



# ***Creating and Supporting a Culture of Recovery***

**Redefining Mental Health: Perspectives on Wellness and Recovery**

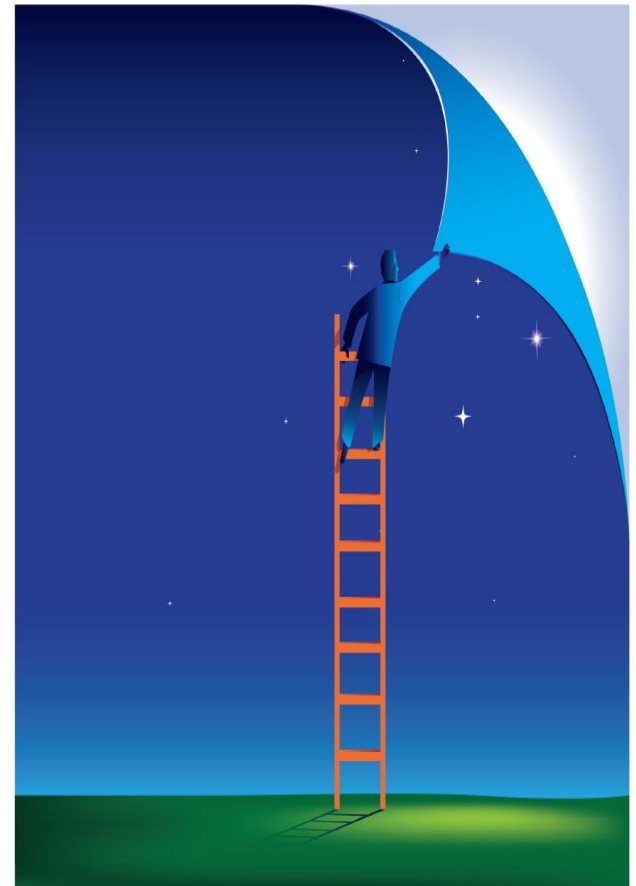
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# RECOVERY: SAMHSA's Working Definition

A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

SAMSHA 2011



# Guiding Principles of Recovery

1. Emerges from hope
2. Person-driven
3. Occurs via many pathways
4. Holistic
5. Supported by peers and allies
6. Supported through relationship and social networks
7. Culturally-based and influenced
8. Trauma informed
9. Involves individual, family, and community strengths and responsibility
10. Based on respect

# Another Way to Define Recovery

“Recovery is a deeply personal, unique process of changing one’s values, feelings, goals, skills and or roles. It’s a way of living a satisfying, hopeful and contributing life even with limitations caused by illness. Recovery involves the development of new meaning and purpose in one’s life as one grows beyond the effects of mental illness.”

**(Anthony, Cohen, Farkas, Gagne, Psychiatric Rehabilitation, 2002)**



# Basic Principles Through the “Recovery Lens”

- Recovery is possible.
- Recovery can occur without professional intervention.
- Recovery involves more than symptom reduction and can occur even though symptoms reoccur.
- Recovery is a highly individualized process.
- Recovery occurs in the presence of someone who believe in and stands by the person.
- Recovery from the consequences of the illness is sometimes more difficult than recovering from the illness itself.



# What do People Want from the Mental Health System?

- Better place to live
- A chance to go to school
- A satisfying job
- Supportive relationships
- Help in time of crisis



*Does our system help people attain these things?*

# Public Mental Health Services Should Be

- Recovery oriented, person directed and culturally competent
- Community and citizenship focused- integration not segregation
- Whole health focused: integrated not siloed
- Effective (evidence-based) and cost efficient
- Outcome oriented with robust data collection



# From Symptom Management, Maintenance and Custodial Care to Promoting Wellness





# Guiding Principles of a Redesigned System

- Person centered care management
- Integration of physical and behavioral health services
- Focus on Recovery
- Patient/consumer choice
- Protection of continuity of care
- Adequate and comprehensive networks
- Tie payments to outcomes and value



# How Would I Practice Recovery?

How would practitioners practice in a recovery oriented system of care?



# Transformation and Change



# 3 Approaches to Recovery-Focused Systems Change

- Additive- Adding peer and recovery based support to the existing system
- Selective-Practice and administrative alignment in selected parts of the system (i.e. pilot projects)
- Transformative-Cultural values based change drives practice, community, policy and fiscal changes in all parts and levels of the system. Everything is viewed through the lens of and aligned with recovery oriented care.

# What Would a *Transformative* Change to our System Look Like?

- Peer leadership at all levels of the system
- Expanded use of a *variety* of peer services and supports
- Empowered, passionate, hopeful and supportive staff
- Expanded and diverse menu of services and supports that promote choice, quality of life and individualized approaches
- Promotion and facilitation of community integration
- Increased access/fewer program rules and more flexibility in admission, planning and discharge
- Belief in people's ability to recover and be resilient in the face of challenges

# Desired Outcomes for Change

- Improved care transitions
- More people believing that they can actually recover
- Increased community participation
- Participation of people in recovery in all aspects of service planning & delivery
- Integration with physical health
- Reduction in the use of court-ordered treatment and other forced methods
- Reduced mortality and health disparities



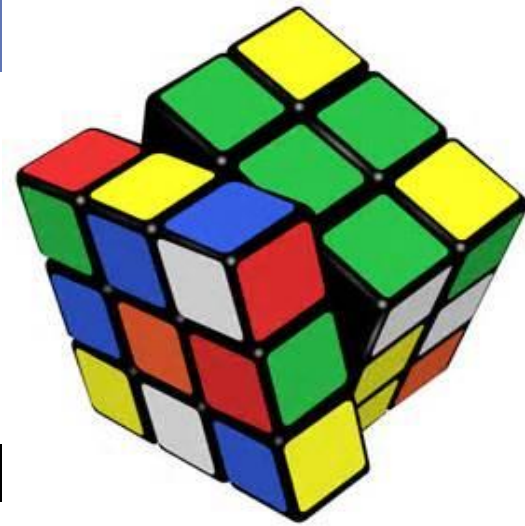
# Why Change

- People improve
- Recipients are active in stating what they want and work harder to get it
- Sharing power ultimately reduces staff burden
- Staff and recipients feel empowered
- Staff retention improves
- Recipients rediscover and follow their dreams



# Challenges for Peers

- Find/sustain hope
- Develop/articulate dreams and goal
- Develop self advocacy and recovery/wellness self management skills
- Know/exercise your rights
- Prepare for more risks, responsibilities
- Strengthen stamina and endurance
- Have/find faith
- Explore alternative forms of healing





# Challenges for Providers

- Train and sustain staff belief in recovery
- Train and sustain staff competencies in recovery practices
- Promote active engagement and outreach
- Firm up documentation skills
- Firm up good outcome systems
- Learn to partner and be an active member of a team.





# Transforming Services Requires Assessing and Developing the 3 C's

- Culture
  - Values, rules
- Commitment
  - Belief that changes will be positive, possible
- Capacity
  - Knowledge, attitude, skills



# Tips to Encourage Change

## ➤ *Culture*

- Adopt a clear recovery based mission
- Support only services consistent with the mission
- Assure that people in recovery and with a lived experience are included in all planning and policy development
- Stress outcomes over process
  - use quality of life and recovery oriented data



# Tips to Encourage Change

## ➤ *Commitment*

- Encourage strong teamwork and positive relationships between direct staff, participants and management
- Assure that all policies and procedures encourage and incentivize recovery based service provision

## ➤ *Capacity*

- Offer concrete tools for practice change
- Create supervisory structures that teach, reflect on, promote recovery oriented practice



# Build a Transformation Team to Plan, Implement and Evaluate Change

Your “Transformation Team” may include:

- Senior leadership to make decisions and address barriers on the spot
- Finance, billing and contract folks
- People who carry out the changes in day to day activities
- People who access your services
- People whose values, interests, beliefs and orientation align with the changes(champions)



# What Your Team Needs To Know

- How to communicate your vision
- How to engage and involve staff in moving towards recovery
- Readiness assessments and gap analyses
- How to use data to inform decisions
- Information to educate the workforce: Knowledge, Skills and Mindset



# The BIG Picture Questions



- What does the changing health care landscape mean for you?
- How do your services fit in?
- Do you have the right resources & staff ?
- Have you explored new ways to deliver services?
- How long will it take to implement change?



# “REAL” Strategies for Assuring Recovery Oriented Service Provision





## Hire Recovery Oriented Staff

- What does your job description say?
- Use your performance evaluations.
- Train your supervisors in recovery oriented supervision. Can they lead, inspire & help others to learn and be open.
- Does supervision allow for effective staff self-disclosure?
- Create a meaningful career ladder for peer staff.

# Keep Your Eye 'on The Prize'

- Walk-through your space. What do you see?
- Invite peer leaders to talk about the possibilities of recovery.
- What do you see when you walk in the front door?
- Read all your documentation. Is the language clear, relevant and non-stigmatizing?
- Do a “mock initial call in and intake”. What does it feel like to apply for services?
- Share information! Create committees, regular meetings. Keep people informed.



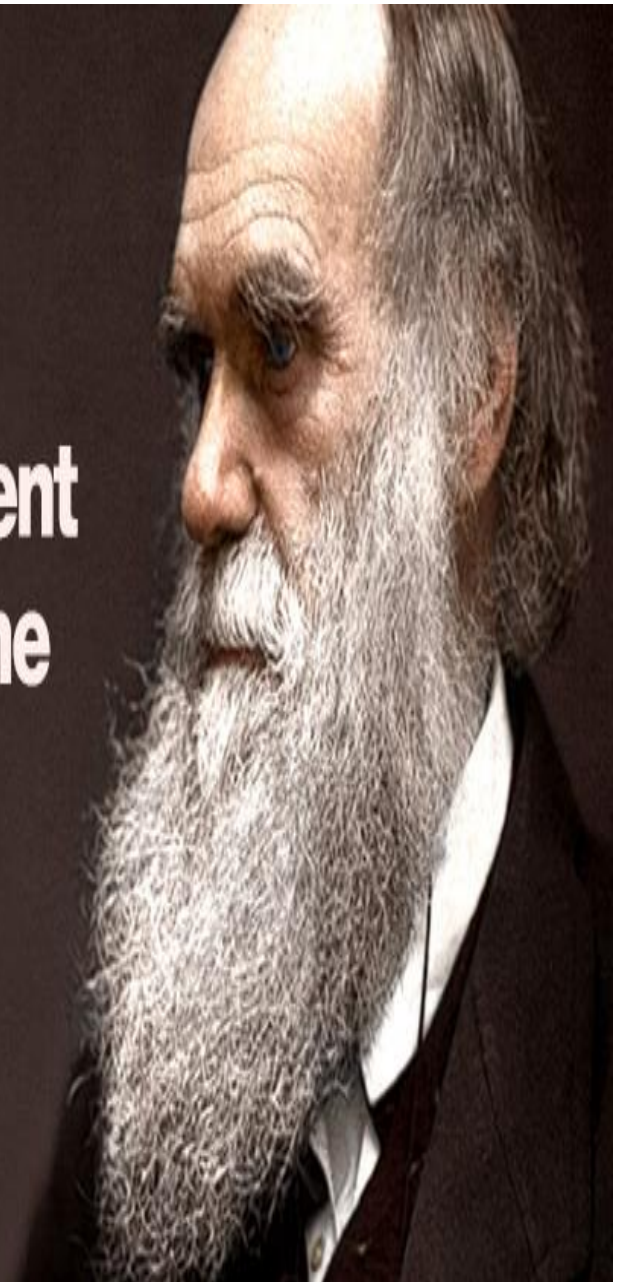
# How Do We Know if We Have Succeeded?

- Hold participant focus groups and ask if services are helping.
- Gather stories of recovery and share them.
- Discuss how to evaluate the program with participants and families.
- Present the results of your satisfaction surveys with multi-year results to track your progress.
- Display the results of satisfaction surveys in your lobby and program areas.



**“ It is not the strongest of species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change. ”**

**Charles Darwin**



# Those that Succeed in Managing Transformational Change Are:

- Open to new ideas
- Support and team oriented
- Good at communication
- Quality and data driven
- Willing to experiment  
("Learning Organization")





## Dr. Patricia Deegan on Recovery

“...It is our job to ask people with psychiatric disabilities what it is they want and need in order to grow and then to provide them with good soil in which a new life can secure its roots. And then, it is our job to wait patiently, to sit with, to watch with wonder, and to witness with reverence the unfolding of another person's life.”

~ Pat Deegan, PhD, Advocate, Innovator, Peer Leader

[www.patdeegan.com](http://www.patdeegan.com)