



**Addiction Health Services Research Conference 2010**

## Organizational Readiness for Change in Correctional Substance Abuse Treatment Settings

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 October 27, 2010 Lexington, Kentucky

## Overview of Study

- Describe a measure of Organizational Readiness for Change and its use in community and criminal justice (CJ) substance abuse treatment programs.
- Describe CJ counselor perceptions of staff, program, and training needs.
- Compare overall profiles of readiness for change between community residential and criminal justice drug treatment programs.
- Examine variation of readiness for change among CJ programs.
- Discuss implications for program change in CJ programs.

## The Importance of Improving Treating in Correctional Settings

## Drugs and Crime Are Linked

- Regular Drug Use:
  - ✓ 69% state; 64% federal prisoners<sup>1</sup>
- Drug Dependence/Abuse<sup>1,2</sup>
  - ✓ 53% state prison; 45% federal prison
- Drug Use at Time of Offense<sup>1</sup>
  - ✓ violent crime: 28% state; 24% federal prison
  - ✓ property crime: 39% state; 14% federal prison
  - ✓ drug trafficking: 42% state; 34% federal prison
- Costs: \$107 Billion for Drug-Related Crime<sup>3</sup>

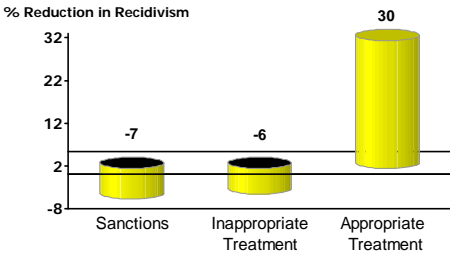
1: BJS 2004 Survey of Prisoners (Mumola & Karberg, 2006/7);  
 2: BJS 2002 Survey of Jail Inmates (Karberg & James, 2005);  
 3: ONDCP, 2004

## Recidivism and Relapse

- Criminal Recidivism in 3 Years
  - ✓ 68% Re-arrested
  - ✓ 47% Convicted
  - ✓ 50% Re-incarcerated
- Relapse to Drug Abuse in 3 Years
  - ✓ 95% Relapse

Treatment Research Institute

## Treatment Can Work! (review of 154 studies)



Intervention	% Reduction in Recidivism
Sanctions	-7
Inappropriate Treatment	-6
Appropriate Treatment	30

Andrews, 1994. An Overview of Treatment Effectiveness. Research and Clinical Principles, Department of Psychology, Carleton University.

### Challenges in Providing Treatment in CJ Settings


- Must balance security versus treatment concerns; security concerns often take precedence.
- State mandates on assessment, treatment protocols can limit innovation and change.
- Difficulty in recruiting trained counselors in rural areas that many prisons are located.\*
- Counselors suited for community-based programs will not necessarily be effective in prisons.\*

\*Farabee, Prendergast, Cartier, Wexler, Knight, & Anglin, 1999

### The Importance of Resources and Climate for Program Functioning

- Internet access, higher peer influence, greater professional growth and stronger sense of mission related to more support for evidence based practices (Fuller et al., 2007).
- Resources were related to training access and organizational climate was related to training utilization in a sample of about 70 community programs (Lehman et al., 2009) .
- Organizational climate scales correlated positively with treatment satisfaction and counselor rapport among clients (Greener et al., 2007; Lehman et al., 2002).

### Organizational Readiness for Change (ORC)

<p><b>Motivation:</b></p> <ul style="list-style-type: none"> <li>• Staff Needs</li> <li>• Program Needs</li> <li>• Training Needs</li> <li>• Pressures</li> </ul>	<p><b>Resources:</b></p> <ul style="list-style-type: none"> <li>• Offices/Staffing</li> <li>• Training</li> <li>• Equipment</li> <li>• Internet</li> </ul>	<p><b>ORC Scales</b></p> <p style="border: 1px solid black; padding: 2px; text-align: center;">"Better organizations" provide "better services"</p>
		<p><b>Staff Attributes:</b></p> <ul style="list-style-type: none"> <li>• Growth</li> <li>• Efficacy</li> <li>• Influence</li> <li>• Adaptability</li> </ul>
		<p><b>Climate:</b></p> <ul style="list-style-type: none"> <li>• Mission</li> <li>• Cohesion</li> <li>• Autonomy</li> <li>• Communication</li> <li>• Stress</li> <li>• Open to Change</li> </ul>

Simpson, 2002; Lehman et al, 2002 ; Simpson & Flynn, 2007 (JSAT)

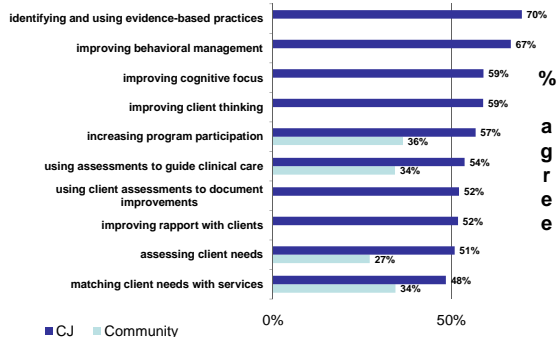
### Method

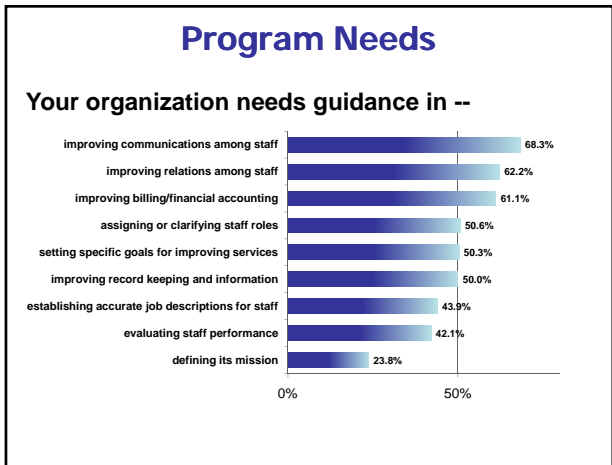
- ORC surveys administered to staff and counselors in community residential SA treatment programs and prison-based SA programs. ORC included 21 scales scored from 10 (strongly disagree) to 50 (strongly agree). The scale midpoint of 30 indicates "in between".
- Community sample of 538 inpatient and residential treatment counselors from 83 different treatment programs representing 130 treatment units.
- Correctional sample of 165 substance abuse treatment counselors from 12 different prisons in two states.

### Staff, Program and Training Needs for CJ Counselors

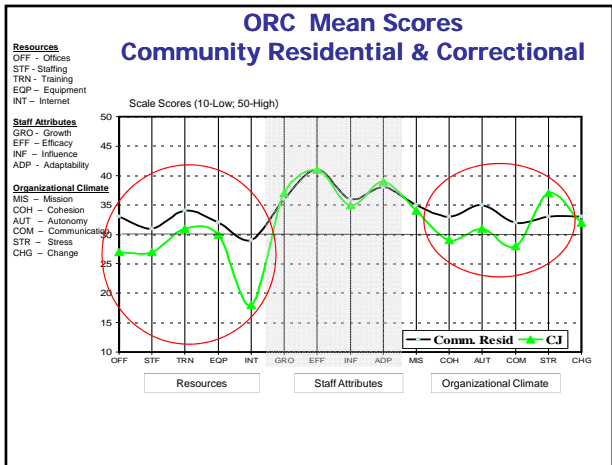
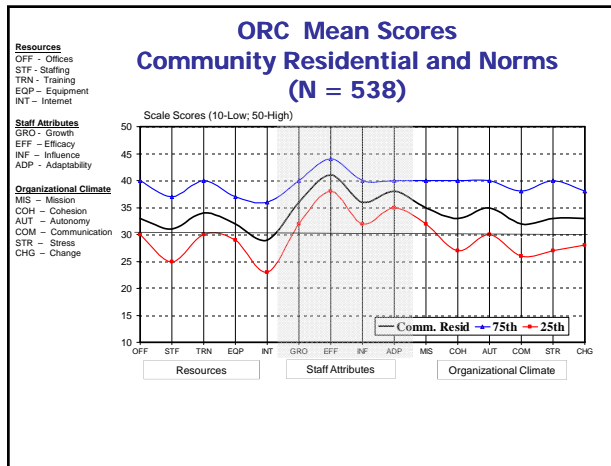
### Staff Needs

Clinical staff at your program needs guidance in --

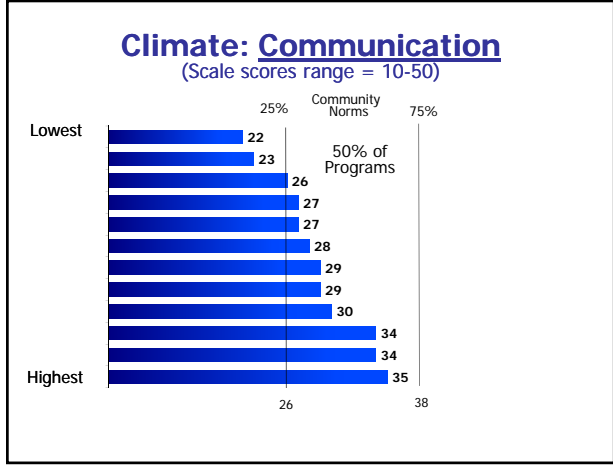
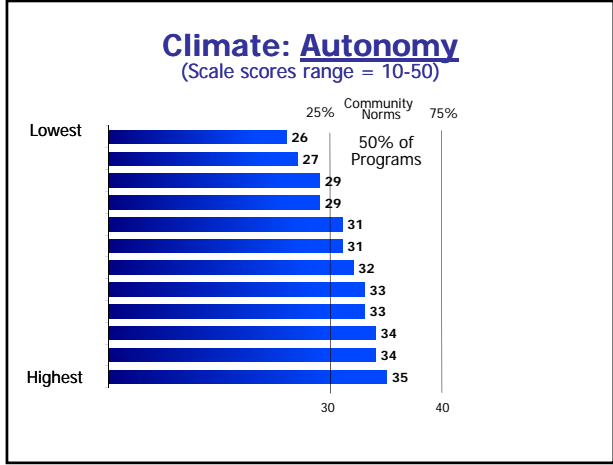
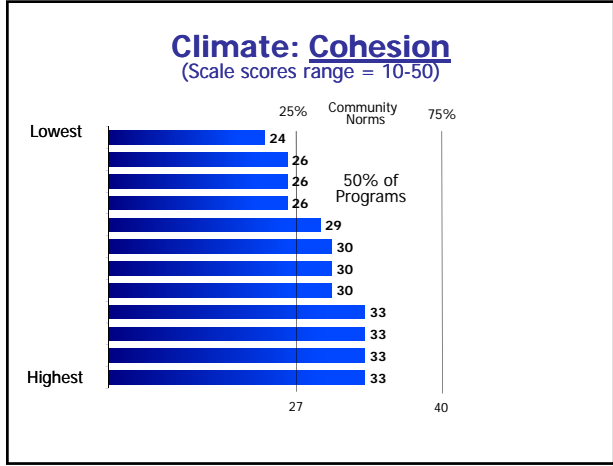
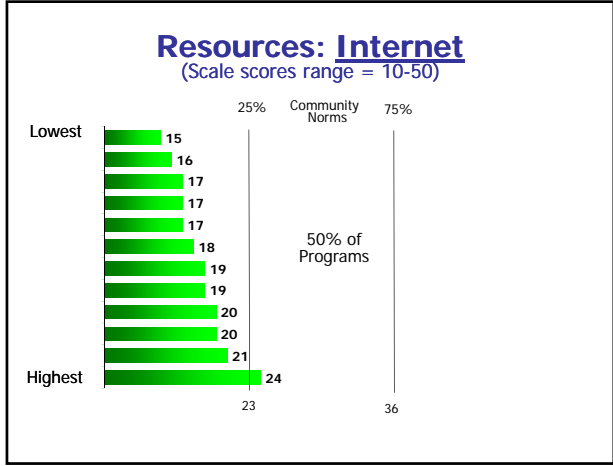
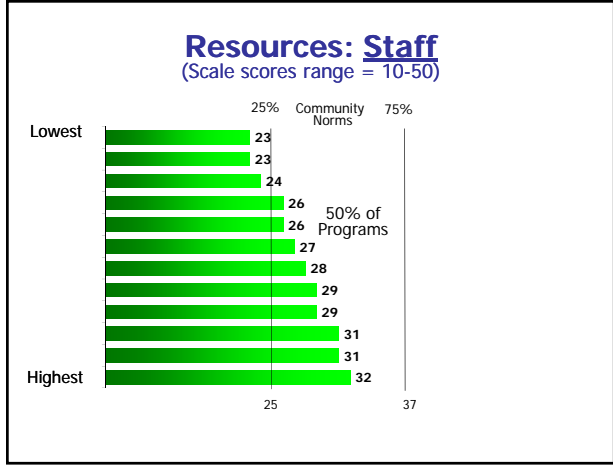
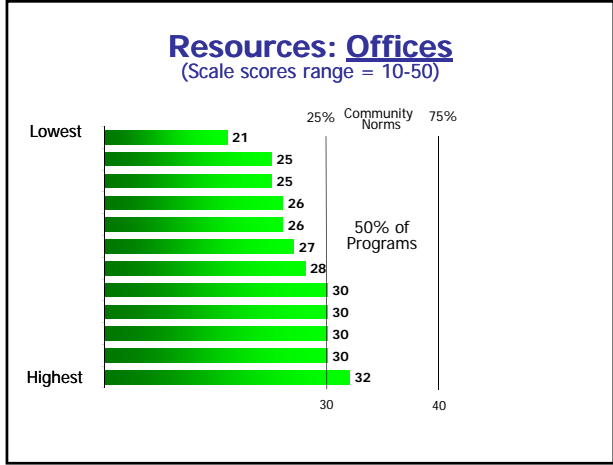


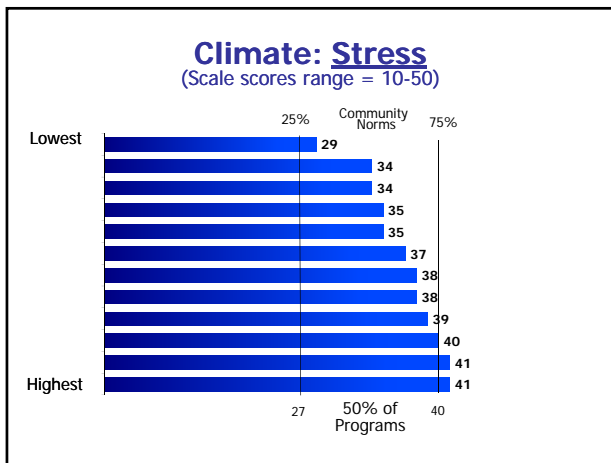


## Resources, Staff Attributes and Organizational Climate – Profiles for Community Residential and CJ Programs



## Program Variation for CJ Programs for Resources and Climate





### Summary

- Staff report strong needs for –
  - ✓ identifying and using evidence-based practices
  - ✓ improving behavior management
  - ✓ improving communication and relations among staff
  - ✓ training in new methods, equipment and procedures.
- Yet staff in correctional programs, compared to residential community treatment programs, report fewer resources and less favorable organizational climates.
- Most correctional programs in our samples, compared to residential community treatment programs, were at the bottom half of the distribution on the resource and organizational climate measures.

### Conclusions

- ❖ There is a strong need for improved clinical practices and better outcomes in correctional-based substance abuse treatment.
- ❖ Successful program change is more likely when program readiness is assessed and considered, including examination of needs, resources, staff attributes, and climate.
- ❖ New clinical practices that are not designed or adapted to work within the limitations and barriers inherent in many prison environments, including security issues, staff training levels, inadequate resources and less than optimal climates are not likely to be successfully implemented or sustained.