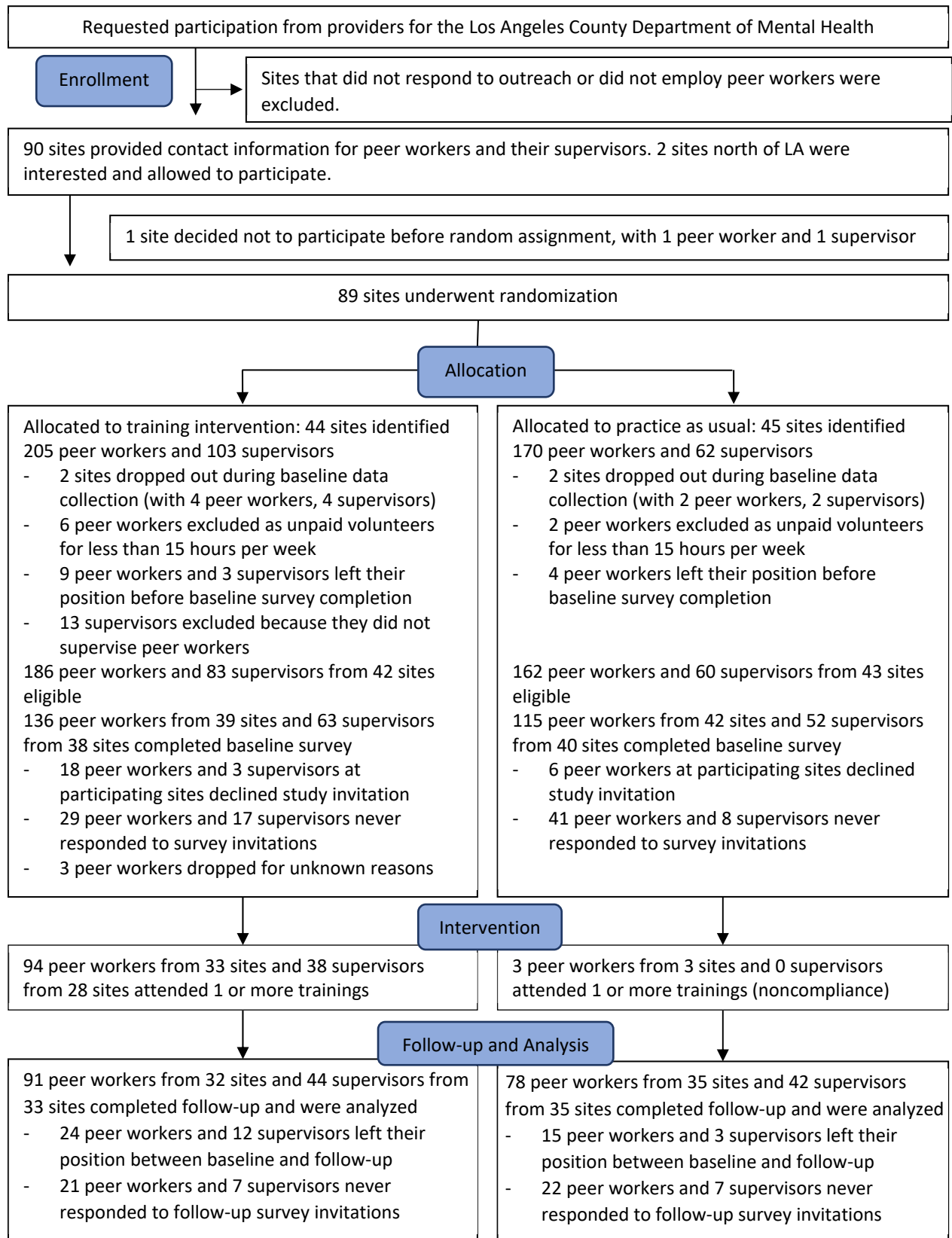


Online supplement. CONSORT flow diagram of site selection and allocation.



Site outcomes	
<i>Peer supportive organizational climate</i> – primary outcome, 6 items, 7-point Likert scale, $\alpha = .94$	
Definition	Peer worker-reported organizational inclusion and support for peer workers
Source	Perceived Organizational ‘Lived Experience’ Climate scale ¹
Item ex.	Administrators regularly organize events and activities to promote peer inclusion and involvement.
<i>Recovery orientation of services</i> – secondary outcome, 4 items, 7-point Likert scale, $\alpha = .96$	
Definition	Peer worker perceptions of the extent to which providers at their organization treated service users with respect, helped them feel valued, communicated honestly, and provided equitable resolution of disagreements
Source	Organizational Culture scale from Recovery Orientation of Services Evaluation. ²
Item ex.	Service users feel respected by service providers.
Supervisor outcomes	
<i>Mental health stigma</i> – primary outcome, 15 items, 5-point Likert scale, $\alpha = .74$	
Definition	Supervisor reported negative attitudes towards people with mental health problems including a desire to maintain distance, low possibility of recovery, and dangerousness
Source	Stigma scale ³
Item ex.	I would feel unsafe around a person with a mental health problem.
<i>Perceived utility of peer support</i> – secondary outcome, 3 items, 11-point Likert scale, $\alpha = .84$	
Definition	Attitudes about the utility of peer support
Source	modified from a 12-step group attitudes scale ⁴
Item ex.	In your professional judgement, how helpful is peer support?
<i>Supervisor job satisfaction</i> – secondary outcome, 1 item, 5-point Likert scale	
Definition	Self-reported job satisfaction
Source	Individual Work Performance Questionnaire. ⁵
Item ex.	Overall, how satisfied are you with your job?
<i>Supervision quality</i> – secondary outcome, 11 items, 7-point Likert scale, $\alpha = .97$	
Definition	Peer perceptions of supervision effectiveness, supportiveness, and satisfaction
Source	Supervision Evaluation and Supervisory Competence Scale ⁶
Item ex.	Overall, supervision significantly enhanced my competence as a practitioner and professional.
Proximal peer worker outcomes	
<i>Supervisor/peer worker relationship</i> – secondary outcome, 12 items, 7-point Likert scale, $\alpha = .95$	
Definition	Supervisor-reported relationship quality and emotional bond with peer worker
Source	Safe base subscale of the Supervisory Relationship Measure ⁷
Item ex.	[Peer worker name] and I have a good professional relationship.
<i>Discrimination experience</i> – secondary outcome, 5 items, 4-point Likert scale, $\alpha = .96$	
Definition	Experience with discrimination related to mental health
Source	Perceived Discrimination subscale of Internalized Stigma of Mental Illness scale ⁸
Item ex.	People discriminate against me because I have a mental illness.

<i>Use of peer support</i> – secondary outcome, 9 items, 8-point Likert scale, $\alpha = .86$	
Definition	Time spent on peer support activities (e.g. peer mentoring, referring to self-help groups), relative to other tasks such as case management and clerical tasks
Source	Created by authors
Item ex.	When working, how much time do you spend on the following activities in a typical week...Case management.
Distal peer worker outcomes	
<i>Recovery</i> – primary outcome, 24 items, 5-point Likert scale, $\alpha = .94$	
Definition	(a) personal confidence and hope, (b) willingness to ask for help, (c) goal and success orientation, (d) reliance on other, and (e) not dominated by symptoms
Source	Recovery Assessment Scale-Short Form ⁹
Item ex.	I'm hopeful about my future.
<i>Work contributions</i> – secondary outcome, 12 items, 7-point Likert scale, $\alpha = .92$	
Definition	Peer worker productivity and work quality, as perceived by the supervisor
Source	Trainee contribution subscale of the Supervisory Relationship Measure ⁷
Item ex.	[Peer worker name] is able to hold an appropriate work load.
<i>Peer worker job satisfaction</i> – secondary outcome, 1 item, 5-point Likert scale	
Definition	Self-reported job satisfaction
Source	Individual Work Performance Questionnaire ⁵
Item ex.	Overall, how satisfied are you with your job?
<i>Work-related burnout</i> – secondary outcome, 7 items, 5-point Likert scale, $\alpha = .85$	
Definition	Sense of exhaustion and low energy because of work
Source	Copenhagen Burnout Inventory ¹⁰
Item ex.	Are you exhausted in the morning at the thought of another day at work?
<i>Sick leave and disability days</i> – secondary outcome, 1 item	
Definition	Peer worker reported number of sick leave or disability days in past 6 months
Source	Based on self-reported sick leave research ¹¹
Item ex.	How many sick leave or disability days have you had within the last 6 months?
<i>Brief symptom inventory</i> – secondary outcome, 27 items, 4-point Likert scale, $\alpha = .97$	
Definition	Assessed anxiety, depression, and other mental health symptoms
Source	Subscales for Anxiety, Obsession-Compulsion, Hostility, Depression, and Interpersonal Sensitivity of the Brief Symptom Inventory. ¹²
Item ex.	Feeling fearful.
<i>Stress</i> – secondary outcome, 6 items, 5-point Likert scale, $\alpha = .92$	
Definition	Global self-reported stress
Source	Perceived Stress Scale ¹³
Item ex.	In the past 30 days how often have you... Felt that you were unable to control the important things in your life?
<i>Social Support</i> – secondary outcome, 3 items, 6-point Likert scale, $\alpha = .81$	
Definition	Satisfaction with social support
Source	Social Support Questionnaire ¹⁴
Item ex.	How satisfied are you with the support you have when you need help?

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