Organizational Attributes and their Impact on Client Engagement

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Staff Attributes

- **Staff Satisfaction**
  - Measure of organizational effectiveness (Scott & Shortell, 1983)
- **Burnout**
  - Job performance
    - Absenteeism, intentions to quit, and turnover
    - Low sense of personal accomplishment (Cordes & Dougherty, 1993; Leiter, 1988)
- **Stress**
  - Organizational Factor
    - Linked to both burnout and satisfaction
    - Client engagement

TCU Treatment Process Model (Stage-based assessments & interventions)

Based on Simpson, 2004; Simpson & Joe, 2004

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Introduction

Organizational Factors

Client Engagement

Client Outcomes

Moderators:
- Staff Influence
- Staff Efficacy
- Caseload

Burnout

Overall condition of emotional exhaustion due to overload in demands (Freudenberger, 1974)

 Emotional Exhaustion
 Intentions to Quit
 Staff Absenteeism

Clients Less Satisfied with Care
 Clients Prematurely Dropping Out

(Bowen & Twemlow, 1978; Leiter et al., 1998)

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Staff Satisfaction

One’s beliefs, attitudes, and behaviors towards one’s job (Weiss, 2002)

- Higher Satisfaction
- Fewer Client Conflicts
- Higher Client Satisfaction
- Higher Client Engagement
- Client Compliance

Killapay et al., 2009
Weisman & Nathanson, 1985

Adverse Effects of Stress

High Levels of Stress → Client Outcomes

- Lower job satisfaction
- Higher turnover
- Increased absenteeism
- Lower productivity

Cummins, 1990; Spielberger & Reheiser, 1995

Moderators of Stress

- Self-Efficacy
  - Bandura’s behavior change theory (1997)
  - Challenging tasks
  - Higher goals
- Staff Influence
  - Perceived level of control and authority in response to both direct and indirect changes that occur in the workplace
  - Ameliorate high levels of stress (Johnson et al., 2006)

Bhagat & Allie, 1989; Borucki, 1987; Schwarzer & Hallum, 2008

Caseload

- Increased Emotional Exhaustion
- Increased Depersonalization
- Decreased Personal Accomplishment
- Increased Role Stress

Borucki, 1987; Broome, Knight, Edwards, Flynn, 2009; Iverson et al., 1998

Method

- 115 Outpatient Drug-Free Treatment Programs
- 2004-2005 Treatment Costs and Organizational Monitoring (TCOM) project

Method

- 445 counseling staff (89 programs)
- 5,013 clients
- Survey of Structure and Operations (SSO)
- Survey of Organizational Functioning (SOF)
- Client Evaluation of Self and Treatment (CEST)
Organizational Factors
- Burnout
- Satisfaction
- Influence
- Efficacy
- Stress

Client Engagement
- Treatment Satisfaction
- Counselor Rapport
- Treatment Participation

Caseload
- Average number of clients per counselor

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Results
- Stress
  - Burnout
  - Satisfaction
  - Client Outcomes
    - Treatment Satisfaction
    - Counselor Rapport
    - Treatment Participation

Mediation
- Stress
  - Burnout
  - Treatment Satisfaction

Figure 3. Standardized regression coefficients for the relationship between stress and client outcomes as mediated by burnout. The standardized regression coefficient between stress and client engagement controlling for burnout is in parentheses.
- Burnout
  - Stress
  - Satisfaction

Figure 4. Standardized regression coefficients for the relationship between stress and treatment participation as mediated by burnout. The standardized regression coefficient between stress and treatment participation controlling for burnout is in parentheses.
- Burnout
  - Stress
  - Counselor Rapport

Figure 5. Standardized regression coefficients for the relationship between stress and counselor rapport as mediated by burnout. The standardized regression coefficient between stress and counselor rapport controlling for burnout is in parentheses.
Mediation

Burnout

Stress

- .35**

- .05

Treatment Participation

Figure 6. Standardized regression coefficients for the relationship between stress and treatment satisfaction as mediated by burnout. The standardized regression coefficient between stress and treatment satisfaction controlling for burnout is in parentheses.

* p < .05   ** p < .01

Mediation

Satisfaction

Stress

- .35*  (-.34*)

Treatment Participation

Figure 7. Standardized regression coefficients for the relationship between stress and client engagement as mediated by satisfaction. The standardized regression coefficient between stress and client engagement controlling for satisfaction is in parentheses.

* p < .05   ** p < .01

Moderation - Influence

Low Stress

High Stress

Low Influence

High Influence

Burnout

Moderation - Caseload

Low Stress

High Stress

Low Number of Clients

High Number of Clients

Burnout

Discussion

• Burnout and Satisfaction
• Influence and Efficacy
• Caseload
• Stress
  — Challenge or hindrance
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