

CONSUMER OPERATED SERVICES (COS) FIDELITY REPORT

Date: March 27, 2015

To: Suzanne Legander, CEO

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ADHS Fidelity Reviewers

Method

On February 23, 2015, Georgia Harris and Karen Voyer-Caravona (Fidelity Reviewers) completed a review of the S.T.A.R. -Stand Together And Recover Centers, Inc. (S.T.A.R. East) - 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.

Stand Together and Recover Centers, Inc. (S.T.A.R.) has been in operation in Maricopa County, Arizona for over twenty years but whose history dates back to 1987. S.T.A.R began as a support group (S.O.O.N. – Survivors On Our Own) for ex-psychiatric patients of the Arizona State Hospital. This group merged with another peer support group (S.E.L.F.F. – Survivors Educating Loving Friends and Family) in 2009, forming the current entity. S.T.A.R. has three locations in the Phoenix area: East, West and Central. In October 2014, S.T.A.R. launched a Job Skills Center in central Phoenix. The focus for this review is the S.T.A.R. East location, which operates at 1310 West University in Mesa, Arizona.

The individuals served through this agency are referred to as members, but for the purpose of this report, and for consistency across fidelity reports, the term "member" will be used. In addition, throughout this COS report, the term "people with lived experience" will be used to reference self-identified people with lived experience of recovery.

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

- Tour of the Center's facility;
- Interview with the Chief Executive Officer and the Chief Clinical Officer;
- Review of the Center's key documentation, including organizational documents, Articles of Incorporation, polices, annual reports, training materials, job descriptions, etc;
- Group interview with two supervisory staff;
- Group interview with seven nonsupervisory staff/Recovery Support Specialists; and
- Group interview with eight 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 S.T.A.R. East location benefits from a committed, passionate team of staff and volunteers. Relationships among staff and members are genuine and reflect their commitment to helping each other along their paths to recovery. Members feel respected and are satisfied with the services offered through the agency.

The agency demonstrated strengths in the following program areas:

- The Center has a knowledgeable and experienced staff that sees the values and strengths in the members; they reflect the principles of recovery in their jobs and in their own personal lives.
- The organization is peer-driven and peer-centered in the areas of budget, planning, and programming. Participant responsiveness and input are strongly valued and respected, resulting in program changes that reflect member preferences and needs.
- The principles of *Personal Empowerment* and *Personal Accountability* are strongly reflected in the staff and member interactions with each other and the larger community.

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

- The membership participates in conscious-raising activities, such as Day at the Capitol and NAMI events. However, the members do not participate directly in advocacy or action efforts where they can speak publically about concerns in their community. Consider using the currently available platforms (internet/social media/newsletter/speaking to legislators directly, etc.) to give members the opportunity to become change agents and leaders in their communities.
- The main hallway at the location is often congested; there is very little space to safely pass by another person standing in the area. This can be challenging for those with physical limitations or social anxieties. While physical renovation to this area may not be possible at this Center, any possible adjustments should be considered. More robust efforts to accommodate members who are visually or hearing impaired should also be considered (i.e. TTY, signage throughout the building, etc.).

FIDELITY ASSESSMENT/ COMMON INGREDIENTS TOOL (FACIT)

Ingredient #	Ingredient	Rating	Rating Rationale	Recommendations
Domain 1 Structure				
1.1 Consumer Operated				
1.1.1	Board Participation	1-5 4	A single Board of Directors is assigned for all S.T.A.R. locations. The Board is comprised of ten members; representatives from each S.T.A.R. location are nominated and elected by the S.T.A.R. members. According to the agency leadership, seven of the 10 board members are people with lived experience. Of the remaining three board members, two are family members and one is a community member.	<ul style="list-style-type: none"> Continue to recruit qualified candidates with lived experiences in recovery from a mental illness as members of the Board of Directors.
1.1.2	Consumer Staff	1-5 5	S.T.A.R administrators stated that all Center staff have identified as people with lived experience. There are 65 total employees company wide. Four to five total employees identify as family members. All administrators identify as people with lived experience.	
1.1.3	Hiring Decisions	1-4 4	The agency leadership (including the CEO) identify as people with lived experience. When interviewing potential candidates, S.T.A.R. does give preference to those who identify as persons with lived experience. Center members do not currently participate in the selection of the Center staff. The CEO is responsible for all hiring and firing decisions.	<ul style="list-style-type: none"> Involving members in key decision making may help increase their sense of ownership and accountability to the Center. Develop avenues to increase the members' involvement in hiring decisions. Consider possibly developing an interview panel, final candidate selection group, voting, etc.
1.1.4	Budget Control	1-4 4	Member councils and staff are asked to identify unmet needs and/or areas that are in need of resources/services. The Site Manager and Member's Council discuss the interests and needs of the members. These requests are submitted to the finance subcommittee, which prioritizes those	

			items and provides feedback on the available funding to the membership. S.T.A.R Administrators stated that the new Job Skills Center (implemented 02/02/15) was started this way. Unanimous voting among members was identified as one of the methods used to determine the implementation of large-scale projects.	
1.1.5	Volunteer Opportunities	1-5 5	Members are able to volunteer in various capacities within the Center. Members serve as Peer Support Specialists, Center Ambassadors for new members, and paid staff positions. Staff stated that S.T.A.R has been flexible in working with the members who need a reduced schedule to maintain their <i>Freedom to Work</i> health insurance program benefits. Staff also stated that 76-100% of program volunteers are peers. As a part of their program, S.T.A.R. serves a free breakfast to all members at all their locations. To qualify for lunch, members are expected to volunteer to complete one chore and attend a group.	<ul style="list-style-type: none"> The emphasis on participation in external volunteering opportunities is minimal in comparison to internal volunteering options. Explore methods for increasing member volunteering in the community.
1.2 Participant Responsiveness				
1.2.1	Planning Input	1-5 5	Members use the suggestion box and member council meetings as primary paths for providing input. All suggestion box submissions are read and answered by the council in the monthly membership meetings. The elected board liaisons interface with the Board of Directors for suggestions that require a higher level of approval. Members are free to speak with the member council officials, board liaisons and Center staff at any time. Members expressed that they are satisfied with their level of input.	<ul style="list-style-type: none"> Continue to establish more opportunities for members to have the final approval in key decision making. One suggestion would be to present a few board-approved options to the membership for a final vote.
1.2.2	Member Dissatisfaction/ Grievance	1-5 5	The grievance policy is made available to all members via the <i>member handbook</i> . Both the staff and members agree that the policy is clearly	

	Response		defined and understood. Participants can also take grievances or complaints directly to the Regional Behavioral Health Authority (RBHA). Many staff discussed their involvement in walking members through the grievance process. S.T.A.R. also provides opportunities to express dissatisfaction through a quarterly satisfaction survey, with monitoring provided by Arizona State University.	
1.3 Linkage to Other Supports				
1.3.1	Linkage with Traditional Mental Health Services	1-5 4	S.T.A.R. attempts to create linkages with traditional mental health services. Provider Network Organization clinics are offered opportunities to use the S.T.A.R. building for meetings, if they will take a tour of the space. The Center holds regular Family Nights – opportunities for members to bring their natural and clinical supports to the Center to learn about its services. Leadership and staff agreed that some treatment teams allow member services to be interrupted due to lack of appropriate information in referral packets (i.e. lack of an updated Individualized Service Plan - ISP/Assessment/At Risk Crisis Plan, etc.). Staff stated they begin outreach to clinical teams for renewal documents approximately 30 days prior to members' ISPs expiring. However, clinical teams do not always respond to this outreach effort.	<ul style="list-style-type: none"> Continue outreach and engagement efforts with traditional mental health service providers.
1.3.2	Linkage with Other COSPs	1-5 5	Three of the Community Service Agencies (CSAs) attended a three-day camping trip to Heber, Arizona, where 120 people attended. The agency leader also reported recent kick-ball and bowling events with CSAs S.T.A.R. members also have access to programming from other CSAs, the <i>Hope's Door</i> program Recovery Empowerment Network, as well as a suicide prevention group facilitated by CHEEERS.	

1.3.3	Linkage with Other Service Agencies	1-5 3	The Center has resources for other service agencies posted on bulletin boards throughout the building. The computer lab also has a binder that is regularly updated with current agency information. S.T.A.R. will assist members with Housing and Urban Development (HUD) and Supplemental Security Insurance (SSI) questions, etc., as needed. However, there was no mention of any enduring connection, agency partnership, or access to service agency representatives mentioned.	<ul style="list-style-type: none"> Continue efforts to engage local services agencies. Foster relationships with gatekeepers at local agencies. Direct contacts at these agencies may generate direct linkages to information and opportunities for members.
Domain 2 Environment				
2.1 Accessibility				
2.1.1	Local Proximity	1-4 3	S.T.A.R. has in-house transportation available to members. Staff stated that many of the members drive themselves to the Center for activities. However, due to the restricted access to public transportation for members who live in more remote neighborhoods, S.T.A.R. East will transport up to 40 miles away from the Center.	<ul style="list-style-type: none"> Though S.T.A.R. East is located in a population cluster, many of the members live a fair distance from the Center's location. The Center may have limited ability to impact this item. Continue efforts to transport members to the Center.
2.1.2	Access	1-5 4	The Center is located in a strip mall adjacent to two city bus routes. The neighborhood is perceived as safe. Members arrive at the Center by way of RBHA contracted transportation providers (i.e. Comtrans and Total Transit) or through the S.T.A.R. van. Though accessible, the Center is located in an area with narrow sidewalks, and busy, multi-lane traffic. This could prove to be difficult for those with physical disabilities to navigate.	<ul style="list-style-type: none"> The Center may have limited ability to impact this item. Continue efforts to transport members to the Center. Consider developing opportunities for members to advocate for improved access/transportation with city government officials.
2.1.3	Hours	1-5 4	S.T.A.R. East is open for scheduled tours during the hours of 7:30am to 3:30pm, Monday through Friday. S.T.A.R. east recently implemented their new extended program hours: 7:30am to 7:30pm, Monday through Thursday; 7:30am to 3:30pm Friday; and 7:30pm to 2:00pm on Saturdays. On	<ul style="list-style-type: none"> Consider establishing operating hours that accommodate the expressed needs of the members (i.e. holiday/evening hours).

			Sundays, S.T.A.R. is closed. Members seemed excited about the new Center hours but still expressed that they hope to see holiday hours in the future.	
2.1.4	Cost	1-5 5	All services at S.T.A.R. are free of charge to members. Members use their earned S.T.A.R. dollars for food/clothing share, trips, and other agency activities. There is no financial cost for meals; however, members are required to complete a chore and attend a group to qualify for lunch. Certain members did express concern over the lunch policy, stating that they did not feel that this process was effective or useful to attach the meal to the completion of chores. However, most members stated that they enjoyed the meals provided by the Center.	<ul style="list-style-type: none"> As members have expressed concerns for the practice of attaching lunch benefits to performance measures, consider soliciting their recommendations on how to improve this process for all parties (I.e. staff and members).
2.1.5	Accessibility	1-4 3	The Center has a computer with enlarged font and resolution optimized for members who are visually impaired. The Center also has multiple ramps inside and out of the facility for those with physical limitations. Though these accommodations exist, the main hallway is not wide enough for two people to pass by each other without physical contact. This would be more difficult for those with wheelchairs. No TTD was evident; however, the building did use a PA speaker system to make announcements. The language line is also available for those in need of interpretation services.	<ul style="list-style-type: none"> Consider options for expanding accessibility for those who are hearing or visually impaired (i.e. TTD, braille, larger-print signage, etc.). Consider providing an alternate route to the congested hallway for those in wheelchairs during times of high traffic.
2.2 Safety				
2.2.1	Lack of Coerciveness	1-5 3	Members are not required to participate in services to attend S.T.A.R. However, members cannot receive the lunch benefit without participation in a chore, and a group. The members see rules as necessary, but they are slightly confusing due to recent changes (i.e. changes in the Food Share and Clothing Share	<ul style="list-style-type: none"> As stated in 2.1.4, members have expressed concerns for the practice of attaching lunch benefits to performance measures. Consider soliciting their recommendations on how to improve this process for all parties (I.e. staff and members).

			<p>policies, lunch, etc.)</p> <p>While most members understood the purpose of the rules, some members articulated their discomfort with expressing their disagreement with this rule to management, partially because they do not want to “rock the boat”.</p>	
2.2.2	Program Rules	1-4 3	<p>Members and staff both report feeling physically and emotionally safe at the Center. Members and staff are equally aware of the program policies/standards and can recite the implications of violated rules (i.e. The Disruption Policy). All staff and members were able to locate a copy of the policy in group rooms and throughout the Center. Also, the member handbook documents all of the safety policies most pertinent to members (i.e. contraband, disruption, group rules).</p> <p>When asked how the program and group rules are developed, both members and staff stated that the rules were given to them by administration.</p>	<ul style="list-style-type: none"> • Create regular opportunities for the members to review and comment of existing rules at the Center. Utilize the member council meetings as opportunities to discuss satisfaction and review of Center expectations.
2.3 Informal Setting				
2.3.1	Physical Environment	1-4 3	<p>The physical environment of the Center is relaxed; the furniture is comfortable, and meeting spaces are tailored to their designated activities. Though the rooms are accommodating, the main hallway is not wide enough for two people to pass by each other without physical contact. This may be challenging for those members with mobility issues and/or concerns with being in close proximity to other people.</p>	<ul style="list-style-type: none"> • The Center may have limited ability to impact this item. Consider any options that may maximize the current use of the space. (I.e. one-way hallways, staggered class schedules, etc.) This item should be continually monitored to ensure the success of any long range planning efforts, and/or to avoid the potential violation of any fire or building codes.
2.3.2	Social Environment	1-5 4	<p>Members report positive interactions with Center line staff. While leadership often spoke of their “open-door policy” with members, some members stated that the Center’s management staff does not interact enough with the members and keeps their office doors closed. Center staff stated that the Center’s management staff does</p>	<ul style="list-style-type: none"> • Management staff may benefit from making a daily schedule that clearly outlines their availability for conversations with members. This may help both the members and staff to communicate in a mutually agreeable fashion.

			interact with members; however, the members will often ask managers to help with concerns that the line staff are capable of handling for them. Management staff occasionally withdraws to their offices to complete necessary paperwork and job duties.	
2.3.3	Sense of Community	1-4 4	Members expressed a sense of community and belonging at their Center. Ambassadors are assigned to members when they first join the program, to help them acclimate to the Center. S.T.A.R. provides multiple opportunities to socialize through groups and Fun Bunch and Young Adult Program activities. Multiple members described isolating themselves prior to coming to the Center; now they are fully-engaged in activities. Many members stated, "S.T.A.R. saved my life". In addition to outings, the Center building is designed with multiple spaces where they can enjoy conversation and recreational activities with each other.	
2.4 Reasonable Accommodation				
2.4.1	Timeframes	1-4 3	The new members work with the Center Ambassadors to ease them in to participating. The staff stated that the larger challenge with members is not their participation, rather the receiving of the Individualized Service Plan (ISP) and Assessment from the members' case management staff. Updated versions of these items are required for continued participation in the S.T.A.R program. S.T.A.R. begins outreach to clinics for updated documents 30 days prior to their expiration. There are no concerns of artificial or limited timeframes for participation in the S.T.A.R. East program.	<ul style="list-style-type: none"> • S.T.A.R. should continue outreach efforts to clinical teams for necessary member documents.
Domain 3 Belief Systems				
3.1 Peer Principle				

3.1	Peer Principle	1-4 4	Staff and members willingly share their experiences of having psychiatric disabilities with each other. Staff stated that the experiences they share must be stories focused on a process of recovery. Staff also stated that sharing their stories with members helps in their own recovery journey.	<ul style="list-style-type: none"> To enhance staff transparency with members, consider finding creative ways to display brief biographies of staff (line and executive) throughout the Center.
3.2 Helper Principle				
3.2	Helper Principle	1-4 4	Most members report helping others in informal ways. Some members stated that they have offered friendly advice to peers; others confirmed receiving help from peers. Staff are an important resource to members. All have confirmed that both staff and members are considered equally important sources of guidance and help for members.	
3.3 Empowerment				
3.3.1	Personal Empowerment	1-5 5	All members agree that their participation at the Center has helped them to make positive changes in their lives. Members unanimously agreed with one member's statement, "S.T.A.R. saved my life". Members shared their personal stories of how attending S.T.A.R. has impacted their self-esteem, social life, and confidence.	
3.3.2	Personal Accountability	1-5 5	S.T.A.R. inspires independence in members by encouraging them to explore their options when faced with challenges. Members confirmed that S.T.A.R. staff will help members to identify the possibilities but will not make decisions for them.	
3.3.3	Group Empowerment	1-4 4	Members have many opportunities to become a part of the team. Members can join the member council, run for a board of directors' position, become peer leaders, volunteer, or work towards becoming paid staff members. Some members are facilitating groups at the Center (i.e. Art class, Bipolar Bears, etc.) There is a wall of recognition in the dining area that displays pictures of fulfilling	

			various roles at the Center. This includes Peer of the Month, Employee of the Month, and Progress of the Month.	
3.4 Choice				
3.4	Choice	1-5 4	S.T.A.R. has an extensive group and community trip calendar. S.T.A.R.'s group options range from classroom-based psychoeducation, to fun social outings to community attractions. Though members have the opportunity to suggest groups and activities, members have little opportunity to shape the activity unless they become co-facilitators at the Center.	<ul style="list-style-type: none"> It is recommended that S.T.A.R. create a process by which more members can take a direct role in co-facilitating groups and activities.
3.5 Recovery				
3.5	Recovery	1-4 4	The mission statement describing the recovery oriented approach of the Center is clearly displayed at the entry of the building. Members and staff clearly articulate what recovery means and how it is being implemented in all of their activities. Staff and members speak with recovery-focused language. All members and staff acknowledge that recovery is a process, and each person is at different stages of it.	
3.6 Spiritual Growth				
3.6	Spiritual Growth	1-4 4	S.T.A.R. East is committed to providing a judgment-free environment where members are able to explore their inner thoughts through meditation and reflection groups. Members are prohibited from proselytizing, but they are welcome to engage in activities that support their recovery. For example, a group of members have a Bible study group that meets offsite; another member brings their Bible every day to read. A number of staff stated that they have conversations with members about spiritual matters when engaged.	<ul style="list-style-type: none"> Consider options for adding faith-based community connections/directory/groups for the members who desire this level of support in their recovery.
Domain 4 Peer Support				

4.1 Peer Support				
4.1.1	Formal Peer Support	1-5 5	The members receive formal peer support primarily through groups and individual one-on-one meetings with staff. The group calendar features classes such as ANTs (Automatic Negative Thoughts), WRAP-Wellness Recovery Action Planning (aka Action Planning), and Self-Advocacy. Staff members are available to meet with members to discuss personal concerns at any time.	
4.1.2	Informal Peer Support	1-4 4	Members were able to articulate numerous situations where they have given or received informal support from peers. One member described her technique of taking other peers out for walks when they are feeling overwhelmed. Another member described how peers have “taken [her] under their wings” when she was inclined to isolate from the group. Members felt comfortable with supporting one another outside without staff intervention.	
4.2 Telling Our Stories				
4.2	Telling Our Stories	1-5 4	Members tell their stories in formal and informal ways. Staff stated that some members prefer to share their experiences in group settings, while others use artistic mediums. Members who are open to sharing and mentoring other members will often volunteer to become Peer Leaders. Though opportunities exist at the Center to share personal stories, there were no opportunities to share personal stories in the larger community discussed.	<ul style="list-style-type: none"> • Work towards developing an interface for members to share their stories in the community regularly. Consider creative opportunities such as a member-run newsletter, a blog section on the S.T.A.R. website, or social media pages, etc.
4.2.1	Artistic Expression	1-5 4	The art program at S.T.A.R. is a Central feature of the Center. The art classes and room is managed by an artist who began his art career at the Center and is still a member. Members explore different mediums of art. The pieces crafted are both personal and expressive. Other members have	<ul style="list-style-type: none"> • Expand the art program to include additional media outlets (i.e. dance/media/music/theatre, etc.)

			expanded their involvement in art programs outside of the Center because of their positive experience at S.T.A.R.	
4.3 Consciousness Raising				
4.3	Consciousness Raising	1-4 3	S.T.A.R. connects members to advocacy and awareness activities in the community. The most frequently mentioned event among staff and members were the NAMI walk and S.T.A.R.'s Day at the Capitol. Staff stated that the Center will occasionally bringing guest speakers in to speak to members about relevant issues. Though members attend these events, no mention was made of opportunities for members to engage directly in administration advocacy or action efforts.	<ul style="list-style-type: none"> Expand member involvement in planning and implementation of advocacy efforts. (I.e. a social change committee). Helping members to find causes they can directly impact may increase their sense of contribution to their communities.
4.4 Crisis Prevention				
4.4.1	Formal Crisis Prevention	1-4 4	S.T.A.R.'s weekly calendar consists of multiple groups designed to help members use and develop effective crisis prevention strategies. Groups such as ANTs, meditation and recovery action planning are held multiple times per week, and some are based on identified best practices through the Substance Abuse Mental Health Services Administration (SAMHSA). All staff are trained in Applied Suicide Intervention Skills Training (ASIST).	
4.4.2	Informal Crisis Prevention	1-4 4	Members clearly stated that they assist each other with crisis prevention. Peer practices include peer-to-peer discussions, going for walks, and working on expressive art pieces. The art room is open during Center hours for anyone to use. Members are also encouraged to journal or use the quiet space in the library room for relaxation.	
4.5 Peer Mentoring and Teaching				
4.5	Peer Mentoring and Teaching	1-4 4	Peer mentoring is a strong component of the S.T.A.R. program. The members expressed satisfaction with the level of support they receive	

			from both the staff and other members. Many members volunteer in leadership positions and eventually become staff. Classes at the Center are taught by both peers and staff.	
Domain 5 Education				
5.1 Self Management/ Problem Solving Strategies				
5.1.1	Formally Structured Problem-Solving Activities	1-5 4	The Center offers an Action Planning class which is identical to the Wellness Recovery Action Plan (WRAP). This program focuses on symptom management and crisis prevention. There are other classes on the schedule, such as ANTs and Bi-polar Bears that focus on everyday solutions to member concerns. Staff confirmed that a number of their classes are based on multiple resources; workbooks are created from this material and handed to participants. Staff stated that having curriculum is useful, and administration is working toward getting more curriculum developed.	<ul style="list-style-type: none"> Continue efforts to implement established, formal curriculum for groups offered to members.
5.1.2	Receiving Informal Problem-Solving Support	1-5 5	The vast majority of members agreed that they received informal problem-solving support. Members stated that they were able to have honest conversations with each other at any time. Members felt they could rely on peer leads and Center Ambassadors for support just as much as the Center staff.	
5.1.3	Providing Informal Problem Solving Support	1-5 3	About half of the members state they have provided ad-hoc support for other members. Members stated that the members who are most engaged in providing problem solving support are the ones who volunteer for positions at the Center.	<ul style="list-style-type: none"> Coach and encourage all members to identify aspects of their recovery story that could be integrated into support interactions, group sessions, curricula, and other activities.
5.2 Education/Skills Training and Practice				
5.2.1	Formal Practice Skills	1-5 4	S.T.A.R. has many opportunities for members to practice social skills. The Center offers daily on- and off-site activities to provide opportunities for practicing social skills in the community. Groups	<ul style="list-style-type: none"> Consider using the lunch benefit as an incentive in a different context. Skills training is its own reward when it meets a need in a person's life. Work towards

			are offered daily. Group topics range from Advocacy to Comedy. Some members stated that they appreciated the groups but felt that some members only attended to fulfil the lunch requirement.	helping members to find intrinsic value of the programs they participate in.
5.2.2	Job Readiness Activities	1-5 3	The Center has a computer lab with a staff available to assist members. Members are able to complete GED and pre-GED in the lab. Though staff can assist with member requests, no formal class exists within the Center to assist members with job readiness activities such as resume writing or interviewing. S.T.A.R. recently established a Job Skills Center. Members are able to get more focused training on job skills and job preparation there. The number of members participating in this new program was not established during this review.	<ul style="list-style-type: none"> Continue to encourage members to attend training at the Job Skills Center. Consider having the instructors provide smaller job skills sessions at the East location for member who may not be willing to travel to another location for services.
Domain 6 Advocacy				
6.1 Self Advocacy				
6.1.1	Formal Self Advocacy Activities	1-5 4	Members participate in formal advocacy activities inside and outside of the Center. Advocacy classes and Action Planning class are offered regularly at the Center. Members are taught how to effectively call their clinical teams when they need assistance. Staff will also give members suggestions on options for handling personal advocacy concerns as needed Members can formally request additional assistance in advocacy activities from the S.T.A.R. team through a request form. Though classes and advocacy services are being offered, the number of members formally participating in these activities is unclear.	<ul style="list-style-type: none"> Explore opportunities to expand and enhance outreach efforts to more of program participants in formal advocacy activities. Develop strategies to help members identify and take ownership of their own successes and learn to take action as problem solvers, self-advocates and the drivers of positive change.
6.2 Peer Advocacy				
6.2	Peer Advocacy	1-5 4	Information on peer advocacy activities is posted around the Center on bulletin boards. Members	<ul style="list-style-type: none"> Develop opportunities for members to connect with other members for support

			receive information on community events such as the NAMI walk and the Day at the Capitol. Members can request additional assistance in advocacy activities from the S.T.A.R. team through a request form. There is evidence that members assist other members in efforts to advocate for needs and concerns; however, the focus of advocacy assistance is centered on staff members.	with similar advocacy issues. Continue to have staff refer members to other non-staff members for direction and mentoring with advocacy concerns.
6.2.1	Outreach to Participants	1-5 3	Most of the Center's outreach to participants occurs within the building itself. The Center uses an intercom system to announce upcoming groups throughout the Center. There were flyers and brochures located at the receptionist desk. Group listings are posted on large white boards in multiple classrooms; the finalized daily schedule is posted in the lobby. The Center has sign-up sheets for volunteering/chores within the program. There was no evidence of multi-media or social media promotion of the program or activities.	<ul style="list-style-type: none"> Consider options for using social media platforms (Blogger, Facebook, Ning, Twitter) as an outreach tool to membership. Consider options for adding interactive elements for members on the agency website, as well as a richer array of links that members can use for self-advocacy such as DB101, the Valley Metro trip planner, and the City of Phoenix Housing Department. Consider opportunities to increase member-to-member outreach to those who have not attended in a while. (i.e. phone calls, monthly emails, etc.)
Total Score:	179			

FACIT SCORE SHEET

Domain	Rating Range	Score
Domain 1: Structure		
1.1.1 Board Participation	1-5	4
1.1.2 Consumer Staff	1-5	5
1.1.3 Hiring Decisions	1-5	4

1.1.4	Budget Control	1-4	4
1.1.5	Volunteer Opportunities	1-5	5
1.2.1	Planning Input	1-5	5
1.2.2	Satisfaction/Grievance Response	1-5	5
1.3.1	Linkage with Traditional Mental Health Services	1-5	4
1.3.2	Linkage to Other Consumer Operated Services Program (COSPs)	1-5	5
1.3.3	Linkage with Other Services Agencies	1-5	3
Domain 2: Environment		Rating Range	Score
2.1.1	Local Proximity	1-4	3
2.1.2	Access	1-5	4
2.1.3	Hours	1-5	4
2.1.4	Cost	1-5	5
2.1.5	Accessibility	1-4	3
2.2.1	Lack of Coerciveness	1-5	3
2.2.2	Program Rules	1-5	3
2.3.1	Physical Environment	1-4	3
2.3.2	Social Environment	1-5	4
2.3.3	Sense of Community	1-4	4
2.4.1	Timeframes	1-4	3

Domain 3: Belief Systems	Rating Range	Score
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	4
3.5 Recovery	1-4	4
3.6 Spiritual Growth	1-4	4
Domain 4: Peer Support	Rating Range	Score
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	3
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
Domain 5: Education	Rating Range	Score

5.1.1	Formally Structured Activities	1-5	4
5.1.2	Receiving Informal Support	1-5	5
5.1.3	Providing Informal Support	1-5	3
5.2.1	Formal Skills Practice	1-5	4
5.2.2	Job Readiness Activities	1-5	3
Domain 6: Advocacy		Rating Range	Score
6.1.1	Formal Self Advocacy	1-5	4
6.1.2	Peer Advocacy	1-5	4
6.2.1	Outreach to Participants	1-5	3
Total Score		179	
Total Possible Score		208	