



Strategic Management in Addiction Recovery: Social Work Approach

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Abstract

Professional social workers promote the health and well-being of individuals, families, organizations and communities. Social workers at a strategic level work to ensure that organizations are aware of and respond to the views of people who use services, families and careers, as well as the political context within which social work is delivered locally, regionally and nationally. Social workers are the primary providers of psychosocial services in addiction treatment centers around the world. With their expertise in addiction and its psychosocial impact on clients and their family and community, social workers have training in dealing with psychosocial issues such as anxiety, family relationships, changes in lifestyle during and following treatment. Social workers are also there to help clients with re-integration in to the workforce and to cope with fears about recovery which is stressor experienced by many addicted clients. Social workers can assist with practical needs such as employment and financial stressors caused by the illness. The social worker is an important link in the chain of communication that takes place in busy centers. Social workers accompany clients through all phases of the recovery.

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Introduction

Social work as a profession commonly is known in England about 110 years ago and is the benefactor and well-organized group of women to take shape. The ladies and gentlemen who are mainly women, who had excelled in their community, seeing the chaos and confusion of many of its citizens, mostly due to poverty, disease and aging in a busy hospital or home remedy poor were admitted to the idea fell and the good of the group and provide assistance to people who need it. Gradually, it became coherent organizational aspects of behavior and professional infrastructure established that nowadays a large and complex bureaucratic organization and must find any modern democratic society is considered (Samadi Rad, 2008). In 2007 the International Association of Social Workers has accepted the following definition of social work: "Professional social work, social change, problem solving in human relationships, empowerment and liberation of people to enhance well-being and promotes

development. Using theories of human behavior and social systems, social work intervenes at the points where people interact with their environment. Human rights and social justice are the principles and foundations of Social Work" (IFSW, 2000, cited in Wilson, Ruch, Lymbery and Cooper, 2008:49). Social work has different aspects and includes a sophisticated analysis of the individual and the environment in human behavior (Hutchison, 2008). The following is an attempt to define the meaning and purpose of their integration in social work: "Social work is trying to get through to those who do not have the right to earn a living and help to achieve the highest degree of autonomy" (Crouch, 1979). Thus the material presented can be concluded that social work is the professional service or services or special activity that is based on specific knowledge and skills, the purpose of the assistance to individuals, groups or society in order to deal more effectively with the problems they are facing and thus to achieve personal independence and fulfillment of personal or social. With regard to the role of social workers

Doctor Gandhi has defined the profession of “social work” as service professionals who have specific knowledge and skills. Their aim is to help individuals, groups or society to personal independence, social and personal satisfaction and social gain "(Ghandi, 2001: 12).

Professional social workers promote the health and well-being of individuals, families, organizations and communities. They are agents of change, working in a variety of settings and with diverse populations. Social work practice covers an array of functions including clinical, counseling, case management and care coordination; developing and administering programs; supervising staff and volunteers; creating and implementing policies; undertaking research, program planning, community development and community organizing; and providing training, education and consultation. Social workers work across the lifespan, especially serving persons who have complex health, economic and psychosocial needs, working with persons who may have physical and psychological impairments and limited incomes, and who experience discrimination and health disparities.

Social workers need to be able to work in interdisciplinary settings and engage with clients and communities in developing and implementing services and programs. Social workers should be ready to meet new challenges and be responsive as the needs of populations change; as policies and funding streams change; as the job market becomes increasingly competitive; and as some fields of practice, e.g. working with disasters or working with the military and veterans, expand. Social workers also need to be engaged in life-long learning.

The Professional Strategic Levels in Social Work

Social workers at a strategic level work to ensure that organizations are aware of and respond to the views of people who use services, families and careers, as well as the political context within which social work is delivered locally, regionally and nationally.

They take responsibility for the implementation of the Standards for Employers of Social Workers. They manage and are accountable for using available resources effectively. Using a human rights and ethical framework, they support complex decision making at a strategic level, balancing the needs of different interests. They ensure that professional social work counsel and experience are available and inform decision-making at a strategic level, supporting the organization to do things right and also to do the ‘right thing’.

They aim to ensure that the services provided promote positive outcomes and experiences for people, families, careers, and communities. They pro-actively seek feedback from a range of sources to inform strategic decision-making. They provide strategic leadership to ensure effective risk management practice, through the development of excellent inter-agency collaboration and communication. Strategic leaders work across organizations with partners, at local, regional and national levels seeking out best evidence-informed or emerging practice. They support the development of social work knowledge and skills, influencing the development of the profession. They lead and initiate change within and across organizations to improve quality and outcomes.

As with the advanced level, there are three developmental pathways: Strategic Social Work Educator, Principal Social Worker and Strategic Social Work Manager. The three pathways, or areas of expertise, whilst distinctive, will not necessarily be mutually exclusive, and many social workers will wish to develop capabilities across the pathways, reflecting their expected career progression.

- Strategic Social Work Educators: take the responsibility for responding to professional development needs, including those from initiatives and policy, liaising locally, regionally and nationally to seek out best practice. They respond to learning needs that emerge from audit, analysis and serious case reviews locally and nationally. They will use this information to plan implementation across the organization ensuring such developments dovetail with other organizational developments and priorities. They ensure that a workforce and/or academic development strategy is in place within the organization to ensure that staff and students are equipped to deliver quality outcomes for people who use services, families and careers. This will include collating, analyzing and reporting on information to measure the impact and outcomes for the workforce, organization and the service provided. They will lead on ensuring that partnership arrangements are in place to deliver workforce or academic development requirements. They will take a pro-active stance on developing the body of social work knowledge within and outside of the organization; they will champion research and evidence-informed practice.

- Principal Social Workers: take a professional lead across an organization, and have a responsibility for supporting and advising on the quality of practice. They provide professional leadership for social work practice, and continue to directly engage and work with people who use services, families and careers. They draw on this

professional experience to influence strategic decision-making across the organization. They use their knowledge and skills to inform the wider functions of the organization, beyond social work and 'social care' boundaries. They take the responsibility for identifying and responding to new initiatives and changes in legislation and government policy. They will liaise and develop professional networks locally, regionally and nationally to identify and influence practice improvements. Principal Social Workers ensure that organizational change takes account of professional social work issues. They develop and sustain partnership arrangements with stakeholders within and across organizations. They promote and take part in developing the body of social work knowledge and research within and outside of the organization, working in partnership to ensure that developments reflect the needs of front line practice.

- **Strategic Social Work Managers:** are skilled managers and leaders. They work with stakeholders, including service users, careers, families and communities to deliver change and quality improvements. Professional leaders at this level are responsible for ensuring social work practice and values deliver positive outcomes. They promote local and national research and evaluation to influence and develop social work evidence-informed practice. They lead, motivate and inspire social workers and others across organizations ensuring the services provided are effective and responsive. They are knowledgeable about the communities and the political context in which they work. They promote equalities, inclusion and diversity within strategic decision-making. They advise on the impact of policy and practice for people in more excluded groups or communities. They use their influence within and across organizations working pro-actively to initiate, manage and support change within and across organizations to meet the needs of their whole community.

The Roles of Social Workers in the Field of Addiction with Regard to Strategic Management

Social workers regularly encounter individuals, families, and communities affected by social problems such as addiction. In many countries social workers specialize in alcohol, tobacco, and other drugs field, whereas others provide services to individuals and their families in specialty settings in which addiction is often integral to the clients' presenting problems.

In order to discuss the role of social support in addiction recovery, we must first define social support and identify key features of social support.

Social support is a general rubric that encompasses at least three distinct types of support:

1. perceived support
2. enacted support
3. social integration

Perceived support: Perceived support also known as functional support (Wills & Filer, 2001) is the subjective judgment that family and friends would provide quality assistance with future stressors. People with high perceived-support believe that they can count on their family and friends to provide quality assistance during times of trouble. This assistance may include listening to the stressed person talk about troubles, expressing warmth and affection, offering advice or another way of looking at the problem, providing specific assistance such as looking after the children, or simply spending time with the stressed person.

Enacted support: Enacted support reflects the same kinds of assistance just listed, but emphasizes specific supportive actions, whereas perceived support emphasizes the stressed person's judgment that such actions would be provided if needed. Surprisingly, perceived and enacted support are only modestly related (Lakey & Drew, 1997).

Social integration: Social integration refers to the number or range of different types of social relations, such as marital status, siblings, and membership in organizations such as churches, mosques or temples. Social integration is most often only weakly related to perceived and enacted support (Barrera, 1986).

Social support can be a very powerful and beneficial force in the recovery process. The benefits of social support can:

- counteract shame, isolation and secrecy,
- reduce stress
- decrease isolation and loneliness,
- increase safety and security,
- help individual to escape the narrow world of one's own concerns,
- make the sense of belongingness and inclusion,
- enhance sense of meaning and purpose,
- hope and optimism about the future,
- provide valuable information like telling someone about a helpful website about addiction,
- provide necessary or desirable resources like giving someone a book about recovery,
- provide concrete assistance like driving someone to the doctor's office,
- provide emotional support such as empathic listening; encouragement; understanding; compassion; shared problem-solving

Conclusion and Suggestions

Social workers are the primary providers of psychosocial services in addiction treatment centers around the world. With their expertise in addiction and its psychosocial impact on clients and their family and community, social workers have training in dealing with psychosocial issues such as anxiety, family relationships, changes in lifestyle during and following treatment. Social workers are also there to help clients with re-integration in to the workforce and to cope with fears about recovery which is stressor experienced by many addicted clients. Social workers can assist with practical needs such as employment and financial stressors caused by the illness. The social worker is an important link in the chain of communication that takes place in busy centers. Social workers accompany clients through all phases of the recovery and the following hints describe the role of the social worker in more detail along the treatment trajectory:

1. Viewing the client as part of a larger system while providing individualized treatment, as appropriate, is a mainstay of delivery of effective services.
2. Addiction and the process of recovery can significantly disrupt a client's family system therefore the intervention of social workers is needed.
3. Understanding the implications of addiction recovery with regard to client abilities is a key factor to be considered.
4. Social work practice should focus on early prevention and the importance of education for teens and adults.
5. To meet the needs of clients with addiction, social workers must pay attention to legislative and public policy at local and national levels to support client success in process of recovery.
6. Social workers should provide a basis for advocating for clients to be treated with respect and dignity, have their confidentiality protected, have access to supportive services, and have appropriate inclusion in decision making.
7. Anticipate and provide strategic leadership for social workers and others, engaging locally, regionally and nationally, to positively influence developments that affect social work.
8. Initiate and facilitate effective multi-agency partnership working, to drive improvements in performance and outcomes for people who use services, families, careers and communities.
9. Maintain a sophisticated knowledge of the law relevant to your area of responsibility, using it to support strategic decision making.

10. Advise others and seek out specialist advice where necessary. Ensure social workers have access to legal advice and information where needed.

11. Initiate, facilitate and enable organizational development at a local, regional and national level, providing professional leadership as needed.

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