

Meaningful Roles for Peer Providers in  
Integrated Healthcare:  
Creating an Organizational Culture based on the  
Values & Principles of Peer Support

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# Integration & Retention Strategies for Employees with Lived Experience—Contact reduces prejudice and discrimination

*“Individuals of the general population who meet and interact with people with mental illnesses are likely to lessen their levels of prejudice. Social-psychological research has identified factors that seem to moderate contact effects, including one-to-one contact so that people who engage with one another can learn of similar interests and potentially cultivate a friendship, contact that includes a common goal, and interactions with a person who moderately disconfirms prevailing stereotypes.”*

*(Corrigan, et al., 2012, p.964)*

# Organizational Cultures

## Organizational Culture of Differentiation

- Hierarchy--focus on inter-individual differences & assigns positive or negative value. 'Valued' delegated to position of power, control & status. 'Unvalued' characteristics lead to stereo-type, prejudice & discrimination.

## Organizational Culture of Unity

- Collectivistic--pulls all under common identity, suppresses differences. Fosters loyalty but does not value benefit of differing cultural perspectives brought to a team.

## Organizational Culture of Integration

- Egalitarian--recognizes and values the differences among all employees as a source of strength that will benefit the organization. It prizes quality improvements from incorporating different perspectives.

# Organizational Culture of Trauma Informed Care

- Strengths-based service delivery approach
- “Grounded in an understanding of and responsiveness to the impact of trauma, that emphasizes physical, psychological, and emotional safety for both providers and survivors, and that creates opportunities for survivors to rebuild a sense of control and empowerment” (Hopper, Bassuk, & Olivet, 2010, p. 82).
- Involves vigilance in anticipating & avoiding institutional processes and individual practices likely to re-traumatize individuals who already have histories of trauma
- Upholds the importance of consumer participation in the development, delivery, and evaluation of services. (SAMHSA, TIP 57, 2014, p.xix)
- Peer Support is central to the trauma-informed care model

# Common Concerns on Peer Workers & Responses

Too fragile to handle work stress

- Many learned resilience & robust self-care in recovery & are tougher than most people

Often relapse; others have to take their responsibilities

- Less likely to relapse if employed with fulfilling jobs. All staff take sick leave for many conditions & agencies plan for this.

Won't always follow confidentiality & boundaries

- Boundaries are slightly different in use of personal stories on job. All staff including peer staff work are under confidentiality agreements set by legal and organizational policies

May not have to be as accountable as other staff

- Peer workers must adhere to policy and procedures as other workers. If they are not expected to be as accountable this may be due to discrimination & low expectations

May replace other work roles and take away my job.

- Enough room for all disciplines to provide a continuum of choices & services for best experience & outcomes for people served. Policy strongly encourages the employment of CFM Support Providers.

# Leading by **Recovery** & Resiliency Principles

## Hope

- Staff in the organization express the belief that all people can recover.

## Person-Driven

- All services emphasize self-direction, self-determination & empowerment.

## Recovery occurs via many pathways

- Each care plan is designed to meet the unique needs of those served.

## Holistic

- Services address the individual's mind, body, spirit and community needs.

## Recovery is supported by peers and allies

- Organization values peer support, includes peers on the team & provides access to other peer-provided services.

# Leading by Recovery & Resiliency Principles

## Recovery is supported through relationships and social networks

- Staff foster the development of natural supports, including family, friends, spiritual communities, mentors and others who support the individual's wellness and recovery.

## Culturally-informed

- Services are culture-specific, i.e. they are attuned to the cultural background of the individual and also meet the specific needs of the person.

## Addressing trauma

- Services are trauma-informed.

## Recovery involves individual, family, community strengths & responsibility

- Organization acknowledges the strengths and resources that surround the individual while supporting self-responsibility.

## Based on respect

- Staff demonstrate a deep respect for the courage of individual's in recovery and work to end stigma and discrimination in society.

# Activity: Rate Your Organizational Culture

- Assess the Recovery/Resiliency Culture of your organization.
- To use the scales, rate your organization's performance with regard to each of these components: "1" signifies that this component is not at all represented in your organization to "5", signifying that your organization excels at living out this fundamental component of recovery culture.

	1	2	3	4	5
1. Staff in the organization express...					
2. <b>Driven:</b> All services provided are driven by the needs of the community.					
3. <b>Accurate:</b> Services are designed to accurately address the needs of the community.					
4. <b>Supportive:</b> Services are designed to address the needs of the community.					
5. <b>Recovery is a process:</b> Staff foster the development of recovery communities, including recovery.					
6. <b>Recovery is a process:</b> Staff foster the development of recovery communities, including recovery.					
7. <b>Recovery is a process:</b> Staff foster the development of recovery communities, including recovery.					
8. <b>Recovery is a process:</b> Staff foster the development of recovery communities, including recovery.					
9. <b>Recovery is a process:</b> Staff foster the development of recovery communities, including recovery.					
10. <b>Recovery is a process:</b> Staff foster the development of recovery communities, including recovery.					

# Activity: Rate Your Workplace for being Inclusive

## Inclusive Culture Checklist Individually (Handout, 5 min.)

- Check answer to each question, count check marks for yes, multiply X 3; count check marks for 'in process', multiply X 2; count check marks 'under consideration', multiply X 1; add for total.

Key Elements of Inclusion	Practices of Inclusion	Yes	In Process of implementing	Under consideration
Representation, Receptivity & Fairness				
	Are people with disabilities working within a range of employee roles and leadership positions?			

# Integration Strategies for Employees with Lived Experience

Factor Affecting Peer Integration	Workplace Strategies that Promote Integration
<b>Organizational Culture</b>	<ul style="list-style-type: none"><li>• ‘Integration’ type organizational culture</li><li>• Trauma-informed culture and trauma informed care</li><li>• Disclosure is encouraged in all levels and positions</li></ul>
<b>Attitudes toward recovery</b>	<ul style="list-style-type: none"><li>• Clear recovery position in mission statement</li><li>• Leadership commitment to recovery well communicated</li><li>• Leadership support of recovery and resiliency</li><li>• Consumer/Family member peer position viewed as essential rather than an add-on</li></ul>

# Integration Strategies for Employees with Lived Experience

Factor Affecting Peer Integration	Workplace Strategies that Promote Integration
<b>Role conflict &amp; confusion</b>	<ul style="list-style-type: none"> <li>• Well-defined recruitment strategies requiring lived experience &amp; training</li> <li>• Consistent application of workplace policies to ALL staff</li> <li>• Written job descriptions for ALL staff based on essential job functions</li> <li>• Supervision ensures actual job expectations are same as written job expectations</li> <li>• Training to staff and clients to provide understanding of CFM roles</li> <li>• All new employees receive formal orientation</li> </ul>
<b>Lack of confidentiality</b>	<ul style="list-style-type: none"> <li>• Keep previous treatment records confidential of internally recruited CFM</li> <li>• Do not allow CFM to receive services in the units where employed</li> <li>• Training on policies &amp; practices on confidentiality, boundaries &amp; ethics</li> <li>• Hold CFM employees to the same HIPAA rules as other staff</li> </ul>

# Integration for Employees with Lived Experience— Accommodations

Factor Affecting CFM Integration	Workplace Strategies that Promote Integration
<b>Lack of Training</b>	<ul style="list-style-type: none"> <li>• Require comprehensive standardized training specifically for CFM Support Provider prior to, or at start of employment facilitated by CFM trainers</li> <li>• Offer CFM training on the language of the workplace</li> <li>• CFM Support Providers have a code of ethics</li> </ul>
<b>Job structure</b>	<ul style="list-style-type: none"> <li>• Accept experience &amp; CFM Support Provider training as credentials in HR policy</li> <li>• CFM Support positions are permanent with healthcare &amp; paid leave benefits</li> <li>• CFM Support positions have clear path for promotion</li> <li>• Apply the same performance standards to peers and non-peers</li> <li>• Compensate peers and non-peers equally in comparable positions</li> <li>• Provide benefits counseling to inform the peer’s decision on hours to work</li> <li>• Flexible: part time, job sharing, work environment, scheduling</li> </ul>

# Integration & Retention Strategies for Employees with Lived Experience

Factor Affecting Peer Integration	Workplace Strategies that Promote Integration
<b>Social support</b>	<ul style="list-style-type: none"><li>• Opportunities for interaction in agency life, retreats, team meetings with wellness focus</li><li>• Include peer input in care coordination plans and case notes</li><li>• Self-care, support groups and work life balance focus</li><li>• Meet ADA and California State requirements for accommodation</li><li>• Supportive Supervision</li></ul>