

Operationalizing Values: Leadership Tools for Fidelity to the Mission of Rehabilitation and Recovery

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Learning Objectives



Participants will:

- Name the 3 C's of Change
- Describe ways of encouraging and supporting these changes
- Explore ways to involve everyone in the organization in assuring fidelity to the principles and values of recovery.

Transforming Services
Requires Assessing
and Developing the 3
C's



Culture
Commitment
Capacity

Farkas, Ashcraft, Anthony, 2008)

Culture

- The “way things are done”
- Person-centered values and flexible rules
- Hope for the future

Examples include:

- ✓ PROS participants driving the goal setting process by identifying personally meaningful life goals
- ✓ Peer specialists whose work is highly valued
- ✓ Practitioners who actively listen
- ✓ Cultural humility found throughout the organization and interactions with participants





Commitment

A reflection of the belief that the proposed changes will be positive, are possible and that there is sufficient support for the change among leaders, managers and the general workforce.

Examples include:

- ✓ PROS mission statements reflecting values of recovery
- ✓ CORE programs tracking participants' outcomes and highlighting successes
- ✓ Inviting people to inspire others by telling their stories

Capacity

- Sufficient workforce knowledge
- Attitude and skills available to support implementation of Psychiatric Rehab services

Examples include:

- ✓ Staff receiving training and support from the NYPRTA initiative
- ✓ Supervisors providing on-site coaching to support practitioners to develop needed competencies
- ✓ PROS redesign to better meet program needs



Promoting Recovery Deep Within the Organization

***To Assure That Psychiatric Rehabilitation Can
Successfully Take Root:***

LET'S GET
STARTED



Build a Transformation Team To Plan, Implement and Evaluate Change

Your “Transformation Team” may include:

- Leadership to make decisions and address barriers on the spot
- Finance, billing and contract folks
- Staff who implement the changes in day-to-day activities
- People who access your services
- People whose values, interests, beliefs and orientation align with the changes(champions)



What Your Team Needs To Know

1. How to communicate your vision
2. How to assess readiness to change
3. How to use data to inform decisions
4. How to engage and involve supervisors and practitioners in moving towards integrating psychiatric rehabilitation practice
5. Information to educate the workforce: Knowledge, Skills and Mindset



Tips to Encourage *Culture* Change

- Develop and implement services based on a clear recovery-based mission
- Assure that people with a lived experience are included in all planning and policy development
- Stress outcomes over process
- Use quality of life and recovery-oriented data
- Participate in the training you need to understand new perspectives
- Identify obstacles to change and implement corrective action



Tips to Encourage *Commitment* to Change

- Create strong teamwork and positive relationships
- Develop and follow policies and procedures that encourage recovery-oriented practice
- Start a Transformation Team and include people in recovery in all planning activities
- Clarify objectives and goals
- Participate in training in recovery, self-direction and self- determination and offer concrete tools for practice
- Support only services consistent with the mission and vision



Tips to Encourage *Capacity* to Change

- Offer concrete tools for practice change
- Assure your supervision teaches, reflects on, and promotes recovery practice
- Create job descriptions with clear expectations and role responsibilities
- Work with HR to have evaluations measure knowledge and performance of recovery -oriented practice
- Train everyone in psychiatric rehabilitation
- Participate in supervision that addresses and allows for effective staff self-disclosure



How Do You Know That It's Worked?

Look For Yourself! (Part 1)



- Walk-through your space. What do you see? If you don't like it change it!
- Invite people in to talk about the possibilities that recovery-oriented services offer
- Read your documentation and assure that the language is clear, relevant and non-stigmatizing
- Sit in groups and services. What does it feel like to you to be involved in your services?
- Share information! Create and join committees across units, hold regular meetings. Keep people informed

How Do You Know That It's Worked? Look For Yourself! (Part 2)

1

Hold focus groups- ask if services are helping. Listen!

2

Gather stories of recovery and share them with participants, staff, and community partners

3

Discuss how to evaluate the services with participants and families. Ask "How would you know if you could recommend this program to others?"

4

Present the results of your satisfaction surveys with multi-year results to track your progress. Display the results of your surveys with participants and the community

Let's Identify Values that Reflect Rehabilitation and Recovery

(Group Discussion)

The “Four Questions”

What should we continue to do because it fully supports our rehabilitation and recovery values?

What should we do more of because it supports these values but we don't do enough of it?

What should we start to do that will support these values?

What should we stop doing because it doesn't support these values?

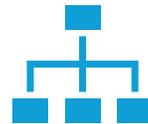
These Questions Can be Used to Examine Your:



Current
services
provided



Mission and
vision
statements



Organizational
structure



Approach to
supervision and
training of staff



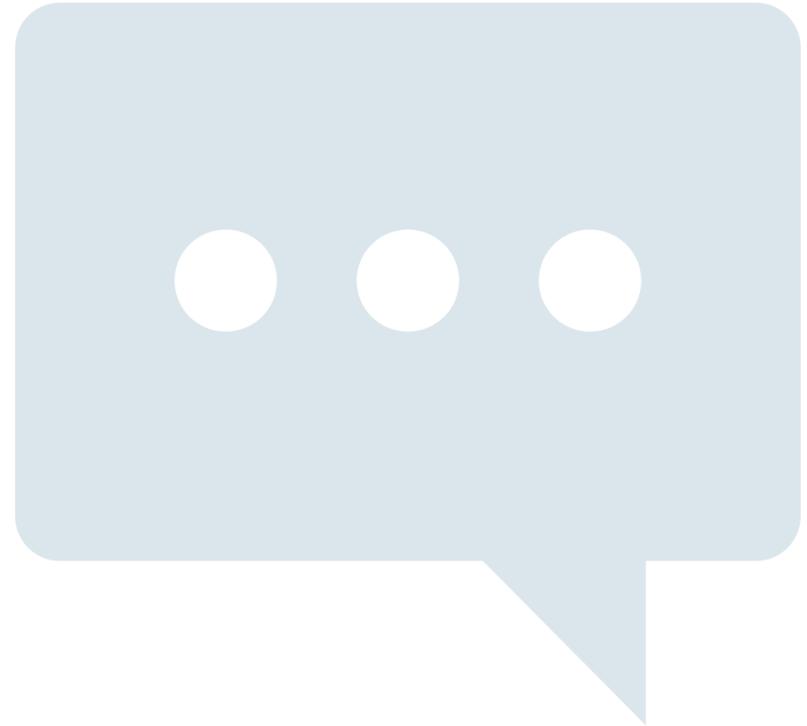
Really any other
aspect of your
program/agency

Small Group Exercise (25 minutes)

- Respond to each of the four questions as they pertain to your program/agency, examining the domains previously identified.
- Keep notes that will be discussed during the full group debriefing

Please keep in mind that you will be presenting a composite report, reflecting recommendations for all the group's sites together.

That's fine!



Full Group Debriefing



What were the key points
that we covered today?
(Group discussion)



Let's
WRAP
it UP

Additional Tools/Resources

- Marianne Farkas, ScD. Center for Psych Rehab, Boston University (2009) Assessing the 3 C's: Organizational Readiness for Change to Recovery Orientation (hard copy)
- Brene Brown. Daring Leadership Assessment
<https://daretolead.brenebrown.com/assessment/>
- Work Life Balance Quiz, Canadienne Mental Health Association. <https://cmha.ca/find-info/mental-health/check-in-on-your-mental-health/work-life-balance-quiz/>
- Jeff McQueen, CEO Mental Health Association Nassau County. Work Life Balance Quiz (hard copy)
- Podsakoff, MacKenzie, Moorman, & Fetter, (1990). Transformational Leadership Self-Assessment (hard copy)
- “The Four Questions”- Aligning Actions with Values- slide 16 and 17