



Recovery Framework

A framework for a
recovery-oriented
organisation



*"I found the courage and strength to build a
positive life and... to get out of the darkness.
The Waugyl guided me out..."* Michael Matters

Artwork: *Wayan-iny (Fear)*
By Michael Matters & Barbara Bynder
Acrylic, stretched canvas | July 2023

Acknowledgement of Country



THE JOURNEY. COMING TOGETHER, WORKING TOGETHER

Anglicare WA delivers services across countless Countries in WA, from Balangarra Country in the North to Minang Noongar Country in the South. We acknowledge Aboriginal Peoples as the Traditional Custodians of the lands that our services operate on. In particular, we wish to acknowledge the Custodians of the lands where our offices operate. We would like to thank the Noongar, Miriuwung Gajerrong, Tjurabalan, Yawuru, Nyikina, Ngarluma, Kariyarra, Nyiyaparli, Martu, and Wangkatja Peoples for their wisdom and generosity, and pay our respects to Elders of these lands both past and present.

*Artwork by Hayley Thompson,
a proud Noongar and Yuggera yorga*

Message from Mark Glasson Anglicare WA CEO



MARK GLASSON, ANGLICARE WA CEO

I'm very proud to present to you the **Anglicare WA Recovery Framework**. At Anglicare WA, we work together in trusted relationships with individuals, families and communities across Western Australia who are on a journey to thriving.

However, that journey has become increasingly complex as more and more people present to our services requiring support across multiple issues. Challenges with mental health add to this complexity, further compounding their circumstances.

The Anglicare WA Recovery Framework has been established to strengthen our commitment to the principles of recovery across all levels of our organisation and to assist those we work with to flourish.

We know there's much more to life than just getting by. We strongly believe everyone deserves to belong, to have a hopeful future and

to receive the support they need to flourish and thrive.

At Anglicare WA we aim to transform the delivery of community services in Western Australia by developing capability, creating possibility and growing good lives.

This Framework consolidates our commitment to ensure all people who use our services feel valued, important, welcome and safe at Anglicare WA, but most importantly that they feel at the centre of the support we offer.

I want to recognise the comprehensive work that has been put into developing this document which will transform our response to the emerging and increasing needs within the communities in which we live and work.

A handwritten signature in black ink, appearing to read 'M Glasson', written in a cursive style.

A young person's recovery journey



A MESSAGE FROM TYLER MCKENNA, ANGLICARE WA SERVICE USER

Recovery is a journey, a way of growing into what you see as a better version of yourself. Recovery can be different for everyone given their circumstances. Though on everyone's journey to recovery they have stepping stones, small goals to large goals that you can achieve over time. No one's journey to recovery is easy either, some struggle with the small stepping stones or find themselves off the trail which is okay, as long as we can find our way back to the trail and overcome the small steps.

My journey to recovery was not easy as I had to overcome a lot. I was extremely anxious towards everything, even the most simple tasks of making a phone call or attending an appointment. I had to learn to trust those trying to help me and found people who could talk me through it.

Finding places like Y-Shac with the

people from Anglicare WA made my life immensely easier. Having people stand by you emotionally, take time to listen to and understand you makes recovery a much easier journey. Between the supports of Homestretch and Y-Shac I couldn't have been more grateful.

They were also able to show me how to do some simple things that most people can already do, but due to certain living conditions whilst experiencing homelessness I couldn't do these things such as cooking and cleaning. This meant a lot for me as it can be embarrassing to not be caught up or on the same level as most others.

To support recovery, I encourage all Anglicare WA staff to be considerate and show care while taking time to listen to and understand a person for their individuality, supporting them on an emotional level and educating them on supports they may not be aware of in a way best suited to that person's needs.

Executive summary

We're all about people

The individuals, families and communities we walk alongside are at the centre of everything we do. Anglicare WA's Values underpin our commitment to align our practice, service delivery and organisational culture with the National Recovery Framework and the principles of recovery. This means the support we offer people experiencing psychosocial challenges, with or without the presence of mental health issues, is always guided by the recovery principles.

Our practice is recovery-oriented

We support personal recovery through these principles

- **LANGUAGE AND CULTURE OF HOPE AND OPTIMISM** We create spaces where people feel seen, valued, important, welcome and safe to access our services.
- **HOLISTIC AND PERSON-CENTRED** We always place the person at the centre of the support they are offered. We consider the whole person and their context and understand that a person and their identity go beyond their psychosocial context and any challenges they may be experiencing.
- **RESPONSIVE TO DIVERSITY** Our services are inclusive and responsive to the diverse needs of Aboriginal and Torres Strait Islander people, people from immigrant and refugee backgrounds, people of all gender identities, sexualities, ages, cultures and spiritualities, and people of all diversity.
- **SUPPORT PERSONAL RECOVERY THROUGH SELF-DETERMINATION AND AUTONOMY** We are clear about our role in offering evidence-based support. We believe people have the capacity to recover, reclaim and transform their lives and trust they are capable of autonomy and self-determination.
- **FOCUSING ON STRENGTHS AND WORK COLLABORATIVELY ALONGSIDE PEOPLE** We believe in people's strengths and resilience and support this by working collaboratively and alongside them, and in building their community of care.

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Our organisation is recovery-oriented

Embedding these principles is part of our commitment

Organisational commitment and workforce development

- Value and learn from **Lived Experience**
 - Grow Lived Experience **workforces**
- **Building the skills** and capacity of our people
- Embed the recovery principles in how we support the **wellbeing of our people**

Social inclusion and determinants of health, mental health and wellbeing

- **Partner** with communities in which we live, play and work
- Work collaboratively within a network of **wraparound** services, driven by the recovery principles
 - Have a **strong voice** to advocate for change and wellbeing for individuals, families and communities

Our Values underpin our commitment to our Recovery Framework

TO ALIGN OUR PRACTICE, SERVICE DELIVERY AND OVERALL ORGANISATIONAL CULTURE WITH THE PRINCIPLES OF RECOVERY

ANGLICARE WA VALUES

We are all about people

THE INDIVIDUALS, FAMILIES AND COMMUNITIES WE WALK ALONGSIDE ARE CENTRAL TO EVERYTHING WE DO

Fiercely
Inclusive

Focused
on Strengths

Trusted
Partners

Curious
& Creative

Gutsy &
Courageous

Our ability to drive positive outcomes alongside those in need is increasingly impacted by complex mental health issues which overlay the presenting issues for which people are seeking assistance. While we continue to support people facing these challenges, we acknowledge that many of the mental health needs of people who use our services are outside our expertise and the types of support we offer.

The Anglicare WA Recovery Framework ensures that we are well positioned to continue providing preventative and community-based support that is based on the recovery-oriented and trauma-informed principles. Through this Framework, we are clear about the types of support we offer and our commitment to the recovery principles at all levels of Anglicare WA, as well as to playing our role in a network of wraparound services that supports people according to their wishes and choices.

This Framework applies to and guides all staff, volunteers, students, leaders and the Board in how to embed recovery-oriented practices through all the work they do, and articulates Anglicare WA's commitment to:

- Embedding the recovery principles into our practice and service delivery with all individuals, families and communities by being all about people, focused on strengths and choice, being fiercely inclusive and fostering a culture and language of hope.
- Embedding the recovery principles across all parts of our organisation, including how we support and empower our workforces, and the communities and sectors we live, play and work in.
- Learning and growing alongside people with lived experience by being curious and creative, gutsy and courageous, and trusted partners in their recovery journey.

This Framework was co-created with an internal reference group of people from across Anglicare WA. This Framework is a live document: it will develop, grow and expand as we learn alongside people and communities, and will be reviewed and amended as we co-create new meanings and ways of delivering our services collaboratively.

A Framework for a recovery-oriented Organisation

What is it and where did it come from?

Recovery-orientated practices are not a new concept. It has its foundations in and was conceived by people with lived experience as part of the consumer movement, which identified a need to re-establish hope and dignity for the treatment of people with mental ill health. Previously, people with lived experience had very little to do with the planning of their own care and were often victimised by the inflexibility and power structures of the systems looking after them.

In 2013, Australian Health Ministers' Advisory Council launched A National Framework for recovery-oriented Mental Health Services (the National Framework). With lived experience at the heart of the National Framework, it includes a set of practice domains and key capabilities as practical guidelines for organisations and services to align with recovery-orientated principles at both a practice level and across all parts of an organisation.

RECOVERY-ORIENTED ORGANISATIONS *

National Framework Five Domains



DOMAIN 1
Culture & language
of hope & optimism



DOMAIN 2
Person first
& holistic



DOMAIN 3
Support personal
recovery



DOMAIN 4
Organisational commitment
& workforce development



DOMAIN 5 Action on
social inclusion; social
determinants of health,
mental health & wellbeing

How does it fit at Anglicare WA?

Our Recovery Framework aligns to recommendations outlined by the National Framework and reflects the principles in practice across all our services and all levels of the organisation. Importantly, we understand that recovery-oriented practices are holistic and we acknowledge that it is essential to embed the recovery principles and this Framework as best practice across the range of psychosocial supports and services we offer, and with all service users regardless of the presence of mental health issues. We are proud of delivering evidence-based supports that are trauma-informed, person-centred, and culturally safe for people who use our services and through this Framework we further our commitment to integrating these practices and principles across all functions of the organisation.

A recovery-orientated organisation means embedding the entire continuum of trauma interventions: from being aware that trauma directly impacts many of the people we walk alongside; to implementing evidence-based trauma-informed practice in our delivery of services; to integrating our entire knowledge of trauma principles to every aspect of our work and throughout the organisation.

Trauma
Aware

Trauma
Informed

Trauma
Integrated

RECOVERY
FRAMEWORK

*The National Framework can be consulted in addition to this document for clarity and further guidance.

Recovery-oriented Practice

RECOVERY IS A TRANSFORMATIVE JOURNEY BEST LED BY THE INDIVIDUAL. WHILE THE CONCEPT ORIGINATES FROM THE MENTAL HEALTH CONSUMER MOVEMENT AND PEOPLE WITH LIVED EXPERIENCE OF MENTAL HEALTH ISSUES, WE UNDERSTAND RECOVERY IS HOLISTIC AND MULTIFACETED AND CONSIDERS THE WELLBEING OF THE WHOLE PERSON. THEREFORE, WE UNDERSTAND THE CONCEPT OF RECOVERY AS THE JOURNEY TO WELLBEING FOR ANYONE WHO ACCESSES OUR SERVICES FOR ANY RANGE OF PSYCHOSOCIAL SUPPORTS, WITH OR WITHOUT THE PRESENCE OF MENTAL HEALTH ISSUES. WE COMMIT TO APPLYING THE RECOVERY PRINCIPLES AS BEST PRACTICE ACROSS ALL OUR SERVICES.



DOMAIN 1
Culture & language
of hope & optimism



DOMAIN 2
Person first
& holistic



DOMAIN 3
Support personal
recovery



A language and culture of hope and optimism: By fostering a language of hope, we acknowledge people's distress and challenges, and understand these as opportunities for people to use their existing strengths and to learn and grow on their recovery journey. We create spaces where people feel seen, valued, important, welcome and safe.



Holistic and person-centred: We place the person at the centre of the care and support they are offered, and the needs of the person always come first. We consider the whole person and their context and understand that a person and their identity go beyond any diagnosis they may have received, or psychosocial context or challenge they may be experiencing.



Responsive to diversity: In placing people at the centre of what we do and ensuring people feel valued, welcome, important and safe, our services are inclusive and responsive to the needs of Aboriginal and Torres Strait Islander people, migrant and refugee backgrounds, people of all gender

identities, sexualities, ages, cultures and spiritualities, and people of any diversity irrespective of their location and setting.



Supporting recovery through self-determination and autonomy: We are transparent in our role to support people in their recovery with our evidence-based learned or lived expertise and trust they are capable of autonomy and self-determination. We understand personal recovery is a journey that will evolve and change through time and engagement with our people, and we empower people to steer their own recovery according to their choices.



Focusing on strengths and working collaboratively alongside people: We believe in the strengths and resilience of all people and support them to identify and amplify strengths by working alongside them and offering our learned and lived expertise. We also consider other important people to the person and support them in building a community of care. We are clear about our role in a network of wraparound services that supports people according to their wishes.

Recovery-oriented Practice

The term 'recovery' is complex.

Traditionally, clinical recovery has focused on removing symptoms and returning to 'normal'. However, personal recovery as a term has emerged from the Lived Experience knowledge base and has been used purposefully by the consumer movement to reclaim the word and reframe recovery as a personal, holistic and unique transformative process focused on growing meaning and purpose with or without the presence of mental health issues or psychosocial challenges.

This reframed concept of recovery is

adopted nationally and internationally, and at Anglicare WA we intentionally align with the consumer movement and best practice by using the term in this Framework. However, in aligning the support we offer with the principles of recovery it is essential to use language that is person-centred, and therefore we encourage our workforces to adopt language that is appropriate for their role, the context in which they work and most importantly for the people they support.



LIVED EXPER- IENCE



Domain 4: ORGANISATIONAL COMMITMENT & WORKFORCE DEVELOPMENT

People are the experts in their own lives

We acknowledge and value their insight into their respective journeys. We celebrate their courage, their unique strengths and abilities, their character, their determination and the skills they already possess in order to navigate their life journeys. We make a commitment to learn and grow from our experience in coming alongside people with lived experience and we understand that their identities go beyond the limits of any diagnostics or labels they might have received. People with lived experience hold the meanings, the narratives and beliefs associated with their life experiences. We respect people's lived experience as being truly unique and we see the opportunities to build our capacity to hold them in a safe and respectful space and with dignity.

Lived Experience Workforces Framework

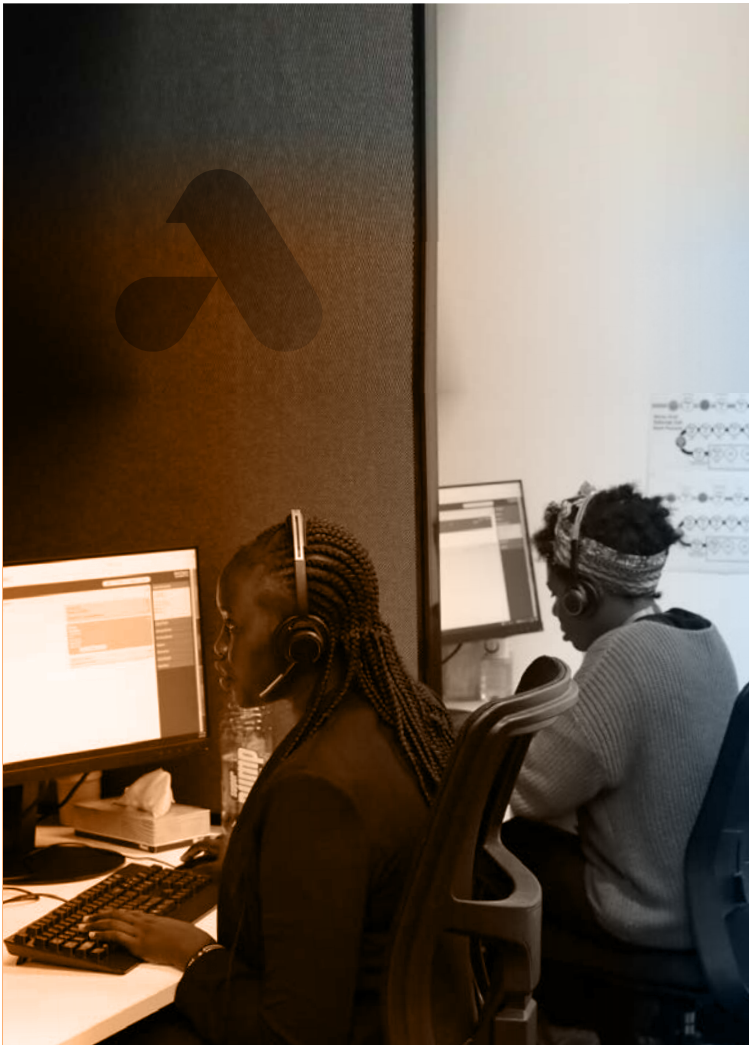
Anglicare WA is committed to growing our Lived

Experience workforces. We acknowledge, value and respect the Lived Experience knowledge base, and recognise Lived Experience designated roles as a respected discipline in their own right and an essential part of the way we deliver our services. Anglicare WA is committed to developing our own Lived Experience Workforces Framework, and to establishing the structures, supports and opportunities to further grow our Lived Experience workforces, which includes those with Personal Lived Experience as service users, Aboriginal and Torres Strait Islander workforces, and the Family/Significant Other workforces.

Client Participation

We have a long history of championing the voices of people who use our services, including well-established client participation opportunities and projects across the participation spectrum. We commit to continuing this work as our core business and ensuring the people who use our services have meaningful opportunities and a voice in shaping our services and our organisation by sharing their lived experiences.

Workforce Development, Culture & Wellbeing



Domain 4 ORGANISATIONAL COMMITMENT & WORKFORCE DEVELOPMENT

Workforce Wellbeing and Culture

The wellbeing of our staff is important, and we understand that our individual and collective wellbeing is essential to our success and to delivering essential services to people, families and communities across WA. Anglicare WA offers the recovery principles to our staff, volunteers and students from the starting point of recruitment to the onboarding process and throughout their entire journey with us. The same principles apply to our people as they navigate the complexity and challenges in supporting people with lived experience and the increasing pressures on community-based support networks. Led by our People and Culture team, we offer a wide-reaching range of programs, initiatives and structures to support the wellbeing of our people, including

our workforce wellbeing strategy.

We value the learned and lived expertise of our staff and appreciate their self-awareness and self-reflection to identify their own strengths and to acknowledge their own lived experience as part of their employment journey. We commit to growing our organisational culture which prioritises the wellbeing of our people: a culture of support, psychological safety, of diversity and inclusion, and which encourages us to challenge each other and challenge stigma of all kinds.

Workforce Development

We are also committing to ensure our workforce has the knowledge, skills and capacity to deliver services in alignment with the recovery-oriented and trauma-informed principles, both at the frontline of service delivery, and across all levels of Anglicare WA. We do and will continue to create opportunities to expand on learnings, through training and through a robust supervision process that offers safe communication and reflection to support staff and build their capacity.

Our Commitment to Community



Domain 5: ACTION ON SOCIAL INCLUSION; SOCIAL DETERMINANTS OF HEALTH, MENTAL HEALTH & WELLBEING

Community Partnerships

We recognise that partnership with community is an essential part of being a recovery-oriented organisation. At Anglicare WA, our communities are at the heart of everything we do, and we are committed to playing our part in building strong communities and families. We are embedded in the communities in which we live, play and work, and we have committed to growing our community development and place-based approaches to empower the strengths within local communities to drive lasting change. We are committed to playing our part in creating a more equitable society, and this is reflected in our strategic vision and our efforts to actively grow our community projects.

Collaborative Partnerships

We aim to create partnerships with organisations that align with our values and purpose, and which enable us to play our role in a network of wraparound services that supports people

according to their wishes and choices. Anglicare WA's commitment is to develop partnerships that are driven by the recovery principles, and which keep the person and the community at the centre of our collaborative work. We also commit to working alongside funding bodies and advocating for service delivery structures that are person-centred and align with the recovery principles.

Importantly, our work is achieved in a spirit of reconciliation between First Nations people and all communities. We have committed to partnering with, mutual capacity building with and walking alongside Aboriginal Community-Controlled Organisations to ensure that the services delivered across Western Australia are culturally secure and responsive and place the person first.

Advocacy

We believe that everyone deserves to belong, have a hopeful future and know that they have the support they need to flourish. Part of our commitment to the principles of recovery is our continued influence on the social determinants of mental health, health and wellbeing.

Through our work with individuals and families, we

have learned about the structural issues shaping people's lives and impacting their wellbeing, including structures that keep people in poverty, keep people out of the workforce, and prevent people from getting the support they need. We are committed to tackling some of those structural issues head on, and we do this by conducting research, participating in public campaigns, engaging the wider community to be active agents of change, and influencing policy makers to ensure that institutions and systems are attuned to the needs of all people in our communities. We are clear about our areas of expertise and partner with other organisations and consortiums where working in partnership can amplify our impact.

Our Community Voice

We aim to amplify the voices of people who use our services, and the communities in which we live and work. In alignment with the principles of recovery and our Values, we are conscientious that our voice does not negatively characterise people experiencing psychosocial hardships, and that instead, our voice empowers the community and people using our services.

Recovery Framework - Domains*



Domain 1: CULTURE & LANGUAGE

OF HOPE & OPTIMISM

Make the individual feel seen, heard, valued, welcome and safe

ATTITUDE / BEHAVIOURS

- Communicate expectations
- Set clear boundaries
- Importance of encouraging language
- Celebrate one's recovery efforts and successes
- Outlines positive outcomes
- Reframing setbacks as learning opportunities
- Language free of complexity and jargon

ANGLICARE WA VALUES

- All Values



Domain 2: PERSON FIRST & HOLISTIC

Creating safe environments enabling individuals to explore their lives and in reaching needs and goals identified by them

ATTITUDE / BEHAVIOURS

- Believe in individual's ability to make their own decisions
- Exploring what's important and their wellbeing aspiration
- Understand the individual's context, circumstance, view points and values
- Respecting cultural, spiritual, relationship, emotional, physical, social and economics realms
- Demonstrate kindness, honesty, curiosity and empathy

ANGLICARE WA VALUES

- All about people • Focused on strengths • Fiercely inclusive • Trusted partners



Domain 2: RESPONSIVE TO DIVERSITY

Making everyone feel welcome, acknowledging their context

ATTITUDE / BEHAVIOURS

- Culturally and linguistically diverse people; Aboriginal, Torres Strait Islander, migrants, refugee, migrant and refugee background
- Age, culture, spirituality inclusive
- Responsive to all people regardless of sexual identity or gender identity
- People and communities with socioeconomic hardship
- Infants, children and families
- From young people, adolescents, to older people
- Rural and remote communities
- People with coexisting conditions, complex care needs, disabilities and unresolved trauma
- People in the criminal justice system and youth justice system

ANGLICARE WA VALUES

- Fiercely inclusive • Trusted partners



Domain 3: SUPPORT PERSONAL RECOVERY

Recognising a person's strengths; their right to self-agency, self-determination, self-advocacy, personal choice and autonomy

ATTITUDE / BEHAVIOURS

- Focus on strengths, personal responsibility
- Collaborative and mutually respectful partnership with service provider that utilise reflective practices
- Not supporting coercive control in any form
- Outlining evidence-based options
- Recognising people's lived experience
- Acknowledging people have the capacity to recover, reclaim and transform their lives
- Respecting people's definition of family that can sit outside of blood relation. Can be an extended family member, a carer, a friend or any other meaningful relationships

ANGLICARE WA VALUES

- All about people • Focused on strengths • Trusted partners

Recovery Framework - Domains*



Domain 4: ORGANISATIONAL COMMITMENT & WORKFORCE DEVELOPMENT

Promoting the recovery vision, acknowledging, valuing, and learning from those with lived experience and a commitment to workforce development and learning.

ATTITUDE / BEHAVIOURS

- We believe in a person's capacity to recover, make choices and control their own care
- Demonstrate recovery values and principles in all aspects of the business from policies, procedures, promotional material, mission statement and anything else in between
- Organisational structure supports employees with lived experience to draw on their strengths and experience to support others
- Embed recovery language and principles in all aspects of recruitment, onboarding, staff inductions, ongoing professional development, exits and in every employee's journey
- Commitment to ongoing learning, professional development, skill development and quality improvement and reflection on our own recovery-based practices
- Ensuring employees can provide feedback on their experience and seeking new and innovative ways for improvements

ANGLICARE WA VALUES

- All about people • Trusted partners • Curious and creative
- Gutsy and courageous • Fiercely inclusive



Domain 5: ACTION ON SOCIAL INCLUSION; SOCIAL DETERMINANTS OF HEALTH, MENTAL HEALTH & WELLBEING

Supporting inclusion and advocacy, challenging stigmatising attitudes or discriminatory behaviours and establishing useful partnerships and collaboration opportunities in the community

ATTITUDE / BEHAVIOURS

- Believe people with lived experience have the same human rights as anyone else, challenging the barriers to social inclusion and accessibility to our services
- Being a trusted partner to those with lived experience by embedding the recovery language and making it accessible
- Advocating within the community and other services for social justice and greater understanding on how unequal living circumstances and disadvantage can impact negatively people with lived experience
- Develop strong working relationships with community development officers, law enforcement, justice, local councils, mental health services and hospitals
- People with lived experience are collaborating to improve our service delivery and service development by providing feedback around their experience every step of the way
- Understanding that people with lived experience are sharing their knowledge, skills, resource and resilience that enrich our service delivery

ANGLICARE WA VALUES

- Trusted partners • Gutsy and courageous • Fiercely inclusive

Key concepts and definitions

Recovery: A unique personal experience, process or journey defined and led by a person in relation to their own wellbeing.

Recovery-orientated practices: Mental health and wellbeing services creating a safe environment that supports people's recovery efforts without interference.

Recovery-orientated approaches: Recognising people's strengths, lived experience and values; bringing it together with expertise, knowledge and skills of the practitioner to co-create support to suit the user. We foster choice and self-determination for users.

5 Domains we adhere to:

- Promote optimistic / hopeful culture
- Person centred and holistic
- Supporting personal recovery
- Organisational commitment and workforce development
- Social inclusion and human rights

Trauma: An event that overwhelms a person's life and their capacity to cope.

Trauma informed practices: Our workforces can recognise signs of trauma in our service users, their families/carers and communities. We integrate the knowledge of trauma and its impact across our policies, procedures and practices. We seek to understand potential pathways for recovery and actively resist re-traumatisation of service users.

5 pillars of trauma informed care:

- Safety, choice, collaboration, trustworthiness and empowerment.
- Ensuring psychological and emotional safety of service users, their families and carers. Offering choice and control in every aspect of the support received.
- Collaboration with service users, their families and carers when practicable and other support agencies.
- Trustworthiness by providing consistent service delivery and setting boundaries.
- We empower service users by validating their experience and building on the skills and knowledge they have.

Evidence-based: Service users with accurate information make informed recovery decisions. Our services deliver expertise based on current research and service expertise to care for service users. This must align with our service user's values and user feedback is key.

Person centred: Our service users are at the centre of everything we do. We consider the service user's values, beliefs and preferences without setting our own agenda or steering service users in any particular direction. We believe users are experts in their lives and possess the knowledge regarding their needs. We are being led by what is important to our service users so they can discover their own 'best path forward' in their journey towards recovery. We have empathy for all users.

Dignity of risk & risk tolerance: Service users have the right to make their own choices and at times, this might involve a degree of risk and a compromising

of their safety or the safety of others. Our role is not to prevent service users taking risks, but to ensure they have all the information about the choices available to them and the possible consequences of those choices. This is balanced with our duty of care to our service users and the community.

Duty of care: Ensuring no harm occurs to service users, children in their care, carers or significant others. We have a responsibility to proactively monitor, identify and act when our user's safety is compromised. We are required to intervene when we reasonably suspect or identify that there is a serious and imminent risk or threat to our service user's life (death, suicide), of being permanently or seriously injured (disability, none-suicidal self-injuries), lack of capacity (guardianship) or if they are at risk of being harmed by another person or harming someone else.

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