



Bureau of Justice Assistance (BJA)

Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP)

Support for Newly Hired Peer Recovery Specialists

April 2023



Synopsis

As a recently hired peer specialist, you may face challenges adapting to your new work setting. This technical assistance (TA) package provides information, resources, and tips to help you discuss the roles and responsibilities of peer specialists, navigate the workplace, and support your recovery during employment. Tools and resources in this TA package include:

- ◀ Suggestions for clarifying the role, expectations, and responsibilities of peer specialists.
- ◀ Information about employee rights and protections.
- ◀ Stories from peer specialists about their onboarding and first weeks on the job.
- ◀ Tips for the first 90 days on the job.

Strategies for Success in a New Peer Recovery Support Services Position

Congratulations on your new job as a peer specialist! In an ideal world, all new employees would receive

a clear explanation of responsibilities, training, supervision, and a welcoming team environment when starting a new job. However, most new employees face challenges during the onboarding process. Peer specialists who have joined organizations that have recently started their peer recovery support services (PRSS) program may also face additional challenges, as the organization and existing staff may lack a full understanding of the value of PRSS and the value peer specialists bring to the workforce. In addition, you may be the only peer specialist on staff or one of a small team of peers, which can lead to feelings of isolation and disempowerment.

To help you better adapt to your new position, this publication provides resources, tips, and information about the onboarding process across three important action categories: (1) Inform—getting the information, resources, and training necessary to perform your job, (2) Welcome—building the social support and an environment that cultivates positive work relationships, and (3) Guide—asking for and receiving formal and informal supervision, mentorship, and ongoing support from supervisors and coworkers (Burgess, 2016; Klein and Houser 2018).

Inform: Orientation and Training

During your first days and weeks at a new job, you will receive a lot of information from supervisors, coworkers, human resources (HR) staff members, and others to help you understand the organization's programs, policies, and culture. You will receive this information both formally, through trainings and educational materials, and informally, through conversations or brief meetings.

Navigating Employee Benefits

Usually, on the first day of work, a new employee meets with HR staff to receive an explanation of work-related benefits. Peer specialists who receive government entitlement or public benefit programs, such as Social Security disability benefits or Medicaid, may have questions about how changes to income and employer-based benefits could affect their eligibility for existing benefits. Peer specialists can seek clarity on these issues from the organization's HR department, local legal aid organizations, and the agencies that administer the benefits, such as the U.S. Social Security Administration.

Training

In addition to general training offered to all new staff members, you may also receive training specific to your role as a peer specialist. Be sure to ask about additional training in the use of technology tools that might be unfamiliar, such as an electronic health record system, for example. Identifying areas of additional training or educational needs is an appropriate topic to discuss during supervision meetings.

Also, take a close look at the specific roles and tasks of your job description. You were hired for your lived experience and expertise as a peer specialist, and if you are certified, you gained knowledge and skills in your certification training. But that does not mean that you are expected to know everything you need to know about your new job. Table 1 offers some suggested sample topics that you may want to explore for early on-the-job training.

Table 1. Specialized Topics

Core Responsibilities	Key Competencies	On-the-Job Training (Beyond Certification)
Peer Recovery Coach With Diversion/Quick Response Team		
<p>Serve as a guide and mentor to persons seeking or already in recovery. Help identify and remove obstacles and barriers. Support connections to the recovery community and other resources useful for building recovery capital. Respect the paths to recovery chosen by the persons seeking support.</p>	<ul style="list-style-type: none"> ◀ Engages peers in collaborative and caring relationships. ◀ Provides personalized support: <ul style="list-style-type: none"> • Practices a strengths-based approach to recovery/wellness. • Tailors services and supports to meet preferences and unique needs. • Provides concrete assistance to help accomplish goals and tasks. • Assists individuals with identifying support systems. • Applies the principles of individual choice and self-determination. • Assists individuals with identifying and building on their strengths and resiliencies. ◀ Supports holistic, ongoing recovery planning. ◀ Provides information about skills related to health, wellness, and recovery. ◀ Promotes leadership, advocacy, growth, and development. 	<ul style="list-style-type: none"> ◀ Ongoing skill development in recovery supports ◀ Interpersonal skill training, choice in self-determination ◀ Shared decision-making strategies ◀ Whole Health Action Management (WHAM) for holistic wellness ◀ Crisis management ◀ Time management and prioritization of tasks ◀ How to involve family and friends in individuals' recovery programs
Peer Recovery Specialist—Treatment and Recovery Courts		
<p>Support, as a mentor, guide, and/or resource connector, people involved with the criminal justice system while they are engaged with the court, and beyond.</p>	<ul style="list-style-type: none"> ◀ Supports personalized recovery planning and positive engagement in the criminal justice system. <ul style="list-style-type: none"> • Assists and supports participants in setting goals related to adherence to court requirements. • Proposes strategies to help participants accomplish tasks or goals. ◀ Links to resources, services, and supports. <ul style="list-style-type: none"> • Addresses barriers to housing and employment. • Assists with identifying, selecting, and using resources and services. ◀ Provides information about skills related to health, wellness, and recovery. ◀ Advocates for individuals while supporting compliance. ◀ Supports collaboration and teamwork. 	<ul style="list-style-type: none"> ◀ Court processes ◀ Developing and identifying resources to refer ◀ Ongoing recovery training opportunities ◀ Training on trauma and violence
Peer Navigator—Reentry		
<p>Assertive advocacy on recovery-related issues that transcend personal, professional, and institutional interests: reduce/eliminate service disparities; reduce/eliminate stigma/discrimination; and make addiction treatment more responsive, effective, and efficient.</p>	<ul style="list-style-type: none"> ◀ Supports personalized recovery planning focused on positive engagement in the criminal justice system. ◀ Advocates for individuals while supporting compliance. <ul style="list-style-type: none"> • Addresses the relationship between incarceration and trauma. • Addresses stigma, discrimination, and exploitation that individuals face within society as a result of their criminal justice involvement. ◀ Links to resources, services, and supports. <ul style="list-style-type: none"> • Addresses barriers to housing and employment. • Assists with identifying, selecting, and using resources and services. ◀ Helps participants manage crises. ◀ Supports collaboration and teamwork. 	<ul style="list-style-type: none"> ◀ Access to resources, like the National Reentry Resource Center (NRRC) ◀ Crisis management ◀ Trauma-informed care ◀ Wellness Recovery Action Plan (WRAP) training

Establishing Clear Roles and Expectations

In early meetings with your supervisor, seek opportunities to explore and receive guidance about your expectations of the position, the organization's and your supervisor's expectations of you, your roles, and your responsibilities. The following questions can help guide a conversation with your supervisor to clarify roles and expectations:

- Will I serve more in the role of (1) encouraging participants to engage in healthful behaviors, (2) providing information and support to achieve goals, or (3) as a liaison to resources and services? Or will it be a combination of these?
- What are my primary tasks and responsibilities?
- What unique tasks will I perform that cannot be done by other staff members?
- Where does my work take place (for example, in an office, community location, jail, emergency room, mobile van)?
- What hours am I expected to work (are there any times I will be on call or expected to work on weekends)?
- What are the main services and supports I will provide?
- What on-the-job training is available to develop additional knowledge and skills?
- How many individuals will I support and over what period of time?
- What are the roles and responsibilities of other staff members who will be working with me?
- What tasks will I complete that are already being performed by existing non-peer staff members? Are there reasons for overlap?

Case Example: Maintaining Boundaries

Lisa Davey is a new peer recovery specialist working with individuals who were previously incarcerated at Oaks Integrated Care in New Jersey. Lisa reflected on some lessons she has learned as a new peer specialist:

"It's really important to stress to people coming into this field that they need to take care of themselves and it's important to recognize red flags. Recognize when you need a break and rely on your support system. I have a good support system—our clinical review team. Our team meetings are an excellent resource where we can talk about resources, clients, and any problems we've had. We share and listen to one another. Additionally, our organization has encouraged us to direct individuals to our 24/7 on-call line, so if I take a day off or if I'm unavailable, individuals can reach someone that way, which helps me establish better boundaries."

Welcome: Integrating Into New Teams

As a peer specialist, you will most likely work collaboratively as part of a larger team. Establishing positive working relationships with coworkers and partners early is important to effectively carrying out job duties and sustaining work satisfaction. Strategies that managers use to successfully integrate new peer specialists into teams can include:

- ◀ Welcoming new peer specialists through organization-wide communications and at staff meetings.

- ◀ Providing an organizational tour to newly hired peer specialists.
- ◀ Scheduling “meet and greets” between newly hired staff members and coworkers.
- ◀ Having new peer specialists shadow coworkers to better understand the different roles and responsibilities across the team.
- ◀ Providing training and education to all staff members on the roles and responsibilities of peer specialists and the value they bring to the organization.

If your program manager has not scheduled these types of opportunities, ask whether there are other ways for you and the team to become acquainted.

In some workplace situations you will find that you are the only peer specialist in your organization, in your program, or on your team. Being the solitary peer voice can feel isolating and disempowering, which can be detrimental to your work. To balance this, we recommend that you work with your supervisor to set up a support system outside the organization and request that the organization cover any costs in support of your professional development. Here are a few ideas:

- ◀ Find out whether there is a statewide peer advocacy organization that can connect you with resources and support in your region or area.
- ◀ If there is a recovery community organization in your area, inquire about connecting with members for support and resources.
- ◀ Connect with other peer specialists in your area who are working with other organizations.
- ◀ Join or start a peer-to-peer specialist supervision group in which members offer support, guidance, and resources to each other and that meets regularly.
- ◀ Remember to continue your own recovery program and actively seek support and assistance from mentors and fellow members of mutual aid programs.
- ◀ Lastly, you can always contact Altarum for additional assistance and support as part of the Bureau of Justice Assistance (BJA) Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) Training and Technical Assistance Center on PRSS.

What Peer Specialists Do and Do Not Do

As a peer specialist, you will find yourself in situations that challenge boundaries, responsibilities, and roles. While the specific job duties of peer specialists may

Table 2. What Peer Specialist Roles Do and Do Not Do

Peer Specialists Do	Peer Specialists Do Not
<ul style="list-style-type: none"> ◀ Share lived experience. ◀ Motivate through hope and inspiration. ◀ Support many pathways to recovery. ◀ Guide others in accomplishing daily tasks. ◀ Use language based on common experiences. ◀ Teach others how to acquire needed resources, including money. ◀ Help others find professional services from lawyers, doctors, psychologists, and financial advisors, among others. ◀ Share knowledge of local resources. ◀ Encourage, support, and praise. ◀ Help others set personal goals. ◀ Role model positive recovery behaviors. 	<ul style="list-style-type: none"> ◀ Give advice or directives. ◀ Motivate through fear or shame. ◀ Support only one pathway to recovery. ◀ Do tasks for others. ◀ Use clinical language or language specific to only one recovery pathway. ◀ Give resources and money to others. ◀ Provide professional services. ◀ Provide case management services. ◀ Diagnose, assess, and treat. ◀ Mandate tasks and behaviors. ◀ Tell others how to lead their lives in recovery.

(Adapted from Wisconsin Peer Specialist Employment Initiative, 2017)

vary across settings, there is a common understanding of what peer specialists generally do and do not do. Table 2 provides a quick guide on what peer specialist roles typically do and do not involve, which can assist you and your supervisor in educating others about your role.

More information about common peer specialist roles and responsibilities can be found in “Defining Peer, Peer Support, and Peer Practice” in *Five Steps to Effective Integration of Peer Recovery Support Services in the Criminal Justice System*.

Guide: Supervision and Ongoing Support

Identifying a Champion

We suggest that you look within the organization to find someone who can serve as your champion. Ideally, your supervisor will fill this role, but you also can look for an additional champion. This person should be respected and have some degree of visibility within the organization. This is someone with whom you can develop a trusting relationship and come to when you are frustrated with a work situation, are seeking informal professional counsel, or need an internal advocate. If the organization is hierarchical

and you decide you would like a champion other than your supervisor, we recommend that you work closely with your supervisor to select and initiate an appropriate champion. As previously noted, because you may find yourself the only peer specialist within the organization, you will also need to find sources of external support.

Supervision

Guidance from your direct supervisor, teammates, and other coworkers helps orient you to the organization and your new role, overcome challenges throughout your employment, and grow professionally. Effective supervision comes in different structures and types and from different people. There are three types of supervision you should receive: administrative, educative, and supportive. Administrative supervision provides support related to work coordination, communication, and administration. Educative supervision leads to increased knowledge and skill development. Supportive supervision provides guidance related to developing interpersonal skills and strengthening self-awareness. Table 3 offers examples of activities for each of the three types of supervision you should receive.

Table 3. Supervision Framework

Administrative	Educative	Supportive
<ul style="list-style-type: none"> ◀ Orienting and placing staff ◀ Planning, assigning, and delegating work ◀ Monitoring, reviewing, and evaluating work ◀ Coordinating work ◀ Sharing information ◀ Explaining administrative functions ◀ Liaising with the community ◀ Assisting with time management 	<ul style="list-style-type: none"> ◀ Assessing strengths and growth opportunities ◀ Identifying the knowledge and skills necessary to do the work ◀ Providing teaching, training, and learning resources, including professional and leadership development ◀ Using learning opportunities that arise when reviewing individuals who are receiving support ◀ Educating other staff members on the role of peer support 	<ul style="list-style-type: none"> ◀ Advocating ◀ Reassuring ◀ Encouraging ◀ Recognizing efforts ◀ Providing opportunities to “vent” ◀ Giving perspective ◀ Encouraging self-care ◀ Creating opportunities for connecting with other peer staff members

(Adapted from Philadelphia Department of Behavioral Health and Intellectual disAbility Services [DBHIDS], 2017; Substance Abuse and Mental Health Services Administration [SAMHSA], n.d.)

In addition, supervision is more effective when it is delivered in a variety of ways. While supervision may often occur one-on-one between you and your supervisor, other types of supervision are useful. These include (1) group supervision where employees can offer one another information, resources, and support; (2) peer supervision in which experienced peer specialists offer education and supportive supervision to new peer specialists; and (3) co-supervision in which peer staff members work collectively to provide supervision as a team (Philadelphia DBHIDS, 2017).

The first few sessions of supervision will set the tone for your ongoing relationship with your supervisor. During the first supervision sessions, it is important that topics, such as accountability and expectations between you, the organization, and your supervisor are discussed. One way of achieving this is through a contractual agreement that describes the supervisory relationship, identifying who is responsible for each task, detailing meeting logistics, and establishing time frames and milestones. An example of a supervision contract can be found in the Philadelphia DBHIDS [Peer Support Toolkit](#). More information about effective supervision can be found in [Supporting and Managing Peer Specialists: Supervision of Peer Recovery Support Services](#).

Adapting to Workplace Norms

As a peer specialist in your new organization, you may be bringing an element to the workplace that has not previously existed. Always remember, you play a vital role in the organization and you bring a new set of competencies to it. Navigating this new terrain will take skill and courage and an expectation that not everyone will understand why you are there or what value you bring. The important thing to remember is that you are the new element in an organization that

has been operating for a long time and many people can be resistant to or fearful of change.

In the beginning, taking the role of a respectful observer will help you assess the working environment and overall culture. Keep your eyes open to informal as well as formal structures: Do people eat in the lunchroom or at their desks? Where do the interesting conversations take place? Is the activity energetic, or do staff members seem bored or buried in their work? The sum of these observations will start to form a composite of the kind of environment you will be working in. Even though there may be things you will want to change, it is always wise to first consider what adaptations you need to make to understand and navigate the culture successfully. Small, incremental changes can be suggested once you have earned some trust in the organization.

Finally, if you focus on doing your job well, asking questions and requesting feedback and being helpful to others, you will begin to establish some security in the organization. Remember to talk with your supervisor and an additional champion, if appropriate, to discuss issues you are having, how to create the best fit in the team or organization, and how to do the best job you can while highlighting the undeniable value that peer specialists bring to the workplace.

Employee Rights and Protections

Peer specialists, like other employees, are entitled to certain rights and protections established by state and federal laws. Because employment laws vary by state, it is important to familiarize yourself with your state's laws and regulations. At the federal level, there are several laws, such as the Americans with Disabilities Act, that provide protections to employees, including protections from discrimination based on disability status. Based on an individual's circumstances, an employee with a disability may be eligible for a

reasonable accommodation, or a change in the work environment to enable the employee to perform their duties. The [Guide to Disability Rights Laws](#) from the U.S. Department of Justice is a helpful resource to understand federal laws and protections related to people with disabilities. The U.S. Equal Employment Opportunity Commission (EEOC) also provides a [list of prohibited employment policies and practices](#). Additional tools and information to help better understand employee protections can be found in the Resources section.

Self-care and Wellness

It is important to be aware of stressors that are common in caregiving roles that can negatively affect your mental health and recovery, including working with people in distress, shifting role demands, and enforcing boundaries (Russo and Sweeney, n.d.). Compassion fatigue and burnout can occur among peer specialists and other helpers if steps are not taken to protect oneself and build resiliency. Signs of compassion fatigue and effective self-care and resiliency strategies are listed below.

Signs of Compassion Fatigue

- ◀ Reduced feelings of sympathy or empathy
- ◀ Depression
- ◀ Dreading work or taking care of others and feeling guilty as a result
- ◀ Feelings of irritability, anger, or anxiety
- ◀ Depersonalization
- ◀ Hypersensitivity or complete insensitivity to emotional material
- ◀ Feelings of inequity toward the therapeutic or caregiver relationship
- ◀ Overidentification with certain clients
- ◀ Headaches
- ◀ Trouble sleeping
- ◀ Weight loss

- ◀ Hypervigilance
- ◀ Impaired decision making
- ◀ Problems in personal relationships
- ◀ Poor work-life balance
- ◀ Diminished sense of career fulfillment
- ◀ Increased isolation
- ◀ Chronic lateness
- ◀ Increased absenteeism from work
- ◀ Increased addictive behaviors

(Ligenza, 2018)

Quick Tip: Burnout and Compassion Fatigue

Burnout: A syndrome resulting from chronic workplace stress that has not been successfully managed. It is characterized by:

- Feelings of energy depletion or exhaustion.
- Increased mental distance from one's job or feelings of negativism or cynicism related to one's job.
- Reduced professional efficacy.

(World Health Organization, 2020)

Compassion Fatigue: Stress due to exposure to traumatized individuals resulting in physical and mental exhaustion and a decreased ability to cope with one's everyday environment. Compassion fatigue is thought of as a combination of burnout and secondary traumatic stress.

(Cocker and Joss, 2016)

Strategies for Resilience and Preventing Compassion Fatigue

There are several strategies and self-care activities you can engage in that may help you overcome symptoms of compassion fatigue and build resiliency. A useful tool to help you understand how you cope with stress and identify self-care practices is the *Health and Wellness for Peer Supporters and Family Supporters: Strategies for Well-being, Self-care, and Relapse Prevention Workbook*, developed by Policy Research Associates. The workbook guides you through a set of reflective questions that help raise awareness, understand common stress responses, and identify support systems and self-care strategies. Additional resilience and self-care strategies are also identified in table 4.

Checklist for the First 90 Days

To help guide you through the first 90 days, an onboarding checklist can be helpful. This checklist should be created with input from your supervisors, new coworkers, and other peer specialists in the community. The checklist in table 5 can be adapted to meet your needs.



Table 4. Resilience and Self-care Strategies (Adapted from Russo and Sweeney, n.d.)

Cognitive Strategies	Psychological Strategies	Behavioral Strategies
<ul style="list-style-type: none"> ◀ Ask yourself, “Would the world fall apart if I stepped away from my work for a day or a week?” ◀ Think about the notion that if you never say, “no,” then what is your “yes” worth? ◀ Develop reasonable and realistic expectations about your workload, responsibilities, and capabilities. ◀ Assess your motivations for being a peer specialist. Develop realistic expectations about the rewards and limitations of being a peer specialist. 	<ul style="list-style-type: none"> ◀ Set and keep healthy boundaries with others. ◀ Avoid making major decisions when you are feeling stressed. ◀ Foster professional connections that include opportunities to discuss work-related stressors. ◀ Seek supervision and consultation from colleagues on a regular basis. ◀ Identify sources of support for your work and use them. ◀ Spend quiet time alone to meditate, reflect, and reconnect with a spiritual source. ◀ Have at least one focused, meaningful conversation every day with family or friends. 	<ul style="list-style-type: none"> ◀ Arrive at work on time and leave on time. ◀ Adhere to a commitment for regularly scheduled time off. ◀ Ask for help from others for routine work, when appropriate. ◀ Eat sensibly. ◀ Exercise regularly/engage in a physical activity that you find pleasurable. ◀ Get enough sleep to feel refreshed each day. ◀ Balance work with other activities that provide opportunities for growth.

Table 5. Checklist for the First 90 Days

First 30 Days	First 60 Days	First 90 Days
<ul style="list-style-type: none"> <input type="checkbox"/> Review your job description and receive training on key tasks. <input type="checkbox"/> Review your schedule and daily responsibilities, role, and goals. <input type="checkbox"/> Identify any tools or resources that will be helpful. <input type="checkbox"/> Work with your supervisor to schedule regular check-ins. <input type="checkbox"/> Introduce yourself to the team and your coworkers. <input type="checkbox"/> Review roles of the team and expectations of communication and support. <input type="checkbox"/> If possible, connect with a champion or mentor. <input type="checkbox"/> Review the agency culture, guiding principles, core values, mission, vision, and services. <input type="checkbox"/> Complete HR-required training, review your benefits, and complete paperwork. <input type="checkbox"/> Review the onboarding process for the next 90 days. <input type="checkbox"/> Review remote and on-site expectations, as well as safety precautions, when working with individuals being supported by the organization. <input type="checkbox"/> Review employee tools and supports, for example, identification badge, computer and phone policies, organizational directory, break and lunch areas, and office supplies. <input type="checkbox"/> Review agency policy and procedure and employee manuals. 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify areas where you need additional training or tools to successfully do your job. <input type="checkbox"/> Seek feedback from your supervisor on what is working well in addition to growth areas. <input type="checkbox"/> Identify areas or gaps in professional development that you want to improve upon. <input type="checkbox"/> Engage in social interaction with the team. <input type="checkbox"/> Create a work-life balance plan. <input type="checkbox"/> Identify people in the organization whom you want to get to know and the resources they might offer. <input type="checkbox"/> Connect with other peer specialists in your community. 	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to check in on training needs and ways to build upon existing skills with your supervisor. <input type="checkbox"/> Evaluate your current caseload and stress levels and discuss with your supervisor. <input type="checkbox"/> Evaluate your process for time management and prioritization of deliverables. <input type="checkbox"/> Continue to build core competencies, including being an active part of the team, communication, and effectiveness. <input type="checkbox"/> Continue to include quality of work discussions and seek support in growth areas during check-ins.

(Adapted from Russo and Sweeney, n.d.)

Conclusion

Applying the resources, tools, and strategies in this TA package during your onboarding process as a new peer specialist will help you prevent common pitfalls and more quickly overcome workplace challenges. Being in any new position is difficult, and peer specialists face additional challenges that are unique; however, the work of peer specialists is incredibly valuable, important, and rewarding. We encourage

you to revisit these tools and resources often and adapt them as necessary as you move along your new journey. For additional resources, visit www.cossapresources.org regularly.

Resources

Employee Rights and Protections Resources

- ◀ *Employment Rights of People Living With HIV/AIDS, Viral Hepatitis, and/or Substance Use Disorders* (Legal Action Center)
- ◀ Disability-related Resources (EEOC)
- ◀ *Are You in Recovery From Alcohol or Drug Problems? Know Your Rights* (U.S. Department of Health and Human Services)

Peer Worker Wellness Resources

- ◀ Enhancing Personal Capacity for Wellness: Wellness in Peer Support—An Overview (recorded webinar hosted by SAMHSA)
- ◀ *Health and Wellness for Peer Supporters and Family Supporters: Strategies for Well-being, Self-care, and Relapse Prevention Workbook* (Policy Research Associates)

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About Altarum

Altarum is a nonprofit organization that works with federal and state agencies and foundations to design and implement solutions to improve the health of individuals with fewer financial resources and populations disenfranchised by the health care system. We achieve measurable results by combining our expertise in public health and health care delivery with technology, workforce training and continuing education, applied research, and technical assistance. Our innovative solutions lead to better health for beneficiaries and better value for payers. Under a grant from BJA, Altarum provides nationwide training and technical assistance to COSSUP grantees, states, and communities to build, enhance, and sustain peer recovery support services programs as part of multidisciplinary criminal justice responses to the opioid epidemic. To learn more about peer recovery training and support, visit <https://altarum.org/services/solution/coap-bja>. To learn more about Altarum, visit www.altarum.org.

Visit the COSSAP Resource Center (transitioning in the next few months to the COSSUP Resource Center) at www.cossapresources.org.

About COSSUP

COSSAP is transitioning to the Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP). This change in title for the program is indicative of efforts to reduce the stigma related to substance use and to support impacted people in their recovery journey.

About BJA

BJA provides leadership and services in grant administration and criminal justice policy development to support local, state, and tribal law enforcement in achieving safer communities. To learn more about BJA, visit www.bja.gov and follow us on Facebook (www.facebook.com/DOJBJA) and Twitter (@DOJBJA). BJA is part of the U.S. Department of Justice's Office of Justice Programs.

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