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# Alabama Crisis Redesign Project

## Lunch and Learn Series

# Lunch and Learn series line up

8/21 – Organizational Readiness & Culture

9/4 – Program Design of Peer Services

9/18 – Recruiting Peer Supporters

10/2 – Hiring & Onboarding Peer Supporters



# Part 1 Organizational Readiness & Culture

## EXPLORE

- Organizational considerations when integrating peer supports and services

## UNDERSTAND

- Key aspects of organizational culture for successful integration

## DESCRIBE

- Different strategies for integrating peer supports

## DISCUSS

- Challenges and opportunities around integrating peer support services

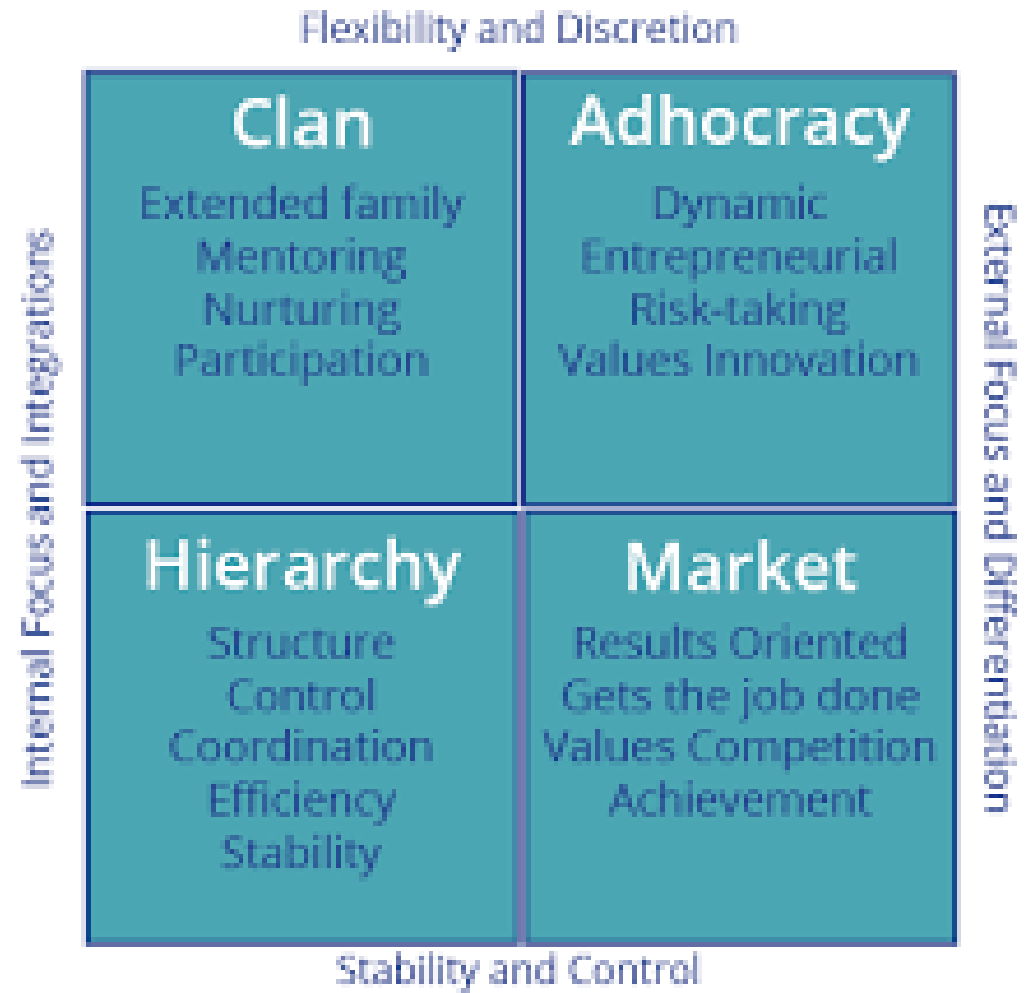
# OBJECTIVES



# Organizational Culture

## 4 Types of Organizational Culture

What sounds familiar?



# CLAN or ADHOCRACY?

## CLAN CULTURE

- ▶ Rooted in collaboration
- ▶ One big family
- ▶ Leaders - Mentoring
- ▶ Bound by commitments and traditions

## VALUES

- ▶ Teamwork
- ▶ Consensus
- ▶ Communication

## ▶ ADHOCRACY CULTURE

- ▶ Based on energy, creativity
- ▶ Risks-taking is encouraged
- ▶ Leaders – innovators, entrepreneurs
- ▶ Experimentation, individual ingenuity

## VALUES

- ▶ Change
- ▶ Agility

# MARKET or HIERARCHY?

## MARKET CULTURE

- ▶ Built on competition, concrete results
- ▶ Goal-oriented focus
- ▶ Leaders – tough, demanding
- ▶ Bound by commitments and traditions

## VALUES

- ▶ Market share
- ▶ Profitability

## HIERARCHY CULTURE

- ▶ Grounded in structure & control
- ▶ Strict, formal work environment
- ▶ Leaders – coordination, monitoring
- ▶ Efficiency, predictability

## VALUES

- ▶ Consistency
- ▶ Uniformity



# Organizational Culture Defined

## SOCIAL AND PSYCHOLOGICAL ENVIRONMENT

- ▶ Underlying beliefs
- ▶ Assumptions
- ▶ Values
- ▶ Ways of interacting

## RECIPE – INGREDIENTS

Vision & mission  
Values & beliefs  
Norms & assumptions  
Systems  
Symbols & language  
Habits

# Organizational Readiness

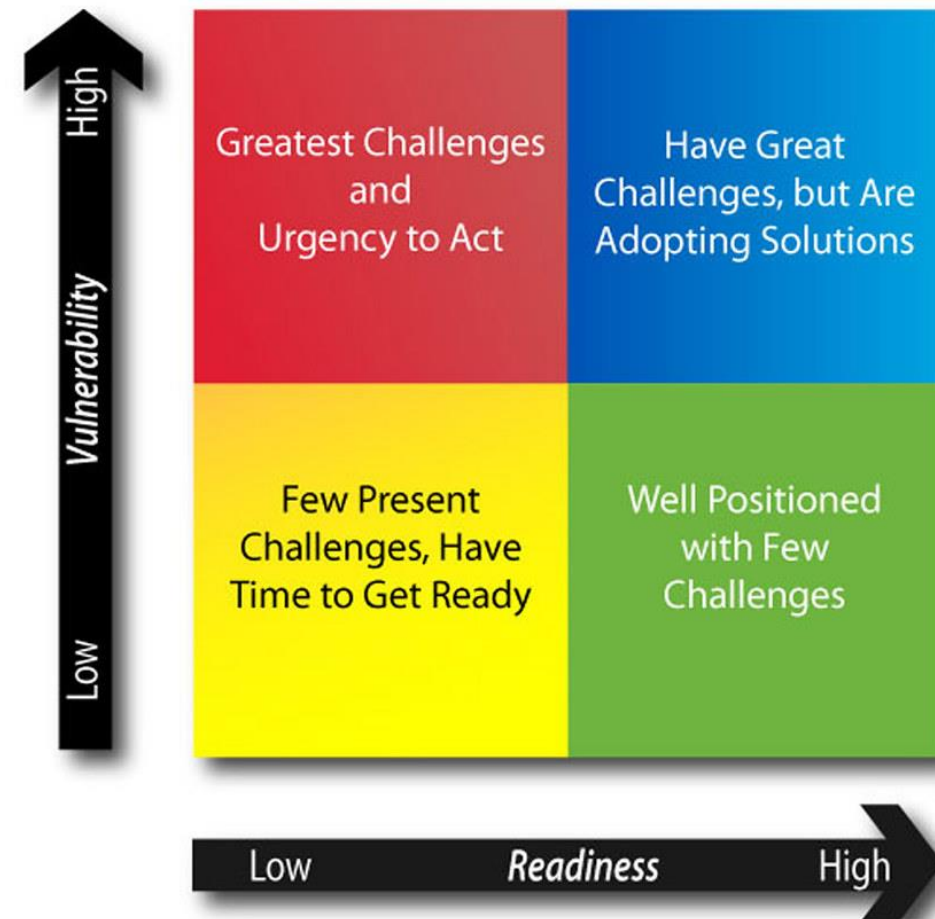
Organizational readiness for change is a multi-level, multi-faceted construct.

Readiness for change refers to

- ▶ organizational members' shared resolve to implement a change (change commitment)
- ▶ shared belief in their collective capability to do so (change efficacy).

Weiner, B.J. A theory of organizational readiness for change. *Implementation Sci* 4, 67 (2009).  
<https://doi.org/10.1186/1748-5908-4-67>

## The Readiness Matrix™



# Change Readiness

## What are we looking at?

Level of understanding of the reason for change at the LEADERSHIP level

Level of understanding of the benefits and barriers the change presents

Belief of whether the project has been shared with stakeholders

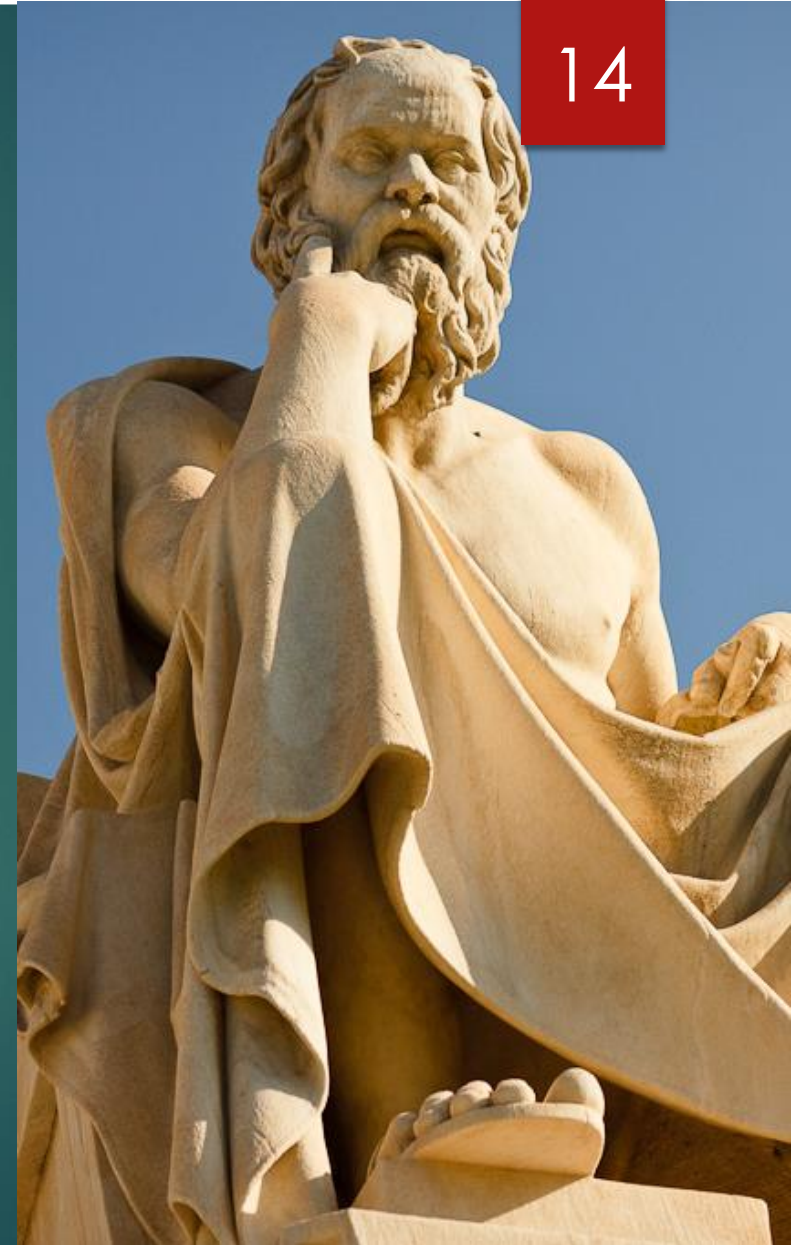
# Readiness to Integrate Peer Support

- ▶ What are you doing now?
  - ▶ Internally
  - ▶ Persons served
  - ▶ External partnerships
  - ▶ Grassroots organizations
  - ▶ Mutual Self Help
  - ▶ Use of technology

# Operational Areas

- ▶ Different areas will be at different places relevant to readiness
  - ▶ Clinical operations (broad and deep)
  - ▶ HR (policies/procedures, orientation, ongoing learning, compensation)
  - ▶ Quality
  - ▶ Recovery and Resiliency
  - ▶ Leadership & management
  - ▶ Any interface with Persons Served (reception, screening/triage)

“The secret of change is to focus all of your energy not on fighting the old, but on building the new” - Socrates



# Tools and Resources

- ▶ [Resources for the Supervision of Peer Workers](#) (BRSS TACS)
- ▶ [Paving New Ground: Peers Working in Inpatient Settings](#) (NASMHPD)
- ▶ [Peer Support Workers in Emergency Departments](#) (National Council)
- ▶ [Supporting Recovery in Acute Care and Emergency Settings](#) (SAMHSA)
- ▶ [Peer Recovery Assistants on Crisis Triage Team](#) (draft)
- ▶ [Peers as Crisis Service Providers](#) (SAMHSA webinar slide deck)
- ▶ [Peers for Progress Program Development Guide](#) (AAFPP)
- ▶ [Peer Services Toolkit](#) (MHA)

# Thank you!

QUESTIONS AND DISCUSSION  
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