A Strategic Perspective for Improving Implementation of Addiction Treatment Resources

D. Dwayne Simpson, Ph.D.
TCU Institute of Behavioral Research
Fort Worth, Texas

Process of Client Change

Using

Engage & Commit
Begin Changes
Sustain Efforts
Quitting

Medications?

Innovation Adoption by Programs?
1. Motivation for it & complexity
2. Staff attributes & program “climate”
Evidence-based Innovations

Key issues for efforts to improve treatment

- Early Engagement
  - Participation
  - Therapeutic Relationship

- Cognitive Interventions

- Behavioral Interventions

Retention Cycle

- Early Recovery
  - Changes in Thinking, Acting

- Recovery Threshold

- Aftercare Services or Support Networks
  - Follow-up Outcomes
    - Drug use
    - Crime
    - Social Functions

- Voc/Educ/Health Services
  - Case Mgmt for Aftercare Support

Users: Problem Severity & Treatment Readiness

- Readiness Interventions
- Motivation, Induction

- Therapeutic Relationship

Simpson, 2001 (Addiction), 2004 (JSAT), 2006 (CMAP)

Program Variations in Retention of Clients

Therapeutic Engagement

- Best Program
  - 65%
  - 3+ Mos in Long-Term Residential (n=17)

- Poorest Program
  - 21%
  - 3+ Mos in Outpatient Drug-Free (n=14)

Simpson, Joe, Broome, Hiller, Knight, & Rowan-Szal, 1997 (PAB)
Therapeutic Engagement
- Participation
- Rapport
- Satisfaction (CEST Scales)

Correlation Coefficients (n=998)

Motivation
Desire for Help
Trt Readiness

Self Esteem
Depression

Risk Taking
Social Conscious

Peer Support
Social Support

For CJ Sample:
Criminal Thinking Patterns (CTS)

Counselor Skills/Attributes

Program Functioning

Preliminary Findings from Study of Clients/ Counselors in UK

Treatment Services & Environment

Users:
Problem Severity & Treatment Readiness

Aftercare Services or Support Networks

Follow-up Outcomes
- Drug use
- Crime
- Social Functions

Social Interventions
- Cognitive Interventions
- Recovery Skills Training

Behavioral Interventions
- Early Engagement
  - Participation
  - Therapeutic Relationship

Social Skills Training
- Early Recovery
  - Changes in:
    - Thinking
    - Acting

Recovery Process
- Adequate Retention


© 2007 TCU Institute of Behavioral Research, Fort Worth, Texas. All rights reserved.
IBR Web site: www.ibr.tcu.edu
Organizational Functioning

Motivation:
- Program Needs
- Training Needs
- Pressures

Resources:
- Offices/Staffing
- Training
- Equipment

“Better organizations” provide “better services”

Staff Attributes:
- Growth
- Efficacy
- Influence
- Adaptability

Climate:
- Mission
- Cohesion
- Autonomy
- Communication
- Stress
- Change

Treatment Environment

Simpson, 2002; Lehman et al, 2002 (JSAT)

Climate: Cohesion of Staff
(Scale scores range = 10-50)

Is this “common”?

12 programs at TCU Workshop

TCU/NF-ATTC Survey (April 2001)
**Climate: Cohesion of Staff**
(Scale scores range = 10-50)

<table>
<thead>
<tr>
<th>Program Cohesion of Staff</th>
<th>Scale Scores</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lowest</td>
<td>23</td>
<td>45</td>
</tr>
<tr>
<td>Highest</td>
<td>35</td>
<td>45</td>
</tr>
<tr>
<td>Norm</td>
<td>50% of Programs</td>
<td>75%</td>
</tr>
</tbody>
</table>

45 Programs (ITEP/BTEI Projects)

NTA ITEP/BTEI Projects (2006-07)

---

**Organizational Functioning Profiles**
(ORC Mean Scores for TX Agency Staff Members)

<table>
<thead>
<tr>
<th>Needs</th>
<th>Resources</th>
<th>Staff Attributes</th>
<th>Organizational Climate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TCU Organizational Readiness for Change (ORC-S) Scores
NTA ITEP/BTEI Projects (2006-07)

© 2007 TCU Institute of Behavioral Research, Fort Worth, Texas. All rights reserved.
IBR Web site: www.ibr.tcu.edu
Treatment System Components

Organizational Functioning & Change
(Staff Motivation, Resources, Attributes, Climate)

Users:
- Problem Severity & Treatment Readiness

Recovery in Treatment
- Early Engagement
  - Participation
  - Therapeutic Relationship
- Adequate Retention
  - Early Recovery
  - Changes in --
    - Thinking
    - Acting

Targeted Interventions
(Behavioral & Cognitive)

Other Treatments or Support Networks
- Follow-up Outcomes
  - Drug use
  - Crime
  - Social Functions

Simpson, 2002, 2004 (J Substance Abuse Treatment)

Implementing Innovations

Evidence?

Implementation Process
- Training
  - Relevance
  - Quality
- Adoption
  - Decisions
  - Actions
- Practice
  (Staff & Services Delivery)
- Implementation
  - Effectiveness
  - Feasibility

Organizational Readiness
- Motivation
- Resources

Treatment Environment
- Staff Attributes
- Staff Climate
- Organizational Functioning

Simpson & Flynn, 2007; Simpson, 2002 (JSAT)
Program Needs, Functioning, & Innovation Implementation

6-9 Months Before
Strategic Planning
Training Workshop A
Evaluation (WEVAL)

2-6 Months Before
Program Staff & Clients
Functioning (ORC/CEST-1)

2-6 Months After
Program Staff
Changes (WAFU)

6-9 Months After
Program Staff & Clients
Functioning (ORC/CEST-2)

Training needs & readiness predict staff responses to training
Level of program functioning predicts staff responses to training
Quality of training & staff responsiveness predict client functioning

Simpson & Flynn, 2007 (Special Issue of JSAT)