



Organizational Culture and the Adoption and Sustainment of Peer Services

Presenters



Anthony Salerno PhD

Innovation and Implementation Officer
McSilver Institute for Poverty Policy and
Research



Amy Piroli, FPA-C

Co-Director, Peer Support
Services
Technical Training Assistance
Center (PeerTAC)

Housekeeping



Today's session will be recorded



Slides will be made available

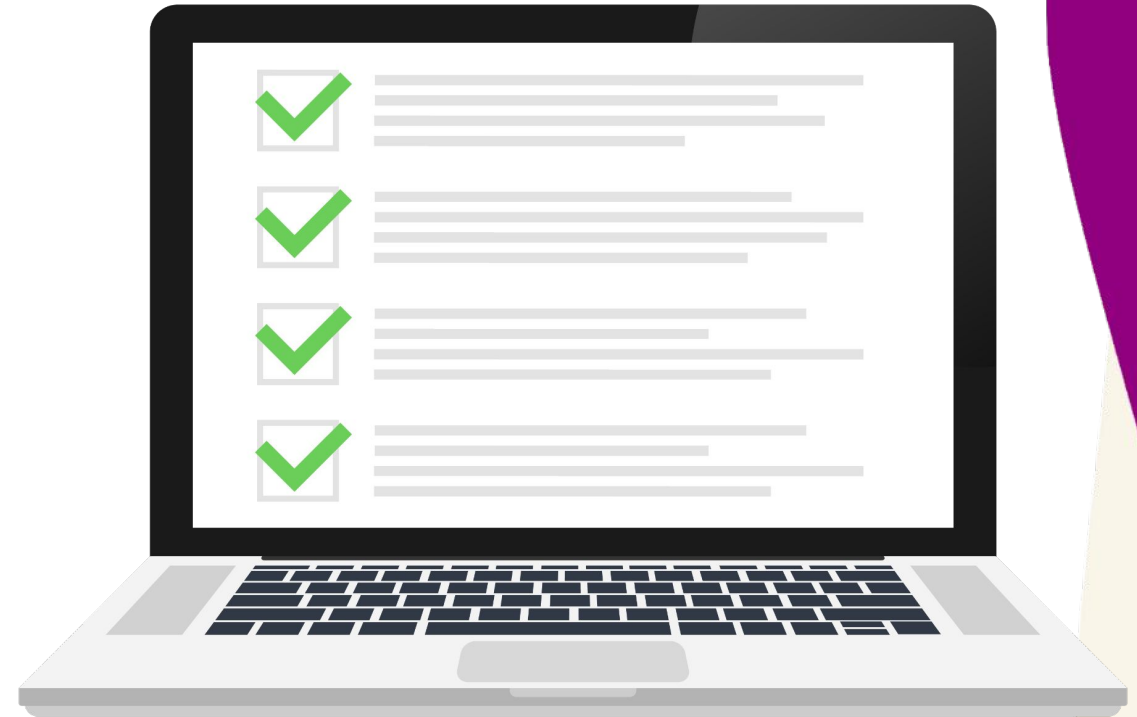


Please chat in your questions throughout the presentation

Role Call

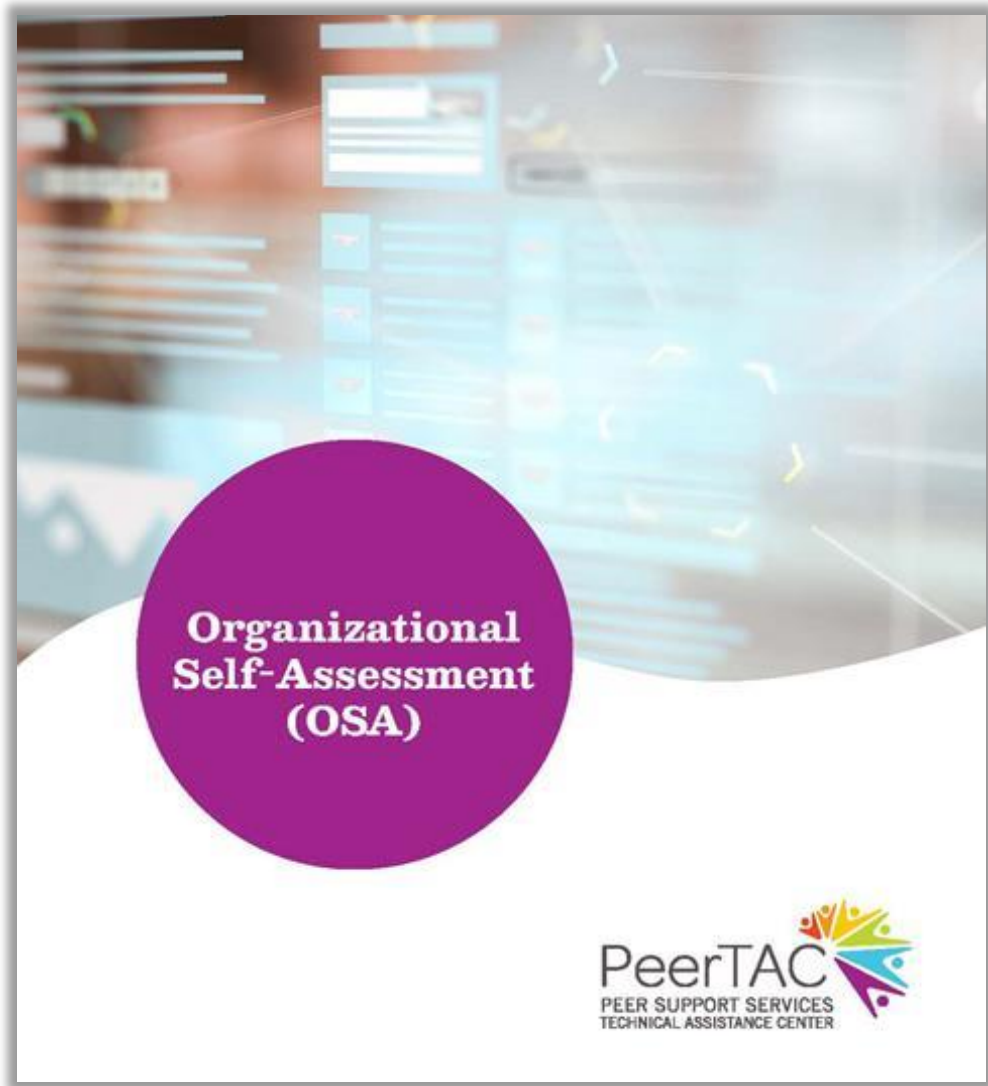
What is your primary role?

- CEO/Executive Director
- Program Director or Manager
- Supervisor (not a peer)
- Supervisor (identify as a peer)
- Peer specialist or advocate (PS/A)
- Allied Provider/Coworker,
(not a designated peer role)
- Other (share in the chat)



Agenda

- Welcome & Introductions
- Organizational Self-Assessment
- Defining Organizational Culture
- Understanding Your Organization's Culture and Peer Services
- Your Personal and Professional Journey
- Your Role as a Change Agent
- Q & A



PeerTAC Organizational Self-Assessment

Organizational Self-Assessment (OSA)



PeerTAC Organizational Self-Assessment (OSA)

The purpose of this organizational self-assessment (OSA) is to provide clinic leadership and staff that are responsible for the daily operations of clinic services, e.g.; administration, clinicians, supervisors, quality assurance (QA), human resources (HR), compliance, front desk, and information technology, a tool to identify whether the organization is ready to offer Peer Support Services. This allows the organization to consider areas for modification within the organization that will lead to more effective team work through the inclusion of Peer Support Services to improve outcomes.

What are the different types of Peer Support Providers Across the Lifespan?

Peer Specialists/Advocates use their relevant life experience to give and receive support based on shared understanding, respect, and mutual empowerment between people in similar situations. While this OSA uses the term Peer Specialist/Advocate throughout to reflect the many similarities in Peer Support Services across the lifespan, when necessary, the three distinct credentials are used separately to indicate their different designations: Adult Certified Peer Specialist (NYCPS), Credentialed Youth Peer Advocate (YPA-C), and Credentialed Family Peer Advocate (FPA-C). Each specialty has its own training and guiding principles, core values, code of ethics, and scope of practice that serve to define fidelity to that specific peer support practice.

What is the Organizational Self-Assessment (OSA)?

The organizational self-assessment (OSA) is both an educational tool and a way to reflect on how prepared your organization is for the successful inclusion of Peer Support Services in your service delivery continuum, either for the first time or in expanding existing Peer Support Services. The OSA has been adapted from nationally-recognized resources on the peer workforce inclusion.

- ✓ If you are just getting started, use the OSA to learn what is needed to provide effective Peer Support Services.
- ✓ If you already provide Peer Support Services, you can consider ways to improve the quality of services or add a new type of Peer Support Service to increase your ability to provide Peer Support Services across the lifespan.

Last Updated October 12, 2023

<https://peertac.org/>

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- ✓ Adapted from nationally recognized resources
- ✓ Educational tool
- ✓ Quality improvement indicators



Organizational Self-Assessment (OSA) Four Categories

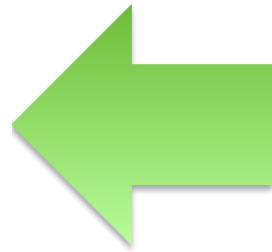
- Knowledge of Peer Practices
- Organizational Culture
- Hiring and Onboarding
- Supervision

- 25 statements
- 4 categories
- 3 ratings:
 - Exemplary
 - Adequate
 - Needs Improvement

OSA – A Closer Look

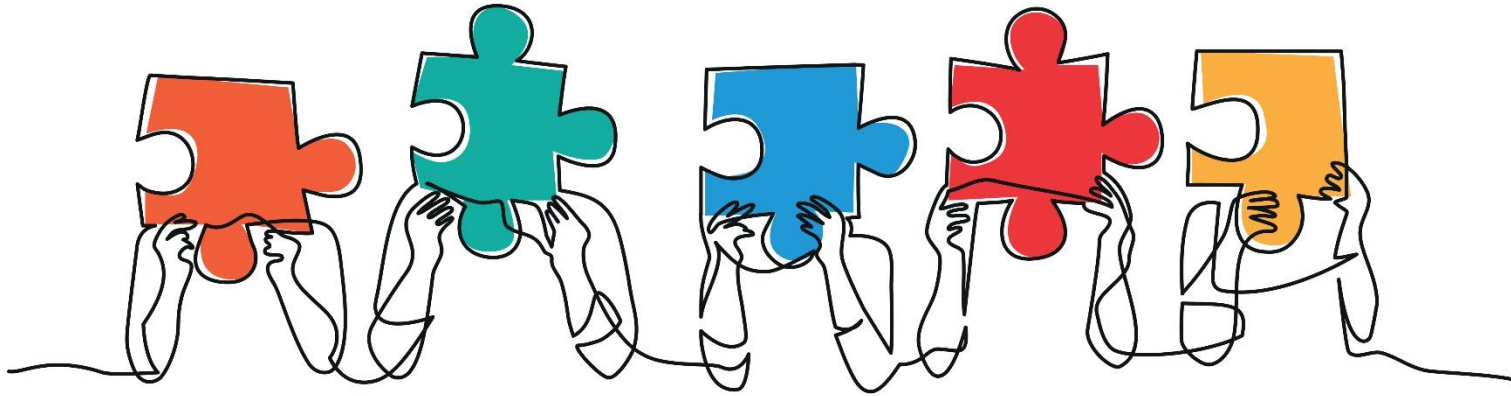
#3 - Knowledge of Peer Practice	Exemplary (In addition to Adequate)	Adequate	Needs Improvement
Our organization approaches the delivery of Peer Support as distinct from clinical practices, which helps to support greater fidelity to Peer Support practice.	Peer Specialists/ Advocates are valued for their unique perspectives on recovery, mutual support, peer values, and how peer support practice fits within the team.	Peer Specialists/ Advocates are given tasks within their core values and scope of practice.	Peer Specialists/ Advocates are given tasks outside of their core values and scope of practice such as care coordination or waitlist management.

Organizational Self-Assessment



<https://bit.ly/3A6eqdd>

Organizational Self-Assessment



For organizations that already have Peer Support Services, use it as a Quality Improvement tool for your program

For organizations that are just getting started, use it as an Educational Tool to guide the development of your program.

SECTION 1:
Organizational
Culture



How do we define organizational culture?

- **Leadership and management:** How leaders and managers behave and make decisions
- **Policies and procedures:** The rules and standard practices that guide the organization
- **Shared values:** The beliefs and values that create and guide the interpersonal environment for staff and service recipients
- **Communication practices:** How all levels of the organization communicate with each other.
- **Service provision:** The expectations, practices and interventions that guides the provision of services.
- **Ethical standards:** The standards that guide the organization's ethical practices

Types of Organizational Cultures

- 1. Collaborative Culture:** focuses on teamwork and creating a sense of family within the organization. Employees in a collaborative organizational culture are encouraged to make their voice be heard and each employee is seen as a valued member of the workforce.
- 2. Hierarchy-based Culture:** highly centralized control when it comes to the organization's rules and operations. This culture often have strict rules and oversight from each layer of the hierarchy over the one below it. Less flexible, innovative and creative than a collaborative culture.
- 3. Creative and Innovation Focused Culture:** gives employees the space and freedom to experiment, take risks, and share new ideas. Diversity of thought is highly valued, everyone's perspective is elicited and provided the support to communicate perspectives safely and with needed supports.

Organizational Cultures

4. Market Culture: involves placing the organization's bottom line above all else. Extremely results-oriented that makes decisions in terms of the financial gains and steps to ensure efficient operations and reduction of waste. There is a sense that the organization is in a competitive role with other organizations for market share.

5. Purpose/Mission Driven Culture: involves creating a work environment in which employees are working for a common cause such as improving the overall health and wellbeing of a vulnerable population. The focus is always on the mission in which the organizational decisions are based on accomplishing their heart felt purpose. Benefit to clients and the community dominates the culture as well as nurturing a workforce that is deeply committed to the purpose.



Organizational Cultures

6. Leadership Directed Culture: is characterized by a very strong leader with strong motivation to move the organization in a direction that aligns with the leader's vision. Decisions are mostly top down with the expectation that employees will follow and implement the leader's directives.

Using the chat feature, share what type of organizational culture most closely matches your organization?

- ❖ Collaborative Culture
- ❖ Hierarchy-based Culture
- ❖ Creative and Innovation Focused Culture
- ❖ Market Culture
- ❖ Purpose and Mission Driven Culture
- ❖ Leadership Directed Culture
- ❖ None of the Above (chat in what would best describe your organization culture)

SECTION 2:
Organizational
Cultural
Self-Assessment



STANDARD 1: Organizational Culture of Wellness: A focus on the role of peers in promoting overall health and wellbeing

- Our organization supports wellness activities specific to Peer Specialists/Advocates while encouraging all staff to develop individual and interdisciplinary team wellness plans.
- The organization recognizes and values the unique insights of peers related to the types of wellness enhancing strategies that are effective in helping people manage 1) mental health challenges, 2) unhealthy coping approaches such as substance use, and 3) emotional distress associated with serious life adversities.
- The organization has a system in place to disseminate peer insights to service recipients and the workforce.

Poll: Culture of Wellness: What best describes your assessment of your organization on this standard?

- A. We already involve our peers in sharing their insights about promoting health and wellbeing with clients and the workforce.
- B. Our peers only share their insights with clients, not with the workforce
- C. We don't currently have peers, but our organization would be open to their role in promoting wellness for clients and/or the workforce.
- D. We don't have peers, and the organization would have difficulty in developing a major role of peers in promoting wellness for clients and staff.
- E. I don't have enough knowledge about the organization to judge their openness to a wellness promoting role for peers.

STANDARD 2: Organizational Culture: Commitment of Leadership and the Presence of Champions

- Our organization has at least one committed leader with the authority and responsibility to lead the inclusion of Peer Support Services.
- Peer Specialists/Advocates have a dedicated “champion” who oversees the training of staff about peer support roles and the orientation of peer staff to the organization.



Poll: Culture of Leadership: Ongoing Support and the Presence of Champions

- A. We have peers: Our leadership is highly supportive
- B. We have peers but leadership doesn't come across as a strong champion for peer services
- C. We don't have peers: Our leadership is very likely to strongly support peer services
- D. We don't have peers: Our leadership is not likely to strongly support peer services.
- E. I don't have enough knowledge to assess the leadership view of peer services.



STANDARD 3: Culture of Data Driven Decision Making, Responsive Care and Quality Improvement.

- Peer Specialists/Advocates play an instrumental role in assisting our organization to gather input from people receiving services and family members on changes that would improve the organization's service delivery, particularly in areas of accessible, equitable, culturally responsive, trauma-informed, recovery-oriented, person-centered care.
- One of the benefits of peers is their ability to engage clients and their family members in a trusting relationship. People with lived experience are often perceived as advocates. They are often more likely to develop a partnership based on trust and more likely to provide honest feedback to the organization.

Poll: Culture of Quality Improvement

- A. We have peers and involve peers in engaging clients and/or family members in gathering feedback about our services
- B. We have peers but don't involve peers in engaging clients and/or family members in gathering feedback about our services.
- C. We don't have peers, and our organization is very likely to engage peers in the role of gathering feedback
- D. We don't have peers, and the organization is not likely to have peers in the role of gathering feedback
- E. Don't have enough knowledge

STANDARD 4: Organizational Culture of Diversity, Equity and Inclusion

- Peer Specialists/Advocates receive professional development benefits specific to peer support practice, such as time off, travel, and registration costs to attend peer conferences, peer learning communities, or other peer-specific training opportunities.
- The organization values diverse perspectives including those perspectives of peers.
- Values of equity is reflected by ensuring that peers are fully integrated into the workforce and their voices are elicited, invited, encouraged in ways that align with their specific needs and comfort level.
- The valuing of inclusion is reflected by organizations in which peers have a strong voice in decision making and quality improvement efforts

Poll: Organizational Culture of Diversity, Equity and Inclusion

- A. We have peers and they are fully integrated into our services and have many opportunities to share their perspective in a way that influences organizational decision making and client care.
- B. We have peers but they have limited opportunities to influence.
- C. We don't have peers but our organization values DEI that is likely to create the culture that embraces the voice of peers.
- D. We don't have peers, and our organizational culture is not likely to include peers as part of a diversity, equity and inclusion value system
- E. Not enough knowledge to assess my organizational openness to this standard



STANDARD 5: Organizational Culture of Fairness, Equity and Valuing of Peer Services

- Our organization offers opportunities for advancement within the peer support practice field.
- Peer Specialists/Advocates can be promoted to leadership positions that carry an equivalent level of compensation and responsibility as other comparable positions.



Poll: Culture of Fairness and Equity

- A. We have peers, and they are treated with fairness and equity related to promotions and access to leadership positions.
- B. We have peers, but our organization may have difficulty meeting this standard.
- C. We don't have peers, but our organizational culture aligns with this standard.
- D. We don't have peers, but our organizational culture doesn't align well with this standard.
- E. I don't have enough knowledge of the organizational culture.



Organizational Culture of Equity, Transparency and Fairness

- Our organization has policies and procedures to ensure reasonable workloads and work hours for all staff, including Peer Specialists/Advocates.

Poll: Organizational Culture of Equity, Transparency and Fairness

- A. We have peers, and they are informed of the policies and procedures related to workload and work hours that are consistent with expectations of the general workforce.
- B. We have peers, but our organization may have difficulty meeting this standard.
- C. We don't have peers, but our organizational culture aligns with this standard.
- D. We don't have peers, but our organizational culture doesn't align well with this standard.
- E. I don't have enough knowledge of the organizational culture.

Your
Personal
and
Professional
Journey



The sustaining of
any change is built
on the presence of
contributors and
champions.



***Neutral
Participant***



Contributor



Champion

Passive Acceptance/Neutral Participant

- Generally reluctant to put extra energy and time to support the organization's efforts
- Is not hostile to peer services but it is not perceived as very important or personally or professionally meaningful
- Will go along to get along with little enthusiasm.
- Energy likely to be directed towards other organizational activities



Contributor


- Take training opportunities offered by the organization seriously
- Ask about how they may help
- Agree to participate when invited to attend or join activities designed to support peer services.
- Engage in a good faith effort in applying new learning designed to implement peer services.
- Speak positively about the organization's efforts to integrate peer services
- Welcome ideas about how to best keep the momentum going and sustaining progress related to peer services





Champion

- Initiate supportive actions
- The involvement of peers as part of the workforce is a personal as well as professional value
- Reaches out to peers and offers support as wanted.
- Share and discuss the value of peer services in numerous venues, discussions with colleagues, during case conferences.
- Seek out numerous opportunities to learn more about peer services
- Volunteer to put extra energy and time to support peer services
- Volunteer to take leadership role as needed
- Welcomes ideas about how to support the full adoption of peer services.



Culture of Leadership:

What is your value system related to peer services?

- ❖ I'm not convinced that peer services is the right way to go. I think there are other more important changes we need to make.
- ❖ I'm **NEUTRAL** about integrating peer services into our program/organization
- ❖ I'm a **CONTRIBUTOR** to the integration of peers
- ❖ I'm a **CHAMPION** who strongly supports peer services
- ❖ I don't have enough knowledge or experience with peer services to determine my view.

My Role as a
Change
Agent and
Advocate



Managing Up: How to influence leaders?





Managing Upwards means.....

Engaging and supporting the senior leadership of your organization...

- to strengthen the role of peer services
- support efforts to adopt and sustain the integration of peer services.

Managing Upwards: The critical role of communication

Communicating with Leadership

- Engaging organizational leadership hinges on effective communication, whether face-to-face or in written form.

Understanding your leadership's communication style

- We all have our own preferences for communication – including how we want to receive information, solve problems, and make decisions.
- Communicating with leadership in a way that matches their preferred style can go a long way toward building a positive, productive relationship.
- Provide information about the initiative to leadership in accordance with their preferred style (data, human stories, costs, workforce response, organizational reputation, risks including downside of not moving forward)

Managing Up: Messaging the critical decision and readiness factors

- Provide leadership with accurate information about the purpose and importance of integrating peer services.
- How the change **is POSITIVE** for all stakeholders: How the benefits align with the mission and business health of the organization. Recognizing a significant downside to not integrating peer services into the organization.
- Are we **READY** to do it right? It is possible for our organization to embark on this journey? We have the **C**apacity, **C**apability, **C**ulture and **C**ommitment it requires?
- We have the **RESOURCES**, Supports and Tools that can make a difference?
- We have anticipated and planned for possible **RISKS** and unintended consequences?



Wrap up....

- Organizational Self Assessment
- Defining Organizational Culture
- Understanding Your Organization's Culture and Peer Services
- Your Personal and Professional Journey
- Your Role as a Change Agent



Upcoming Sessions

- **Shared Collaboration Hour: November 20th, 9:30-10:30 am**
- **Peer Support Services: Recruitment, Hiring, Onboarding: December 5th, 2:00-3:30pm**
- **Shared Collaboration Hour: December 12th, 3:00pm-4:00pm**

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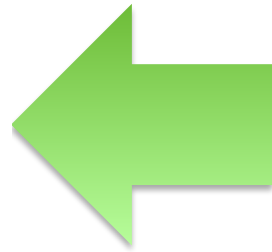


Your Feedback is valuable to us..

Please take a moment to complete our brief feedback survey at

https://nyu.qualtrics.com/jfe/form/SV_39kYLSXLmYnjpD8.

Organizational Self Assessment



<https://bit.ly/3A6eqdd>

Questions



Contact Us

Website:

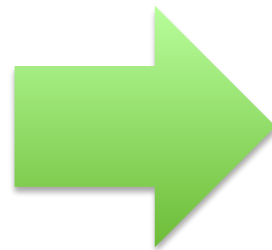
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Thank You!





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