


PANEL on Implementing Innovations in TCs: Evidence for Readiness Assessments and Process of Change



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Panel on Implementing Innovations in TCs:  
 Evidence for Readiness Assessments  
 and Process of Change

## Staffing Stability and Organizational Readiness for Change

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1

## Innovation Implementation

**Organizational Infrastructure**

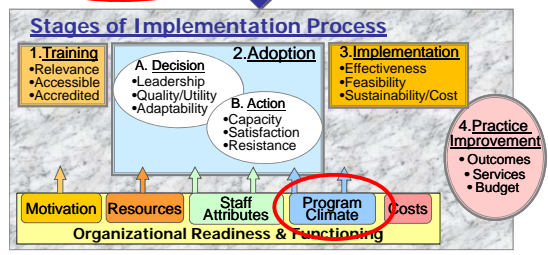
1. Program needs/resources?
2. Structure/functioning?
3. Readiness for changes?

**Services Infrastructure**

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

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### Stages of Implementation Process



1. **Training**  
 • Relevance  
 • Accessible  
 • Accredited

2. **Adoption**

A. **Decision**  
 • Leadership  
 • Quality/Utility  
 • Adaptability

B. **Action**  
 • Capacity  
 • Satisfaction  
 • Resistance

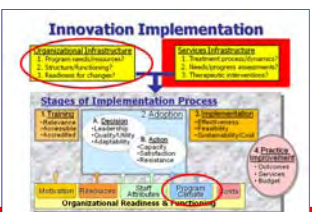
3. **Implementation**  
 • Effectiveness  
 • Feasibility  
 • Sustainability/Cost

4. **Practice Improvement**  
 • Outcomes  
 • Services  
 • Budget

Organizational Readiness & Functioning: Motivation, Resources, Staff Attributes, Program Climate, Costs

Simpson, 2002; Simpson & Flynn, 2007 (*Special Issues of JSAT*)

2



**Underlying assumption—that program staff are in place**

But turnover in both leadership and clinical staff is common in substance abuse treatment settings

3

## Implications of Turnover for Organizational Change

- Supervisors and managers tend to be more supportive of evidence-based practices (McGarty, et al., 2007)
- Turnover results in poorer adoption of EBPPs (Squires, et al., 2008)
- Turnover can threaten new initiative implementation and sustainability (Glisson, et al., 2008)

Adoption Decisions

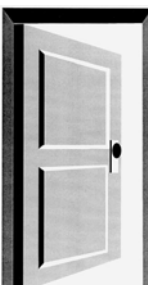
Action Planning

Implementation

Sustaining Efforts

4

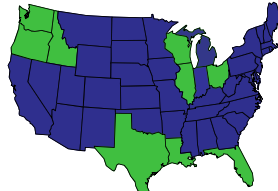
## How Stable is the Substance Abuse Treatment Workforce?



- Turnover is a Significant Problem** (Alcoholism & Drug Abuse Weekly, 2002; Gurel, Carise, Kendig, & McLellan, 2003; Institute of Medicine 1995)
- 18-25% of counselors leave their positions annually** (Gallon, Gabriel, & Knudsen, 2003; Knudsen, Johnson, & Roman, 2003)
- Rates exceed other occupations** (all occupations 11%, teachers 13%, nurses 12%; Knudsen, Johnson, & Roman, 2003)
- 54% of directors are in their position less than 1 year** (McLellan, et al., 2003)

5

## Treatment Costs and Organizational Monitoring (TCOM)



115 Programs

- Assessment of**
  - Program structure
  - Turnover
  - Organizational functioning
  - Client functioning
  - Costs
- Annually over 3 years
- Outpatient Drug-free

6

### TCOM Organizational Measures

**SSO (Structure)**

- Ownership
- Affiliation
- Service Approach
- Urban/Rural
- Client Contact
- Client Mix

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- Supervisor & Clinical Staff Turnover

**SOF (Job Attitudes)**

- Satisfaction
- Burnout
- Director Leadership

Broome, et al., 2007 (Special Issue of JSAT); Knight, et al., 2008 (HSR) 7

### What do we know about turnover among leadership?

Half of programs report 1 or more change in supervisors over 18 months

35% report 1 change  
12% report multiple changes

Change Level	Percentage
No Change	50%
1 Change	35%
2 Changes	12%

Turnover across 18 months 8

Programs with turnover in leadership are at risk for subsequent turnover

**Implications for clinical staff turnover?**

Category	% No Turnover	% Turnover
Initial Stability	71	29
Initial Turnover	56	44

Knight, Broome, Edwards, & Flynn (2008) 9

Organizational determinants of supervisor turnover?

Clinical staff turnover is higher in programs with supervisor turnover

Supervisor Turnover Status	Avg % Clinical Turnover
No Supervisor Turnover	19
Supervisor Turnover	41

Knight, Broome, & Flynn (2007) 10

### Regression Results for Program Structure & Turnover

**Program Structure**

- Ownership
- Parent Affiliation
- CJ Referrals
- Counseling Hours/Week

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**Supervisor Turnover**

Knight, Broome, Edwards, & Flynn (2008) 11

### Regression Results for Program Structure, Job Attitudes, & Turnover

**Program Structure**

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**Job Attitudes**

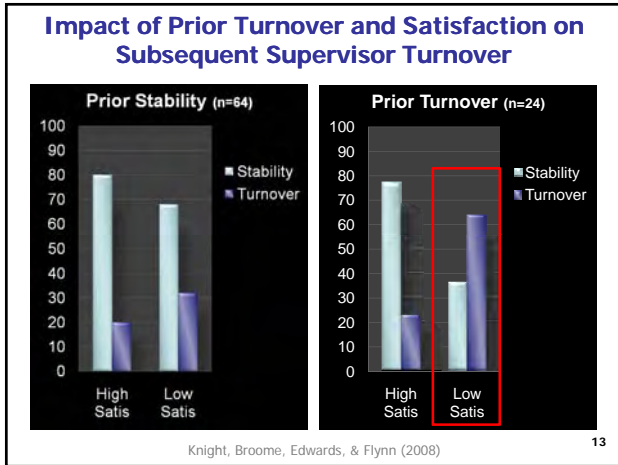
- Leadership
- Satisfaction

➔

**Supervisor Turnover**

Does the role of satisfaction differ with prior turnover?

Knight, Broome, Edwards, & Flynn (2008) 12



### Implications for Organizational Change

- Before starting a new initiative, determine the stability of current staffing
- Recognize that low satisfaction among staff may signal potential problems, particularly when following recent supervisor turnover
- Utilize communication networks to determine why lower satisfaction exists, and attempt to address these issues prior to starting a new project
- Build contingencies into action planning to ensure that implementation will continue if key staff leave

14

### Staffing Stability is Part of Organizational "Readiness" for Change

Must address organizational readiness prior to implementing change

- Higher Motivation
- Better Climates
- Higher Sense of Mission
- Higher Peer Support (JSAT Special Issue, 2007)

**Staff Retention & Leadership**

Innovation Implementation

15

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16