



Organizational Differences in Criminal Justice Facilities Implementing a Disease Risk Reduction Intervention

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Abstract

Effective HIV/AIDS and related disease-risk reduction interventions for criminal justice populations can offer significant public health benefits, both to offenders themselves and the public at large. The Disease Risk Reduction (DRR) Project involves implementing an intervention intended to reduce addiction-related disease risks in the criminal justice (CJ) population. The DRR intervention uses an evidence-based mapping approach to focus on risky sexual and drug use behaviors during re-entry, including problem recognition, commitment to change, and strategies for avoiding behavioral risks of infections. In order to implement an intervention it is often necessary to address system functioning and readiness for improving treatment.

The TCU Organizational Readiness for Change (ORC) was designed to focus on organizational traits that predict program change and includes scales from four major domains - including motivation, resources, staff attributes, and climate. This study describes ORC data collected from 145 treatment personnel representing nine CJ facilities located in the Southwest and currently involved in implementing the WaySafe intervention. A cluster analysis of the facilities based on the six climate scales (mission, cohesion, autonomy, communication, stress, and change) revealed 3 categories of programs. These groups also differed on other dimensions, including facility resources and staff attributes (adaptability and satisfaction). Previous studies using the ORC have shown that these differences can moderate implementation and client care.

As roll-out of the DRR intervention progresses, these ratings by staff members at CJ sites of needs and readiness for HIV intervention services as well as organizational resources, mission, and climate will be related to participation and responsiveness to training and implementation of the DRR intervention.

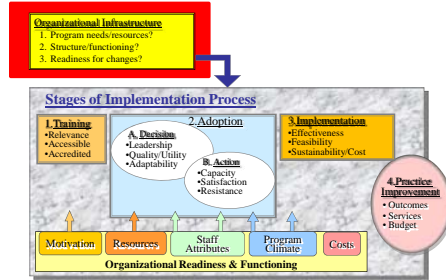
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Background

- The TCU Organizational Readiness for Change (ORC) survey form has been administered to more than 2,500 treatment personnel in the U.S.
- It includes 21 scales to measure organizational functioning and readiness for change and focuses on the domains of motivation for change, adequacy of resources, staff attributes, and organizational climate.
- Psychometric properties, including construct validity, are generally good. Previous research has shown the ORC to be useful in identifying functional barriers to organizational change and technology transfer.
- The present study examined the dimensions assessed by the ORC in criminal justice programs as part of a transfer of disease risk reduction strategies developed at TCU.

Background

Innovation Implementation



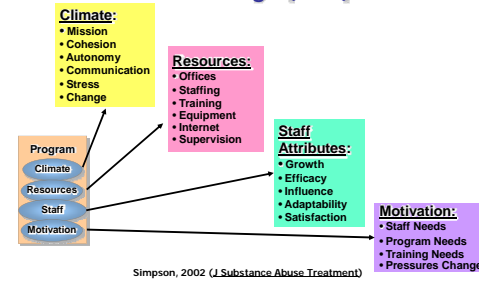
Simpson, 2002; Simpson & Flynn, 2007 (Special Issues of ISAT)

Research Questions

- Are there organizational climate differences among CJ programs prior to implementing a disease risk reduction (DRR) intervention as measured by the ORC scales?
- Can discrete organizational functioning program types be identified?
- Are these climate clusters related to other ORC scales?

ORC Scales

TCU Organizational Readiness for Change (ORC)



Simpson, 2002 (J.Substance Abuse Treatment)

Method

- Counseling Staff (N=145) from 9 CJ facilities located in a Southwestern state completed the TCU Organizational Readiness for Change (ORC) Survey.
- Cluster analysis was used to identify program types based on organizational climate of facilities.
- Differences among counselors within the clusters were further examined using analysis of variance.

Results

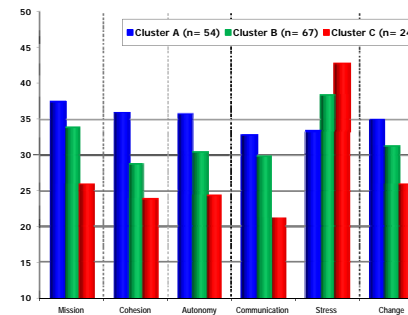
	Cluster A (n=54) High	Cluster B (n=67) Medium	Cluster C (n=24) Low	F(2,143)
Motivation				
Staff Needs	34.2	35.1	32.2	n.s.
Program Needs	29.9	32.9	36.3	4.9
Training Needs	31.9	32.9	33.9	n.s.
Pressures for Change	32.3	33.2	34.5	n.s.
Resources				
Offices	28.9	23.9	22.8	7.3
Staffing	28.0	25.6	21.4	9.1
Training	32.9	35.0	29.4	7.3
Equipment	27.4	26.8	22.9	6.0
Internet	17.3	18.0	16.0	n.s.
Supervision	36.6	33.5	26.2	15.1
Staff Attributes				
Growth	38.9	37.2	37.2	n.s.
Efficacy	41.3	40.8	40.5	n.s.
Influence	36.8	36.3	35.6	n.s.
Adaptability	40.9	39.1	37.5	4.8
Satisfaction	41.0	38.2	32.2	17.6

Sample

	Cluster A (n=54) High	Cluster B (n=67) Medium	Cluster C (n=24) Low
% Female *	76%	55%	77%
% Hispanic	22%	18%	0%
% White *	62%	69%	100%
% Bachelors Degree +	44%	44%	25%
% Certified	46%	48%	42%
% 5 + years experience	22%	46%	44%
% in present job 5 + years	9%	12%	33%
% Caseload * 21-30 clients	40%	54%	63%

* < .05

Climate Clusters



TCU Organizational Climate Scales

Summary

Organizational functioning (using TCU ORC) is being examined in participating CJ facilities to better understand treatment program attributes that contribute to implementation of the DRR intervention. From the organizational functioning scales three clusters of programs (High, Medium, and Low functioning) were identified. Staff in the Low climate cluster reported significantly higher training needs compared to the High functioning programs. Staff from the High climate clusters reported better staff resources including better offices, more staff and training opportunities and higher scores on supervision compared to staff in the Low cluster. Staff in all programs reported low rates of internet access. Counseling staff in the High and Medium climate clusters reported higher levels of adaptability and satisfaction.

Previous research using the ORC has shown that these differences can moderate implementation and client care. More specifically, Joe et al (2007) found that counselors with poor climate ratings were less likely to attend innovation training and adopt training ideas. As roll-out of the DRR intervention progresses, the ratings (organizational functioning and climate) by staff members at CJ sites will be examined with respect to participation and responsiveness to training and implementation of DRR intervention.

