Planning and Managing Change for Clients and Organizations

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Outcomes for Cocaine Users (DATOS)
% Changes from Before to After Treatment (n=708)

Simpson, Joe, & Broome, 2001 (Arch Gen Psychiatry)
Weekly Cocaine Use (Adjusted) in Year After Treatment

High Problem Patients (p<.001)

Simpson, Joe, Fletcher, Hubbard, & Anglin, 1999 (Arch Gen Psychiatry)

Process of Change

Common across different types of drug users!
Major Needs by Treatment Staff
(from PTN staff surveys; n~600)

Program Services (>75%)
- Info on new medications
- Dual diagnosis & services
- Brief assessments of needs & performance
- Improving social support networks
- 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%)

Rowan-Szal et al. (in review)

“Process Model” for Treatment

Users: Problem Severity & Treatment Readiness

Early Engagement
- Participation
- Therapeutic Relationship

Adequate Retention

Early Recovery
- Changes in Thinking

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

Targeted Interventions (Behavioral & Cognitive)

Recovery Cycle

Selection of Targeted Interventions

- Readiness Interventions
- Behavioral Interventions
- Social Skills & Support
- Recovery Cycle
- Early Recovery
- Adequate Retention
- Early Engagement
- Therapeutic Relationship
- Cognitive Interventions
- Recovery Skills Training
- Users: Problem Severity & Treatment Readiness
- Follow-up Outcomes
  - Drug use
  - Crime
  - Social Functions

TCU Brief Intervention Manuals

- M for Motivation
- Reducing Angry Feelings
- Criminal Thinking
- Better Communication
- Building Social Networks
- HIV Prevention & Sexual Health
- Contingency Management Strategies
- Cognitive-Mapping Guidebook

www.ibr.tcu.edu
Program Differences in Client Functioning
(Average scores for 3 Treatment Programs)

Specialized Interventions?

TCU Client Evaluation of Self & Treatment (CEST) Scores
Joe, Broome, Rowan-Szal, & Simpson, 2002 (J Substance Abuse Treatment)

Counseling Rapport
(% with HIGH Scores in 12 Programs)

TCU/NF-ATTC Survey (April 2001; “High” scores = >40)
Engagement (% High) by Motivation (Treatment Readiness)

- % High Rapport
- % High Participation

TCU/NF-ATTC Survey (April 2001)

Client Retention Rates for Programs (beyond minimum “thresholds” in DATOS)

- Best Program
  - 65% 3+ Mos in Long-Term Residential (n=17)
- Poorest Program
  - 21% 3+ Mos in Outpatient Drug-Free (n=14)
  - 16% 12+ Mos in Outpatient Methadone (n=10)

Simpson, Joe, Broome, Hiller, Knight, & Rowan-Szal, 1997 (PAB)
**Treatment Services & Environment**

- Users: Problem Severity & Treatment Readiness
- Behavioral Interventions
- Social Skills & Support
- Cognitive Interventions
- Recovery Skills Training
- Early Engagement
  - Participation
  - Therapeutic Relationship
- Adequate Retention
- Early Recovery
  - Changes in
    - Thinking
    - Acting
- Follow-up Outcomes
  - Drug use
  - Crime
  - Social Functions

**Organizational Functioning**

**Motivation:**
- Program Needs
- Training Needs
- Pressures

**Resources:**
- Offices/Staffing
- Training
- Equipment

**Staff Attributes:**
- Growth
- Efficacy
- Influence
- Adaptability

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

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IBR Web site: www.ibr.tcu.edu
Org. Climate: Cohesion
(Average scores – range 10-50)

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12 programs at TCU Workshop

TCU/NF-ATTC Survey (April 2001)

“Evidence-Based” Innovations

Simpson, 2002; Simpson & Dansereau; 2006

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IBR Web site: www.ibr.tcu.edu
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Dr. Dwayne Simpson/Texas Christian University (TCU)

“Promoting Organizational Functioning and Change” 23rd WFTC World Conference 2006
Invited Plenary, September 2, 2006 New York City

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Short-Cut Link to TCU/IBR Resources:
www.ibr.tcu.edu/info/wftc.html

- Reprints of selected magazine publications
  - Simpson & Dansereau (2006). Assessing organizational functioning as a step toward change. Science & Practice Perspectives, ...

- Download of WFTC Presentation (PDF or PPT)
- Information on National Treatment Evaluations (DATOS)
- Guide to TCU treatment assessments & manuals (free)