“Technology Transfer: The Road to Change”
(Theme of JSAT Special Issue, Simpson & Flynn)

A. Strategic Planning
1. Survey needs (PTN)
2. Assess functioning (ORC/CEST)
3. Diagnosis & planning

B. Organizational Needs?
1. Define goals
2. Adopt action plans
3. Evaluate progress

C. Technology Needs?
1. Training
   - Relevance
   - Competence
   - Materials

2. Adoption Decisions
   - Satisfaction
   - Values fit

3. Trial Implementation
   - Ease of use
   - Feedback

4. Routine Practice
   - Monitoring
   - Rewards

I. Institutional & Personal Readiness
   - Motivation
   - Resources

O. Organizational Dynamics
   - Staff Attributes
   - Unit Climate

Evaluations of ‘Technology Change’

<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>Training</th>
<th>Program Staff</th>
<th>Program Staff &amp; Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>~6 Mos Before</td>
<td>2-4 Mos Before</td>
<td>Needs (PTN)</td>
<td>Functioning (ORC/CEST)</td>
</tr>
<tr>
<td>Program Staff</td>
<td></td>
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<tr>
<td>Are program motive/needs related to functioning or training plans? (1-3)</td>
<td>Is program functioning (staff/clients) related to adoption of training? (2-4)</td>
<td>Is quality of training (satisfaction &amp; value fit) related to its adoption? (3-4)</td>
<td>Is program need/structure related to how well staff adopt training for change? (1,2-4)</td>
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</tbody>
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**Major Resource Needs in Trt Programs**

(Staff survey of training need; PTN n=589)

**Program Services (>75%)**
- Info on new medications
- Improving family involvement
- Dual diagnosis & services
- Brief tools for diagnostic screening
- Conceptual model of treatment process

**Counselor Training (>70%)**
- Techniques for client
  - Participation in trt
  - Thinking skills
  - Problem-solving skills
  - Cognitive focus

Resources on Internet
Info sharing between programs (>90%)

Based on Rowan-Szal et al. (in preparation)

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**TCU Treatment Model**

Trt Process-Assessments-Interventions-Organizations

The “Black Box”

**Motivation: Problem Severity & Treatment Readiness**

**Engagement**
- Participation
- Therapeutic Relationship

**Adequate Retention**

**Functioning**
Changes in --
- Thinking
- Acting

**Program**
- Needs
- Resources
- Staff skills
- Climate

Based on Simpson, 2004 (JSAT)