RECOVERY PROJECT

Faces & Voices of Recovery

Mentoring Program Manual

FACES & VOICES OF RECOVEREY

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Defining the Mentor/Mentee Relationship

A mentor is an experienced Recovery Community Organization (RCO) leader who can provide guidance for the mentee's organizational path. He/she is also available to the mentee to provide support with six professional coaching sessions. Mentors may also assist mentees with other networking opportunities relevant to their professional career. The mentor may provide technical assistance in many general ways, but the following is a focused list of technical assistance topics on which the mentor/mentee relationship may provide insight:

- Mission & Vision Statements
- Strategic Planning
- Governance
- Grassroots Advocacy and Community Organizing
- Public Education and Awareness
- Recovery Support Services
- Recovery Values and Principles
- Participatory Process

A mentee is someone who is interested in developing an ongoing relationship with a more seasoned RCO leader who can guide him/her on their roadmap to RCO development. Mentees may also be seeking additional networking outlets for professional development.

Mentor Roles and Responsibilities

An experienced RCO leader or professional will be selected to provide guidance and direction for the mentee. Once a match has been identified, the mentor will receive an email with the information on the mentee, including his/her contact information. The mentor should call the mentee to set up the initial meeting.

Mentor Topics at Initial Meeting

- The parameters of the relationship they both are comfortable with; how often to meet, what the best way is to communicate, etc.
- Goals and objectives for the mentoring relationship. The organization being mentored should be able to identify why he/she wants a mentee and what can be gained from this experience. This should be identified in the on-line assessment.
- Suggest ways he/she can assist the mentee in reaching their goals.
- Share why he/she chooses to be an active RCO leader
- Discuss the confidentiality of the relationship.

Mentee Roles and Responsibilities

Mentee will be matched with an active RCO leader. Faces & Voices will coordinate to make appropriate mentor/mentee matches and set up initial contact.

Mentee Topics at Initial Meeting

- The parameters of the relationship they both are comfortable with; how often to meet, what the best way is to communicate, etc.
- Goals and objectives for the mentoring relationship. Mentor should be able to identify why he/she wants a mentor and what can be gained from this experience.
- Suggest ways he/she would like mentor to assist them in organizational strategies.
- Share why he/she chooses to be an active RCO Leader.
- Sign the mentor-mentee contract.
- Discuss the confidentiality of the relationship.
- Take the lead on scheduling meetings and determine how frequently you wish to meet. If any rescheduling is required, it is solely up to the party rescheduling to communicate this to their mentor.

Tips for Mentees

- Use time together wisely to get the knowledge you are seeking.
- Be prepared with questions at each meeting to learn about Mentors community experiences.
- Be a good listener.
- Actively listen for the information that will be helpful and help you gain the most from your mentoring experience.
- Feel free to take notes at meetings, as this is a learning experience.
- Think about what can be learned from your mentor and their experiences; what committees they have served on, roles they have played in the community, relationships with professionals/lay leaders, etc.
- Mentee can also utilize his/her mentor in the planning of meetings and to learn about community resources available for programming.
- Identify problems/obstacles that they are encountering so they can be discussed with mentor.

Organizational Development

Defining Guiding Principles

The firm foundation for any organization is a sound mission and vision statement. The first step in developing a vision for the organization is defining the principles on which the organization will operate. Below are some guiding principles that may be useful when developing or reviewing with a mentor your organization's core beliefs:

- Recovery emerges from hope
- Recovery is person-driven
- Recovery occurs via many pathways
- Recovery is holistic
- Recovery peer support is supported by peers and allies
- Recovery is relational supported through relationship and social networks
- Recovery is culturally-based and influenced
- Recovery is supported by addressing trauma
- Recovery involves individual, family and community strengths and responsibilities
- Recovery is based on respect

Based on SAMHSA (Substance Abuse and Mental Health Services Administration)

Defining Organizational Culture

Each organization's culture is unique. A positive organizational culture will set a tone on how employees interact and communicate with one another. The culture also influences employees' understanding supervisor expectations. Culture impacts productivity, employee retention, employee health, operations and professionalism. A discussion of the statements below between mentor and mentee can help identify unique strengths and opportunities for growth for your organization. **Please check each statement that is true for your organization:**

- ☐ Recovery comes first.
- ☐ Staff are encouraged to disconnect and take care of outside obligations when needed.
- ☐ Staff are rewarded for taking time off to focus on self-care.
- ☐ Strong and ethical peer practices and service are in place to maintain a healthy and vibrant culture.
- ☐ Organization provides continuing education for staff.
- ☐ Organization provides acceptable benefits to aid staff in practicing beneficial self-care.
- ☐ Organization provides management and staff with tools to accomplish their tasks.
- ☐ Organization directs management to monitor workloads.
- ☐ Organization provides clear job descriptions and role responsibilities and makes adjustments when necessary.
- ☐ Organization provide positive, team-building activities to promote strong social relationships between staff.
- ☐ Organization encourages transparent policies to promote good communication between staff.
- ☐ Organizations have grief processes in place when traumatic events occur onsite.

The information above provides some opportunity for developing a sense of your organization's foundation. Now that you have discussed with your mentor what your core values are, another area where assistance can be provided is developing a work plan or strategic plan.

Your Strategic Planning Framework

Strategic planning has a basic overall framework. Not to oversimplify the strategic planning process, but by placing all the parts of a plan into the following three areas, you can clearly see how the pieces of your plan fit together:

- **Where are we now?** Review your current strategic position and clarify your mission, vision, and values.
- **Where are we going?** Establish your competitive advantage and your vision. Clearly see the direction your organization is headed.
- **How will we get there?** Lay out the road to connect where you are now to where you're going. Set your strategic objectives, goals, and action items and how you'll execute your plan.

Strategic plans can come in many different shapes and sizes, but they all have the following components. The list below describes each piece of a strategic plan in the order that they're typically developed. The following list of components can be discussed in depth with your mentor and a written plan developed if one does not exist. You may find it easier to place this in a table form.

- **Mission statement:** The mission statement is an overarching, timeless expression of your purpose and aspiration, addressing both what you seek to accomplish and the manner in which the organization seeks to accomplish it. It's a declaration of why you exist as an organization.

- **VISION STATEMENT:** This short, concise statement of the organization's future answers the question of what the company will look like in five or more years.
- **VALUES STATEMENT OR GUIDING PRINCIPLES:** These statements are enduring, passionate, and distinctive core beliefs. They're guiding principles that never change and are part of your strategic foundation.
- **SWOT:** A SWOT analysis is a process to identify planning and implementation priorities for your organization, specifically your strengths, weaknesses, opportunities, and threats. You can find a three minute video on the elements of a SWOT analysis HERE.
- **COMPETITIVE ADVANTAGE:** Your competitive advantage should be an overview of what your organizations excels at. What makes you unique compared to other organizations.
- **LONG-TERM STRATEGIC OBJECTIVES:** These long-term strategic focus areas span a three-year time period. They answer the question of what you must focus on to achieve your vision. Where do you want the organization to be in three years? Be specific.
- **STRATEGIES:** Strategies are the general, umbrella methods you intend to use to reach your vision. What realistic resources does the organization have and how can they utilize them to fulfill the organization's vision?
- **SHORT-TERM GOALS/PRIORITIES/INITIATIVES:** These items convert the strategic objectives into specific performance targets that fall within the one- to two-year time horizon. They state what, when, and who and are measurable.
- **ACTION ITEMS/PLANS:** These specific statements explain how a goal will be accomplished. They're the areas that move the strategy to operations and are generally executed by teams or individuals within one to two years.
- **SCORECARD:** You use a scorecard to report the data of your key performance indicators (KPIs) and track your performance against the monthly targets.
- **FINANCIAL ASSESSMENT:** Based on historical record and future projections, this assessment helps plan and predict the future, allowing you to gain much better control over your organization's financial performance. Don't let this become overcomplicated if you are a small organization.

Board Development

The board of directors is the governing body of a nonprofit. Individuals who sit on the board are responsible for overseeing the organization's activities and ensuring financial oversight. Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the nonprofit has adequate resources to advance its mission.

Boards members oversee and support a talented executive director to run the day-to-day management activities of the organization. When there are paid staff in place, rather than steer the boat by managing day-to-day operations, board members provide foresight, oversight, and insight. Board members fill the role as stewards of the nonprofits. They are responsible for fundraising efforts and advocates for the non-profits mission.

In most states to obtain 501C3 status, a board must have a minimum of a Board Chair or President, A Vice-President, a Secretary, and a Treasurer. A board larger than twelve members often becomes unruly. Your mentor can help you research whether or not your state has any specific guidelines for charitable organizations. The number of board seats available should be included in organizational by-laws along with job descriptions listed for the positions mentioned above. Your organization can help locate samples of by-laws of you need them.

Board members meet periodically to discuss and vote on the affairs of the organization. Most meet monthly. Board memberships are not set up to be permanent positions and many organizations put terms in place and may even have term limits these typically fall between two and five years. A fresh board keeps the perspective fresh. This information should also be clearly indicated in organizational by-laws.

Board Member Criteria

People who share your sense of mission. They should be willing to give of their time, skills and monetary contributions to ensure that the organization's mission accomplished. An emphasis on their governance role versus management needs to be established at the time of application.

Board members will need to understand and agree to attend all scheduled meetings and the additional tasks as needed, such as attending events and speaking to the community. It's best practice to supply potential board recruits with information about time commitments. This can include a list of meeting dates and times.

Board members must possess a certain level of business or organizational competency; they don't need to have prior experience on a board, per se, but they should understand the principles of good/sound business practices.

Board members must have the ability for the acquisition of resources through their reputation or credibility. This includes financial contribution potential, professional ability and government relations.

The board of directors must demonstrate diversity in pathways to recovery, ethnic background, age, and sex. They should also come from different sectors of the community.

Board members should also be willing to serve on specific committees within the board if that is the way your organization's board is structured. Most commonly boards have standing committees that may include finance, recruitment, and perhaps policy and procedure. There is also what is referred to as "ad hoc" communities that may take on the responsibility of planning an event for example.

Board Meeting Best Practice

The premise behind the design of a board agenda is to set up the meeting so that the board has time to conduct its routine business, and also allow time to address new business and urgent matters. Agendas are designed to be flexible.

The agenda is the board chair's best friend because the agenda prioritize discussion items, limits the amount of time for discussion, and helps the board chair keep things on track and moving. Boards have much to accomplish in a short period of time.

When developing the agenda, it helps to think about the agenda items in terms of how the secretary records minutes of the meeting. The secretary records actions and decisions.

Developing the Agenda

The old agenda and the previous board minutes are the place to start when developing a new agenda. The board chair and the secretary consult with management about any follow-ups from the previous meeting and any new or emerging items for discussion. The board secretary also usually puts out a request to the rest of the board for any items they'd like the chair to consider adding to the agenda, along with their reasons for the request. It's important to add a note of caution here. When a board chair repeatedly denies requests for agenda items from the same board member, it can hurt the dynamics of the board. Board chairs must be accountable and explain their reasoning when deciding not to add items to the agenda when requested by board members at-large.

After a consultation with the board chair, the secretary adds new items to unfinished items from the previous agenda. All items on the agenda should fall into one of two categories. They will either be information items or action items.

Information items are self-explanatory. They are intended to provide information to the board. Examples of information items are financial reports, executive summaries, committee reports, audit reports, and anything else of an informative nature.

Experienced secretaries know that there's a little trick to wording agenda items to help streamline the agenda. Action items should be posed as questions. For example, let's say that a board agreed to discuss the notion of limiting board directors to two consecutive terms. If the board secretary listed "term limits" as an agenda item, it doesn't make it clear to the rest of the board members whether it's an information item or an action item. By listing the item as "Should we limit board director terms to two consecutive terms?" the board members will come to the meeting prepared to discuss the item and whether they are in favor of it or against it and support it with their reasons.

The Board Chair Uses the Agenda as a Tool for Managing Time

Posing agenda items as questions also aids the board chair. For action items that may require much discussion, the board chair may set some time limits before the discussion ensues. For example, the chair may allow 10 minutes for fact gathering, 15 minutes for discussion and 10 minutes to come to a consensus for decision-making. When the vote is taken on the item, it's complete and the chair is ready to move on to the next item.

The board chair gets the challenging task of estimating the amount of time that each agenda item will take. Taking this step helps the board chair keep the meeting time within a reasonable limit. It also helps the board chair manage discussions that veer off track or get out of control.

At the onset of the meeting, the first topic should be to review and modify the agenda as needed. New or late-breaking developments can require a change to the agenda, so the board chair will want to ask the board if they accept the agenda as written, or if they need any additional items.

Final Agenda Review and Preparing for the Meeting

The secretary holds the responsibility for distributing a final copy of the agenda to all pertinent parties well in advance of the meeting. The board chair also needs to spend some time reviewing the final agenda and thinking through how much time to allocate to each portion of the agenda.

Notice of Directors' Meeting – Sample

A meeting of the Chicago Recovering Communities Coalition will be held at 1 p.m. on Monday, August 1, 2018, in the (add location). RSVP to the board secretary at your earliest convenience.

Meeting Agenda – Sample

- Welcome and call to order
- Approval of minutes
- Approval or revision of agenda

- Executive Directors report
- Financial report
- Approval of financial statements
- Organizational reports or committee reports
- Decision items for board approval
- Ethical Dilemmas
- Major contracts/grants/proposals
- Other business
- Announcements and reminders
- Date of next meeting
- Adjournment

It's important to evaluate the effectiveness of board meetings. This can help streamline processes and help with board retention.

Evaluating the effectiveness of your board and their practices is a key component to ensuring organizational success. Below is an example of a quick survey that will help gather that information,

Board Meeting Evaluation – Sample

- Did you have enough time for discussion on each agenda item?
- Did you receive your board packet early enough to review it?
- Did the board chair allow discussion from many perspectives?
- Did the meeting flow smoothly from one item to another?
- Did the board chair manage the meeting time well?

Organizational Wellness and Culture

Organizational leadership defines the current organizational culture, the inclusion of core values and ethical principles, the elements and benefits of organizational wellness, methods for planning, managing and reinforcing cultural change to embed self-care, along with tools to analyze the results of this change.

What comprises a healthy organization? An organization that is filled with staff, peer leaders and volunteers who are engaged, satisfied, productive, and effective.

In the past, organizational focus has been on treating individual wellness needs without considering the workplace environment. If the organization is unhealthy, the individual will struggle to maintain their personal wellness. In order to sustain a healthy self-care environment, organizations need to treat both the trees and the forest with equal veracity

The Five C's of Organizational Wellness Culture

Core Values, Clarity, Communication, Care, Change

Describe your culture here:

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Add your core values:

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Add your communication strategies here:

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Add your organizational self-care plan here:

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Add your process regarding change here:

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A successful recovery community organization with a healthy culture should function as a network for building strong and mutually supportive relationships with informal supports and formal systems in their communities. It should provide an atmosphere of hope, wellness, and care for better living in recovery.

Recovery Community Organizations and Advocacy

RCO advocacy can take many forms and should be a building block in the organization’s core values. It can be outreach to Individuals and family members who have been impacted by addiction issues through community needs assessments, resource navigation, public, policy and partner education and public health events.

Recovery community organizations have web sites, speaker bureaus, host educational forums at schools, host Town Hall meetings, cable TV shows, and carry out many other public awareness activities. They are training people in recovery and family members as speakers and organizing public events, bringing recovery to the broader community. One well-known national awareness effort is the annual September National Recovery Month observances. Groups across the nation and now worldwide organize walks, rallies and other events to focus attention on the reality of recovery. Key points to keep in mind when approaching advocacy issues include knowing what you are legally allowed to do as a non-profit and understanding the importance of non-partisanship. Additional information regarding non-profits and advocacy from BoardSource is available HERE.

Organizational Advocacy Goals:

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Potential Allies in achieving those goals:

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Community Organizing

Community organizing is often described as a process through which people come together to act in common interests with a common agenda.

The ultimate role of the community organizer(s) is to identify, develop, and leverage community muscle— individuals, organizations, and institutions—in order to build a base of power and influence, to articulate an agenda, and to move that agenda forward in ways that create and sustain change-(Tom Hill, 2019)

Key Concepts in Community Organizing and Community Building MINKLER AND WALLERSTEIN, 2012

CONCEPT	DEFINITION	APPLICATION
Empowerment	Social action process for people to gain mastery over their lives and the lives of their communities	Community members assume greater power or expand their power from within to create desired outcomes
Critical consciousness	A consciousness based on reflection and action in making change	Engage people in dialogue that links root causes and community actions
Community capacity	Community characteristics affecting its ability to identify, mobilize, and address problems	Community members participate actively in the life of their community through leadership, social networks, and access to power

Issue selection	Identifying winnable and specific targets of change that unify and build community strength	Identify issues through community participation; decide targets as part of a larger strategy
Participation and relevance	Community organizing should "start where the people are" and engage community members as equals	Community members create their own agenda based on felt needs, shared power, and awareness of resources

There are multiple tools and models available for community organizing. Below are a few resources.

HERE is a brief four-minute video on community organizing basics.

HERE is a link to a document explaining SAMHSA's Strategic Prevention Framework, an evidence-based model for community engagement and organizing.

Leadership Development

Leaders in the setting of a recovery community organization are responsible for managing a number of relationships, identifying key stakeholders that will be partners in accomplishing organizational goals, program oversight, and tending to financial matters. It's important that emerging or current leadership guide the organizations culture. Below are some of the roles of a successful leader:

	LEADERSHIP FUNCTIONS	MANAGEMENT FUNCTIONS
Creating an Agenda	▪ Establishes direction ▪ Vision of the future ▪ Develops Strategies for change to achieve goals	▪ Plans and budgets ▪ Decides action and timetables ▪ Allocates resources
Developing People	▪ Aligning people ▪ Communicates vision and strategy ▪ Influences creation of teams and accepts validity of goals	▪ Organization and staffing ▪ Decides structure and allocates staff ▪ Develops policies, procedures, and monitoring
Execution	▪ Motivating and inspiring ▪ Energizes people to overcome obstacles	▪ Controlling ▪ Problem solving ▪ Monitors result against plan ▪ Takes corrective plan
Outcomes	▪ Produces positive and sometimes dramatic change	▪ Produces order, consistency, and predictability

There are many resources available to help identify the attributes of a successful leaders. Below is a short list:

HERE is a four-minute video that discusses different leadership styles and when they are most effective.

HERE is an informative article that further discusses different leadership styles.

What are some personal goals for yourself as a leader?

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What are some goals you have for your organization as a leader?

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Recovery Support Services

Recovery community organizations are innovating and delivering a variety of peer recovery support services and places to deliver those services, building a lasting physical presence in communities. Recovery coaching, telephone recovery support services, all-recovery meetings, and other services are being organized and delivered by trained volunteers and/or paid staff. A growing network of recovery community centers are home to these services as well as a place for community-wide sober social activities, workshops, meetings, and connecting their recovering community to resources. In the hearts of many communities being ravaged by the opioid epidemic recovery community organizations are introducing harm reduction strategies such as training their communities on the safe administration of Naloxone and distributing life-saving doses of the medication. Many are developing support services specifically for those sustaining their recovery with medication assisted treatment.

Supervision of Recovery Support Services

Supportive Supervision of Peer Leaders provides a framework for peer practice to be most effective, supervision of peer supports needs to be patterned on the best practices of PRSS. Recovery values, principles, and core concepts must be embedded in the supervision practice. Effective supervision helps to ensure:

- A safe, trusting working relationship that promotes a learning alliance.
- Shared responsibility ensuring that the peer participant goals are addressed.
- An individualized approach based on individual learning needs and style.
- Congruence with the values and philosophy of the agency.
- Commitment to ongoing professional development/ active promotion of professional growth and development.
- A rigorous process for addressing ethical and legal responsibilities.

The process of supportive supervision helps to foster high morale and satisfaction; individuals receive feedback work, along with validation and support. The process of educative supervision ensures effective training and development; it includes providing regular space and time to reflect on peer practice; consistent opportunities to develop knowledge, skills and competencies. The administrative processes promote the effective implementation of policies and procedures and conformance to standards for high-quality practice.

There are three general elements to supervision:

Supportive

The process of supportive supervision helps to foster high morale and satisfaction; individuals receive feedback work, along with validation and support. The process of educative supervision ensures effective training and development; it includes providing regular space and time to reflect on peer practice; consistent opportunities to develop knowledge, skills and competencies. The administrative processes promote the effective implementation of policies and procedures and conformance to standards for high-quality practice.

Supportive supervision decreases job stress interfering with work performance and provides nurturing conditions that encourage self-efficacy and success. With increased awareness and acceptance, PRSS are being requested by more outside organizations beyond an RCO. Peer leaders are faced with increasing challenges that contribute to job stress, including the growing complexity of problems associated with substance use disorder, new environments, more people to serve, and emotionally draining environments. Supportive supervision is underscored by a climate of safety and trust, where peer leaders can develop their sense of professional identity.

Educative

Educative supervision focuses on the core competencies and professional development needed to deliver peer services. It helps staff (and volunteers) better understand core values, become more self-aware, and refine their knowledge and skills.

Administrative

Administrative supervision focuses on accurate implementation of all policy, procedures, and protocol set by the organization. When new policies are put into place, the supervisor is responsible for not only informing their team but also managing change and any issues that could occur. Administrative supervision also includes accountability, quality and performance evaluation.

This combination of educational, administrative, and supportive supervision is essential for the development of competent, ethical, and professional peer leaders.

Key Supervision Tasks That Support Peer Leader Self-Care

- Build an environment of trust and safety: Understand and appreciate the importance of relationships in building trust. When people intentionally build social ties at work, trust increases, and improved performance follows. Create an environment that fosters this type of relationship building.
- Schedule time for social interaction: Team building inside and outside of the normal workday helps boost morale. Make it okay to have fun and be individual.
- Encourage discussion of issues: Although not all decisions can be made democratically, and input that is not constructive is counterproductive. Involving people in as many processes as possible can be extremely empowering and promotes personal confidence

- Help achieve and maintain quality of work: Set realistic goals, collaborate whenever possible, facilitate a successful working/learning environment, help to problem-solve and troubleshoot, and provide continual constructive feedback.
- Manage Boundaries: Overlap in responsibilities and duties within an organization is common, but clearly and specifically defined roles and boundaries helps alleviate misunderstandings and stress. This includes understanding people's needs for space, setting limits, determining acceptable workplace behavior and creating a sense of autonomy. Due to the nature of peer-based organizations and services, boundary management can be particularly challenging.

There are significant consequences of poor professional boundaries. These can include compassion fatigue, a potential for splitting on teams, the inability to give the appropriate support which could affect the quality of the team's work and potential ethical breaches. Any of these consequences may eventually lead to a compromise in your organization's reputation

Supervision and Ethical Best Practices

The supervisor engages the peer recovery coach in a process of assessment and resolution by following this six-step procedure:

- Discussing the details of this situation, especially differentiating the facts from assumptions or hearsay. This may require interviewing other involved people to gather additional information
- Identifying the specific ethical concern.
- Describe the pros and cons of possible options to resolve this situation (may require outside consultation from a legal advisor).
- Upon reviewing the pros and cons of each option, a choice is made, and action is taken.
- Performs follow-up monitoring to check that the action was taken and to evaluate the outcome of this action.

Ethical Considerations for Peer Recovery Support Services

Recovery Community Organizations and those who provide recovery support services have responsibilities to the people they serve: delivering quality services, recognizing self-determination, and being committed to supporting efforts to initiate and sustain recovery. Some basic guidelines for ethical standards include:

- Cultural proficiency: providing services that are responsive to the cultural identities of people served.
- Confidentiality and its exceptions: protecting the privacy of clients and their records.
- Dual relationships: refraining from developing relationships other than that found in peer recovery coaching.
- Boundaries: establishing and maintaining healthy, appropriate boundaries between the peer recovery coach and the person served.
- Fitness for duty: physical and psychological conditions a peer recovery coach needs to perform his or her assigned functions.

There are a multitude of resources for successfully delivering peer recovery support services. A number of these are listed below:

BAKER, M. & KAPLAN, L. (2009). WHAT ARE PEER RECOVERY SUPPORT SERVICES? SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION, US DEPARTMENT OF HEALTH AND HUMAN SERVICES, ROCKVILLE, MARYLAND.

http://www.williamwhitepapers.com/pr/What%20Are%20Peer%20Recovery%20Support%20Services%202009.pdf

COYHIS, D. (2007). RECOVERY SERVICES COACHES: A GUIDE OF ROLES AND RESPONSIBILITIES. WHITE BISON. COLORADO SPRINGS, COLORADO.

http://www.williamwhitepapers.com/pr/Recovery%20Coach%20Roles%20%26%20Responsibilities%20Coyhis.pdf

NUGENT ET AL. (2006). AN RCSP CONFERENCE REPORT: EMERGING PEER RECOVERY SUPPORT SERVICES AND INDICATORS OF QUALITY. SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION, US DEPARTMENT OF HEALTH AND HUMAN SERVICES, ROCKVILLE, MARYLAND.

http://www.williamwhitepapers.com/pr/CSAT%20Peer%20Recovery%20Support%202005.pdf

WHITE, W. (1993). CRITICAL INCIDENTS: ETHICAL ISSUES IN SUBSTANCE ABUSE PREVENTION AND TREATMENT. LIGHTHOUSE, BLOOMINGTON, ILLINOIS.

WHITE, W. (2007). ETHICAL GUIDELINES FOR THE DELIVERY OF PEER-BASED RECOVERY SUPPORT SERVICES. GREAT LAKES ADDICTION TECHNOLOGY TRANSFER CENTER, CHICAGO, ILLINOIS.

http://www.williamwhitepapers.com/pr/2007EthicsofPeer-basedServices.pdf

WHITE, W. (2009). PEER-BASED ADDICTION RECOVERY SUPPORT: HISTORY, THEORY, PRACTICE, AND SCIENTIFIC EVALUATION. GREAT LAKES ADDICTION TECHNOLOGY TRANSFER CENTER, CHICAGO, ILLINOIS.

http://www.williamwhitepapers.com/pr/2009Peer-BasedRecoverySupportServices.pdf

Recovery Principles:

Recovery Vision

A recovery community organization’s primary focus is on the reality of long-term recovery. The organization, its leaders, and members have a singular goal: enhancing the quantity and quality of support available to people seeking and experiencing long-term recovery from addiction. Faces & Voices of Recovery envisions a day when public and private policies have been implemented at the local, state, and federal levels to help individuals and families get the help they need to recover, including access to effective care including treatment and peer and other recovery support services. Policies that discriminate against people in or seeking recovery will have been reversed and removed

The focus is on the “solution” that involves mobilizing individual and community resources to promote recovery, not a particular service or model of care. One of the founding principles of Faces & Voices of Recovery is embracing all pathways of recovery. This principle is embodied in our Recovery Bill of Rights, a statement of a recovery vision and agenda. While recovery community organizations form strategic alliances with like-minded partners, this vision is distinct from that of for example, human service agencies, faith- based and other community organizations, professional addiction treatment, and mental health treatment, and primary care providers. There are mission and vision statements from a variety of recovery community organizations in the Resource Section.

Authenticity of Voice

Authenticity of voice means representing the interests of communities of recovery. A guiding principle is self-governance, mutual aid and support. Recovery community organizations are developing to serve communities, with leadership by and for community members. Recovery community organizations have a majority of board members, managers, staff, and volunteers drawn from the community. This strong connection is the source of a recovery community organization's strength and ensures that the voice of the recovery community takes precedence over other interests.

By developing and nurturing strong grassroots networks, recovery community organizations develop leaders, offer opportunities for people to make their voices heard, and provide a forum for community service. Vibrant recovery community organizations insure that the voices of people who have the lived experience of recovery, including family members, are heard and embraced and that the organization's public education, advocacy, and recovery support services respond to the broadest spectrum of local recovery needs.

Accountability to the Recovery Community

Recovery community organizations' credibility and effectiveness depends on their ability to be accountable and responsive to the community they work in and with. In most cases, this means being an independent, stand-alone nonprofit organization, where they can manage their relationships with other organizations. For example, a recovery community organization may work closely with an association of treatment providers, a Drug Court, a Community Prevention Coalition or a hospital, but be independent of them in their governance. Independence allows a recovery community organization to bridge the gaps between the recovery community and government agencies, the criminal justice system and the larger network of health and human services providers. The recovery community organization's real strength is drawn not from its links to other service organizations but from the authentic voice of the individuals in the recovery community who relate to and actively support it.

Recovery community organizations recruit and engage people in recovery, family members, friends and allies to advocate on behalf of their own, identified interests. Wherever possible, recovery community organizations use something called "participatory processes" (add reference)– different ways to involve both leaders and members – to weigh in on decisions on programming and policy. Recovery community organizations provide an organized way for people to give back to their communities through volunteer and paid service to others seeking recovery and work with allied organizations by offering recovery support services, advocating on common public policy agendas, and broadening public understanding of the reality of recovery while remaining accountable to the recovery community.

Characteristics of a Peer Participatory Process

- Peers are respected as experts in their own lives and learn from others who share similar experiences
- Participatory work requires self-reflection. You might ask, "Am I doing this out of self-interest?" or "Do I truly believe the community will benefit from this decision?"
- It is messy. There are no recipes for success.
- It requires trust in oneself and others. This type of trust takes both safety and time to develop.
- We continue to engage in the questions. When we live in the questions and re-evaluate our systems, practices, and processes on a regular basis, the Peer Participatory Process stays fresh and continues to grow.
- As the process unfolds, individuals become empowered and move toward ownership

Elements in the Formation of a Participatory Community

You'll be more productive as a recovery community and more supportive as a recovery space if you strive to meet folks where they are at. This allows you to gently build up a relationship where participation is natural, enthusiastic, non-threatening—a relationship that creates the conditions for valued social roles within a community to emerge. These valued social roles are crucial for challenging the ways that many folks in recovery have previously been pushed to the borders or margins of society and named as less important. Gaining a valued social role in a recovery space is an important way to begin reversing social rejection and bringing those valued roles back into the larger community.

Participatory Process Self-Assessment

Our organization/peer program:

	Has systems in place to discover, acknowledge, and use members skills, talents, and gifts.
	Understands the philosophy of participatory process as a means of fostering inclusion, community participation, and civic engagement.
	Sees our role as a learning community, rather than a vehicle for service delivery.
	Uses peers to conduct outreach and community engagement activities.
	Involves peers in all aspects of program design, planning, and implementation.
	Uses peers in day-to-day organizational operations and functioning.
	Conducts organizational business with a high degree of transparency.
	Involves peers in all aspects of program and outcomes evaluation.
	Embraces a collaborative atmosphere, with an emphasis on “bottom up” decision making.
	Has a peer leadership advisory board that informs programming, policies, procedures, and goals.
	Provides opportunities for peers to participate in other decision-making bodies both in and outside the organization (e.g., committees, workgroups, councils, action teams)
	Involves peer input in other organizational decisions, such as strategic planning, grant applications, hiring, appointments, program funding, etc.
	Provides opportunities for peers to develop and demonstrate leadership skills in program activities.
	Has leadership tiers, structured to engage peers at various points of entry and promote development, responsibility, and advancement.
	Uses a variety of venues to solicit peer and community input and engagement including town meetings, focus groups, surveys, and listening forums.
	Involves peers in a (continuous quality improvement) process to explore, create, revisit, and revise a peer ethics framework.
	Uses peers to help establish risk management guidelines.
	Looks outside our organization for innovative ideas of participatory practice.
	Has an established practice in which we stop and ask, “Is this something that could be assigned to a peer?”
	Engages community stakeholders in appropriate leadership roles and activities.
	Actively seeks, invites, and utilizes input and participation from diverse groups and communities, including pathways to recovery.
	Fosters a sense of peer belonging to and ownership of the program.
	Has formal processes and protocols in place to obtain input, ideas, and feedback from staff, peers, community members, and stakeholders.
	Uses peers at the beginning of every process and planning activity.

	Approaches any form of conflict with an attitude that is open, direct, honest, compassionate, and constructive.
	Functions in ways that give dignity and status to everyone involved and peers are encouraged to speak out, take risks, and increase their decision-making responsibility.
	Acknowledges and clearly communicates with reason when it is necessary for a decision to be made "top down," rather than through a participatory process.
	Has the means to assess how well participatory process is working and how to make improvements.
	Assembles peers and community members to debriefing activity following any major activity.
	Convenes peers in regularly scheduled sessions to brainstorm ideas for programming, activities, and operations.
	Involves peers in designing and conducting strength-based community assessments.

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