

# An Organizational Development System for Improving Organizational Functioning and Implementing New Clinical Practices



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Addiction Health Services Research Annual Meeting, San Francisco, CA, October 29, 2009



## Abstract

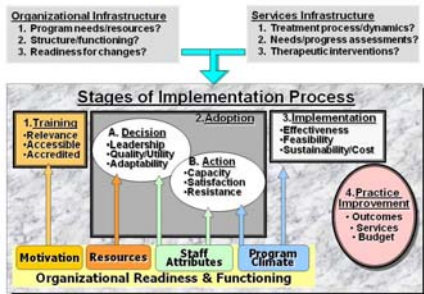
Successful implementation of clinical innovations for improving social and health services requires processes to occur and barriers surmounted for innovations to become part of clinical practice. The challenge is to provide and make accessible an integrated set of tools for programs to use in improving organizational functioning and enhancing their ability to adopt and implement new evidence-based practices and improve performance.

The **Organizational Development System (ODS)** includes two complimentary components, one focusing on *diagnostics* and the other on *interventions*.

- ❖ The *diagnostic* component of the ODS provides agencies with information about organizational health and identifies organizational barriers to implementation as well as specific clinical needs. The assessment battery includes a description of Organizational Structure and Operations (**TCU SSO**), the widely used TCU Organizational Readiness for Change instrument (**TCU ORC**), and a Program Training Needs (**TCU PTN**) assessment.
- ❖ The second component of the ODS focuses on *interventions* – in particular, an intervention designed to promote technology transfer known as **Mapping Organizational Change (MOC)**. The MOC is an off-the-shelf manual designed to assist organizations in selecting, planning, and executing change for improving organizational functioning and/or implementing new evidence-based practices to improve clinical performance.

The two-stage ODS system is based on the premise that planning and preparation for innovation implementation ought to identify and address organizational strengths and deficiencies before facing decisions about innovations. It is based in part on the Innovation Implementation Framework shown below. This approach is especially significant for health service organizations which are under increasing pressures to improve clinical processes and are often managed by clinicians or paraprofessionals who frequently do not have professional management training or expertise. Supported by NIDA grant DA014468.

## Innovation Implementation Framework



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

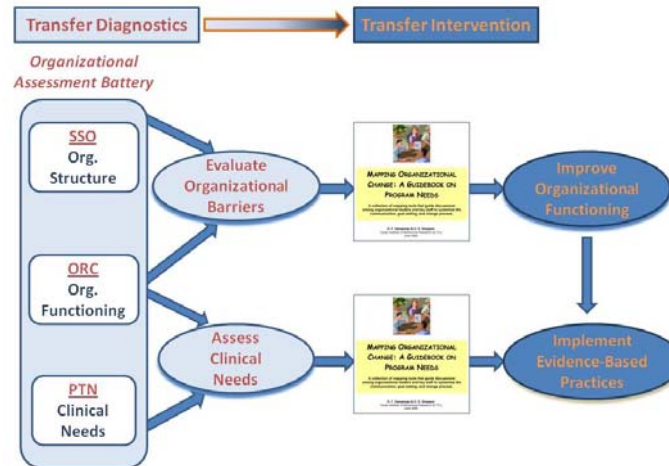
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Visit our website at [www.ibr.tcu.edu](http://www.ibr.tcu.edu) for free downloads of client and organizational forms and manuals, including the **TCU SSO**, **TCU ORC-D4**, **TCU PTN** forms and the **Mapping Organizational Change (MOC) Guidebook**.

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## Organizational Development System (ODS)



The ODS can be used as a process to --

- (1) identify and reduce organizational barriers to improve organizational performance and/or
- (2) identify clinical needs and to implement new evidence-based practices to improve clinical performance

## Organizational Assessment Battery (OAB)

**Survey of Structure and Operations (TCU SSO)** is completed by a program director or other administrator, and serves as a source of structural information about participating programs. Major topics include general **program characteristics, organizational relationships, clinical assessment and practices, and recent changes that may affect organizational operations**. The survey elicits information generally compatible with the National Survey of Substance Abuse Treatment Services (N-SSATS).

**Organizational Readiness for Change (TCU ORC-D4)** is self-administered by program staff. It contains four separate modules which can be administered collectively or individually, depending on assessment strategy.

- **Motivational Factors** – Staff Needs, Program Needs, Training Needs, Pressures for Change
- **Program Resources** – Office Facilities, Staffing, Training, Equipment, Internet, Supervision
- **Staff Attributes** – Growth, Efficacy, Influence, Adaptability, Satisfaction, Clinical Orientation
- **Organizational Climate** – Clarity of Mission, Cohesion, Autonomy, Communication, Stress, Openness to Change

**Program Training Needs (TCU PTN)** is self-administered by program staff and focuses on important domains of **program needs** and related issues (e.g., **facilities, resources, staff training needs and preferences, and barriers for innovation adoption decisions**). It is an abbreviated and efficient planning tool for programs that are beginning to explore organizational openness to innovations. It also helps staff feel they have been consulted about program needs and planning for treatment innovations, including types of training needed.

## Mapping Organizational Change

The **Mapping Organizational Change (MOC) Guidebook** includes graphic tools for planning and implementing change in seven steps (see Figure 1 below). The graphic tools (maps) are designed to be filled in and used to guide discussions among organizational leaders and key staff. These maps systematize the change process and provide a "paper trail" that can act as organizational memory and a foundation for explaining changes to appropriate constituencies, including funding agencies and governing entities.

**Mapping Organizational Change** describes a logical sequence of steps similar to those presented in *The Change Book* (Addiction Technology Transfer Center Network, 2004), a well regarded publication that details barriers to change and how to overcome them. In order to improve communication and memory during change, the "mapping" approach used in the MOC focuses on providing a concrete, easy to use set of activities to keep change tasks visible and on track. Consequently, the two tools are complimentary, one providing details on implementing specific steps and the other a method for keeping the process systematic. The *Mapping Organizational Change Guidebook* is designed to be flexible. The maps can be tailored for specific organizational issues, they can be used out of sequence, and they can be used partially or skipped altogether.

## Guidebook Steps for Mapping Organizational Change



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