

March 31, 2008

Commissioner Barbara Leadholm  
Department of Mental Health  
25 Staniford Street  
Boston, MA 02114

Dear Commissioner Leadholm:

The Massachusetts Transformation Committee (Transcom) and its “Integrating Peer Workers into the Workforce” subcommittee are pleased to submit the following policy recommendations and executive summary for your consideration, *Peers as Valued Workers: A Massachusetts Roadmap for Successfully Integrating Peer Specialists and Peer Support Workers into the Public Mental Health System*.

As you know, Transcom is a broad-based coalition committed to building consensus and to strengthening mental health supports that are person-driven and sustainable throughout the Commonwealth. The following comments from six people at Baycove Human Services remind us of what is at stake and about what is possible when peers are integrated into the provider workforce:

*How can you build a beautiful stone wall without experienced masons? Non-peer staff can provide the mortar, tools and stones. But you need a master to teach an apprentice.*

*Through interactions with staff peers and the CPS, you experience the good feeling in your heart and brain when it dawns on you that they understand your struggles...An integrated staff is a creative and efficient collaboration. It demonstrates that Recovery/Procovery is not just a current catch phrase.*

Carolina Mucci, Rehab Center Member

*Peer workers have an extra point of view as a “peer” that is an invaluable resource for reality testing ideas and checking regressive thinking.*  
Vocational Rehab Provider

*Therapeutic boundaries which were so emphasized in my training are effectively renegotiated day to day. New and more flexible boundaries had to be identified and power the recovery process.*

Denise Clarke, Certified Peer Specialist

*I have had my own psychiatric experience...I never shared this with a co-worker until I began working with our Peer Specialist.*  
Vocational Rehab Provider

*The consumer staff has an opportunity to be “out” about their illness, while the non-consumer staff benefit from the consumer staff’s insight and experience... Having a consumer-staff gives us a great opportunity to reduce stigma.*

David Selkovits, Certified Peer Specialist

*Every day, I have clear examples of people in recovery...To keep peer workers out of your agency's workforce is to deprive both your staff and your members of the most concrete experience of hope.*

*Working as a member of an integrated service team...is liberating. Together, we demonstrate to our clients – and even our society- what is possible.*

Brad Day, Assistant Program Director

We are confident that following this “roadmap” will help us generate many more experiences like these! Please be assured that Transcom is available to respond to your questions and ideas about the proposed roadmap and related projects.

Sincerely,

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**Peers as Valued Workers: A Massachusetts Roadmap for Successfully  
Integrating Peer Specialists and Peer Support Workers  
into the Public Mental Health System**

Executive Summary

***“The hope and the opportunity to regain control of their lives- often vital to recovery- will become real for consumers and families. Consumers will play a significant role in shifting the current system to a recovery-oriented one by participating in planning, evaluation, research, training, and service delivery.”  
Achieving the Promise: Transforming Mental Health Care in America***

**Transcom’s Vision for Successful Integration of Peer Workers<sup>1</sup>:**

*We envision a system where people in recovery have guaranteed access to certified peer specialists and peer support workers throughout Massachusetts, whether through an agency where they receive services, from a Recovery Learning Community or from another peer operated program. Peer Specialists and Peer Support Workers will serve as critical role models for their peers and colleagues that recovery is possible and achievable. Their unique roles and job functions will be understood and valued by their peers, their colleagues and supervisors. They will be equitably reimbursed and supported in their primary focus of advocating for the consumers they work with.*

Inspired by the vision and recommendations of the President’s New Freedom Commission on Mental Health, people in recovery are taking an active role in Massachusetts to transform its public mental health system. One critical element in this transformative work is people in recovery working as peer specialists and peer support workers in traditional provider agencies and consumer operated organizations.

As traditional mental health providers begin to see the value and importance of these roles in their own programs, the demand is increasing for certified peer specialists and peer support workers. With this increasing demand comes the need to develop infrastructure and supports that will ensure the success and sustainability of these roles over time.

Responding to this need, the Transformation Committee (Transcom), a state level partnership of people in recovery, provider agencies, stage agencies, and other advocates, is committed to achieving the successful integration of peer specialists and peer support workers throughout the public mental health system. Transcom charged a subcommittee to develop a roadmap for achieving successful integration of peer specialists and peer support workers throughout the state’s public mental health system.

The purpose of this roadmap is to offer policy recommendations to the Department of Mental Health on how to successfully integrate peer specialist and peer support services throughout state’s public mental health system.

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<sup>1</sup> The term peer workers refers to both certified peer specialists and peer support workers when recommendations apply to both of these types of individuals.

Transcom members are excited to provide this roadmap to the leaders of the Department of Mental Health, and look forward to collaborating on achieving its vision. The roadmap begins with defining a vision for the successful integration of peer workers. It then sets out short and long-term objectives in eight domains that are critical for achieving the vision. Each domain section also includes a brief description of its purpose or why addressing the domain is crucial for success.

### **Domain 1: Define Roles and Functions of Certified Peer Specialists and Peer Support Workers**

*The roles and functions of certified peer specialists and peer support workers are seen as valuable and essential to the work of the state's public mental health system.*

#### Short Term Objectives:

1. Standard definitions of PSW and CPS are in effect across the public mental health system and other state health and human service agencies.
2. DMH encourages providers to incorporate these roles into their organizations.
3. DMH increases their own employment of peer workers throughout their programs.

#### Long Term Objectives:

1. DMH requires providers to incorporate these services into their organizations.
2. CPS and PSW are adequately funded and available in all service types.

### **Domain 2: Articulate the Value of Certification for Peer Specialists**

*A specialized workforce of Certified Peer Specialists exists to offer education, advocacy and support to their peers.*

#### Short Term Objectives:

1. DMH continues to fund peer specialist trainings.

2. The peer specialist training and certification program is evaluated for continuous improvement opportunities.
3. Certified peer specialists are reimbursed at a level equal to other similarly qualified professionals in their organizations.

#### Long Term Objectives:

1. Other sources of funding are secured to support additional peer specialist trainings (e.g. providers and other state agencies fund slots for their clients).
2. Community colleges recognize the value of peer specialist training and certification and offer credit towards a degree for those who successfully complete the training and certification program.
3. Additional tracks for specialized training (e.g. documentation and paperwork, employment, benefits, housing, trauma-informed care, etc.) and advanced certification are developed.

### **Domain 3: Provide Training and Continuing Education for Peer Workers**

*Peer Specialists and Peer Support Workers are able to continuously develop new skills and expertise that have a foundation in their lived experience of recovery.*

#### Short Term Objectives:

1. Opportunities for peer specialist and peer support worker continuing education are funded by DMH and providers.

2. The Transformation Center articulates and monitors continuing education requirements for certified peer specialists.

Long Term Objective:

1. Specialized training and continuing education in areas such as housing, benefits, employment, and trauma-informed care are available to further develop the skills of peer specialists and peer support workers.

#### **Domain 4: Fund Peer Specialists and Peer Support Workers Appropriately**

*Peer services are so integral to the system's success that every funding stream includes dedicated dollars for peer services.*

Short Term Objectives:

1. Working with Medicaid and other state agencies, DMH investigates all avenues for additional funding of peer services.
2. Demonstration projects integrating peers are established and evaluated for their effectiveness.

Long Term Objectives:

1. Lessons learned from demonstration projects are shared with the provider community to assist them with integrating peer workers.
2. The increased integration of peer workers is reflected in program and budget restructuring.
3. Medicaid financing is implemented for funding peer specialist services.

#### **Domain 5: Train and Educate the Provider Community on Integrating Peer Roles**

*DMH leads sustained educational & training opportunities for the mental health workforce to assure that peer*

*workers are treated as and considered colleagues of value.*

Short Term Objectives:

1. DMH articulates a vision for how recovery oriented principles and peer specialists/peer support workers are to be integrated in provider settings.
2. A statewide committee of diverse membership convenes to develop a curriculum for providers on integrating peer workers into their agencies.
3. Knowledge of people in recovery informs the content and structure of training and education opportunities.

Long Term Objective:

1. The Transformation Center, in collaboration with Recovery Learning Communities, are funded to coordinate and provide training and education to the provider community and DMH on how to best integrate peer workers.

#### **Domain 6: Offer Technical Assistance to Providers on Workplace Issues**

*Mental Health provider agencies are exemplary employers of people with lived experience.*

Short Term Objectives:

1. Mental health providers develop networks to share best practices and lessons learned in successfully employing peer workers.
2. Transformation Center develops and disseminates practical resources to providers to assist them with personnel issues.

Long Term Objective:

1. The satisfaction, success, and well-being of people employed as peer specialists and peer support workers significantly increases.

## **Domain 7: Promote and Facilitate Organizational and Cultural Changes Across Mental Health System**

*Policies and procedures support and enhance strengths-based services by peer and non-peer professionals in a culture where all are respected for their unique role in the partnership. All people's lived experience is sought and valued in a safe and supportive environment.*

### Short Term Objectives:

1. Agencies are familiar with Transcom's statement "Promoting a Culture of Respect" and adopt its vision by strengthening practices that support dialogue and self-evaluation.
2. DMH creates a task force to review policies and regulations to ensure that they are in alignment with recovery oriented practices

### Long Term Objective:

1. DMH makes every effort to change policies and regulations that pose barriers to recovery-oriented practices and successful peer integration.

## **Domain 8: Conduct Research and Evaluation to Maximize Success**

*Maximize the effectiveness of peer workers through research and evaluation initiatives conducted by a partnership of consumer researchers, academic institutions, and the Department of Mental Health.*

### Short Term Objectives:

1. Conduct pre/post evaluations of trainings related to integrating peer specialists or peer support workers into the workforce (e.g., peer specialist trainings, provider trainings, etc) with follow-up

assessment to determine whether gains are sustained over the long term

2. Conduct additional qualitative work on how certain mental health programs have achieved successful integration of peer specialists and/or peer support workers
3. Build the capacity of consumer run organizations to evaluate their own services and activities.

### Long Term Objective:

1. Conduct a major implementation study exploring the process and outcomes of how peer workers are integrated throughout Massachusetts using a longitudinal design.

## **Next Steps**

The responsibility of successfully integrating peer workers into the public mental health belongs to all individuals and organizations that are committed to promoting recovery. Transcom is eager to partner with DMH to explore the operationalization of this roadmap. The vision and objectives set forth in this road map are part of a greater vision for mental health services that is in alignment with DMH's strategic plan.

Some next steps may include:

- Convene diverse stakeholder groups to discuss how to implement roadmap objectives
- Develop subcommittee(s) to begin implementing roadmap objectives
- Consider how to use the upcoming DMH procurement to achieve short term objectives
- Collaborate with MassHealth on exploring financing mechanisms for Peer Specialist services