

National Practice Guidelines for Peer Specialists and Supervisors & The Five Critical Functions of Supervision

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16th New York City Conference for Working Peer Specialists – July 21, 2022

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Objectives

After attending this session, you will be able to:

- Describe key aspects of the **National Practice Guidelines for Peer Specialists** and Supervisors
- **Recall findings from the research on Peer Support Specialists** who are supervised by Non-Peer Supervisor
- Identify the **Five Critical Functions of Supervision** and how they inform the supervision of peer specialists
- Use these tools in supervisory self-assessment and to enhance interactions with peer specialist staff

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Core Values Warm-up

Pick one peer support value that is **most** important to you:

1. Hopeful
2. Open minded
3. Empathetic
4. Respectful
5. Change agent
6. Honest and direct

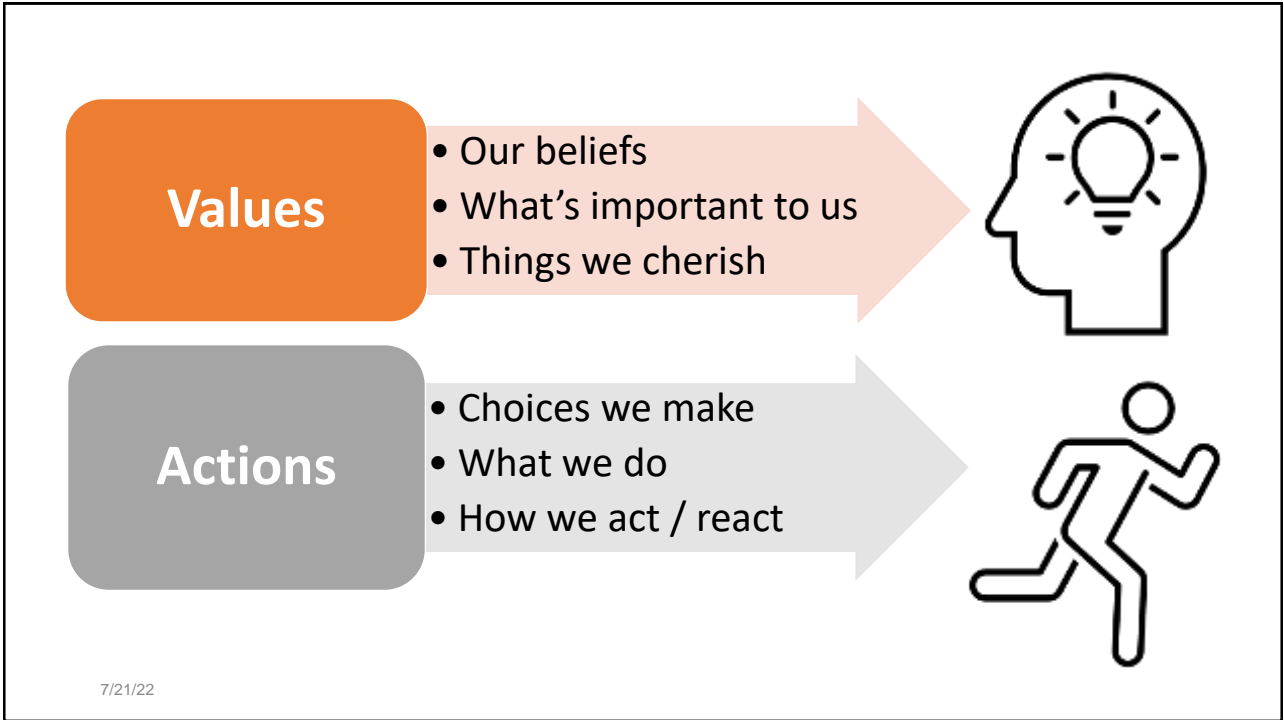
In the Breakout room, briefly share:

- What value you picked and why it matters to you
- Something that gets in the way of living up to it

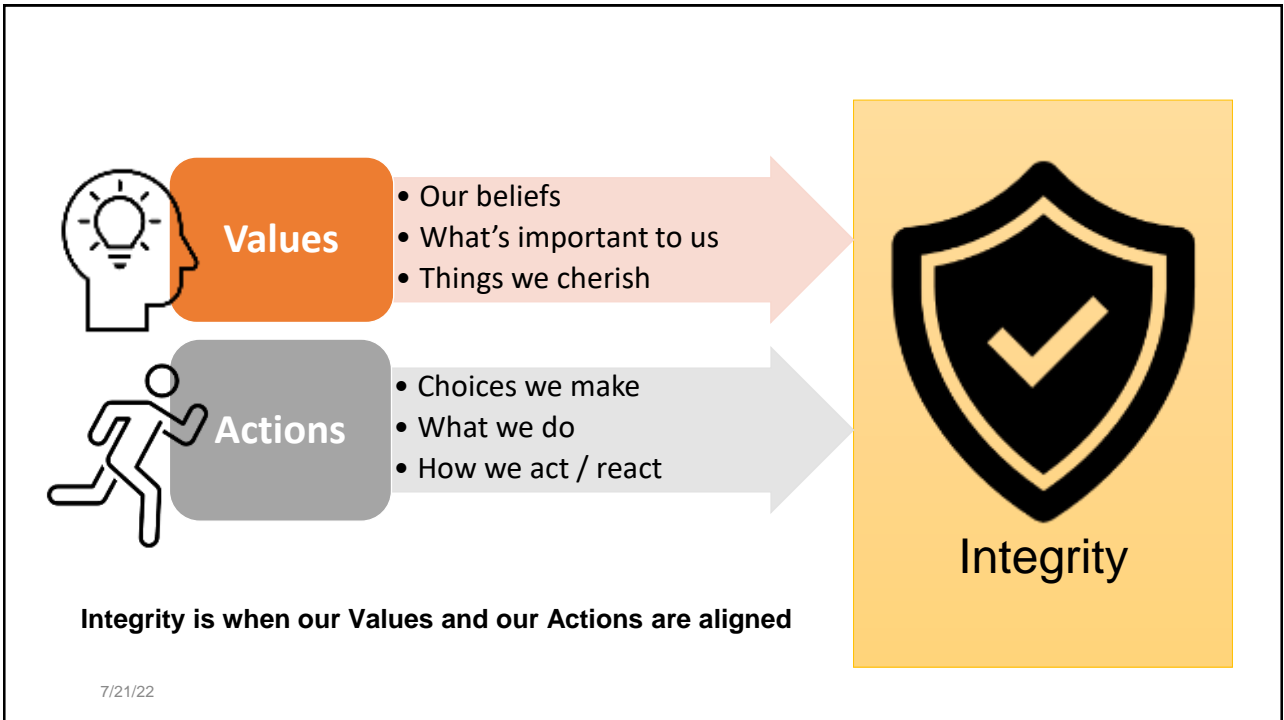
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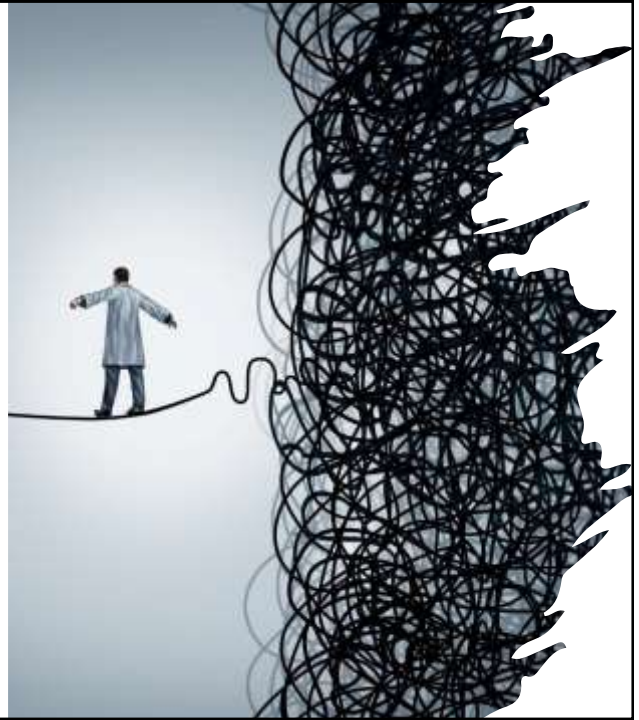


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Lived Experience

- What we have learned after reflecting on an experience
- Lived experience offers a different kind of knowledge (wisdom) than academic knowledge
- When it is based on a common experience, it is what makes peer support “real”

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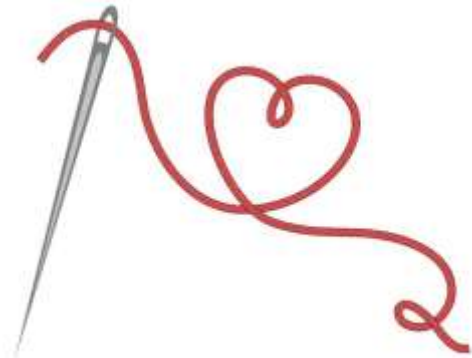


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Common Thread

- Mutual sharing is the common thread that makes peer support a genuine source of help.

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Medicaid Funding

In 2007, CMS approved and provided three conditions for peer support services to be reimbursed by Medicaid.

- State approved training
- Care coordination
- Supervision by a competent mental health professional (as defined by the state)

While the funding led to many more opportunities for peer specialists, this development discontinued the apprenticeship model in favor of an “expert” without experience in the practice of mutual support.

CMS.gov



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There were no practice standards in 2007



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National Practice Guidelines



National Association of Peer Supporters (N.A.P.S.) had already done much of the groundwork

- Member surveys
- Situational analysis (2010)
- Recovery to Practice (2011)
- Task force (2012)
- Focus groups (2012)
- National survey 98.8% agreement
- Guidelines issued (2013)

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Core Values of Peer Support

Peer supporters are:

1. Hopeful
2. Open minded
3. Empathetic
4. Respectful
5. Agents of change
6. Honest and direct

Peer support is:

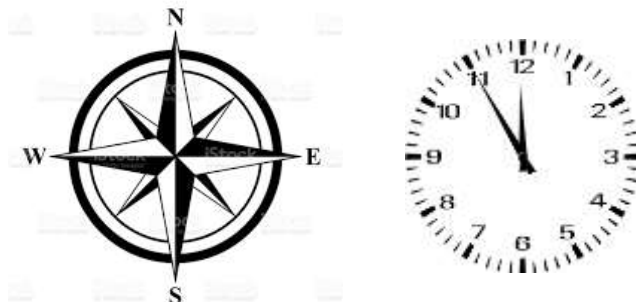
7. Voluntary (supports choice)
8. Mutual and reciprocal
9. Equally shared power
10. Strengths focused
11. Transparent
12. Person-driven

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Challenges Peer Support Workers Face

What is done is sometimes at cross-purposes; peers are helping people find their own way (compass) while the rest of the system is focused on the most efficient and effective treatment (clock)



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Background on Supervision

SUPPORT GROUP

- Mutual Support was the **core business** of Consumer Operated / Peer-Run Organizations that arose as Alternatives to the Mental Health System
- Based on studies of Consumer-Operated Service Programs in the 1990's, peer support was named an "evidence-based practice."
- Under this model, supervision was done as an apprenticeship – where an experienced peer provider guided the development of new practitioners.

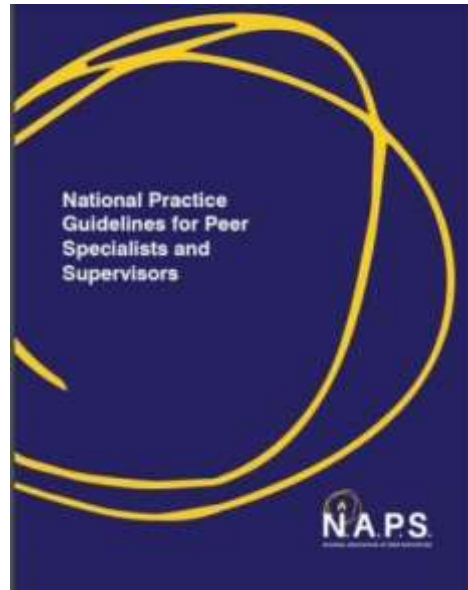
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National Practice Guidelines Updated

The National Association of Peer Supporters (N.A.P.S.) issued practice guidelines for peer support practitioners in 2013.

Based on reports of clinical practices that often contradicted or even violated the core values of peer support, additional guidance on the **role of the supervisor** in helping peers to remain true to their own practice was added to the guidelines in 2019.



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SOURCE: NATIONAL PRACTICE GUIDELINES FOR PEER SUPPORTERS AND SUPERVISORS (2019)

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6) PEER SUPPORTERS FACILITATE CHANGE	PRACTICE: EDUCATE AND ADVOCATE	THE SUPERVISOR ROLE IS TO:
<p>Some of the worst human rights violations are experienced by people with psychiatric, trauma or substance use challenges.</p> <p>They are frequently seen as "objects of treatment" rather than human beings with the same fundamental rights to life, liberty and the pursuit of happiness as everyone else.</p>	<ul style="list-style-type: none"> Peer supporters recognize and find appropriate ways to call attention to injustices. Peer supporters strive to understand how injustices may affect people. Peer supporters encourage, coach and inspire those they support to challenge and overcome injustices. 	<ul style="list-style-type: none"> Define and model <u>advocacy</u> for peer support specialists, including advocating for organizational changes. Coach peer support specialists on how to respect the rights of individuals while helping individuals challenge and overcome injustice. Build on lived experience, model recovery and advocate for peer support workers.

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Peer Specialists are Agents of Change (Motto to Demo)

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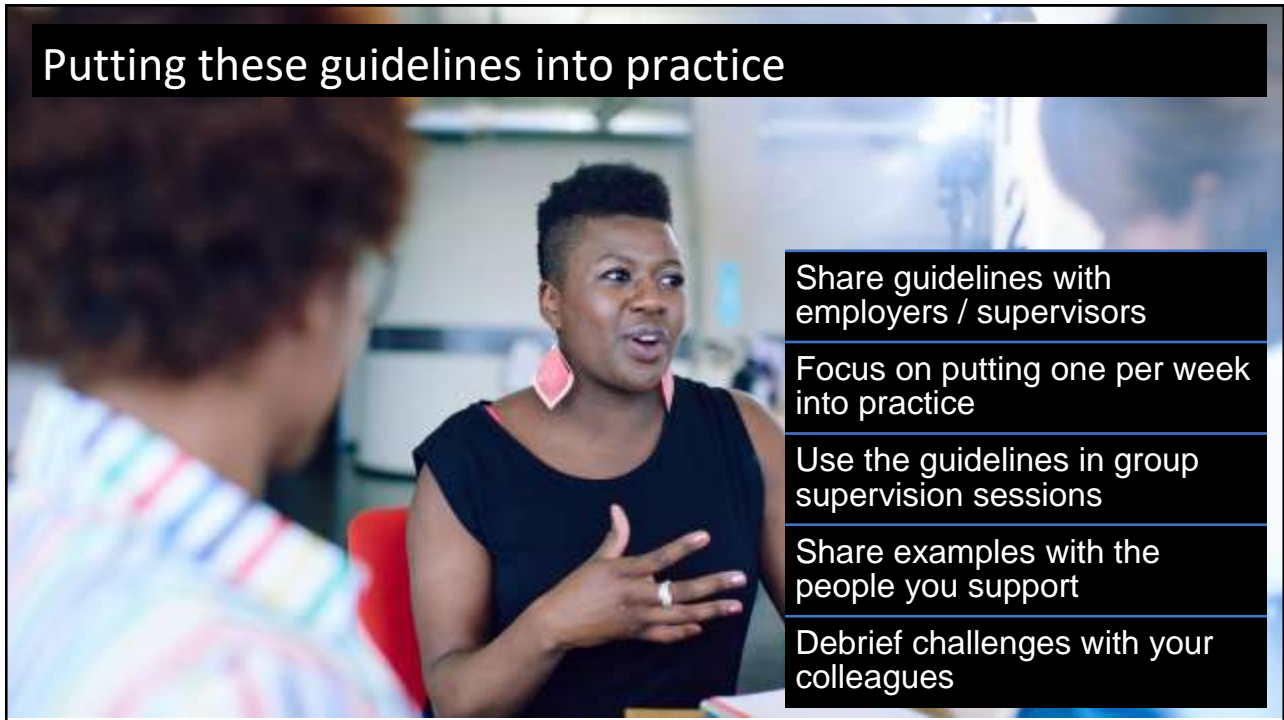


N.A.P.S.
NATIONAL ASSOCIATION OF PEER SUPPORTERS

National Practice Guidelines for Peer Specialists and Supervisors

Guidelines are available on the N.A.P.S. website

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Putting these guidelines into practice

- Share guidelines with employers / supervisors
- Focus on putting one per week into practice
- Use the guidelines in group supervision sessions
- Share examples with the people you support
- Debrief challenges with your colleagues

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Research Study:
What Peer Support Workers Tell Us
EXPERIENCES THEY'VE HAD IN SUPERVISION

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Research Summary
What is the key ingredient to supervisory success?

The relationship between supervisor and supervisee



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All supervision benefits from:

- Listening
- Availability
- Goal setting
- Transparency
- Responsibility
- Realism



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What we learned...



- Preference for supervision by more experienced peer
- Supervisor attitude
- Role integration
- Trauma informed supervision
- Building supports

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Supervisor's Attitude is Critical

- Respect
- Positive non-judgmental regard
- Support for autonomous functioning

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Role Integration

- Role clarity
- Role adaptation



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Trauma-informed Techniques

- Support self-care
- Recognize compassion fatigue and moral injury
- Frequent debriefings



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Building Supports

Facilitative Environment

- ✓ Addressing stigma

Opportunities for Networking

- ✓ Internal and external



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Lived experience vs. academic credentials



Lived experience-based interventions differ from professional interventions as they involve dual relationships, personal self-disclosure; a focus on empowerment, and role modeling hope and recovery

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What we learned from peer support workers supervised by non-peers

- ❑ There is little research on the topic.
- ❑ The grey literature has anecdotal information about peer supervision both from the perspective of peers but also non-peers
- ❑ A beginning step was to study qualitatively the experiences of peers in supervision by non-peers
- ❑ The next step in progress to look at supervision functions, identify competencies and align them with peer values

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Five Critical Functions of Supervision[®]

NEW RESEARCH ON THE SUPERVISION OF PEER SPECIALISTS

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Describe your favorite supervisor

Please share in the chat a single word that describes your favorite supervisor, past or present.



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Why supervision?

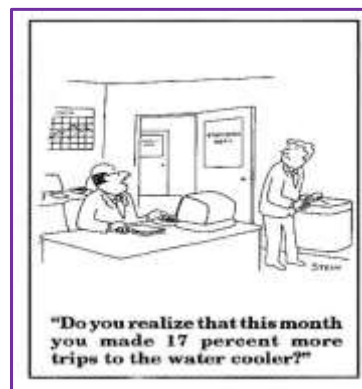
- ❑ Emerging peer workforce in U.S. and internationally; recent studies estimate the number of CPS nationally to be >25,000
- ❑ Uptake in organizational interest and buy-in of peer support staff, both in MH and SUD programs
- ❑ Historical underutilization of established models guiding supervisory practice in human services

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Supervision is not merely counting

- ❑ The number of clients seen during the day
- ❑ The number of forms completed
- ❑ The number of cases filed



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Defining supervision

- ❑ Structured relationship with the goal to help the individual gain attitudes, skills and knowledge needed to be a responsible and effective worker
- ❑ Rooted in the development of social work and casework; this is demonstrated in the concern for the various needs of clients/participants we assist
- ❑ Encompasses administrative, support, educative, advocacy, and evaluative functions



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The supervisory partnership

- ❑ Supervision represents a significant alliance between two individuals in differing roles working towards many common goals.
- ❑ Teamwork, communication, mutual respect and professional development are paramount in the supervisory partnership.



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Wearing many hats: The genesis of a five-function supervision model

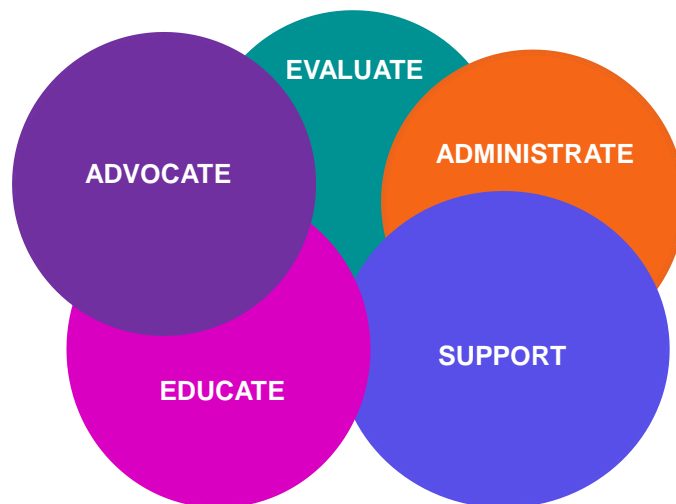
Affirmed and encouraged by my supervisor in 2009 to take stock of the myriad functions and tasks embedded in my role as a director and supervisor of nearly 30 peer specialists, I sought to:

- ❑ Identify the layers and tasks embedded in roles
- ❑ Reflect on my tendency to be too stringent or too lenient
- ❑ Create a supervision model that also serves as an accountability tool
- ❑ Utilize the supervision model to organize tasks beginning with recruitment and hiring through and including evaluation and professional development

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Five Critical Functions of Supervision©



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Five Critical Functions of Supervision[©] in practice

ADMINISTRATE	SUPPORT	EDUCATE	ADVOCATE	EVALUATE
Hire staff who meet job qualifications	Build rapport by providing constructive feedback	Explain the big picture; provide context and value of specific role in supporting the mission	Foster good morale and a respectful work environment	Communicate and manage expectations with respect to job performance
Orient staff to organizational structure	Inspire excellence and promote wellness and self-care	Coach staff on methods for engaging and educating participants	Strengthen the practice of peer support by promoting its value	Conduct performance evaluations
Help staff understand practices, policies, and procedures	Utilize a strengths based and trauma-informed approach to help staff problem-solve	Offer relevant training and conference attendance opportunities	Negotiate reasonable work accommodations when appropriate	Address areas needing improvement; progressive discipline

Source: Edwards, J.P. (2016). The Critical Functions of Supervising Peer Supporters. (Presentation Slide)

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Applying the Delphi Method

- ❑ Five Functions of Supervision
- ❑ Focus Groups: Delphi Method for Survey Construction
- ❑ Rounds 1-3: Competency Statement Review
- ❑ Literature Review: Extant Supervision Research and Grey Literature
- ❑ Survey Development
- ❑ Model Testing and Competency Identification (Importance, Criticality, Frequency)

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Forum Discussion

After a volunteer reads the supervision situation, participants will utilize **The Five Critical Functions of Supervision in Practice**® to respond to the question that follows the situation.

The Five Critical Functions of Supervision in Practice® provides examples of each function that we can use to inform a response to various situations that come up in supervision.

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Supervision Situation for Discussion

Providing supervision with a peer specialist addressing boundary issues while providing services in the community

Timothy is a peer navigator for a well-known, community-based organization. Delores, one of the people he supports, overheard Timothy talking about the wonderful and enlightening church service he attended last week. Seeking to find a church family and wanting a sense of belonging, Delores approached Timothy to ask if she could attend service with him on the following Sunday. Unsure of how to respond, Timothy asks Delores if he can get back to her later and then contacts his supervisor to discuss the matter.

Using one or more examples from The Critical Functions of Supervision in Practice, how might you, as Timothy's supervisor, consult with him around this issue?

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Five Critical Functions of Supervision[©] in practice

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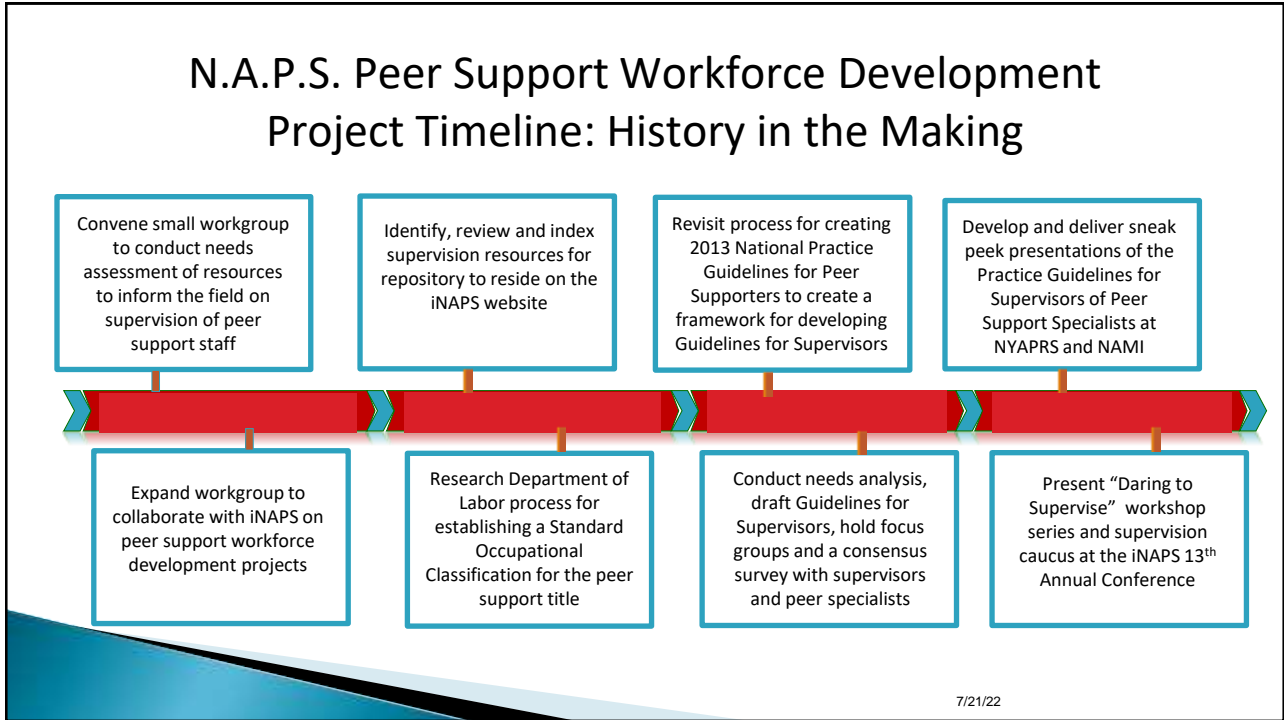
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Questions



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Workforce Development and Supervision Work Group

We gratefully acknowledge the contributions of our esteemed colleagues:

- Dana Foglesong, Magellan Health
- Kelsey Knowles, Consultant
- Jessica Wolf, Decision Solutions and Yale University
- Jonathan P. Edwards, NYC DOHMH
- Rita Cronise, Rutgers University
- Joanne Forbes, Consultant
- Gita Enders, NYC Health + Hospitals
- Ian Winter, National Association of Peer Supporters (N.A.P.S.)

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Wellness Inventory:
<https://alcoholstudies.rutgers.edu/wellness-in-recovery/quiz/>

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