

Partners in Wellness & Recovery: V. Administrators (Managers, CEOs, Mental Health Directors, QA Staff, Finance Administrators)

Task Area	Knowledge	Attitudes/Values	Skills	Behaviors
Recovery	<ul style="list-style-type: none"> • Knowledgeable of basic recovery principles and practices (48) • Understands the importance of a person's cultural /linguistic background and the impact of their culture in relation to their ability to access and use mental health services (49) • Knowledge of recovery-based service approaches in other locales 	<ul style="list-style-type: none"> • Believes in recovery and the personal empowerment of individuals in recovery (35) • Supports choice as a value for people in recovery • Makes a commitment to the ideology of recovery • Respects cultural/linguistic differences (49) • Open to new ideas and outside consultation 	<ul style="list-style-type: none"> • Builds support within the organization for "recovery" • Communicates with people in recovery as equals 	<ul style="list-style-type: none"> • Involves people in recovery in all system decision-making processes (25, 42) • Attends conferences and other events on "recovery" and makes allowances for other staff to do the same • Develops and participates in recovery trainings (48)
Relationships	<ul style="list-style-type: none"> • Knows that people in recovery at the primary source of information about what consumers need to foster a healing environment • Knows the importance of partnerships • Knows cultural self-awareness if important in fostering work in a multicultural environment 	<ul style="list-style-type: none"> • Recognizes people in recovery and their PSS members as partners in system change (10) 	<ul style="list-style-type: none"> • Listens (48) • Works collaboratively with people in recovery, PSS members and staff in developing a recovery-oriented system • Greets Clients • Respects and values diversity 	<ul style="list-style-type: none"> • Conveys hope and a positive belief in the ability of people to recover (27) • Relates to providers, consumers, and supporters about the importance of partnership for recovery • Supports relationships among all staff (48)

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<i>Internal Systems</i>	<ul style="list-style-type: none"> •Knows how other parts of the system view recovery •Is knowledgeable of attitudinal barriers and obstacles within the organization •Is knowledgeable of physical barriers and obstacles within the organization •Has understanding and knowledge of culturally-based folk and alternative healing systems and traditions •Knows organization’s level of cultural competence 	<ul style="list-style-type: none"> •Believes in the need for ongoing cultural training •Recognizes own responsibility to provide leadership for system change •Believes in the need for ongoing cultural training •Believes recovery is supported by policies that support multicultural and multilingual staff who can provide services in cross cultural situations 	<ul style="list-style-type: none"> •Builds support within the organization and, at the management level, for “recovery” •Implements changes •Manages resources to be able to commit a significant portion to “recovery” •Believes in the need for ongoing cultural training •Promotes the importance of cultural competency in a recovery oriented system throughout the agency •Develops recovery-oriented policies •Supports staff in recovery oriented program development •Supports acquisition and development of “best practices”, recovery oriented modes and anti-stigma behaviors 	<ul style="list-style-type: none"> •Is an active cheerleader in a positive way •Practices Participatory management (SN) •Assures that the SOC (system of care) supports recovery •Establishes wellness & recovery committees(48) •Hires people in recovery as part of the management team (33, 48) and assures that people in recovery are employed at all levels within the system •Includes people in recovery hiring at all levels •Involves consumers as trainers and educators (24, 33) •Provides support for all staff and facilitates positive working relationships among support staff, program staff (including consumer employees), supervisors, etc. (48) •Assures support services are provided for PSS •Requires cultural competency of staff (10)

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<i>Internal Systems Cont.</i>				<ul style="list-style-type: none"> Assures that the system provides services that reflect the cultures of people using or potentially using services (3) Recognizes and addresses structural issues (discrimination) that temper or restrain empowerment (35) Provides leadership training for persons in recovery (24)
<i>External Systems</i>	<ul style="list-style-type: none"> Recognizes the discrimination in the community that stifles recovery Knows how other parts of the social service system view recovery 	<ul style="list-style-type: none"> Views the greater community as both a resource and a partner in a “recovery” oriented system of care Believes providers need to collaborate with the community to provide best supports for persons in recovery 	<ul style="list-style-type: none"> Lobbies with the political forces which might not understand or might oppose recovery practices and principles Lobbies the greater community for support for recovery Advocates against discrimination Engages in board development & exerts political influence towards achievement of recovery-based services 	<ul style="list-style-type: none"> Provides leadership for collaboration with the community and development of natural supports for persons in recovery Partners with community leaders to bring attention to the needs and possible solutions for diverse consumer populations