

## CONSUMER OPERATED SERVICES (COS) FIDELITY REPORT

Date: November 6, 2014

To: Erin Soto, Chief Program Officer  
Recovery Empowerment Network

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ADHS Fidelity Reviewers

### **Method**

On October 7, 2014, Jeni Serrano and T.J. Eggsware (Fidelity Reviewers) completed a review of Recovery Empowerment Network (REN) - a Consumer Operated Service Program (COSP). This review is intended to provide specific feedback in the development of your agency's services, in an effort to improve the overall quality of behavioral health services in Maricopa County, Arizona.

REN is located at 212 E. Osborn Rd. in Central Phoenix. REN was formed in March, 2005, and offers independent peer support services that are co-located with traditional behavioral health programs, believing that partnerships with other providers strengthen the community and allow the program to maximize their funding. Services are strengths-based and focused on helping members reclaim a full life in the community. Over the last several years funding has supported new programs, including Health & Wellness, Employment Services, and Learning & Discovery, as well as an expansion of Hope's Door, a peer support and crisis diversion program.

REN is a Community Service Agency staffed and governed by those who have lived experience with mental health challenges and recovery. REN's mission is to provide opportunities for those who would not otherwise have them. REN provides a wide range of services that are socially conscious, person centered, culturally appropriate and integrated into the community, thereby helping to reduce stigma.

The individuals served through the agency are referred to as "members." The report will also use the phrase "person with a lived experience," in relation to other individuals connected with the agency in some capacity who are not members of the program (e.g., staff, individuals on the board) but may be in recovery from mental illness.

During the site visit, reviewers participated in the following activities:

- Tour of the Center's central facility, with thorough descriptions of each groupclass/activity that utilizes each space. REN has a central location as well as three locations throughout the valley that are co-located in the Mental Health Provider Network Organization (PNO) locations.

- Interview with the Chief Executive Officer, Chief Program Officer and Chief Administrative Officer.
- Review of the Center’s key documentation, including organizational documents, Articles of Incorporation, polices, annual reports, training materials, job descriptions etc.
- Focus group interview with five supervisory staff.
- Focus group with four nonsupervisory staff , 1 co-located staff, and 3 central staff members.
- Focus group with nine participating program members.

The review was conducted using the Substance Abuse and Mental Health Services Administration (SAMHSA) Fidelity Assessment/Common Ingredients Tool (FACIT) of the *Consumer Operated Service (COS) Evidence Based Practice Tool Kit*. Using specific observational criteria, this scale assesses the degree to which an agency’s operation aligns with a set of ideal standards established for high-fidelity COS. The 46-item scale considers the agency’s operations in 6 domains: Structure, Environment, Belief Systems, Peer Support, Education and Advocacy. Each ingredient is rated on a point scale, ranging from 1 (not implemented) to 5 (fully implemented with little room for improvement).

The FACIT was completed following the visit. A copy of the completed scale with comments is attached as part of this report.

**Summary & Key Recommendations**

The agency demonstrated strengths in the following program areas:

- Strong commitment to peer/consumer ownership of recovery as evidenced by interviews.
- Adheres to principles of recovery and empowerment that emphasize inclusivity and choice, is free of coercion and allows for members to choose whether or not to participate. At REN, the program strongly supports each member’s individual voice.
- Members place high value on the many opportunities the program provides for personal growth and recovery, especially in the form of peer support and mentoring, volunteering outside of the program, Hopes Door and Heal Your Life workshops.
- In addition to a central campus, the program has three co-located sites that offer a full calendar of groups and events on-site as well as in the community. Although the structure of the program is located in multiple sites, there seems to be a strong sense of community in each program site, and connection to the agency as a whole.
- The central center is open six days a week, with extended hours three days a week, and Saturday hours.
- A strong sense of fellowship in which people care about each other and create community together.
- Organized mutual support groups based on common experience in which peers are available to each other for empathy and to share experiences and information.

The following are some areas that will benefit from focused quality improvement:

- REN staff engages members for input into many aspects of the program, but program services may benefit from engaging member input at all levels of the program.
- Members should have input in all hiring decisions.
- Members should have information about and input into the consumer-operated service’s operating budget, including input into salaries.
- REN has some existing programs related to volunteer activities and employment, but services may be improved with concentrated

efforts to increase options in those areas.

- Building on existing external volunteer opportunities for consumer-operated program members to include: board and leadership positions, unpaid jobs, and paid staff positions at the program.
- Building on existing pre-vocational training opportunities to assist members in skill development that are directly relevant (e.g., resume writing) or indirectly relevant (e.g., public speaking) to employment.

**FIDELITY ASSESSMENT/ COMMON INGREDIENTS TOOL (FACIT)**

<b>Ingredient #</b>	<b>Ingredient</b>	<b>Rating</b>	<b>Rating Rationale</b>	<b>Recommendations</b>
<b>Domain 1</b>				
<b>Structure</b>				
<b>1.1 Consumer Operated</b>				
1.1.1	Board Participation	1-5 4	<p>Members constitute the majority (at least 51%) of the board or group that decides policies and procedures.</p> <p>Per the Chief Program Officer, nine out of the thirteen (84%) board members are persons with lived experience.</p> <p>The Chief Program Officer also pointed out that in the past, REN's Board was made up of only REN employees and throughout the past few years, REN has had new memberships from outside organizations allowing for a more diversified Board of Directors.</p> <p>The Chief Program Officer states REN is currently soliciting new board members in the following areas, attorney, certified public account and marketing.</p>	<ul style="list-style-type: none"> <li>It is recommended ongoing efforts are made to increase the number of board members that are persons with lived experience, including seeking individuals with targeted skills (e.g., legal, financial) who identify as a person with lived experience.</li> </ul>
1.1.2	Consumer Staff	1-5 5	<p>With limited exceptions, staff consists of members who are hired by and operate the consumer operated service.</p> <p>According to the Chief Program Officer 80-100% of the roster of 39 staff members, including the CEO and CPO, self-identify as persons with lived experience.</p>	
1.1.3	Hiring Decisions	1-4 4	<p>The Chief Program Officer and program CEO self-identify as persons with lived experience and are responsible for making all hiring decisions.</p>	<ul style="list-style-type: none"> <li>Members should be more involved in making all hiring decisions.</li> </ul>

1.1.4	Budget Control	1-4 3	<p>REN's budget decisions reside with the Chief Executive Officer, Chief Administrative Officer, and the Chief Program Officer. It is not clear that they each self-identify as individuals with lived experience. The Chief Administrative Officer uses a nationwide formula to determine staff salaries. According to the Chief Executive Officer, members report what they want for the program during their monthly community meetings and the budget is then established around what is wanted.</p>	<ul style="list-style-type: none"> <li>• It is recommended the Executive staff be more transparent about the budget and engage members to help budget decisions.</li> <li>• The program may seek technical assistance or guidance regarding the budget, but the ultimate decisions should be made by people with a lived experience.</li> </ul>
1.1.5	Volunteer Opportunities	1-5 3	<p>Volunteer opportunities for consumer operated program members may include board and leadership positions, unpaid jobs, and paid staff positions. Volunteer activities within an organization may help to build a sense of mutual support and empowerment, allowing members to develop or improve skills.</p> <p>REN offers members a supported volunteering program in the community, but it has limited volunteer opportunities within the program itself per the advice of their attorney.</p> <p>During member interviews, REN members did speak of a delegate position members hold in the program which is a volunteer position. Delegates volunteer their time to help new members; they provide tours of the program and assure members feel welcomed.</p>	<ul style="list-style-type: none"> <li>• It is recommended that member board participation increase and members have the opportunities to co-facilitate groups and members volunteer to serve on more budget and hiring committees.</li> <li>• The program may benefit from technical assistance from the Regional Behavioral Health Authority (RBHA) to explore options that allow increased volunteer opportunities within the program, with consideration for the labor law and liability concerns voiced.</li> </ul>
<b>1.2 Participant Responsiveness</b>				
1.2.1	Planning Input	1-5 5	<p>The consumer-operated program is responsive to the needs and preferences of its members.</p> <p>REN offers multiple avenues for member input and displays a significant commitment to implementing recommended changes. Members are invited to serve on the board, or attend</p>	

			board meetings, participate in monthly program community meetings, use the suggestion box or utilize a “red line” to the CEO folder. Leadership, staff, and members state there is an open door policy where staff/members can share their concerns about the programming and/or recommend changes anytime.	
1.2.2	Member Dissatisfaction/ Grievance Response	1-5 5	Members have formal ways to indicate dissatisfaction with their consumer operated program and to have grievances addressed.  REN has a formal written grievance policy. Grievances can also be reported via the suggestion box, a “red line” to the CEO, and at the monthly member meeting. Suggestion box submissions are read at the monthly member meetings and the CEO does respond to red line submissions in a timely manner. An open door policy allows individuals to take their concerns directly to the Leadership and staff if desired. REN also provides opportunities to express dissatisfaction through program surveys and continues to educate members on their right to take complaints directly to the Regional Behavioral Health Authority (RBHA).	
<b>1.3 Linkage to Other Supports</b>				
1.3.1	Linkage with Traditional Mental Health Services	1-5 5	REN receives referrals directly from the Regional Behavioral Health Authority (RBHA) clinics. REN is also co-located in the three of these clinics -- San Tan, Osborn, and Metro Center. REN’s Leadership and staff reports their linkage to traditional mental health services is intense and reciprocated in these sites due to the relationships developed and the on-site activities and programs. For clinics where REN staff are not co-located, Case Managers are responsive when contacted for assistance with member outreach, requests for staffing’s, and are provided with member monthly update summaries and monthly program calendars.	
1.3.2	Linkage with Other COSPs	1-5 5	REN participates in a three-day camping trip with other peer runs and has a quarterly kickball tournament. The Leadership is working on creating more open communication with CEOs from other COSPs, stating they regularly meet for consultation and support in an effort to build credibility for peer run agencies. Members who complete Recovery Support Training (RST) have gone on to attain employment in other Recovery Specialist positions outside of REN.	

1.3.3	Linkage with Other Service Agencies	1-5 5	In addition to co-located empowerment centers located in three clinics (two Southwest Network and one Partners in Recovery), REN maintains relationships with other service agencies, nonprofits and community organizations such as: Alternatives Conference, National Association of Rights, Protection and Advocacy, MindFreedom, Southwest Network, National Empowerment Center, National Mental Health Self-Help, Clearinghouse, National Coalition of Mental Health Recovery, and SAMHSA. REN also offers their space for community meetings, forums, presentations and provides various education and outreach on an ongoing basis. REN also manages Community Treasures, a program that links resources (employment opportunities, donations, events) with those who might benefit. In addition, REN manages a food box program that links the program to traditional mental health service providers.	
<b>Domain 2 Environment</b>				
<b>2.1 Accessibility</b>				
2.1.1	Local Proximity	1-4 4	Members can walk to the consumer operated service, or the program comes to the consumer.  The location of REN is optimal—at the very center of a population cluster, or if needed REN does provide transportation upon request. It is difficult to conceive of further improvements.	
2.1.2	Access	1-5 5	Members are able to get to the consumer-operated service either by bus or by transportation arranged and/or paid for by the consumer-operated program.  REN's Central Empowerment Center is conveniently located in downtown Phoenix, a few blocks away from the Light Rail system and close to the Valley Metro bus routes. REN also provides transportation to the program, to activities and to other REN locations as requested. REN is co-located in four clinics, which make access easier for these members.	
2.1.3	Hours	1-5 5	Hours of operation are geared to the needs of participants.  At the Central Empowerment Center, REN provides a comprehensive schedule of services that includes morning through	

			afternoon hours six days per week, staying open three evenings a week, and Saturday hours. At the co-located locations, staff is available during standard workday hours. Members report that they have voice into the hours of operation, with Friday extended hours and activities cited as particularly helpful.	
2.1.4	Cost	1-5 5	<p>Programs are either free or charge a nominal fee. Consumer-operated service use is not dependent on ability to pay.</p> <p>REN does not charge to receive services or to attend activities. REN is open to both Title XIX (i.e., Arizona Health Care Cost Containment System eligible) and Non-Title XIX (i.e., not Arizona Health Care Cost Containment System eligible) members. There is no wait list for membership or participation.</p>	
2.1.5	Accessibility	1-4 3	<p>Efforts are made to ensure members with physical and sensory as well as psychiatric disabilities can participate in consumer-operated service programming.</p> <p>REN's facility is large and spacious, hallways, doorways and restrooms are wheelchair accessible. The elevator is operational, and the exterior offers wheel chair access and does not appear to present any barriers to people who use wheel chairs. There is no indication the program provided TTD for members who may be deaf or hard of hearing.</p>	<ul style="list-style-type: none"> <li>• Provide TTD equipment accessible for members who may be deaf or hard of hearing.</li> </ul>
<b>2.2 Safety</b>				
2.2.1	Lack of Coerciveness	1-5 5	<p>The consumer-operated service provides a non-coercive, safe milieu. Fears due to past trauma are appreciated and assuaged, including trauma induced by the mental health system. There are no threats of commitment, clinical diagnoses, or unwanted treatments forced on members except in cases where suicide or physical danger to other participants is imminent.</p> <p>Members report no pressure from staff to participate in groups or other activities. Members report participation in services is encouraged, but not mandatory.</p>	
2.2.2	Program Rules	1-5 5	<p>Norms/rules to protect the physical safety of participants are developed by and for members—either by the members or by staff— and they are agreed to by all.</p>	



			Members and staff developed a Member Code of Ethics in order to assure members feel safe from physical harm/ crime. The Member Code of Ethics outlines expected behavior and procedures if rules are violated. The Member Code of Ethics is posted on the wall for all members to reference. During staff and member interviews, there were several mentions of also creating community agreements. In addition to the Member Code of Ethics, each group creates their own community agreement for that group. Members state each community agreement has to be 100% agreed upon by all members of the group, not majority rules, stating that this offers more accountability and assures a safe environment.	
<b>2.3 Informal Setting</b>				
2.3.1	Physical Environment	1-4 4	<p>The consumer-operated service offers a comfortable setting with spaces arranged to create a sense of safety, belonging, and support.</p> <p>REN's Central Empowerment Center is very spacious, offering a community area and several classrooms. Furniture looks clean and comfortable, and members appear relaxed and at ease. Staff report that REN's co-located sites have a designated classroom in each clinic, and that space is designated only for REN activities and groups, furnished with adequate tables and chairs needed.</p>	
2.3.2	Social Environment	1-5 5	<p>Rigid distinctions between members and staff such as "provider" and "client" do not exist. While some program components may be structured, there remains a sense of freedom and self-expression.</p> <p>REN's Central Empowerment Center staff and member interactions appear near ideal with openness, directness, and sincerity. No sense of inequality or staff/member distinctions is apparent. Everyone appears to be on first name basis and one might not be able to distinguish staff from members by clothing or attitude. During program tour, staff was observed out on the floor interacting with members. During member interviews, members spoke highly in regard to how the program and staff offer an environment for them to be empowered and to empower others.</p>	
2.3.3	Sense of Community	1-4 4	The consumer-operated service provides a sense of fellowship in which people care about each other and create community	

			<p>together.</p> <p>During group interview with nine members, the members report they feel people who attend REN and the people who work at REN are an extension to their families. Members state they always feel welcome to attend the program even if they have been out a couple of days. Members report it makes them feel good when they walk in and people greet them by their names. Members state they feel a sense of belonging and feel REN is a place where they have the opportunity to learn and to give back to others. Members state they come together to make decisions about the program activities and feel heard by the leadership. Members also report ownership of the program, adding that they run it. Members report the staff empowers them to grow and learn as individuals, as well as a community.</p> <p>Members listed several examples where they have had the opportunity to attend social events and celebrations. Many members indicate the recent camping trip was such an awesome experience. Members state that this camping trip taught them to socialize with others and allowed them an opportunity they would not have had if they didn't attend this program. Members state they learned a lot on this trip and built relationships with others from other peer run organizations. Members state the CEO of REN attended this trip and it meant a lot to them that she made them feel safe and state she has really created a warm, open relationship with all of them. They state she is "just like us, she leads by example and really listens to us."</p> <p>Members report there is a program calendar listing all events and groups available, as well as on the website. Members indicate they are very happy with the variety of activities offered, and that they feel the choice of activities is theirs.</p>	
<b>2.4 Reasonable Accommodation</b>				
2.4.1	Timeframes	1-4 4	No pressure to join the consumer-operated service and no time limit for participation. Schedules are flexible and adapted to individual needs.	

			REN imposes no time limits, with expectations about continued participation based on individual need. REN leadership encourages members to get involved in other programs as well and to move on when they feel it is appropriate for their own recovery.	
<b>Domain 3 Belief Systems</b>				
<b>3.1 Peer Principle</b>				
3.1	Peer Principle	1-4 4	<p>Relationships are based upon shared experiences and values. Staff and members share their lived experiences. The relationships are characterized by reciprocity and mutuality. A peer relationship implies equality, along with mutual acceptance and mutual respect.</p> <p>Self-disclosure is almost universal. Members state they have the opportunity to self-disclose in groups or during peer-to-peer interactions. Staff state they self-disclose and share as appropriate, and they have been taught through peer support training that they should be mindful when it is appropriate to self-disclose and only if it will benefit the member.</p>	
<b>3.2 Helper Principle</b>				
3.2	Helper Principle	1-4 4	<p>Helping oneself and others is a corollary of the Peer Principle. Working for recovery of others facilitates personal recovery. Help or advice is friendly rather than professional and does not demand compliance. All services within REN are based on peer-to-peer relationships.</p> <p>Most members report the experience of helping other participants. Members report engaging others to attend the program, and note experiences of mentoring relationships. Members report that groups may stop in order to assist a fellow member in need or facing a specific challenge.</p>	
<b>3.3 Empowerment</b>				

3.3.1	Personal Empowerment	1-5 5	<p>A sense of personal strength and efficacy, with self-direction and control over one's life.</p> <p>Members stated that being involved with REN has helped them make positive changes in their lives. Members have developed friendships, decreased isolation, and increased socialization. Members feel they have support to pursue goals and learn skills needed to succeed at them.</p>	
3.3.2	Personal Accountability	1-5 5	<p>Members are expected, but not forced, to be accountable for their actions and to act responsibly. Self-reliance is encouraged.</p> <p>Members state they are encouraged to respect themselves and their peers by following the disruption policy (a list of program rules) and the code of ethics. Members are encouraged to address their peers' behaviors or concerns directly and if they need support; staff has an open door policy. Members state they feel a sense of accountability to themselves and to their peers daily.</p>	
3.3.3	Group Empowerment	1-4 4	<p>Belonging to an organized group that is recognized by the larger community contributes to the empowerment of participants. Members take an active role in the governance and decision making processes within the consumer-operated service.</p> <p>Members express pride in being a REN member and state they feel they have the opportunity to attend numerous group activities that allow them to feel contribution to the program. Members take pride in the community volunteer program, stating they enjoy planning where to volunteer and helping others in a group as members of REN. Members also contribute to the planning of how REN grows and what activities they want to plan. Members recommend what groups are held and what activities to plan. Monthly recognitions and awards are handed out to members who contribute above and beyond.</p>	
<b>3.4 Choice</b>				
3.4	Choice	1-5 5	<p>Participation in the consumer-operated service is completely voluntary. Members are regarded as experts in defining their own experiences and in choosing services that best suit them. Choice of services includes the right to choose none.</p>	

			<p>Members state that participation at REN is completely voluntary and they are regarded as experts in defining their own experiences and in choosing services that best suit them. Choice of services includes the right to choose none.</p> <p>Members state they have the choice to participate in a wide array of program activities with different levels/forms of participation, including the opportunity to shape the activity.</p>	
<b>3.5 Recovery</b>				
3.5	Recovery	1-4 4	<p>A positive recovery process acknowledges strengths and enhances well-being. Recovery cannot occur without hope, which provides the person with all the essential elements of recovery: the courage to change, to try, and to trust. The recovery process is different for each individual and, therefore, it is never defined rigidly, or forced on others.</p> <p>At REN not only does the mission statement and materials describing the consumer-operated service include a clear statement of a hope-oriented recovery approach, but staff and members also can articulate the approach.</p>	
<b>3.6 Spiritual Growth</b>				
3.6	Spiritual Growth	1-4 4	<p>Spiritual beliefs, practices, and subjective, transcendent experiences are respected as an aspect of an individual's search for meaning and purpose in life. Such beliefs are not labeled as symptoms of illness. However, a consumer-operated service may have restrictions about proselytizing for a particular religion during the hours of operation.</p> <p>Members state that at REN expressions of spirituality and/or explorations of meaning and purpose are respected within the program, and members have opportunities to share their beliefs.</p>	
<b>Domain 4 Peer Support</b>				
<b>4.1 Peer Support</b>				
4.1.1	Formal Peer Support	1-5 5	<p>Organized mutual support groups based on common experience in which peers are available to each other for empathy and to share experiences and information.</p> <p>Trained peers offer individual support and information as part of the</p>	

			<p>formal consumer-operated service.</p> <p>At REN there are numerous peer support groups and other peer support services are offered to members on a regular basis.</p>	
4.1.2	Informal Peer Support	1-4 4	<p>Mutual support is provided in unscheduled group interactions and within individual relationships.</p> <p>REN offers many opportunities for peers to provide support to each other on an informal basis, and actively engages in the development of strong mutual peer relationships.</p>	
<b>4.2 Telling Our Stories</b>				
4.2	Telling Our Stories	1-5 4	<p>Sharing personal accounts of life experiences as a mental health member is a cornerstone of promoting peer well-being and recovery. Opportunities to tell one's story and open discussion about such stories are embedded in peer support groups, in peer-to-peer interactions, at public forums, and within boards and committees.</p> <p>REN provides regular opportunities for sharing personal stories among program participants in group settings; however, there are fewer opportunities to share their stories in a public forum.</p>	<ul style="list-style-type: none"> <li>It is recommended REN provide more opportunities for sharing life experiences to the larger community, as a tool for public education.</li> </ul>
4.2.1	Artistic Expression	1-5 4	<p>Artistic expression is seen as a vital component of the consumer operated service. It is valued as a way to explore personal meaning, express and expand talents, facilitate empowerment, and educate others about mental illness.</p> <p>REN provides an open area designated for artistic expression. This area was observed to be open throughout the day; however, there was no active engagement or mention of instructional projects.</p>	<ul style="list-style-type: none"> <li>It is recommended REN enhance resources that will allow for more opportunities for artistic expression using a variety of media.</li> </ul>
<b>4.3 Consciousness Raising</b>				
4.3	Consciousness Raising	1-4 4	<p>Members learn about the consumer movement, are encouraged to look beyond themselves, to work together, to help fellow peers, and to contribute to a larger consumer community.</p> <p>Members recognize themselves as a valuable part of a larger consumer community and feel confident contributing to this community. Members feel REN provides them with articles and</p>	

			updates on a regular basis.	
<b>4.4 Crisis Prevention</b>				
4.4.1	Formal Crisis Prevention	1-4 4	<p>Members and staff learn to recognize psychiatric problems and how to address them before they escalate. Symptoms are reduced, involuntary commitment minimized, and recovery is fostered through individual or group peer support.</p> <p>REN offers a program called Hope's Door that supports people who may be headed for a crisis, to look at their circumstances, and make a plan to stay out of crisis and learn ways to achieve whole person wellness. This program literature promises that "You will share in all decisions about your wellness; you will be treated with dignity at all times. Your knowledge about yourself will be respected and honored. You will learn to think about crisis in a new way. You will leave with a plan to change your life".</p> <p>During member interview, members referred to Hope's Door several times, stating that if they ever feel they need support or guidance they go to Hope's Door. Members stated they can get support with anything they need. They mentioned support with obtaining services such as food, exploring financial and legal supports , but most of all the members stated that this program offers them the support they don't get anywhere else.</p>	
4.4.2	Informal Crisis Prevention	1-4 4	<p>Organic or spontaneous mutual support serves as a means of averting crises outside of any formal framework.</p> <p>Multiple peer practices are consistently used for informal crisis prevention, and these appear to be effective in providing regular outreach to members. Member services available at REN include Hope's Door, a peer-to-peer crisis prevention program that is supplementary to existing crisis services outside of the agency. Members report they share phone numbers with other members, have made friends through the program, report some members no longer isolate, and people call if they do not attend regularly.</p>	
<b>4.5 Peer Mentoring and Teaching</b>				

4.5	Peer Mentoring and Teaching	1-4 4	Members report there are others within the program that they look up to, and from whom they can receive guidance, support, and companionship. These relationships occur without regard to title or position within the consumer-operated service.	
<b>Domain 5 Education</b>				
<b>5.1 Self Management/ Problem Solving Strategies</b>				
5.1.1	Formally Structured Problem-Solving Activities	1-5 5	<p>Practical skills promote strategies related to personal issues, symptom management, and support needs. The focus is on every day, practical solution to human concerns. Regular activities focus on the development of skills or the dissemination of needed information; these activities use structured formats and include specific objectives.</p> <p>There is evidence that classes with a formal curriculum in problem solving and self-management are offered, and most or all consumer-operated program members (75–100%) have participated in classes with structured formats designed to teach self-management and problem-solving strategies.</p> <p>Members have attended the Heal Your Life transformational workshops that teach self-awareness, love, forgiveness, promoting positive self-esteem and growth. This is a four week program and is open to all members. Some members have attended more than once because each time there is more discovered.</p>	
5.1.2	Receiving Informal Problem-Solving Support	1-5 5	<p>Unstructured, peer-to-peer exchange of personal, lived experience is encouraged to enhance individual problem-solving abilities.</p> <p>Most or all of the members (80–100%) report they have received informal support in self-management or problem-solving assistance.</p> <p>In the member focus group, members stated several examples both in which they provided and received informal problem solving supports at REN.</p>	
5.1.3	Providing Informal Problem Solving Support	1-5 5	Peers help each other solve problems on an ad hoc basis using skills they have acquired through the consumer-operated program or independently.	



			<p>Most or all of the participants (80–100%) report they have provided informal support in self-management or problem-solving assistance.</p> <p>In the member focus group, members clearly and frequently expressed the value in contributing to others through providing informal problem solving supports.</p>	
<b>5.2 Education/Skills Training and Practice</b>				
5.2.1	Formal Practice Skills	1-5 4	<p>Peers teach and are taught skills that will equip them for full participation in the community. These include daily living, vocational, job readiness, and communication skills. These also include relationship and assertiveness skills and goal setting. Members develop and improve social skills in a natural social environment. This is often the first step toward creating or re-establishing valued roles in the community and reintegrating into community life.</p> <p>A majority (50–74%) of consumer operated service members are involved in formal skills training focused on employment.</p> <p>REN offers a variety of groups and one-to-one supports to teach daily living and communication skills to improve social skills in a natural social environment.</p>	<ul style="list-style-type: none"> <li>It is recommended that (75–100%) consumer-operated service members are involved in formal skills training focused on employment.</li> </ul>
5.2.2	Job Readiness Activities	1-5 4	<p>Opportunities are available to acquire skills that are directly relevant (e.g., resume writing) or indirectly relevant (e.g., public speaking) to employment.</p> <p>A majority (50-74%) of consumer-operated program members are involved in job readiness activities that focus on employment, including community volunteer opportunities.</p> <p>During the member interview, members reported that they feel REN offers job readiness through the supportive volunteering program, the Recovery Support Training program, and internship opportunities. Reviewers found evidence of job readiness through documents that REN provided for review. REN posts on their activity calendar, and website that they offer education/ GED and Spanish</p>	<ul style="list-style-type: none"> <li>It is recommended most (75-100%) consumer-operated service members are involved in job readiness activities that focus on employment.</li> <li>It is recommended that program develop a tracking database for volunteer activities and highlight members who are involved; volunteer sites and testimonials.</li> </ul>

			classes, as well as evening peer support work groups. They also offer pre-employment and post-employment supports and flexible hours for those who work.	
<b>Domain 6 Advocacy</b>				
<b>6.1 Self Advocacy</b>				
6.1.1	Formal Self Advocacy Activities	1-5 5	<p>Consumer-operated program members learn to identify their own needs and to advocate for themselves when there are gaps in services. Consumer-operated program members learn to become active partners in developing their own service plans with traditional organizations, and to deal effectively with entitlement agencies and other services.</p> <p>Most (75–100%) members have participated in formal self-advocacy training, or informal, peer-to-peer self-advocacy support.</p>	
<b>6.2 Peer Advocacy</b>				
6.2	Peer Advocacy	1-5 5	<p>Members of the consumer-operated program assist other peers in resolving problems they may encounter on a daily basis in the community, such as problems with treatment providers, community service agencies, family members, neighbors, landlords, or other peers.</p> <p>Most members are involved in providing peer advocacy. All members consider themselves as peer advocates.</p>	
6.2.1	Outreach to Participants	1-5 5	<p>The consumer-operated program makes concerted efforts to keep members informed of current activities and opportunities within and outside the program.</p> <p>All members are informed by the consumer-operated program through multiple channels, such as the Internet, regular newsletters, flyers, brochures, or regional conferences. There is a regular and strong advocacy content in materials.</p>	
<b>Total Score:</b>	199			

## FACIT SCORE SHEET

Domain	Rating Range	Score
<b>Domain 1: Structure</b>		
1.1.1 Board Participation	1-5	4
1.1.2 Consumer Staff	1-5	5
1.1.3 Hiring Decisions	1-4	4
1.1.4 Budget Control	1-4	3
1.1.5 Volunteer Opportunities	1-5	3
1.2.1 Planning Input	1-5	5
1.2.2 Member Dissatisfaction/Grievance Response	1-5	5
1.3.1 Linkage with Traditional Mental Health Services	1-5	5
1.3.2 Linkage to Other Consumer Operated Services Program (COSPs)	1-5	5
1.3.3 Linkage with Other Services Agencies	1-5	5
<b>Domain 2: Environment</b>		
2.1.1 Local Proximity	1-4	4
2.1.2 Access	1-5	5
2.1.3 Hours	1-5	5
2.1.4 Cost	1-5	5
2.1.5 Accessibility	1-4	3

2.2.1	Lack of Coerciveness	1-5	5
2.2.2	Program Rules	1-5	5
2.3.1	Physical Environment	1-4	4
2.3.2	Social Environment	1-5	5
2.3.3	Sense of Community	1-4	4
2.4.1	Timeframes	1-4	4
<b>Domain 3: Belief Systems</b>			
3.1	Peer Principle	1-4	4
3.2	Helper's Principle	1-4	4
3.3.1	Personal Empowerment	1-5	5
3.3.2	Personal Accountability	1-5	5
3.3.3	Group Empowerment	1-4	4
3.4	Choice	1-5	5
3.5	Recovery	1-4	4
3.6	Spiritual Growth	1-4	4
<b>Domain 4: Peer Support</b>			
4.1.1	Formal Peer Support	1-5	5
4.1.2	Informal Peer Support	1-4	4
4.2	Telling Our Stories	1-5	4

4.2.1	Artistic Expression	1-5	4
4.3	Consciousness Raising	1-4	4
4.4.1	Formal Crisis Prevention	1-4	4
4.4.2	Informal Crisis Prevention	1-4	4
4.5	Peer Mentoring and Teaching	1-4	4
<b>Domain 5: Education</b>			
5.1.1	Formally Structured Activities	1-5	5
5.1.2	Receiving Informal Support	1-5	5
5.1.3	Providing Informal Support	1-5	5
5.2.1	Formal Skills Practice	1-5	4
5.2.2	Job Readiness Activities	1-5	4
<b>Domain 6: Advocacy</b>			
6.1.1	Formal Self Advocacy	1-5	5
6.1.2	Peer Advocacy	1-5	5
6.2.1	Outreach to Participants	1-5	5
<b>Total Score</b>			<b>199</b>
<b>Total Possible Score</b>			<b>208</b>