

Capacity Development for Peer and Recovery Support Service Organizations in Texas



Summary of findings from observations of three capacity development projects offered by Texas Health and Human Services to and contracted partners to Peer and Recovery Support Service Organizations in Texas.

Capacity Development Projects

During the 2021 fiscal year, the Peer and Recovery Services Programs, Planning and Policy Unit (The Peer Unit) of Texas Health and Human Services (HHS) and contracted partners offered three capacity development projects to peer and recovery support service (PRSS) Organizations in Texas: The Leadership Fellows Academy; the Texas Peer Recovery Infrastructure, Capacity, and Sustainability Project; and the Peers in Research Project.

The participating organizations included Clubhouses, Consumer Operated Service Providers (COSPs), Recovery Community Organizations (RCOs), and other peer or recovery-based organizations.

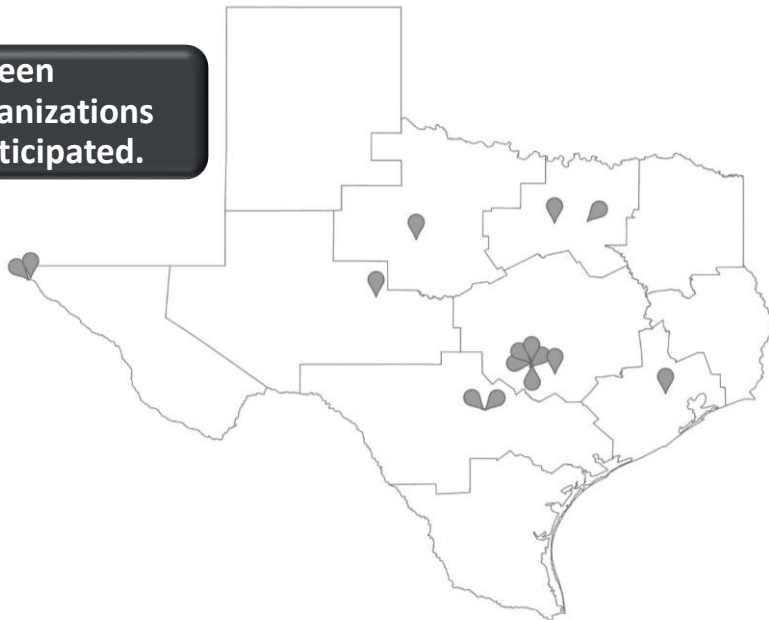


The purpose of these projects was to build the future of recovery infrastructure in Texas by supporting the development of PRSS organizations. The short-term goals of these projects were to develop organizational capacity, as well as support collaborations and partnerships between these organizations. The long-term goal of these projects was to cultivate and scale peer and recovery services in Texas.

Leadership Fellows Academy (LFA)

- **Purpose:** To cultivate leadership capacities for individuals, throughout the organizations they lead and within the communities in which they live and serve.
- **Partners:** North Carolina State University and University of North Carolina
- **Activities included webinars, executive coaching, and an online platform to facilitate networking among the participating organizations.**

**Fifteen
organizations
participated.**



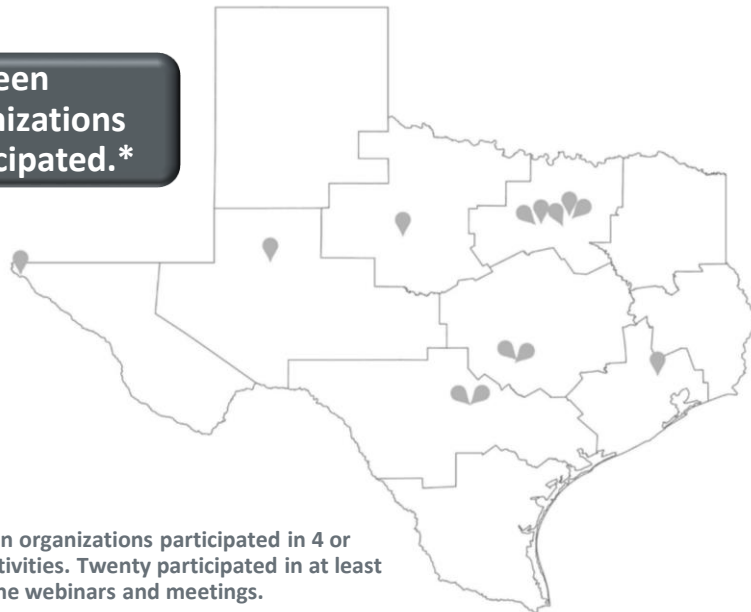
Webinars

Date	Activity
4/21/2021	Opening Institute: Day 1
4/22/2021	Opening Institute: Day 2
4/23/2021	Opening Institute: Day 3
4/28/2021	Webinar 1: Building a Sustainable Organization
5/5/2021	Webinar 2: Diversity, Equity, & Inclusion
5/12/2021	Webinar 3: Boards and Board Governance
5/19/2021	Webinar 4: Performance Measurement, Evaluation and Outcomes
5/26/2021	Webinar 5: Fund Development
6/2/2021	Webinar 6: Grant Writing
6/9/2021	Webinar 7: Hiring and Onboarding
6/16/2021	Webinar 8: Talent Management and Retention
6/23/2021	Webinar 9: Succession Planning
6/30/2021	Webinar 10: Scaling Your Organization
7/7/2021	Webinar 11: Advocacy/Public Education
7/14/2021	Webinar 12: Identity Branding

Peer Recovery Infrastructure, Capacity and Sustainability (PR-ICS)

- **Purpose:** To establish a supportive learning community, prepare peer programs and organizations for accreditation; and develop optional accreditation standards for Mental Health Peer Services.
- **Partner:** Faces and Voices of Recovery
- **Activities included webinars, mentorship, and technical assistance calls.**

Thirteen
organizations
participated.*



*Thirteen organizations participated in 4 or more activities. Twenty participated in at least one of the webinars and meetings.

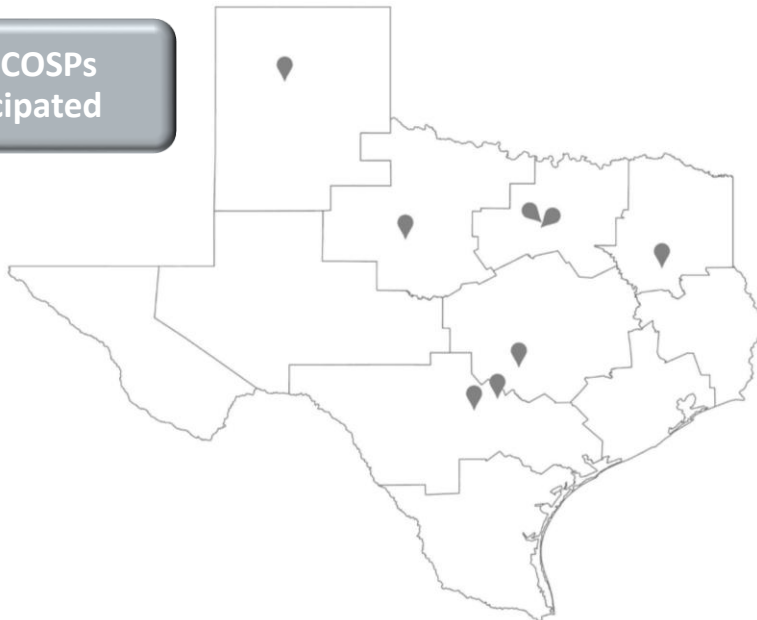
Webinars and Virtual Meetings

Date	Activity
3/31/2021	Virtual Learning Cohort Kickoff
4/8/2021	Accreditation 101
4/26/2021	Accreditation 201
5/10/2021	Q2 Candidate Call
6/1/2021	Accreditation Academy Day 1
6/2/2021	Accreditation Academy Day 2
6/3/2021	Accreditation Academy Day 3
7/8/2021	Q3 Candidate Call

Peers in Research (PIR)

- **Purpose:** To collaborate with COSPs to revise the Form N and identify individual level outcomes for members.
- **Partner:** The Texas Institute for Excellence in Mental Health
- **Activities included monthly meetings with all participating COSPs, regular meetings with individual COSPs, and ongoing technical assistance.**

Eight COSPs
Participated



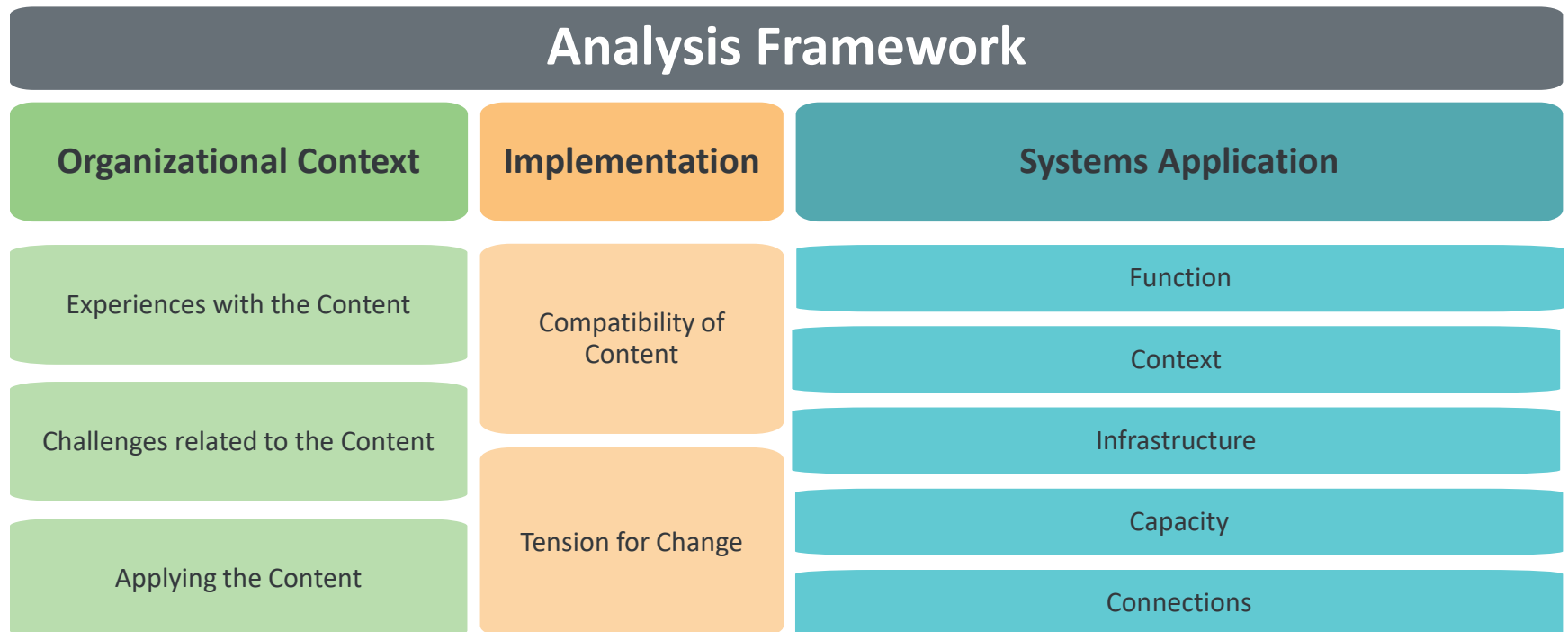
Virtual Meetings

Date	Activity
1/13/21	Illustrating COSP Member Outcomes (review of FY 2020 Project)
2/10/21	FY 2021 COSP Member Outcomes Meeting 2 (Overview of goals)
3/9/21	FY 2021 COSP Member Outcomes Meeting 3 (Overview of goals)
4/13/21	FY 2021 COSP Member Outcomes Meeting 4 (Levels of participation)
5/11/21	FY 2021 COSP Member Outcomes Meeting 5 (Form N – first half)
6/8/21	FY 2021 COSP Member Outcomes Meeting 6 (Form N – second half)
7/13/21	FY 2021 COSP Member Outcomes Meeting 7 (Review Form N revisions)
8/10/21	FY 2021 COSP Member Outcomes Meeting 8 (Wrapping-up)

Framework for Analysis of the Observations

To better understand the potential impact of these projects, a researcher with the Texas Institute for Excellence in Mental Health (TIEMH) observed the virtual meetings and webinars offered to the participating PRSS organizations. Using an analysis framework developed based on a literature review, the researcher identified themes from the comments and questions posed by the organizations' directors and staff during the projects' activities. The analysis matrix examined three domains: Organizational Context, Implementation, and Systems Application.

The following report summarizes themes identified from reviewing observations notes transcribed during the presentations. The findings reported include the most prevalent themes aggregated from the three projects.



Organizational Context – Experiences Applying Content

The participants described experiences applying the content at their organizations. The five most prevalent themes are listed.



Organizational Context - Challenges

The participants described challenges applying the content at their organizations. The five most prevalent themes are listed.

“Planning for the future is difficult when immediate sustainability is a challenge.”

“We are primarily funded by cobbling together state grants and donations.”

Stability and Adequacy of Funding



“There is no HR! The directors are HR!”

“Challenge for nonprofit organizations to balance daily operations with fundraising.”

Operational Demands



“How do we keep the raw peerness?”

“A lot of the questions [on state required assessments] are clinical and not peer oriented.”

Maintaining Fidelity to Peer and Recovery Values



“The pool may include people serving on the boards of other recovery organizations...”

“...not all [board] members work.”

Availability and Dedication of Board Members



“Evaluation is driven by funders...”

“...obtaining donors challenging due to stigma...”

Funding Infrastructure



Organizational Context – Applying the Content

The participants asked questions, identified needs, and/or stated intent to apply practices related to the content. The five most prevalent themes are listed.

Questions



- HR Management
- Performance Measurement and Evaluation
- Nonprofit Status
- Fund Development
- Information About the Projects

Needs Identified



- Administrative Supports (e.g., software)
- Fund Development
- Technical Assistance
- Fidelity to Peer and Recovery Values
- Coalition of Peer and Recovery Organizations

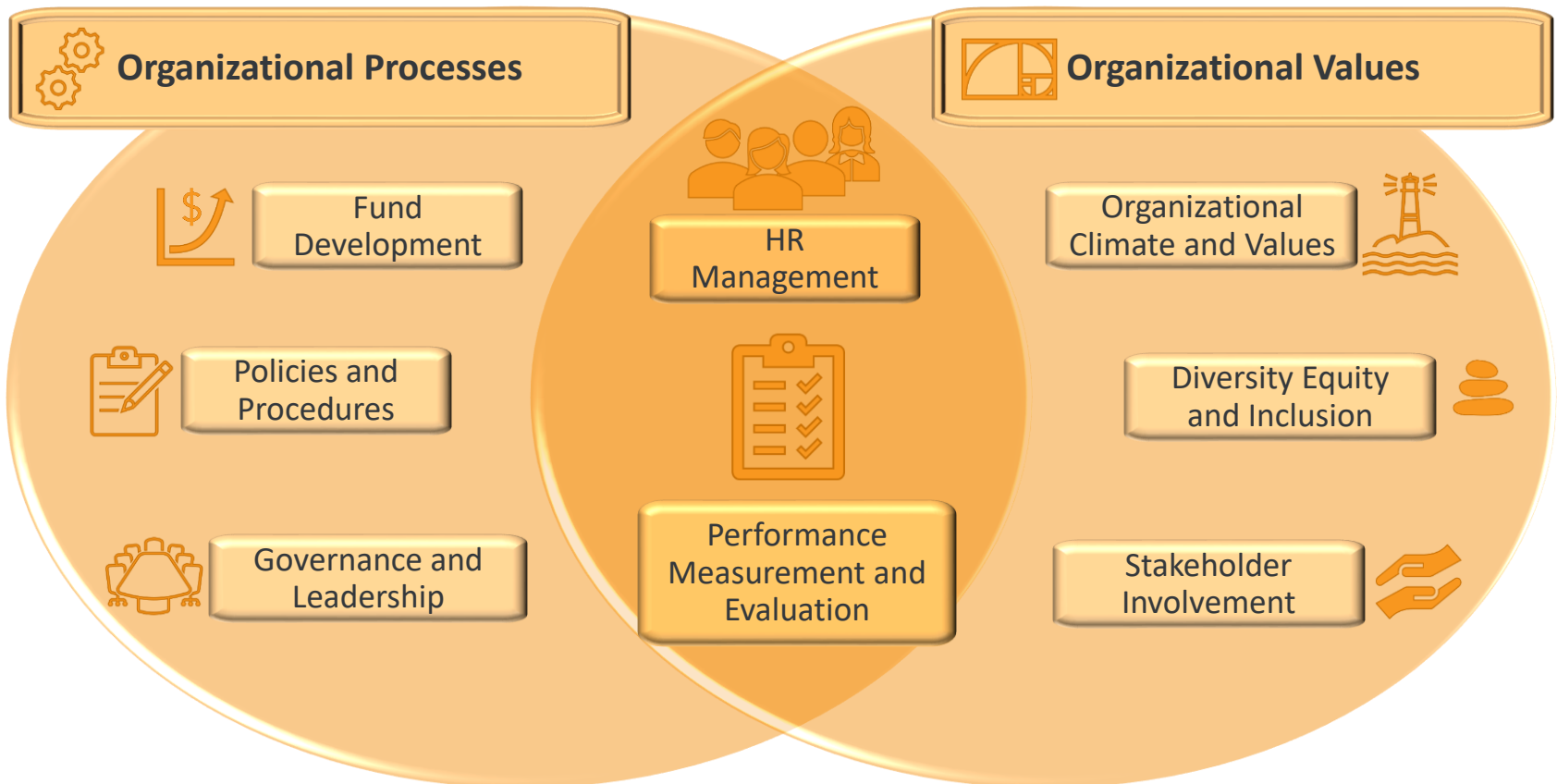
Intent to Apply Content



- Performance Measurement and Evaluation
- HR Management
- Develop System Infrastructure
- Build Stakeholder Involvement
- Engage in Fund Development

Implementation – Compatibility of Content

The participants' comments suggested areas where the content was compatible with their organizations' processes (i.e., activities and practices) and values (i.e., core beliefs). The five most prevalent themes for both organizational processes and values are shown in this diagram. The center of the diagram shows where themes overlapped in terms of processes and values. The next slide provides details about how the content was compatible.



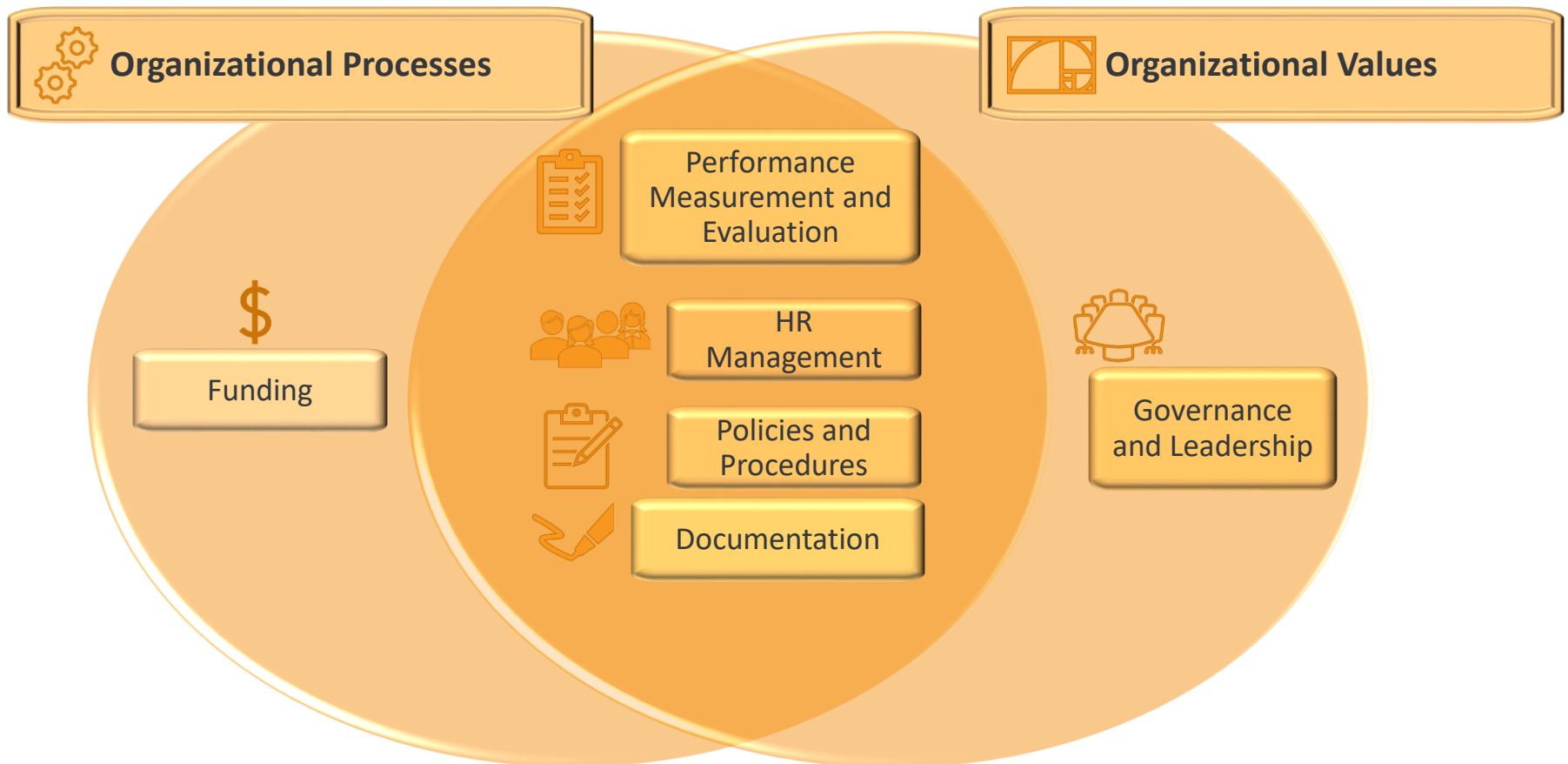
Implementation – Compatibility of Content

Compatibility was identified based on comments participants relayed about aspects of organizational processes or values. These comments do not indicate global compatibility, but areas noted during the presentations only.



Implementation – Incompatibility of Content

The participants' comments suggested areas where the content was incompatible with their organizations' processes (i.e., activities and practices) and values (i.e., core beliefs). The five most prevalent themes for both organizational processes and values are shown in this diagram. The center of the diagram shows where themes overlapped in terms of processes and values. The next slide provides details about how the content was incompatible.



Implementation – Incompatibility of Content

Incompatibility was identified based on comments participants relayed about aspects of organizational processes or values. These comments do not indicate global incompatibility, but areas noted during the presentations only.

Organizational Processes and Values

Performance Measurement and Evaluation

- Lack of recovery- and strengths- based assessment tools
- Data collection tools don't capture the scope of the work
- Evaluation contrary to organizational philosophy
- Evaluation is contrary to peer and recovery values and practices

Human Resource Management

- No capacity for career advancement
- Mismatch with recommended practices and values (e.g., interviewing for lived experience)

Policies and Procedures

- Mismatch with recommended practices (e.g., no written policies)
- Policies stifle creativity and create a power dynamic

Documentation

- Documentation interrupts services
- Represents clinical practices
- Contrary to organizational philosophy



Organizational Processes

Funding

- Lack of access to Medicaid dollars
- Limitations due to funder perceptions and demands



Organizational Values

Governance and Leadership

- Board members must have lived experience, thus limiting prospective board members

Implementation – Tension for Change

The participants' comments suggested areas where there may be tension for change. Tension for change refers to the degree to which the current situation is perceived as intolerable. The five most prevalent themes are listed.

"We will have organized chaos if we don't assimilate [our documents] and pull it together."

Internal Administrative Structure and Processes



"Our scaling up is their scaling up...Our being able to do that will scale up the state vision and effort."

Scaling the Organization



"We need help finding people who we trust and who understand us. We are different from the corporate world."

Building a Coalition



Performance Measurement and Evaluation



"I have used the same format for some time to evaluate, what are new and updated ways I can do evaluations...how to find the ways to show, you started here, this is where you are now?"

Fund Development

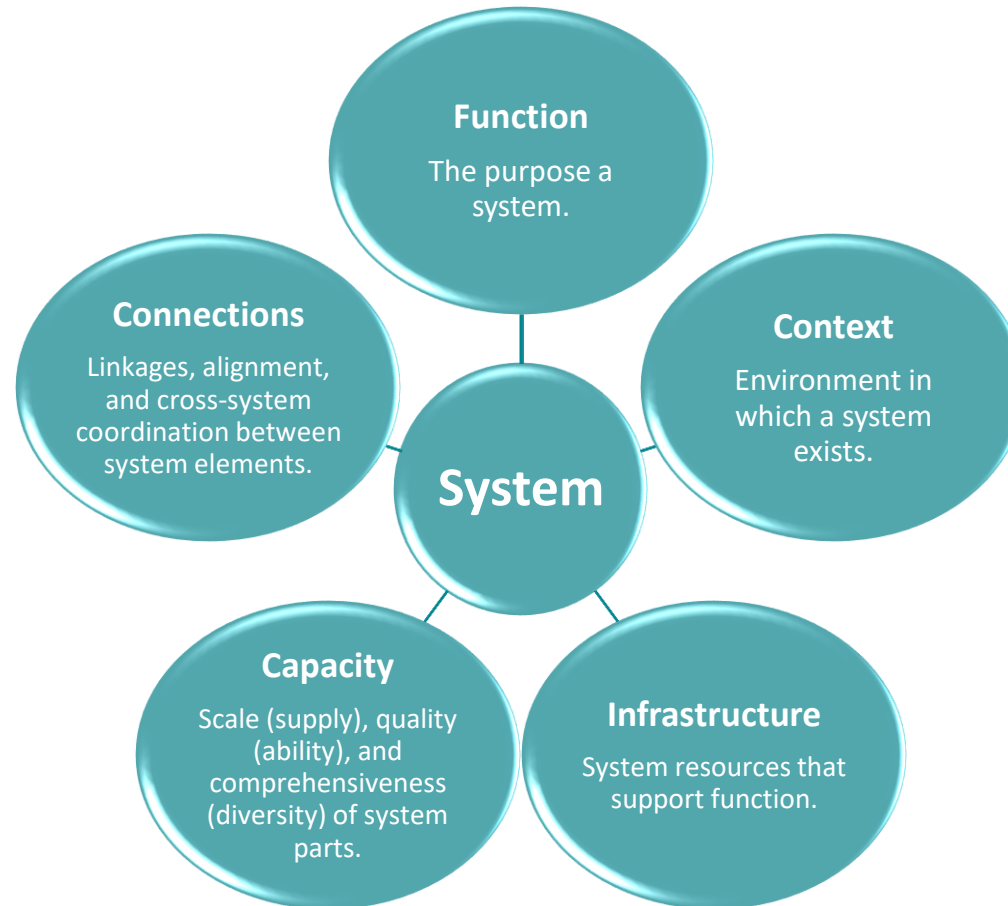


"Leadership in the organizations need education and information about the working of block grants."

"[We need] to cultivate donors loyal to the board into donors loyal to the [organization] mission."

Systems Application: Elements of a Systems Model

To better understand how the implementation of these projects intersects with the broader system in which the organizations and the state interact, a model of systems application was used to examine the data collected. The diagram below illustrates the system model and provides definitions for the “parts” of a system.



Peer and Recovery Services: Preliminary Systems Model

Based on the participants' comments, the following findings were identified for each part of the system.

Function



Advocacy



Fidelity to peer and recovery values



Propagate recovery

Context



State support for PRSSOs



Tension between organizations



Tension with system

Infrastructure



Funding availability and accessibility



State supported framework for peer and recovery services



Peer and recovery support services coalition

Capacity



Capacity projects to scale organizations.



Will scaling organizations help scale recovery?

Connections



PRSS organizations to each other



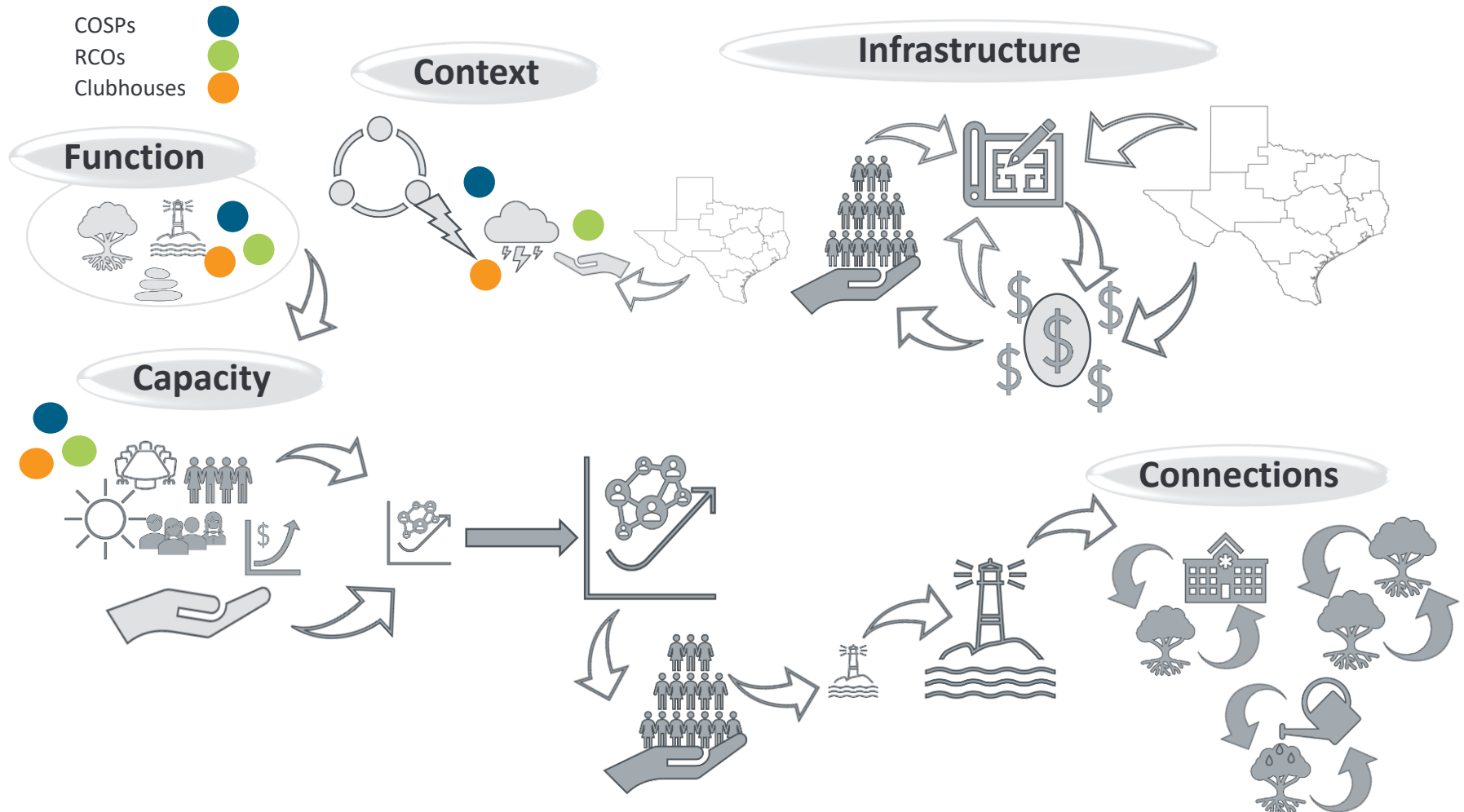
PRSS organizations to other providers



Connect PRSS to needed resources

The Rich Picture...Presently

Using the findings described on the previous slide, this rich picture was developed. A rich picture is a preliminary model that may build understanding of how a system functions.



“All models are wrong, but some are useful.” George E. P. Box, economist (attributed)

Recommendations

Continue funding capacity development projects.

Facilitate the development sustainable capacity development resources for PRSS organizations.

Review projects with participants to identify what worked, what didn't, needs, and hopes. Explore the areas the participants identified as compatible, incompatible, and as areas where they see a need for change.

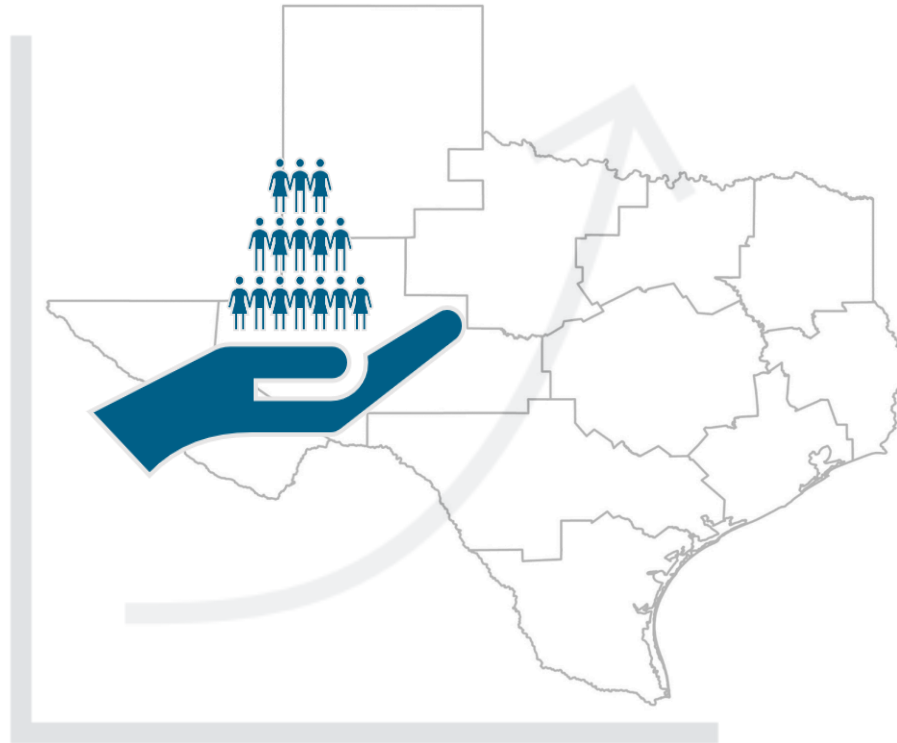
Engage Peer Recovery Support Services stakeholders in a strategic planning process; include the development of a system map, asset map, and other tools to examine the broader system of peer and recovery support services in Texas.

Facilitate the development of a peer and recovery support infrastructure; identify what aspects of the infrastructure should be managed and scaled by the state, the PRSS organizations, other state service providers, the communities, and other stakeholders.

Recommendations



This work is funded through a contract with Texas Health and Human Services (HHS). The contents are solely the responsibility of the authors and do not necessarily represent the official views of Texas Health and Human Services.



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