

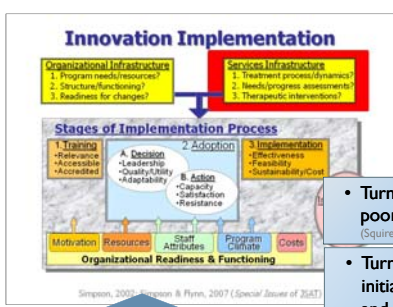


The Influence of Perceived Program Needs & Change Orientation on Counselors' Decisions to Quit

Danica K. Knight, Ph.D., Brittany Landrum, M.S., Jennifer R. Edwards, Ph.D., & Patrick M. Flynn, Ph.D.

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Innovation Implementation

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

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

Stages of Implementation Process

1. Training
-Relevance
-Accessible
-Accredited

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

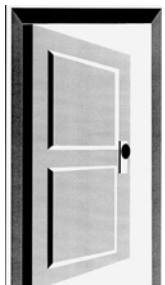
3. Implementation
-Effectiveness
-Feasibility
-Sustainability/Cost

Organizational Readiness & Functioning
Motivation Resources Staff Attributes Program Culture Costs

- Turnover results in poorer adoption of EBPPs (Squires, et al., 2008)
- Turnover threatens new initiative implementation and sustainability (Glisson, et al., 2008)

Underlying assumption—that program staff are in place

What Factors Contribute to individual Decisions to Leave?



- **Burnout/Emotional Exhaustion**
(Ellis & Miller, 1994; Knudsen, Ducharme, & Roman, 2006; Lake, 1998)
- **Low Job Satisfaction**
(Cotton & Tuttle, 1987; DeCillis & Summers, 1987; Eby, Freeman, Rush, & Lance, 1999; Jenaro, Flores, & Arias, 2007)
- **Stress**
(Ben-Dror, 1994; Kirk, Koeske, & Koeske, 1993)
- **Organizational Climate**
(Ducharme, Knudsen & Roman, 2008; Glisson, Schoenwald, Kelleher, Landsverk, Hoagwood, Mayberg, Green, 2008)

Organizational Climate: Job Demands & Resources

Job Demands: Aspects of a job that require sustained effort
Example: Program Needs

Job Resources: Aspects of a job that are functional, reduce job demands, or stimulate growth
Example: Program Change Orientation

Both contribute to personal job strain, motivation, and decisions to remain employed by an organization

Baaker & Demerouti, 2007 (Journal of Managerial Psychology)

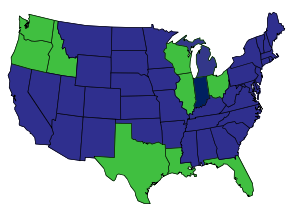
Purpose

To examine whether program needs (conceptualized as a job demand) and program change orientation (conceptualized as a job resource) interact to predict individual decisions to quit.

Research Questions

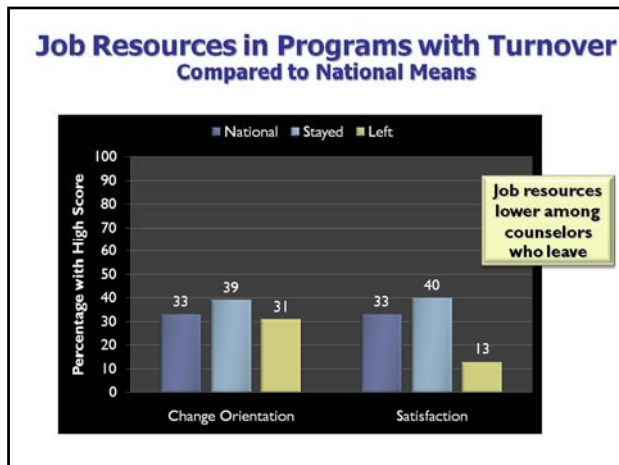
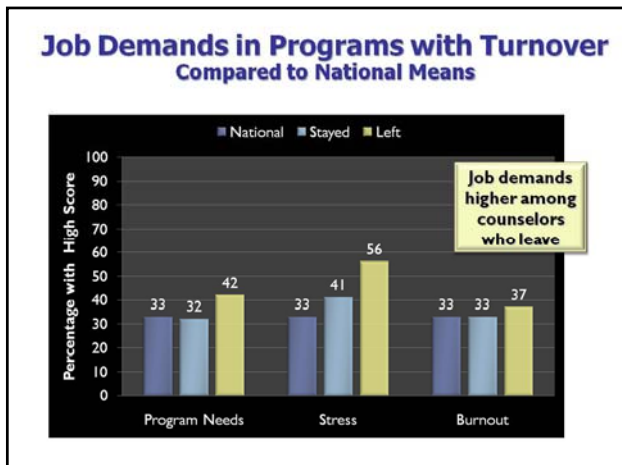
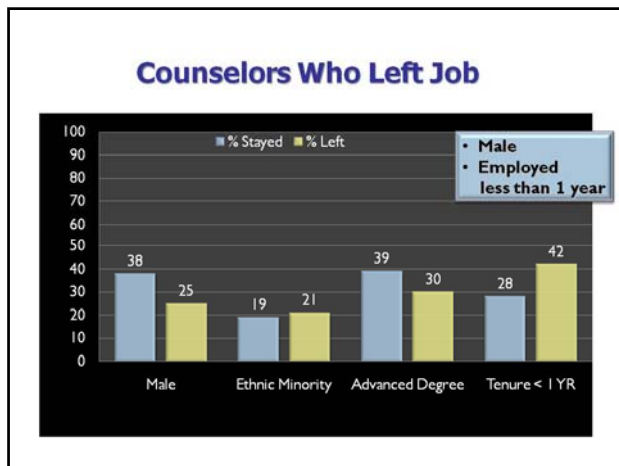
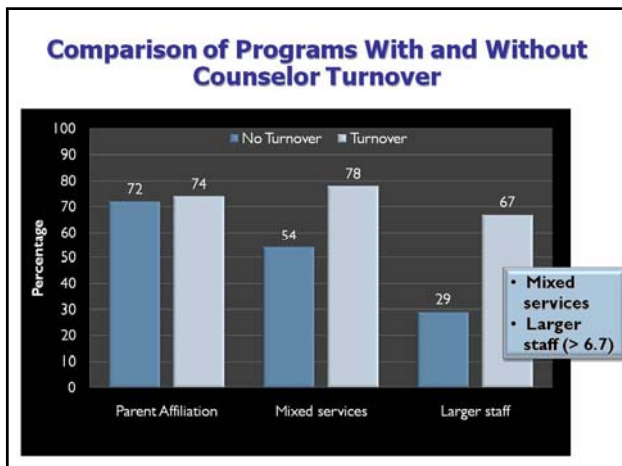
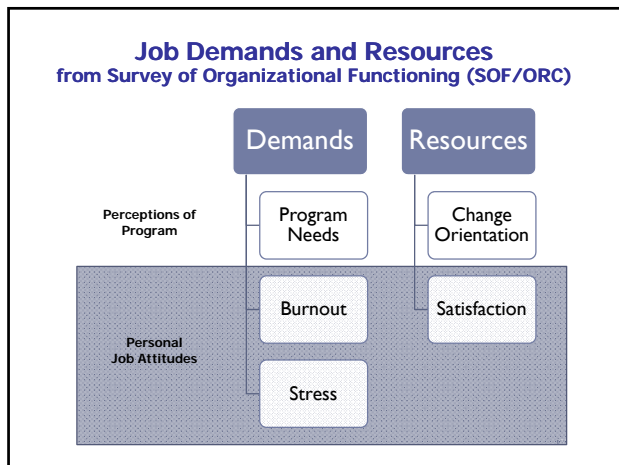
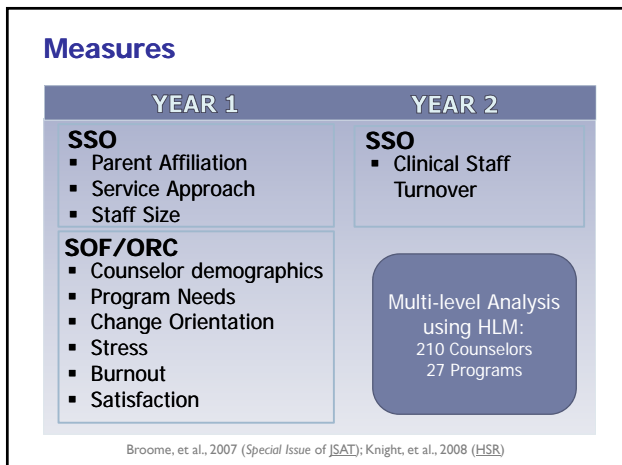
1. Are staff in programs with high demands (i.e., high program needs) less likely to leave when program management is oriented toward change?
2. Do these influences remain after controlling for individual-level measures of satisfaction, burnout, and stress and for program-level characteristics?

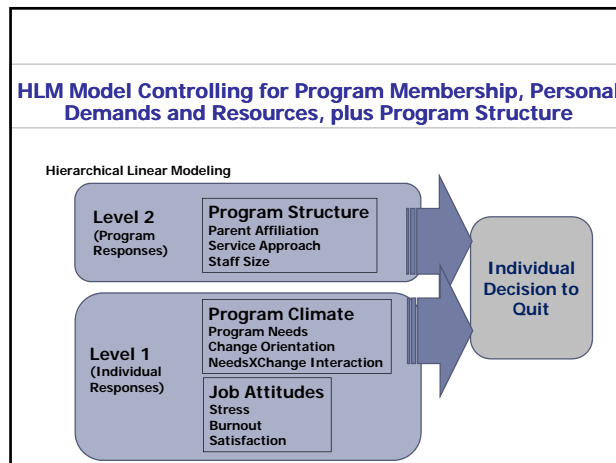
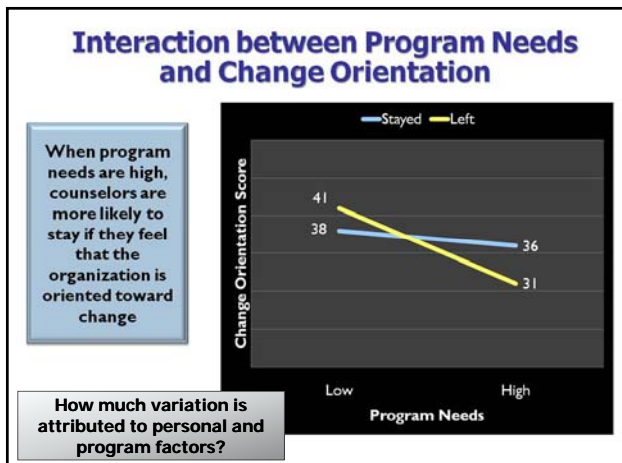
Treatment Costs and Organizational Monitoring (TCOM)



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

Current Study: 210 Counselors drawn from 27 programs with Organizational Functioning responses from 3 or more staff and at least one respondent leaving the job in the subsequent year.





- ### Summary & Limitations
- Counselors' perceptions of job demands and resources contribute to subsequent decisions to leave a job
 - Counselors are less likely to leave a job in a "high needs" program if they feel that the organization is committed to change
 - Findings remain significant after controlling for program membership, individual-level burnout, satisfaction, and stress, and program characteristics
 - Limitations include
 - Reduced sample due to the inclusion of only programs that experienced turnover
 - Measurement of Change Orientation does not include degree of personal involvement in change plans
 - Other potentially important variables (such as organizational commitment) were not available

- ### Implications
- Results support Job Demands-Resources Model
 - Perceived resources counteract potentially negative affects of job demands
 - The benefits of being oriented toward change extend beyond service provision and quality, impacting counselor retention
 - Communicating with staff about upcoming plans for change not only has the potential to stimulate buy-in and adoption of new initiatives, but can also increase counselor retention
 - Match between program needs and change orientation appears important
 - Emphasis on change when perceived program needs are low may contribute to decisions to leave
 - Future studies should examine the role that active participation in change plans has in increasing staff retention

TCU Texas Institute of Behavioral Research
at Texas Christian University

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Guide for New Visitors

- Manuals
- Forms
- Conceptual Guides
- Publications

EVIDENCE

SUMMARY

- TCU Mapping-Enhanced Counseling
- Treatment Process
- Counseling Manuals
- Corrections-Based Treatment
- National Evaluations
- Organizational Readiness
- Assessment Fact Sheets (with norms)

www.ibr.tcu.edu

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