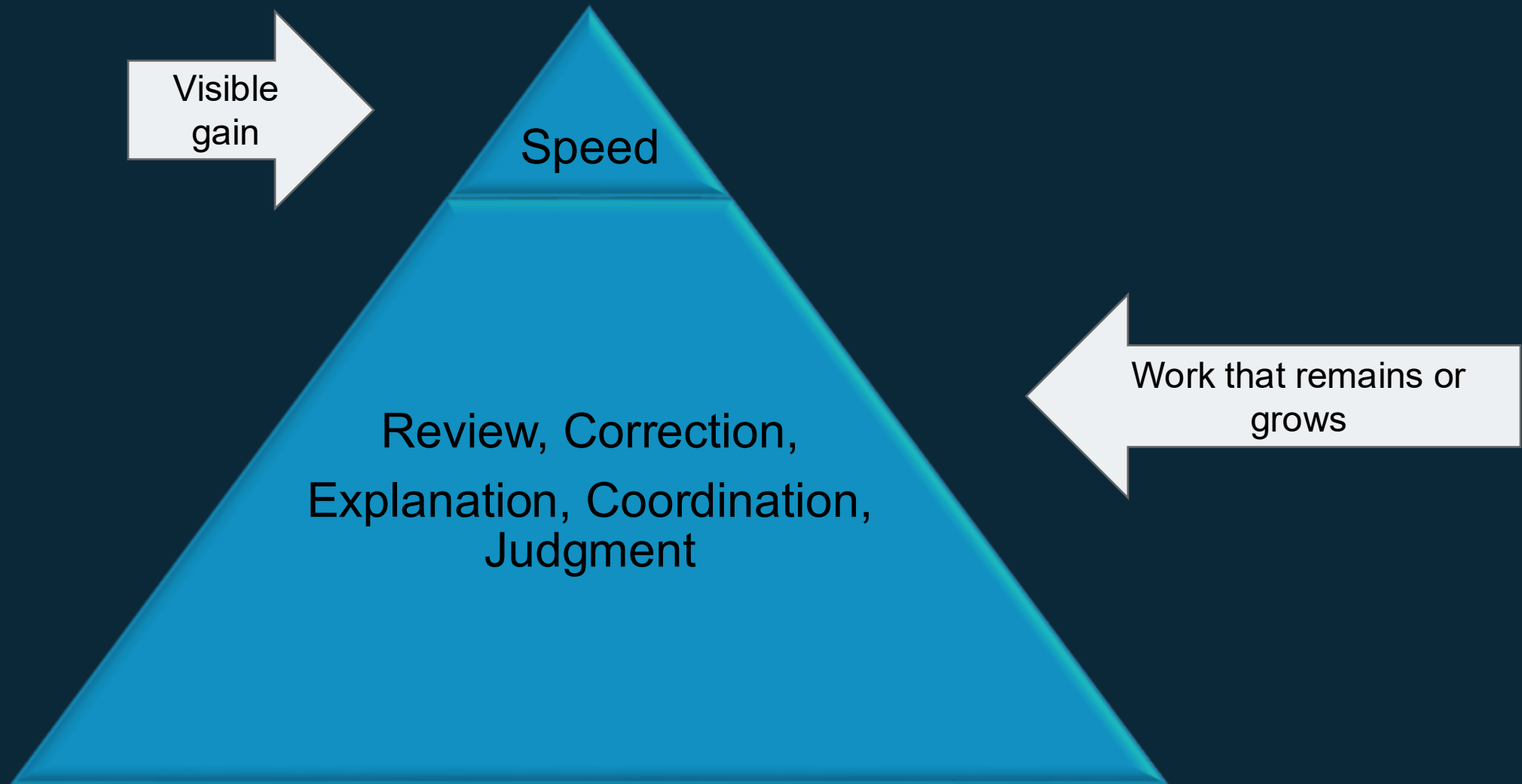
% OF PSYCHOLOGISTS WHO REPORTED THAT THEIR PATIENTS HAVE SPOKEN ABOUT USING AI



REASONS PATIENTS HAVE REPORTED USING AI



The whole job



Where does the saved time go?

Time with patients
Supervision
Recovery



More appointments
Larger caseloads
Higher output targets

Capacity to adapt

Returning to the general workforce survey



Psychological Capital

H	Hope Goals and pathways	E	Efficacy Confidence to succeed
R	Resilience Recover from setbacks	O	Optimism Positive expectations

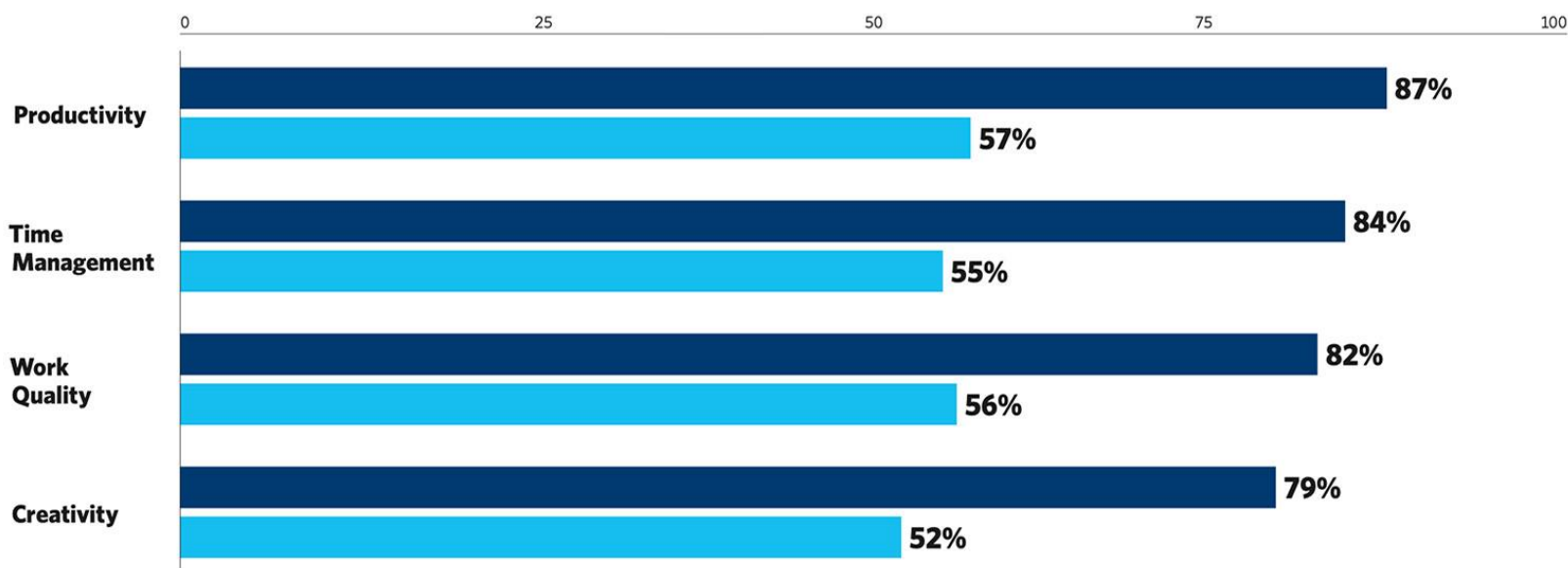
These four related capacities are theorized to function together as an integrated psychological resource, while each also represents a distinct psychological capacity.

Capacity to adapt

Among workers who use AI, those with high PsyCap report seeing more benefits

% OF WORKERS REPORTING VERY POSITIVE OR SOMEWHAT POSITIVE IMPACT

■ High PsyCap ■ Low PsyCap



Note: Differences between the High PsyCap and Low PsyCap groups are statistically significant.

WORK IN AMERICA™ 2026

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Association, not evidence of causation

Practical questions for leaders



What work problem are we trying to solve?



How will the whole job change, including work the technology may create?



Where will the saved time go?



What evidence will tell us that our work actually improved?

Contact CBHL

Chelsey Gutierrez,
Director of Operations

CGutierrez@leaders4health.org

www.leaders4health.org

**Scan to
join today!**

