A Strategic Perspective for Improving Addiction Treatment Resources and Implementation

D. Dwayne Simpson, Ph.D.
Institute of Behavioral Research (IBR),
Texas Christian University (TCU)

Richmond Behavioral Health Authority (RBHA) and Virginia Commonwealth University (VCU), Institute of Drug and Alcohol Studies (IDAS)
Evidence-Based Practices Implementation Network
Assessing Organizational Readiness to Implement Innovation
Richmond, VA; November 14, 2007

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Pathway to Recovery in Treatment

Resources developed for “targeted” Assessments & Interventions
Simpson, 2004; Simpson & Joe, 2004 (J Substance Abuse Treatment)

TCU Assessments of Client Functioning

Scores & interpretations?
Joe, Broome, Rowan-Szal, & Simpson, 2002 (J Substance Abuse Treatment)

TCU TX Motivation Scales
(N=9,833 Clients)

TCU TX Engagement Scales
(N=9,833 Clients)

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Cognitive Intervention
("Mapping" Planning & Communications)

- Motivation
- Early Engagement
- Early Recovery
- Retention

Strategy used in all TCU interventions

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Mapping: A Visual Representation Strategy

- Married & 3 children
- Fort Worth, Texas

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Series of Specialized Interventions

- Early Engagement
- Recovery skills
- Early Recovery

Key issues for efforts to improve treatment

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TCU Interventions (manual-guided)

- Getting Motivated to Change (for readiness)
- Mapping TX Plans (for care planning)
- Anger Management (for cognitive focusing)
- Contingency Management (for participation)
- Criminal Thinking (for thinking patterns)

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TCU Interventions (manual-guided)

- HIV Prevention & Sexual Health
- Building Social Networks
- Better Ideas for Communication
- Better Parenting Skills
- Preparing for Transition
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Cumulative Effect of Interventions

Program Variations in Retention of Clients

Therapeutic Engagement

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

Planning & Assessment Schedule

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Innovation Planning & Implementation

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

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

Innovation Implementation Process
1. Training -resources -accessibility -accreditation
2. Adoption
A. Decision -Leadership -quality -Adaptability
B. Active -capacity -satisfaction -resistance
3. Implementation -effectiveness -sustainability -cost
4. Practice -improvement -outcomes -services -budget

Motivation
- Resources
- Program readiness
- Staff attributes
- Organizational readiness & functioning

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

Measures of Program Training Needs

PTN Scales
1. Program facilities/climate
2. Satisfaction with past training
3. Preferences for new training
4. General training needs of staff
5. Preferences for training styles
6. Program computer resources
7. Training barriers

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

Lowest
1. Ready for change?
2. Program facilities/climate
3. Satisfaction with past training
4. Preferences for new training
5. General training needs of staff
6. Preferences for training styles
7. Program computer resources
8. Training barriers

Highest
12 programs at TCU Workshop

TCU/NIATTC Survey (April 2001)

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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/progесс assessments?
3. Therapeutic interventions?

Innovation Implementation Process
1. Training - resources - access
2. Adoption - readiness - commitment
3. Implementation effectiveness - sustainability - cost

4. Practice implementation - outcomes - budget

Measuring Needs & Functioning

Users: Problem Severity & Treatment Readiness

Early Engagement
- Participation
- Therapeutic relationship

Retention Threshold

Early Recovery
- Thrusting activity

Changes in Client Functioning Over Time

Average scores for Clients: Intake vs Time 2 (N=234)

TCU Client Evaluation of Self & Treatment (CEST) Scores

Simpson & Flynn, 2007 (Special Issue of JSAT)

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Innovation Planning & Implementation

Innovation Implementation Process

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