Organizational Readiness for Stage-based Dynamics of Innovation Implementation

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

Program Needs, Functioning, & Implementation “Process”

**Action Plan?** Program Needs, Functioning, & Implementation “Process”

**Staff attitudes & commitments** – Program training needs
- Organizational readiness for change
- Innovation selections/training
- Innovation impact

**Measures & applications?**
- Assessments from staff/leaders/clients
- Guidelines for preparations/decisions
- Conceptual framework for implementation

Simpson & Flynn, 2007 (Special Issue of JSAT)
Organizational Readiness for Stage-based Dynamics of Innovation Implementation
D. Dwayne Simpson, Ph.D.
Institute of Behavioral Research (IBR)
Texas Christian University (TCU)

Stockholm Conference on Implementation & Translational Research
IMS/ Swedish National Institute of Public Health
October 15-16, 2007, Stockholm

Innovation Planning & Implementation

Organizational Infrastructure
1. Program needs/resources?
2. Structure/functioning?
3. Readiness for changes?

Services Infrastructure
1. Treatment process/dynamics?
2. Needs/progress assessments?
3. Therapeutic interventions?

Innovation Implementation Process

1. Training
   - Relevance
   - Accessible
   - Accredited

2. Adoption
   A. Decision
      - Leadership
      - Quality/Utility
      - Adaptability
   B. Action
      - Capacity
      - Satisfaction
      - Resistance

3. Implementation
   - Effectiveness
   - Feasibility
   - Sustainability

4. Practice Improvement
   - Outcomes
   - Services
   - Budget

Motivation
Resources
Staff Attributes
Program Climate

Organizational Readiness & Functioning

Planning & Assessment Schedule

12 Months Before

Strategic Planning
Program Staff

Needs (PTN-1)

4-6 Months Before

Program Staff & Clients

Functioning (ORC/CEST-1)

Training

Innovation A

Innovation B

Innovation C

4-6 Months After

Innovation A

Innovation B

Innovation C

Program Staff

Program Staff

Program Staff

Program Staff

Evaluation (WEVAL)

Changes (WAFU)

Functioning (CEST-2)

Functioning (ORC/PTN-2)

4-6 Months After

Program Clients

6-9 Months After

Program Clients

12 Months After

Program Clients

Program Clients

Program Staff

1. Is there staff agreement on innovation needs? What are they?
2. Is program functioning related to innovation readiness?
3. Is quality of training related to adoption decisions?
4. Is trial implementation related to staff training & barriers?
5. Do client perceptions of program improve?
6. Do staff perceptions of program needs change over time?

Simpson, Joe, & Rowan-Szal, 2007 (Special Issue of JSAT)

© 2007 TCU Institute of Behavioral Research, Fort Worth, Texas. All rights reserved.
IBR Web site:  www.ibr.tcu.edu
Measures of Program Training Needs

Staff attitudes & perceptions --

<table>
<thead>
<tr>
<th>PTN Scales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program Facilities/Climate</td>
</tr>
<tr>
<td>2. Satisfaction with Past Training</td>
</tr>
<tr>
<td>3. Preferences for New Training</td>
</tr>
<tr>
<td>4. General Training Needs of Staff</td>
</tr>
<tr>
<td>5. Preferences for Training Styles</td>
</tr>
<tr>
<td>6. Program Computer Resources</td>
</tr>
<tr>
<td>7. Training Barriers</td>
</tr>
</tbody>
</table>

Rowan-Szal, Greener, Joe, & Simpson, 2007 (Special Issue of JSAT)

Measures of 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

Simpson, 2002; Lehman et al, 2002; Simpson & Flynn, 2007 (JSAT)
Climate: Cohesion of Staff
(Scale scores range = 10-50)

Ready for Change?

Lowest
25% Norm
50% of Programs

23

UK

Highest
75% Norm

45

45 Programs (ITEP/BTEI Projects)

NTA ITEP/BTEI Projects (2006-07)

Program X Scores (With 25-75% ORC Norms)

TCU Organizational Readiness for Change (ORC-S) Scores

Simpson & Dansereau, 2007 (Science & Practice Perspectives)
Innovation Planning & Implementation

Organizational Infrastructure
1. Program needs/resources?
2. Structure/functioning?
3. Readiness for changes?

Services Infrastructure
1. Treatment process/dynamics?
2. Needs/progress assessments?
3. Therapeutic interventions?

Innovation Implementation Process

1. Training
   - Relevance
   - Accessible
   - Accredited

2. Adoption
   A. Decision
      - Leadership
      - Quality/Utility
      - Adaptability
   B. Action
      - Capacity
      - Satisfaction
      - Resistance

3. Implementation
   - Effectiveness
   - Feasibility
   - Sustainability

4. Practice Improvement
   - Outcomes
   - Services
   - Budget

Organizational Readiness & Functioning

Motivation
Resources
Staff Attributes
Program Climate

Practice Improvement

• Outcomes
• Services
• Budget

Program Readiness

• Needs
• Severity
• Motivation

Change
Changes in -
- Thinking
- Acting

Retention Threshold

Treatment Readiness:

Detox/Meds
Behavioral Interventions
Social Skills Training

Other Treatments or Support Networks

Follow-up Outcomes
- Drug use
- Crime
- Social

Simpson, 2007 (Special Issue of JSAT)

Simpson & Flynn, 2007 (JSAT)