CONSUMER PERSPECTIVE SUPERVISION

A framework for supporting the consumer workforce



Acknowledgements

The Consumer Perspective Supervision project is a consumer-led co-produced project supported through a partnership with the Victorian Mental Illness Awareness Council, Centre for Psychiatric Nursing and the Department of Health and Human Services. The project team includes Vaani Krishnan, Vrinda Edan, Deb Carlon, Cath Roper, Emma Cadogan, Sue Nunn, Krystyn Smale and Hamilton Kennedy. The project partners would like to thank Trevor Hunt for putting his faith in and supporting the coproduced nature of the project. We would like to thank members of the Psych Action and Training group who facilitated the supervision/co-reflection workshop held during the 2015 Victorian Mental Illness Awareness Council consumer workforce conference and the many participants who attended and contributed their energy and ideas. It was from this workshop that the seeds for a co-produced project to identify and address support needs of the consumer workforce were generated. We would also like to thank all of the members of the Victorian consumer workforce who spoke with us in interviews and focus groups, and shared their thinking and their concerns with the project team. Thank you to the health services and staff that provided valuable insights at various stages of the project.

This project was made possible by funding from the Department of Health and Human Services

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VMIAC by and for consumers

CPN Centre for Psychiatric Nursing advancing mental health practice

THE UNIVERSITY OF MELBOURNE

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Definitions

Consumer

'Consumer' refers to a person who experiences states of distress commonly labelled as 'mental illness' and/or uses mental health services or is unable to access them.

Lived experience

'Lived experience' refers to the direct experience a person has of states of distress commonly labelled as 'mental illness' and it also refers to experiences with using mental health services, or not being able to access them.

Consumer perspective

A variety of explanatory ideas have been developed in order to give structure to the concept of 'consumer perspective' including:

> **"Over time, consumers have developed ways of knowing, theorising and thinking about their experiences that constitutes a unique discipline in the field of mental health known in Australia as consumer perspective.**
> **Consumer perspective contributes leadership, knowledge and expertise beyond the context of service improvement."**
> **(Roper, Grey & Cadogan, 2018)**

and;

"Such a perspective is acquired as a result of receiving, or being unable to receive (when you wish to), services in the mental health system. It is based on a belief that as individual consumers we are 'the experts' about our own life and carry the wisdom to best articulate our own needs if we are accorded the time, space and means to do so.

It's an idea that developed out of a collective consciousness and political solidarity that grew from the consumer/survivor movement and provides a way of looking at the world from the point of view of a group that has been marginalised and discriminated against.

Consumer perspective is about 'belonging' and reclaiming citizenship using the language and terms defined by the group for itself" (Our Consumer Place).

Consumer worker

For the purposes of this framework, a consumer worker is someone who has a role in mental health services, or who works independently from formal services, who declares their lived experience and uses this intentionally in their work. This term includes roles such as: peer support worker, consumer consultant, group facilitator, consumer advocate, consumer educator and consumer researcher.

Consumer workers have a responsibility to understand consumer perspective to ensure that they can connect consumer's experiences to the social, environmental and political contexts in which they exist.

Peer support worker

Peer support work is the use of someone's personal lived experience of 'mental illness', recovery, and/or use of mental health services to support other consumers. Peer support work focuses on building mutual and reciprocal relationships where understanding and emotional, social, spiritual and physical wellbeing and recovery are possible (Department of Health and Human Services 2018).

Supervision

Definitions of supervision consistent with the values of this framework, include: "it is a facilitated exchange between practising professionals to enable the development of professional skills" and a "supported space for the individual [worker] to reflect on their professional practice in such a way that growth, development and learning are promoted (Department of Health and Human Services 2017)".

Discipline specific supervision

This is supervision provided by another person from the same discipline as those receiving it. For example, a social worker being supervised by a fellow social worker, or a peer support worker being supervised by another peer support worker.

Consumer perspective supervision

In consumer perspective supervision the supervisor is experienced in at least two ways: they have experience working from a consumer perspective (as in the definitions used above) and they are able to create and maintain a reflective space for the supervisee to safely bring their concerns. The relationship is also founded on the concept of mutuality where mutual learning facilitates the exchange of life experiences, skills and knowledge that each person brings.

Terms

The term supervision is used universally throughout this framework to refer to the various models of supervision, including individual, group or co-reflection.

Executive summary

In 2015, a workshop on consumer perspective supervision held at the Victorian Mental Illness Awareness Council (VMIAC) workforce conference highlighted that there was a lack of expert, discipline-specific, consumer perspective supervision available. This was identified as a key risk to the workforce. In response to this the Centre for Psychiatric Nursing (CPN), VMIAC and independent consumer leaders approached the Department of Health and Human Services (DHHS) to collaborate on a project that would uncover and articulate the particular support needs of the consumer workforce and contribute to addressing those support needs.

Consumer perspective supervision: a framework for supporting consumer workers (the Framework) forms one part of the overall project. It is intended to guide supervisees, supervisors and organisations in undertaking strong processes to support consumer perspective supervision by outlining the specific functions, importance and benefits of consumer perspective supervision.

The important difference between supervision and line management

As with other disciplines, line management of consumer workers is intended to be separate from discipline-specific supervision. Line management is concerned with the allocation of workloads, day to day tasks and providing support with immediate problems. Consumer perspective supervision is intended to provide a formal structure for consumer workers to reflect upon their practice, explore new ideas, discuss dilemmas and support them in the role.

Internal and external consumer perspective supervision

It is ideal for organisations to offer a choice between consumer perspective supervision provided internally or externally, from an independent consumer perspective supervisor, to suit the individual preference of the worker. This gives the worker a level of choice about what is most suited to them.

Underpinning values and principles of consumer perspective supervision

Consumer perspective supervision is founded on the same unique values and principles of consumer work. These include self-determination, connection, mutuality, lived experience as expertise, responsibility, authenticity, transparency, hope and curiosity. These are further explained on page 8 of the Framework.

Why is it important for consumer workers to access discipline specific supervision?

Consumer roles are unique in that they require a person to invest their most personal, often painful and distressing experiences into their work. There are further complexities for the

consumer workforce in a context where mental health services have only recently started to think about how to accommodate this work. A consumer worker may be faced with particular ethical dilemmas, events and practices that may be in conflict with their personal values. Consumer perspective supervision offers a space to navigate the challenges when this occurs.

The functions of consumer perspective supervision

Consumer perspective supervision provides unique functions for the workforce, including providing a safe space where challenges and tensions can be identified and shared, and where the worker can experience empathy and validation. It's a space where doubts can be explored, and confidence built. Challenges posed by work contexts can be productively explored and debriefing provided. Supervision sessions can help with worker isolation, safety, self-care, as well as developing leadership, and providing opportunities for exploring innovative approaches to consumer perspective practice.

The consumer perspective supervision relationship

The supervisor creates and maintains a reflective space for the supervisee to safely bring their concerns. Consumer perspective is the lens through which these concerns are examined. Additionally, the supervisory relationship is itself characterised by the values and principles underpinning consumer work, for example, the relationship is founded on the concept of mutuality, enacted through the exchange of life experiences, skills and knowledge that each person brings.

What do consumer perspective supervisors need?

To work effectively, consumer perspective supervisors need reliable communication with the organisation (if being engaged by an organisation); clear expectations of the responsibilities of supervisors; transparency between all parties about the values and approach the supervisor works from; and the ability to address concerns that may arise.

What do supervisees need?

Consumer perspective supervisees must be able to choose a supervisor they can build a supportive relationship with. In this space they can reflect on practice and their experiences. In this relationship they must have the freedom and opportunity to say when the relationship is not working and to change supervisors without reprehension. It is also important that the supervision agreement meets the needs foremost of the supervisee, such as the location, time and frequency.

Introduction

Roles in mental health services where workers declare their lived experiences and use this perspective intentionally in their work have existed in Victoria for over two decades, however, it is only relatively recently that consumer perspective has been promoted as a unique discipline in the mental health landscape. Once we think about consumer perspective as a discipline, we can characterise what comprises this discipline, what makes it unique, and we start to understand how critically important it is for the consumer workforce to be able to access members of its own discipline for supervision. Recognising consumer perspective as a discipline allows the articulation of the unique tensions and challenges that are part of the work. As a result, this work can be better understood and better supported, contributing to workplace safety. In turn, the discipline is informed by the practice of consumer work and continues to develop and grow.

Background

A workshop on the topic of supervision or 'co-vision' was held at the 2015 VMIAC consumer workforce conference. This facilitated workshop was attended by more than 50 consumer workers where it was emphasised that the lack of expert consumer perspective, discipline specific supervision was a significant risk to the workforce. In response to this, a partnership of the Centre for Psychiatric Nursing (CPN), Victorian Mental Health Awareness Council (VMIAC) and independent consumer leaders approached the Department of Health and Human Services (DHHS) to collaborate on a project that would uncover and articulate the particular support needs of the consumer perspective workforce and contribute to addressing those support needs. A coproduced project team was formed to take the project forward.
The Framework is one of the products of this project. People working from consumer perspective, people providing consumer perspective supervision, and services employing consumer workers took part in a range of interviews and focus groups covering metropolitan and rural settings. A literature scan was also undertaken which informed the conversations during these interviews and groups.

Scope

The Framework outlines the underpinning values and principles and unique functions of consumer perspective supervision, and makes the case for access to discipline specific supervision. The important elements of the supervisee and supervisor relationship are articulated. The Framework uses real-life examples throughout, drawn from practice, to illustrate these values, principles and practices. The Framework is intended to be a foundation for developing the practice of consumer perspective supervision. It is intended for use by anyone involved in or with an interest in consumer perspective work, whether that be consumer perspective employees or their employers.

Supporting and sustaining the consumer workforce

Sustainable and robust leadership is necessary for the growth and development of any discipline. Consumer leadership can ensure there is support for the workforce and expertise available to organisations for the growth and development of their consumer workforce. Consumer leadership can also assist organisations to ensure that processes of employing consumer workers are consistent with consumer perspective values and principles as well as human resource and industrial relations processes.

Government and mental health services have committed to and have been implementing lived experience positions across the mental health sector in Victoria for the past twenty-five years. Evidence demonstrates that these roles contribute to service improvement and excellent outcomes for consumers due to the unique offerings of lived experience workers as distinct from clinical disciplines and interventions (Bennetts et al 2014, Byrne et al 2016). It is critical that organisations preserve the unique value of consumer work and its impact. Environments that have not originally been set up with the foundations required to operate, support and maintain consumer roles must be appropriately adapted.

Foundations such as culture, processes, policies and guidelines that may relate to this workforce should be reviewed and adapted as appropriate to align with consumer worker values. During this time of expansion of the consumer workforce organisations need to attend to creating a safe working environment, especially where insufficient numbers of workers exist. For example, if an organisation has a policy where external supervision is not provided to workers from any discipline at the organisation's expense, that organisation should make an exception for the consumer workforce as a reasonable adjustment.

In supporting and sustaining the workforce, the opportunity to access consumer perspective supervision for consumer workers is critical. The Framework is intended to provide guidance to organisations in undertaking strong processes to support consumer perspective supervision. In some instances, organisations have appointed clinical staff to provide consumer workers with supervision related to practice development. This should be avoided in favour of engaging a consumer perspective supervisor. Similarly, in cases where organisations have employed clinical staff as line managers of consumer workers, such appointments should be regarded as temporary until the capacity of the consumer workforce is grown, at which time experienced consumer workers could step into management roles.

Why is it important for consumer workers to access discipline specific supervision?

Consumer roles are unique in that they require a person to invest their most personal, often painful and distressing experiences and information into their work. On any given day, a consumer worker may be faced with moment to moment ethical choices about how, when and if they share their own experiences. They may be regularly faced with events, decisions and practices that are against personal values and the values of consumer work. The impacts of these can be cumulative and are not just theoretical but are embodied. For instance, consumer workers may have personal experiences of having their autonomy infringed. They may also be witnessing the autonomy of others being infringed through the course of their day to day work. At the same time, consumer workers may be routinely exposed to colleagues that observe them for signs of impending mental illness and read their actions through an illness lens. Consumer workers may be carrying out their responsibilities against backdrops that are both pathologising and stigmatising. It is important that these unique workplace conditions are understood, appreciated and acknowledged for their potential harms, and that consumer workers have somewhere they can safely analyse their work environments.

Consumer perspective supervision is vital to ensuring people in consumer roles are not further isolated and/or drifting away from the underpinning values of their work. In order to practice in a way that retains the uniqueness of and avoids drift from consumer perspective values and principles, consumers must be able to access someone they can relate to who has common real-life experience and can communicate this – someone from their own discipline. It is imperative that consumer perspective practice does not stray into clinical practice or perspective. The epic marathon it took to overcome significant barriers, build lived experience roles, and articulate consumer knowledge as a unique discipline in the field of mental health must be esteemed. Otherwise there is a risk services will be robbed of solid consumer perspective and leadership. We must have consumer workers supervising one another to preserve this leadership and make it a sustainable and thriving workforce. Accordingly, consumer perspective workers must be able to have regular dedicated time to engage in reflective discussion about their experiences and practice in a way that enhances their skills and knowledges. To do this consumer perspective workers must have the ability to connect with people who work from the same perspective.

Internal and external consumer perspective supervision

It is ideal to offer a choice of obtaining consumer perspective supervision either from a qualified consumer worker within the organisation, or an independent consumer perspective supervisor external to the organisation. This gives the consumer worker a choice about what situation is going to be most suitable for them. Some may prefer an internal supervisor who has a day-to-day understanding of the specific context and close observation of the issues. Others may prefer to meet with a supervisor that is more removed from the situation, enhancing a feeling of privacy.

Where a suitably skilled internal consumer perspective supervisor is engaged, careful consideration must be given to the other functions within the team or service that this person holds and whether there may be potential conflicts of interest. For example, if the consumer perspective supervisor has responsibilities around reporting on the performance of the consumer worker, this would put both supervisee and supervisor in a position where they may not be comfortable to fully express their difficulties for fear of being reprimanded in some way. This would not facilitate an authentic supervision relationship.

Underpinning values and principles of consumer perspective supervision

The values and principles underpinning consumer perspective supervision were determined during conversations, focus groups and interviews with supervisees, supervisors and other key stakeholders, held in Victoria during 2017. Findings from a literature scan were also incorporated.

Many of these values and principles have been influenced by the Intentional Peer Support (IPS) framework. IPS has been widely adopted by peer support workers and Victorian mental health services as the primary framework for peer support, supported by government investment in training. Other key informants of consumer perspective values and principles include Shery Mead (Mead, Hilton, & Curtis, 2001) Mary O'Hagan (2011), Scottish Recovery Network (2012) and Western Mass RLC (2013).

Mental health services that employ consumer workers have indicated that while they agree on the importance of consumer perspective supervision, there are some aspects they are unsure about. For the most part, implementing a consumer perspective supervision policy or process would be similar to any other supervision policy or process. There are however, a few specific differences that will be addressed in this Framework.

The values outlined can be applied to all aspects of consumer work, not just consumer perspective supervision. These values are foundational to consumer perspective work. For example, a consumer way of working can be articulated as being adaptive, where we learn together about what is useful and take time to identify and understand together how our lived experience might be purposefully used in our work.

We 'keep ourselves honest' by maintaining the values of consumer work in supervision. Supervisees are responsible for their own learning. At the same time, mutuality is an underpinning value which recognises that both parties have needs and contribute to the learning. It asks that responsibility for the relationship between them be shared and given attention to, to enable an arrangement and learning environment that works for both.

Figure 1. Consumer perspective supervision values

Value	Definition
SELF-DETERMINATION	Being aware of power imbalances and their effects, knowing and respecting human rights, facilitating personal agency.
CONNECTION	Lived/common experience is used to make connection in the relationship. Connection is the basis on which trust and meaningful, effective learning is possible.
MUTUALITY	Both people learn, grow and are challenged through the relationship. Mutuality means being in relation with another person, developing skill and expertise while staying present and aware of our own reactions, viewpoints, needs and assumptions.
LIVED EXPERIENCE AS EXPERTISE	The expertise that arises from lived experience including lived experience of being a consumer worker, is of equal value to other types of expertise.
RESPONSIBILITY	We are not responsible for the other person, we are responsible for our own thoughts, feelings and actions. We are considerate, and we share responsibility for the relationship. We acknowledge and respect each others needs.
AUTHENTICITY	We are honest in relating with one another and act from our fundamental humanness.
TRANSPARENCY	Availability of full information required for collaboration, cooperation, and decision making without hidden agendas.
HOPE	Having an expectation of positive outcomes for each other.
CURIOSITY	Rather than making assumptions and being informed by preexisting ideas, having genuine intrigue, openness and interest.

The consumer perspective supervision principles articulate fundamental expectations that consumer workers, consumer perspective supervisors and organisations should follow in order to set up effective supervision relationships. The ethos that these principles demonstrate is born from consumer workers understanding that a one-size-fits-all model is not appropriate. People have different learning and communication styles, therefore a needs-based approach to the provision of supervision is preferred, as long as it is underpinned by the values of consumer work.

Figure 2. Consumer perspective supervision principles

1 Consumer perspective supervision is founded on the values of consumer work

2 Consumer perspective supervision is a reflective learning relationship

3 All consumer workers are entitled to consumer perspective supervision

4 Consumer perspective supervisors have experience being employed in a role that uses a consumer perspective and uses this perspective in supervision.

5 Line management and consumer perspective supervision differ significantly in purpose, require different expertise and authority and therefore are performed by different people

6 Consumer perspective supervision involves a dynamic relational process of guidance, challenging thinking and developing practice.

7 Consumer perspective supervision provides a space to relate in ways that foster the supervisee's autonomy, strengths, initiative and creativity.

8 Consumer perspective supervision adopts approaches, methods and content based on the work-related needs of the individual supervisee.

9 Supervisor and supervisee together discuss and negotiate the terms of the consumer perspective supervision relationship e.g. learning needs, intentions, expectations, the role of power, approaches to work and addressing tensions.

10 Privacy is negotiated and respected between both supervisor and supervisee.

11 Supervisees and supervisors are responsible for their own conduct.

12 Supervisees can access a consumer perspective supervisor who is independent of the service they work in.

13 Consumer perspective supervision is able to be conducted in a location outside the employee's service. This is to ensure an environment that promotes safety, trust and privacy.

The important difference between supervision and line management

Line management should be distinguished from professional supervision. Line management refers to oversight and guidance provided within the direct operational reporting line of a staff member. The line managers of consumer workers are responsible for things like the allocation of workloads and overseeing their completion, providing advice about immediate problems, assuring compliance with policies and performance development (Mental Health Commission NSW, 2016).

"Ideally, peer workers should be line-managed by other peer workers. Alternatively, their managers should have either a formal relationship or an informal arrangement with a peer worker leader or a peer-run provider of training and supervision. This will give them the opportunity to discuss and understand peer values, peer roles, and peer practice issues and tensions" (Mental Health Commission NSW, 2016, p.21).

Consumer workers need access to a space where they can freely explore ideas and find clarity through discussion. However, this can be uncomfortable if they are talking to somebody who has institutional power over them, who could then take action on what has been discussed.

The following reflection on the function of consumer perspective supervision further clarifies the differences between line-management and professional supervision and why they need to be separated out.

Some preparatory questions to consider for implementing a safe and sustainable consumer workforce:

Are the consumer roles clear to the consumer workers, the organisation, clinical staff?

How are they different to clinical disciplines?

Are the management, co-ordination and supervision roles that support and manage the consumer workforce clear?

Are the expectations clear about what and how the work is done?

Are the roles enabled to operate in alignment with authentic consumer workforce values?

Has sufficient measures been taken to prepare the organisation and current staff for working alongside consumer workers?

"Professional supervision, on the other hand, evaluates how well peer workers are using their peer worker skills in the work environment, and the challenges, issues, dilemmas and tensions they encounter in practice. The supervisor in this instance needs to be a more experienced peer worker who can provide the structure and a safety net to make the position viable and successful" (Mental Health Commission NSW, 2016, p.21).

Consumer perspective supervision provides a structure to reflect on practice, explore strategies, debrief, explore new ideas, problem solve, support the consumer worker's wellbeing in relation to their work and explore career opportunities.

"Organisations unable to offer an experienced peer worker as a supervisor should find an outside supervisor. This might also be appropriate for a peer worker who would prefer an external supervisor. Peer worker supervisors should be offered training in providing peer worker supervision" (Mental Health Commission NSW, 2016, p.22).

Functions of consumer perspective supervision

The following section outlines the functions of consumer perspective supervision, providing examples of application in supervision.

Identifying and sharing unique challenges and tensions

For anybody, personal life impacts on work life and vice versa. However, consumer workers *intentionally* bring personal experiences to the workplace and use these on a daily basis in their work. Combining personal and work life is used by consumer workers in a purposeful way and is a unique strength of their work. Being able to cope with the challenges this way of working presents, necessitates support and guidance from someone with special understanding and consideration of the impacts such factors have. Only consumer perspective supervisors are in a position to provide such guidance and understanding.

Example:

A consumer worker's clinical supervisor uses diagnostic language in an unthinking, punitive, judgmental manner. The consumer worker has a strong reaction to this and speaks up. As a consequence, the consumer worker fears their own diagnosis, which they chose not to disclose, may now be known and potentially used against them, exposing them to the impact of discrimination.

The consumer worker needs a private place to take this where the person listening can genuinely understand and reflect with the person upon the context within which they are working, not make this a conversation about the workers' mental health.

The consumer worker will be able to use consumer perspective supervision to first, unpack some of the related feelings this encounter may have triggered such as feeling outraged, deeply offended, being judged, being punished, feeling demoralised and powerless. More specifically, the labels and language may be unpacked in more depth – what were the personal impacts of those labels then, and now? How might other consumers feel? How will a situation of trust with the clinical supervisor be salvaged, if the clinical supervisor suspects they now know the diagnoses of the consumer worker? What strategies can be used to keep the consumer worker protected at work? These are the kinds of explorations that would occur in consumer perspective supervision.

Addressing isolation

The dangers of alienation and isolation are well known and are documented in the consumer workforce literature (Byrne et al., 2016). Sometimes there may be only one consumer worker in a service, or they might be working alone in a particular program within a service. Because many consumer workers are part-time employees, they may not have routine, structured opportunities to connect with other members of the consumer workforce. Additionally, many consumer workers are new to the field and have not been exposed to the principles underpinning consumer perspective work. Isolation can also occur in situations where others do not understand the consumer role and its purpose and how it is different from other service roles. Consumer workers may feel excluded as a result of working in environments with a

poor understanding of the unique contributions they are bringing to their work, or they may experience burn out from being a lone voice presenting a particular view and having that view ignored.

Example:

A consumer worker is feeling exhausted by continually providing the same view points on a particular issue and not being heard. They begin to question their efficacy and how they are regarded by the service and their clinical colleagues, feeling alone with no one to discuss this with who can understand it from their point of view.

In consumer perspective supervision the consumer worker can explore the issue of not being heard. Are there resonances that make not being heard particularly difficult? Is it because the message is unwelcome? Are there novel ways/means of expressing the point the person wants to make? Would there be a consumer worker from another part of the service who could form an alliance with the consumer on this particular issue?

Authentically empathising and validating

Supervisors need to bring a lived experience perspective including experience of being a consumer worker, to be able to relate to, authentically empathise with and validate consumer work. It can be difficult to truly understand the inherent complexities of consumer work unless you have experienced them and taken the opportunity to explore and reflect on their significance.

SUPERVISORS USE A CONSUMER PERSPECTIVE LENS TO:

Clarify issues
Appreciate environmental and contextual factors that are having an impact
Focus on a person's strengths, resilience, agency and ability to problem-solve
Discuss a range of self-sustaining actions from advocating for change in the workplace to personal care tactics.

Exploring our doubts/building our confidence

The consumer workforce is a relative newcomer in the mental health service sector field. The comparatively smaller size of this workforce, the recent establishment of new initiatives that seek to embed peer support in clinical services has meant that in some respects, the employment of consumer workers has outstripped the pace of articulating what is unique about our roles and the way they are performed.

Example:

A new consumer worker has started in a role at a service that has never had consumer workers before. The organisation is doing its best to support the consumer worker but is also finding it a steep learning curve. When the consumer worker requests feedback, their clinical manager is encouraging but finds it difficult to provide useful feedback for the worker's professional development as they have no point of reference nor enough understanding of the skills needed to progress in the role. The consumer worker is left

feeling doubtful about whether they are doing the job right and doesn't feel they are getting appropriate critical reflection opportunities to really excel in the role.

In this example, consumer perspective supervision would provide a venue for safely exploring doubts about what the consumer worker is doing and how they are doing it. For example, the consumer worker might raise fears they have that they are getting staff offside, or doubts about whether they are representing consumers properly, fairly, or even if they are doing a decent job. Connecting with the values of the socio-political 'consumer' movement in consumer perspective supervision is a way of grounding practice and is a source of immense support for consumer workers.

Consumer perspective supervision is an opportunity to:

- Be supported, not judged
- Engage in reflecting on practice
- Learn from someone else's experiences
- Be supported to find our feet if we are new to the work
- Brainstorm common challenges and strategies for addressing them
- Gain a sense of confidence
- Learn how to ask for what we need from the organisation
- Engage with different perspectives which can spark new ideas
- Clarify things in our own mind
- Be empowered through sharing and exploring work experiences
- Share new knowledge with others
- Critically reflect on the work, role and position description

Alignment with consumer perspective principles

Consumer perspective values, principles and practices are different from clinical approaches. Consumer perspective acknowledges that consumers are experts of their own experience and it respects and upholds consumers' own rights and wishes. Perhaps due to lack of appropriate supervision, combined with the demands of a clinical environment, it is possible for consumer workers to drift away from this consumer perspective.

Example:

A peer support worker is in conversation with a clinical employee. They both agree that a consumer whom they both know should be taking medication. The peer support worker then agrees that it would be useful for them to encourage the consumer to take medication.

In this example, the peer support worker has drifted away from aspects of the consumer perspective. In attempting to encourage someone to take a medication they are not honouring that person's own autonomy or expertise of themselves. Furthermore, the peer support worker is engaging in clinical discussions, which might initially be seen as beneficial, but transgresses the ideal of 'nothing about us without us'. Supervision would allow for a space to discuss and explore this. Discussions can be had about the importance of empowering people and working against disempowering practices.

Example:

A consumer consultant works in a role where they support other consumer employees. The consultant has found that they are often viewed as an expert. This sits uncomfortably with them as they recognise that their perspective is being elevated over that of others. Through the supervision process, the supervisee and supervisor can work to develop ways to support the consultant to utilise the expertise of the other consumer workers.

Authentic and innovative consumer leadership within the organisation

The Australian Safety and Quality Standards (Commonwealth of Australia, 2010) mandate engaging consumer perspective to plan, improve and deliver services. These are leadership activities (Gordon 2006).

Consumer consultants, advocates, educators and peer workers all provide leadership to the organisation at whichever levels they may be working. Though these roles are distinct in their function and required skills, all have an inherent element of consumer perspective leadership. To maintain effective consumer leadership that draws on the broader consumer movement and innovative practices, consumer workers must have consistent access to guidance from

consumer perspective supervisors. Consumer perspective supervisors are grounded in guiding principles and underpinning ethics of consumer work.

Engaging consumer perspective support for the consumer worker is the only means of ensuring that consumer knowledge and expertise informs and improves practice. The consumer perspective supervisor can guide the consumer worker around a plethora of issues they may be called on within the service to provide perspective on. If there is contention amongst clinical staff regarding the consumer worker's advice, consumer perspective supervision can offer a space to reflect on the topic in the context of the consumer movement. This gives the consumer worker confidence to hold their position if relevant, as this can be difficult to do while being a minority voice with no allies to confer with. Until services take up methods of consumer participation that adjust the balance of power such as co-production, genuine consumer leadership, and/or a larger proportion of consumers in meetings and other forums, consumer perspective supervision is vital to address the impacts of being the lone consumer voice. Even with the recent expansion of the consumer workforce it is still the case that many consumer workers, particularly those in roles other than peer support, are the only consumer worker in their area of the service. They are often the only consumer voice in situations where consumer perspective has been sought.

Example 1.

A consumer consultant is asked to provide consumer perspective regarding an issue or project and feels unable to authentically contribute as it is not so relevant to their lived experience/areas of expertise.

In consumer perspective supervision, the consumer worker and supervisor work with the commonly held ethos: we don't speak on behalf of the experiences of others and we try not to venture into areas that are not part of our own expertise set. In supervision, the supervisee and supervisor might discuss ways the service could purchase the relevant expertise, or the supervisor might discuss various other views that are held by the consumer movement. The supervisor might suggest consumer perspective literature that could be drawn on relevant to the issue or guide the consumer to advise the service to resource a broader consumer perspective in order to genuinely inform the issue.

Example 2.

A consumer worker holds a view that challenges the medical model and has been ignored or argued against in ways that make them second-guess their contributions.

In this example, consumer perspective supervision provides a safe space to explore consumer perspective, how it might be strengthened and how the worker might gain support from being aligned with, for example, a consumer organisation. If the consumer worker were only getting support from a clinical colleague, the medical viewpoint is likely to be reinforced, potentially leading to the consumer worker feeling apprehensive about providing consumer perspective in

the future, jeopardising the leadership role that person can play.

Acknowledgment of work context

The grounding provided by receiving supervision from another member of the same discipline, enables ethical dilemmas or other difficulties to be correctly identified as part of the context within which the work takes place, rather than becoming a problem internalised by the consumer worker.

Example 1.

A peer support worker is asked by a clinician who has not been trained or prepared about exactly what a peer support worker does, to do a task that is not within the scope of peer support work.

Discipline specific support allows the issue to be seen for what it is: a lack of staff understanding about what the peer support worker's role is and isn't. Having identified the issue, the consumer worker and consumer perspective supervisor can brainstorm systemic actions. This could include reviewing and clarifying expectations of the position description. They can also discuss ways to share with staff the uniqueness of the peer support role, why it must be protected and maintained and a focus on how that might be accomplished.

Example 2.

When a peer support worker asserts that a task is not part of their role, they are labelled as difficult and the incident is reported to their line manager who subsequently questions the peer worker about their personal mental health.

Accessing discipline specific support enables the peer support worker to see their reaction as boundary setting for their role, a very usual and necessary action. Through discipline support, the peer support worker is able to correctly identify an experience of discrimination - their boundary setting has been interpreted as "mental illness". Finally, the likelihood that this experience will negatively impact the peer support worker's mental health is reduced through focusing on the systemic problems within the organisation and broader mental health system and remedial actions that can be taken.

Worker safety

As in the example above, consumer perspective guidance is key to identifying complex issues unique to consumer worker roles and providing honed support to this workforce. People providing consumer perspective supervision to consumer workers understand the unique safety issues that can arise in the course of conducting the roles in ways that a person without these experiences cannot. The following are examples of unique and complex issues that could negatively impact on consumer workers' safety and which could be usefully explored

in consumer perspective supervision. In the context of consumer perspective supervision, a space is created where a consumer worker experiencing personal distress is able to explore and give voice to what they are feeling and why. Together, consumer perspective supervisors and consumer workers facilitate self-directed personal care rather than the replication of responses which pathologise the experience.

Example 1.

Consumer workers slipping into or being asked to adopt clinical ways of operating.

The consumer worker is guided to insist that a consumer complete a recovery or wellness plan when this is not what the consumer wants. The values of upholding consumer wishes, preferences and self-determination that underpin consumer work are put in jeopardy by this request.

Example 2.

Consumer workers experiencing ethical betrayals.

Being unable to speak up in a meeting about decisions being made that are unaligned with personal and/or consumer values and feeling complicit in the decision.

Example 3.

Experiencing replication of paternalism with clinical colleagues that inhibit a consumer worker's practice and personal development.

A clinician does not tell the consumer worker something important on the grounds that it might upset them.

Example 4.

Consumer workers being exposed to coercive practices such as witnessing these, when they have experienced and been traumatised by receiving these during service use.

A consumer worker witnesses someone being secluded or restrained or witnesses a consumers' distress at being told by staff that they are not entitled to have leave.

A space for debriefing

Debriefing is about bringing troubling events that have happened into the supervision space for emotional and critical analysis. Having a confidential space to debrief is an important function of supervision. Being able to share experiences with another person who understands can lead to the development of useful insights that contribute to the continued professional growth of the worker (and supervisor). When challenging experiences are unpacked and explored together, their significance is better understood, providing the foundations for increased skills and competence.

Consumer perspective supervision provides a mutually safe space where supervisees can:

Take and unpack frustrations
Share and discuss difficult experiences and challenges
Learn about how others manage challenges
Share and develop how lived-experience is used in an intentional way in our work
Navigate how they can best use their own lived experience in situations
Discuss responsibilities and accountabilities faced in the workplace
Discuss mistakes made in a context of valuing learning

Self-care

In situations of isolation, exposure to ethical tensions, and working from a disclosed, not hidden, mental health perspective, caring for our emotional, physical, spiritual well-being is paramount. Consumer roles involve the purposeful use of self in making connections with consumers which means the work is deeply personal. The roles impact personal life and personal life impacts the roles. Consumer workers may be exposed to information and events that are difficult to sit with, possibly resonating deeply with their own lived experience to the point where it becomes distressing. In some clinical workplaces there is an attitude that consumer workers must be “recovered” and not in a vulnerable state that would see them be affected by what they encounter in their work. The consumer movement views recovery as an ongoing process, and the ability to intentionally use vulnerability in our work is a highly valued strength. However, some clinical cultures may lead consumer workers to feel that it is unacceptable to be emotionally impacted by their work. This would be an unreasonable and unfair expectation. People providing consumer perspective supervision can assist consumer workers to identify and move through potential areas of re-triggering and re-traumatisation by validating and providing support based on first-hand knowledge and experience.

Consumer perspective supervision permits emotionality and provides the space to explore and

address it by being acknowledged, validated and placed with appropriate attribution to the situational context. Consumer perspective supervision provides a private, non-judgemental opportunity to understand and attend to the complexities arising from purposeful use of self within complicated work environments.

Ensuring high quality practice and services

The provision of consumer perspective supervision can ensure that supervisees can continue to work in a way that is consistent with the values of the consumer movement and that provides safe, appropriate and high-quality practice and services.

Example:

A consumer consultant is asked to review a policy document. They have feedback which is critical, but they feel is useful for its development. They are unsure about how to best share this feedback.

Supervision would allow for discussions about how best to give constructive feedback, acknowledging the particular difficulties that come with consumer workers providing feedback to services.

SUPERVISION IS A SPACE THAT CAN HELP US TO IDENTIFY:

- Difficult or triggering situations and strategies for responding to them
- The activities that make us feel more confident, strong or creative
- When we might need to take care of ourselves
- Ideas about how to take care of ourselves

Summary: functions of consumer perspective supervision

- Addressing isolation through building a sense of community by being connected to the consumer workforce
- Exposing the consumer workforce to guiding principles and underpinning ethics of consumer work
- Discussing different ways to connect with the consumer movement
- Building a sense of belonging to the work
- Feeling more confident about the unique contributions of consumer perspective work
- Promoting the consumer worker's sense of self, and confidence
- Networking with each other and sharing experiences
- Supporting personal development in relation to the work
- Exploring career development opportunities
- Assisting clarification of the consumer role within the specific service context
- Assisting with stress management, preventing more serious harms in the short and long term such as reducing the effects of re-triggering and re-traumatisation
- Identifying what is and isn't in the scope of the consumer worker's role to help maintain a manageable workload

The consumer perspective supervision relationship

The supervisor creates and maintains a reflective space for the supervisee to safely bring their concerns. Consumer perspective is the lens used through which these concerns are examined. Additionally, the supervisory relationship is itself characterised by the values and principles underpinning consumer work, for example, the relationship is founded on the concept of mutuality, enacted through the exchange of life experiences, skills and knowledge that each person brings.

While to some extent, the fit between supervisor and supervisee will vary and be individualised, there are some common elements of effective supervision. Having a relational connection between one another for example, is a cornerstone, as is being a supervisor who is able to deeply listen and a supervisee who can begin to reflect on their experiences.

Each supervisor will bring a range of specific skills, experience and understandings from their history of working in consumer roles. They may have a focus in systemic change and service improvement or experience of providing peer support in the Mental Health Community Support

Services (MHCSS) sector for example. They may have specifically worked in a regional setting or a clinical service, in advocacy or academia. Each of these contexts require tailored skills and an appreciation of their specific challenges and tensions.

Beginning the consumer perspective supervision relationship with a discussion to share and negotiate needs and expectations is a good way to ensure mutuality and transparency is practiced from the start.

It is also important to acknowledge potentially pre-existing professional relationships which may exist. For example, if a consumer consultant is being supervised by their colleague, acknowledgement of this shift in power dynamics of the relationship is important. This is in keeping with the values of authenticity and transparency.

Valued attributes of a consumer perspective supervision relationship

Supervisors who are aware of and understand the unique difficulties faced by consumer workers and who appreciate the settings within which the work takes place are highly valued. For example, the consumer worker may experience competing demands where the rights and needs of consumers are in conflict with those of the service. In such a case, the consumer worker may be placed 'in the middle', trying to be effective, stay safe and ethically negotiate their way through these dilemmas. Being able to appreciate and understand such complexities is considered particularly important for supervisors, especially in a context where the workforce is emerging and there is not always a clear roadmap for the scope and conduct of consumer roles.

In the consumer perspective supervision relationship, supervisors can understand, provide guidance and explore with the supervisee:

- **When something is ethically wrong from a consumer standpoint**
- **Unique ethical tensions of the work and in the face of these, how to be effective in carrying out consumer roles**
- **That they are engaged within systems that may be operating in ways they disagree with, to help the systems change and this can be frustrating or distressing**
- **The interactions between their own lived experience and working from a consumer perspective**
- **The impact of the work on personal recovery**
- **Ways to address conflicts when they arise in our work**
- **How to navigate dilemmas/tensions**
- **The courage it takes to have chosen to live and work from a declared consumer perspective**

Orienting consumer work to a human rights framework

An important standpoint of consumer work is that they are roles engaged in human rights work. To be paired with a supervisor who failed to understand this point could be problematic. Supervisors who understand the potential consequences of working with a human rights perspective are highly valued.

In the consumer perspective supervision relationship, supervisors can understand, provide guidance and explore with the supervisee:

- **How a human rights framework is foundational and applies to consumer work**
- **What it is like to undertake advocacy activities**
- **The varieties of advocacy such as systems or self-advocacy**
- **The difficult and draining nature of human rights work**
- **The difficulties of working in contexts where the consumer perspective focus on working from a human rights framework is poorly understood by health professionals**

Fostering connection

The connection and kind of relationship formed between the supervisor and supervisee is essential to its effectiveness. It may be immediately present or take some time to establish but ultimately they must both feel that they can build trust with one another. This is crucial to be able to sustain an effective supervision relationship that can reach its potential, as there can often be times of vulnerability for both.

IN THE CONSUMER PERSPECTIVE SUPERVISION RELATIONSHIP, SUPERVISORS CAN UNDERSTAND, PROVIDE GUIDANCE AND EXPLORE WITH THE SUPERVISEE:

The process of establishing trust
Safety in the consumer perspective supervision relationship
If they are someone they can work with and learn from
How the supervisor operates, their values, ethics, approach, experience, style, methods used and skill focus

Consumer perspective work experience

Supervisors who are experienced in using consumer perspective in their work are highly regarded, as not only are they likely to directly understand the unique issues faced in consumer work, they hold a whole body of consumer perspective knowledge that is critical to being an effective consumer worker. This knowledge provides history, context, rationale and research that supports and strengthens the work and on which we innovate our discipline and the mental health system. It is a misconception that lived experience is all that's required to undertake roles

in consumer work as it also requires many specific skills and knowledge in order to be effective. These skills and knowledge must be developed through consumer perspective supervision.

In the consumer perspective supervision relationship, supervisors can understand, provide guidance and explore with the supervisee:

- Consumer literature
- Consumer perspective
- The history of the consumer movement
- The way we work and why
- The kinds of issues that we experience in our roles
- The socio-political context in which we work
- Different approaches to consumer work practice
- Knowledge of the consumer movement's principal concerns

Understanding organisational contexts

It is considered important by many supervisees to have a supervisor who understands the nature of mental health service systems as well as having familiarity with the specific setting and/or role that the supervisee is working in. There may be unique complexities and tensions arising from particular roles and supervisors who can help navigate these are often preferred. For instance, a consumer who is working in a clinical setting may prefer to work with a supervisor who has experience of working in such an environment and who understands the associated complexities.

In the consumer perspective supervision relationship, supervisors can understand, provide guidance and explore with the supervisee:

- The supervisee's specific role e.g. peer support worker, consultant, advocate, manager
- The specific setting the supervisee works in e.g. working in a youth, adult or aged service
- The bigger picture in relation to the mental health system
- How to recognise and manage bullying
- How to effectively promote and engage in systemic change work from a position of low influence
- Strategies on how to advocate
- Knowing when something might be an human resources issue and where to get additional support
- Dynamics of working alongside management and other roles they interface with

Valued consumer perspective supervision practices and approaches

There are specific practices or approaches regarding the relational dynamics that can be considered most conducive to having everyone's needs met and nurturing a supportive environment of respectful learning and growth.

Creating and holding a reflective space

One function of consumer perspective supervision is its role in supporting workers to reflect and learn. Everyday interactions and the daily tasks of the job provide material to learn from. Relating with a consumer perspective supervisor provides the opportunity to glean as much from these moments as possible and move forward. Fast paced working environments can make it difficult to pause, process what's happened and reflect. Having this dedicated time with a consumer perspective supervisor to concentrate on the specific issues is invaluable for learning and growth.

The supervisee needs to feel that they have a non-judgemental space to explore their experiences or dilemmas, to "try out" ideas, giving permission to get it wrong or take time to understand. The supervisor equally needs to feel able to explore the content of discussion openly and try new ideas with the flexibility to be considered as fellow learners who may also get it wrong from time to time. There are specific ways this can be cultivated and through this process consumer workers can not only sustain their roles, they can excel in them.

To create and hold a reflective space in consumer perspective supervision it is valued to relate in ways that:

- Are developed from training and experience in co-reflection (Intentional Peer Support) or reflective practice
- Allow supervisees to name what's going on for them
- Are not directive, allowing the supervisee to find their own answers
- Use dialogue in an a clear and open way
- Generate validation and encouragement
- Encourage critical thinking
- Unpack how the supervisee is making decisions and what that means
- Use a questioning approach to stimulate thinking and yield clarity
- Offer other learning and alternative perspectives for consideration
- Are non-judgmental allowing explorations of thoughts and feelings with safety and freedom to try new things
- Permit mistakes to be made and learned from

Respectfully challenge

Supervisors who are able to assist the supervisee to move beyond their current experience or context are valued. This may involve being gently challenged by the supervisor. It is a rich opportunity for learning however it can also place both supervisee and supervisor in a vulnerable position. Connection plays an important part in providing a strong base on which to have challenging dialogue.

To respectfully challenge in consumer perspective supervision, it is valued to relate in ways that:

- Use the knowledge and perspectives of both the supervisor and supervisee
- Gently alert someone to important issues, in a respectful understanding way
- Support the person to grow in themselves and learn
- Challenge each other's thinking with room for alternative views rather than closed opinions
- Address learning aims and how to move forward on them
- Provide new questions leading to different ways of thinking, new knowledge, perceptions and strategies
- Identify strengths and weaknesses

Mutuality

Consumer perspective supervision is guided by an ethic of being non-directional and non-hierarchical. It is the more experienced supervisor who creates and maintains a reflective space for the supervisee to safely bring their concerns. However the supervisor and the supervisee each have a breadth of skills, knowledge and life experiences to draw on. The concept of mutuality and mutual learning facilitates the exchange of the valuable knowledge and experience each person brings.

To practice mutuality in consumer perspective supervision it is valued to relate in ways that:

- Show mutual respect for one another's roles
- Demonstrate a collaborative approach
- Honour each other's expertise
- Are non-hierarchical
- Acknowledge and navigate any power differentials that may get in the way
- Are curious about and accepting of each other's experiences
- Appreciate and have room for multiple perspectives
- Sharing and learning together
- Are open to exploring life experiences
- Facilitate mutual development of solutions
- Keep a focus on the individuals' own needs
- Negotiate a reflective space that is useful to both parties
- Allow strong emotions to be held together

Further applications of consumer perspective supervision

While this Framework has concentrated on the application of consumer perspective supervision to the consumer workforce, there may be opportunities to explore additional applications, for example, offering consumer perspective supervision to benefit other disciplines within the mental health workforce.

Accessing consumer perspective supervision

The project team is continuing to develop a platform which will provide assistance to people and organisations seeking supervisors. It is planned that this will be launched in 2019. In the meantime enquiries about accessing supervision can be made to:

» Victorian Mental Illness Awareness Council (VMIAC)
telephone: 9380 3900
email: reception@vmiac.org.au

» Centre for Psychiatric Nursing - Consumer Academic Program
telephone: 8344 9455
email: croper@unimelb.edu.au

Conclusion

The Framework has outlined the importance of the provision of discipline specific consumer perspective supervision to the growing consumer workforce. The organisations and workers that participated in this project have provided a wealth of information and expertise that has enabled the identification of principles, and functions of consumer perspective supervision; and has assisted with describing the unique features of the consumer perspective supervision relationship.



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Resources to support supervision sessions

Questions to consider at the initial supervision session

Supervisors

There are some important questions to consider prior to the first supervision session whether with an individual or with a group. This is by no means an exhaustive list:

1) How long will each supervision go for?
2) How frequent will the supervision be?
3) How much will you charge?
4) What is and is not in scope for consideration during supervision?
5) What form or style will this take?
6) What do you expect of participants?
7) What will be done if there is a problem or issue that may need to be taken elsewhere?
8) How will you respond to feedback and suggestions from those you supervise?
9) How would you address a potential problem in the relationship?
10) Where will you as a supervisor get your own support from?

Supervisees

It is important for a supervisee to consider what they would want from a supervisor. Such considerations would need to be negotiated with both the potential supervisor and your organisations or employer.

1) How often would you like to receive supervision?
2) How long should each supervision be?
3) Would it be better as an individual or group?
4) What style of supervision would be most useful for you?
5) Is external or internal supervision going to be most appropriate for you?
6) What would you like to be able to discuss at supervision?
7) How will you get the most out of supervision?
8) How would you let your supervisor know if you had any difficulties or problems with the relationship or process?

Registering for an Australian Business Number (ABN)

If you are providing supervision independent of an organisation, you will need to register for an ABN. It is free to apply for an ABN and you will need your tax file number to do this. You can start this process here. Information is available on the Australian Tax Office website - https://abr.gov.au/For-Business,-Super-funds---Charities/Applying-for-an-ABN/

Creating a tax invoice

If you are providing supervision independent of an organisation, you will also need to invoice a person or organisation for your services provided. For the purposes of this, the person providing supervision is the supplier. Here is an example:

**this information is required by the ATO*

***Supplier name:**

***Supplier address:**

***Supplier ABN:**

***Not registered for GST**

Date:

To:
Sunny Slopes Hospital
55 Daisy Lane
Wonderwall, VIC 3078

***TAX INVOICE NUMBER 0001**

PERIOD	TYPE OF WORK SUPPLIED	HOURLY RATE (INC. GST)	HOURS	TOTAL AMOUNT
Tues 01/07/2019	Supervision	$100.00/hr	90 min	$150.00

Bank details

Bank name:

Account name:

BSB:

Account Number:

Example proposal for consumer perspective supervision

This worked example can be useful as a starting point if you are in a situation where you want to make a case for yourself or other members of the consumer workforce to access consumer perspective supervision. This information could be used by the supervisee or team leader to inform the development of a supervision agreement within an organisation.

Rationale for and description of consumer perspective supervision

"Professional supervision evaluates how well peer workers are using their peer worker skills in the work environment, and the challenges, issues, dilemmas and tensions they encounter in practice. The supervisor in this instance needs to be a more experienced peer worker who can provide the structure and a safety net to make the position viable and successful. Peer supervision works best when the supervisor develops a partnership relationship that promotes mutual reflection on working practices." Peer Work Hub (2016) pp20-21

"The key element to remember about best practice in peer supervision is that a growing body of best practice evidence supports the development of the role of peer/recovery support staff as a unique way to foster empowerment and hope." Bateman et al (2012) p41

Aims of supervision

» Reflect upon and review current working practices
» Examine and explore strategies in working with particular situations, where this can be undertaken in a confidential context
» Debrief on any work-related issues
» Explore new practices, developments, ideas and perspectives related to the Recovery College educator workforce and critically evaluate them
» Monitor and support the peer worker's wellbeing and coping capacity in relation to their work
» Problem solve
» Explore career development opportunities

NB: These are suggested by Peer Work Hub (2016) pp20-21

Review procedures

» A written evaluation of the outcomes & processes of supervision in relation to the aims outlined above will be conducted quarterly by supervisor & supervisee
» Supervision notes (limited to session details; major issues relevant to the supervision of a specific situation; and supervisee learning needs) will be shared with supervisee

Adapted from: Bateman, J., Henderson, C., and Hill, H., (2012), Implementing Practice Supervision in Mental Health, Mental Health Coordinating Council.
http://staging.mhcc.org.au/media/12338/implementing-practice-supervision.pdf

Initial timeframe and logistics

» Once a month for 6 months
» Duration one hour
» Price to be negotiated
» Session conducted during work time

Supporting material

Bateman, J., Henderson, C. & Hill, H. (2012) Implementing Practice Supervision in Mental Health Community Managed Organisations in NSW Mental Health Coordinating Council: Rozelle
http://www.mhcc.org.au/media/12338/implementing-practice-supervision.pdf

Peer Work Hub (2016) Peer Workforce Planning Toolkit – an employer's guide to implementing and developing a peer workforce Mental Health Commission of NSW: Gladesville
http://peerworkhub.com.au/wp-content/uploads/2016/05/Toolkit.pdf

Consumer perspective supervision environmental audit tool

This environmental audit tool is designed to stimulate conversations among consumer work teams and/or with other staff/managers/supervisors. Items with high agreement and high disagreement can be usefully discussed in the overall context of improving organisational understanding of and commitment to the provision of and ready access to consumer perspective supervision.

Instruction: Use the rating scale below to indicate where you think your service is currently rated against each statement

5 = outstanding achievement
4 = completely achieved
3 = mostly achieved
2 = patchy achievement
1 = not yet achieved

Statement	Rating
Consumer perspective supervision is considered part of the core business of supporting the consumer workforce in this service	
All levels of service management here promote consumer perspective supervision as a vital support for the consumer workers	
In this service, it is understood that consumer perspective is a discrete discipline used in supervision for the consumer workforce	
In this service the consumer perspective supervision is considered to be vital to the growth of consumer leadership	
There is evidence of positive support for consumer perspective supervision at all levels of this service	
In this service there is a positive expectation that all consumer workers will be given the option of consumer perspective supervision	
Consumer workers' entitlement to access consumer perspective supervision is written into all consumer workforce policies	
There are explicit protocols in place to confirm the arrangements necessary for the sustainable implementation of consumer perspective supervision [e.g. size, 1:1 or 6-8 in groups; frequency, not less than monthly; duration, not less than 60 minutes; ground rules about confidentiality]	
To encourage a culture of consumers' accessing consumer perspective supervision, attendance is monitored in this service	
In this service, supervisees retain the option of choosing their own supervisor	
In this service, supervisors are appropriately trained and experienced consumer practitioners, who do not hold operational or managerial responsibility for supervisees	
Local criteria have been developed to identify individuals to become consumer perspective supervisors	
Identified individuals are appropriately educationally prepared for their role, to an efficacious standard	

Upon appointment, all consumer workers of this service are assisted to become fully orientated to local consumer perspective supervision arrangements	
Service managers who hold individual responsibility for the staff roster and budget are provided with the support necessary to enable the smooth operation of consumer perspective supervision without deleterious effect on the consumer workers' contact time	
In this service there is continuous evaluation of the quality and efficacy of local consumer perspective supervision arrangements in each location	
Administrative records are maintained	

Tool design based on White & Winstanley (2010) in Clinical Supervision Background Paper, Australian college of Mental Health Nurses, 2011 http://www.acmhn.org/images/stories/Resources/csbackgroundpapermarch12.pdf

Additional information

White E and Winstanley J [2010] A randomised controlled trial of clinical supervision: selected findings from a novel Australian attempt to establish the evidence base for causal relationships with quality of care and patient outcomes, as an informed contribution to mental health nursing practice development. Journal of Research in Nursing, 15:2, pp151-167