


Managing Change in Your Organization: A Systems Approach

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Fort Worth, Texas



TCU Institute of Behavioral Research at Texas Christian University **IBR**

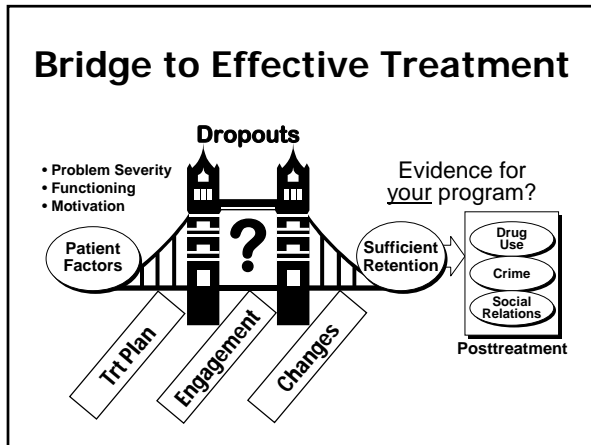
A National Research Center for addiction treatment studies in community and correctional settings

Spotlight...

- The IBR Website has been redesigned to streamline access and highlight integrated sets of materials – manuals, forms, findings – on selected topics listed in the new **Resource Collections**
- CJ-DATS & TCOM Projects
- Files on "Treatment of Offenders" (to be published by the National Institute of Corrections)
- NIJ grant of research summaries, newsletters, & other research instruments
- Handouts from conference presentations listed
- Core Forms & Research Summaries available
- Latest Publication Abstracts

Handouts

www.ibr.tcu.edu




Foundations –

- How does treatment “work”?
- Can we improve treatment?
- How do programs change?
- How is progress measured?

Science to Services

Treatment Works




Effective Interventions

DATOS

Drug Abuse Treatment Outcome Studies

NIDA's Third National Evaluation of Treatment Effectiveness

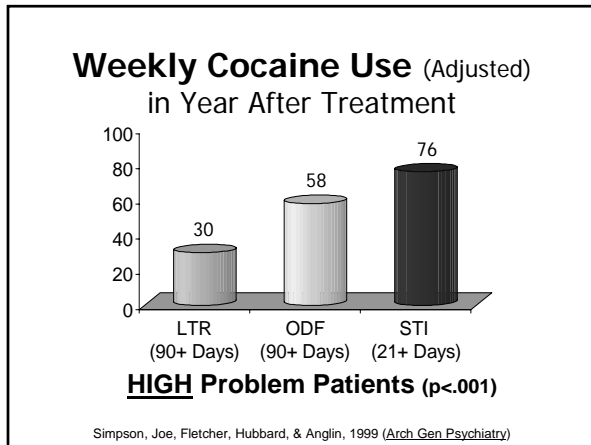
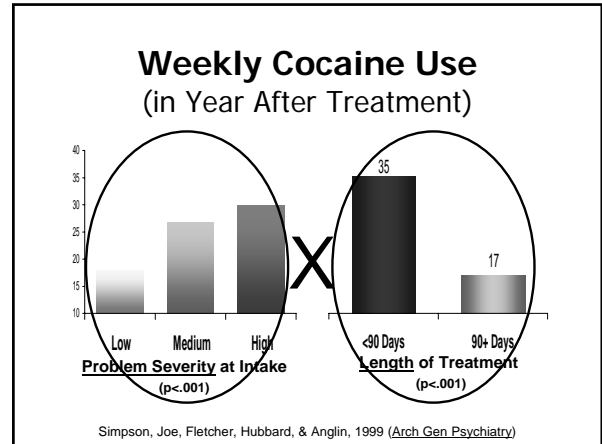
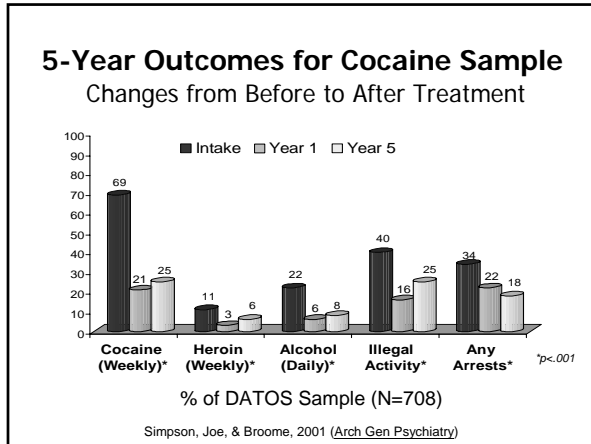


10,000 Adults
96 Programs
11 Cities

1,200 Adolescents
23 Programs
4 Cities

80+ Studies Published (Special Issues) –

- Psychology of Addictive Behaviors (Dec 97)
- Drug and Alcohol Dependence (Dec 99)
- Journal of Adolescent Research (Dec 01 for DATOS-A)
- Journal of Substance Abuse Treatment (in press)
- Archives of General Psychiatry (99, 01, & 02)



Drug Abuse Treatment Outcome Studies

Collaborating Centers: TCU, NDRI, UCLA, NIDA

HOME PAGE
ABOUT DATOS
BACKGROUND (WARD TOPS)

Spotlight
Archives of General Psychiatry publishes new 5-year outcome study based on adults treated for cocaine dependence

ADULTS

- Introduction
- Services
- 1-Yr Outcomes
- Retention
- Engagement
- History Effects
- Cocaine Treatment
- Cost benefits
- 5-Yr Outcomes

ADOLESCENTS

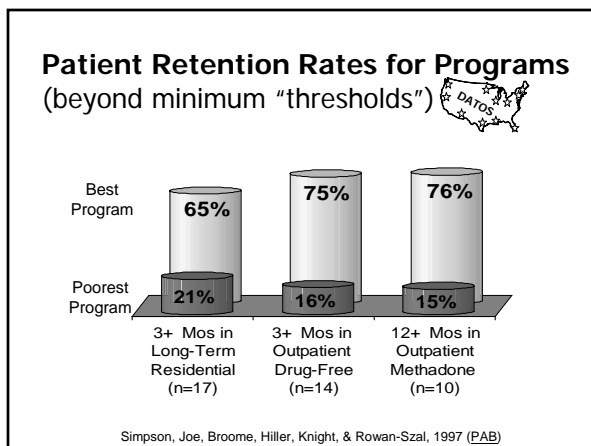
- Introduction
- Services
- 1-Yr Outcomes
- Engagement
- Special Populations

PUBLICATIONS
PRESENTATIONS
WHAT'S NEW
CONTENTS

www.datos.org

Summary PowerPoint Presentations:

1. **1-Year Outcomes**
2. **Treatment Retention**
3. **Engagement**
4. **Cocaine Treatment**



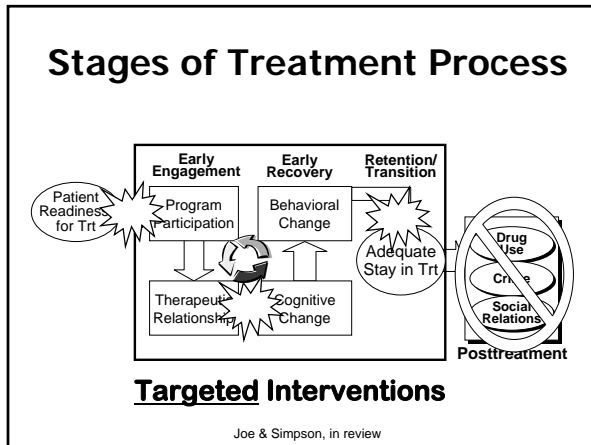
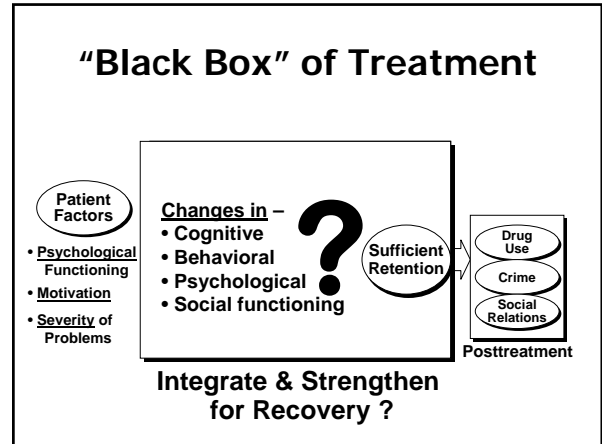
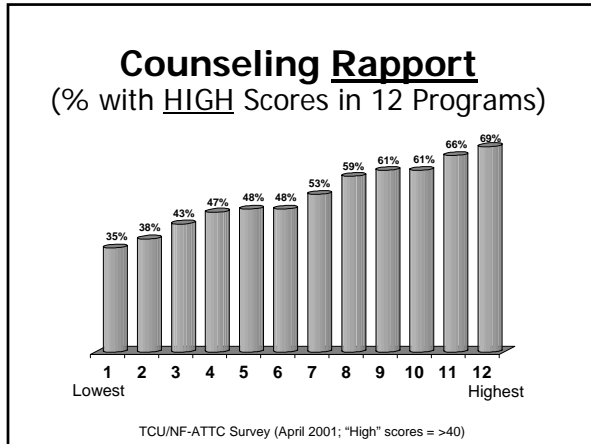
Programs with Lower Retention had more "troubled" caseloads!

Admissions to these programs had --

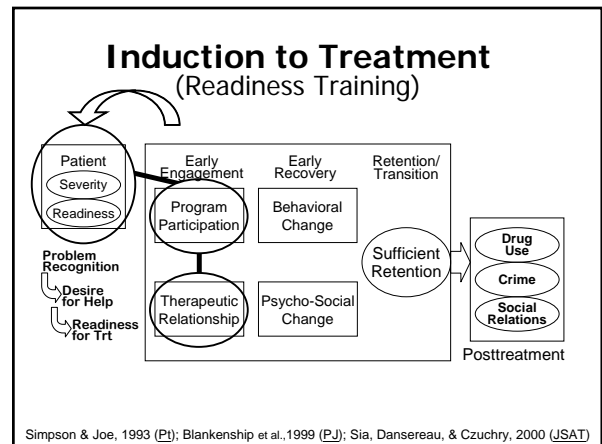
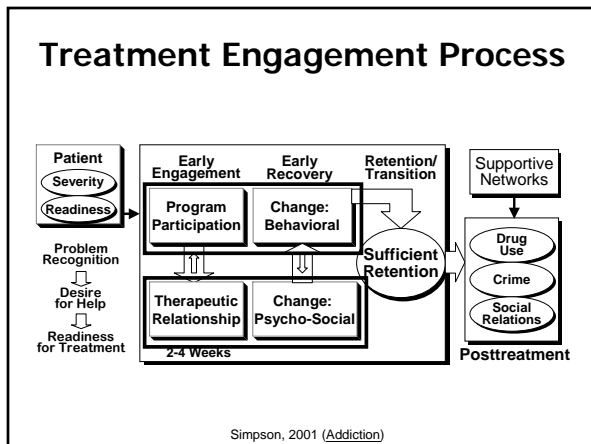
- ✓ More cocaine & alcohol problems
- ✓ More time in previous treatments
- ✓ More psychological problems

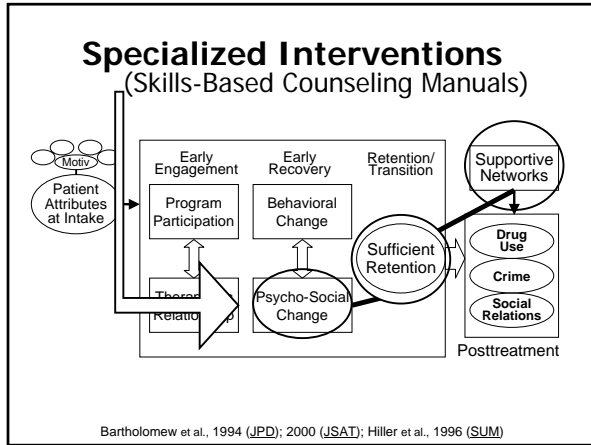
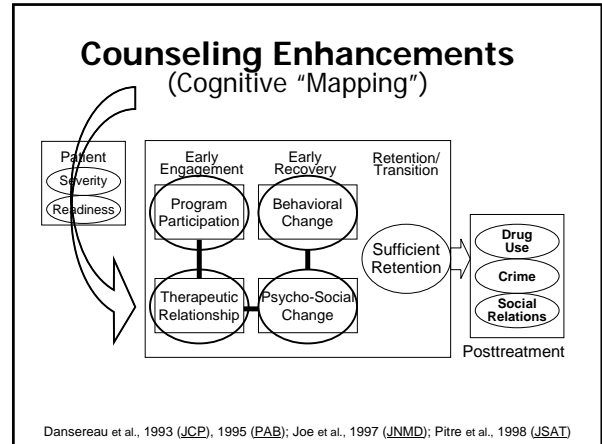
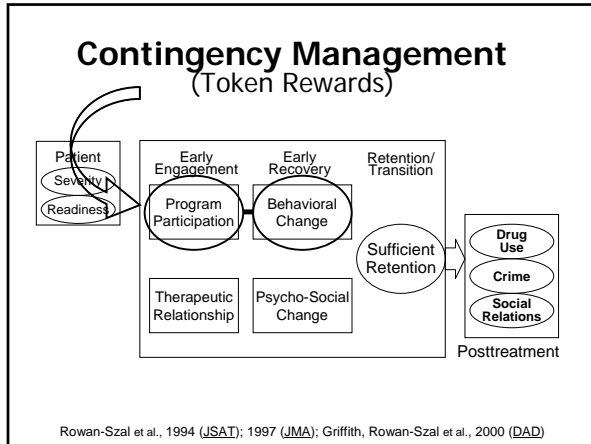
But these patient problems *did not* explain all program differences in retention rates!

Simpson, Joe, Broome, Hiller, Knight, & Rowan-Szal, 1997 (PAB)

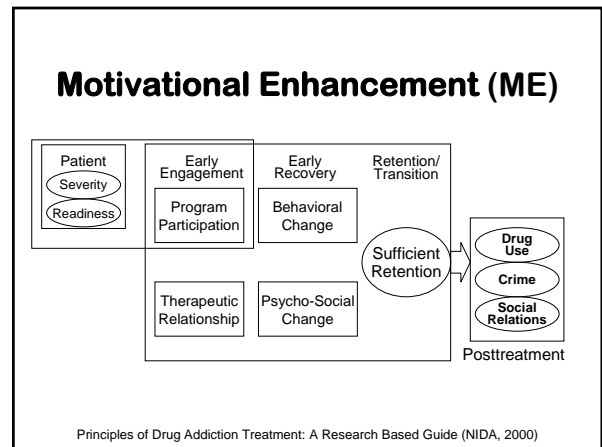
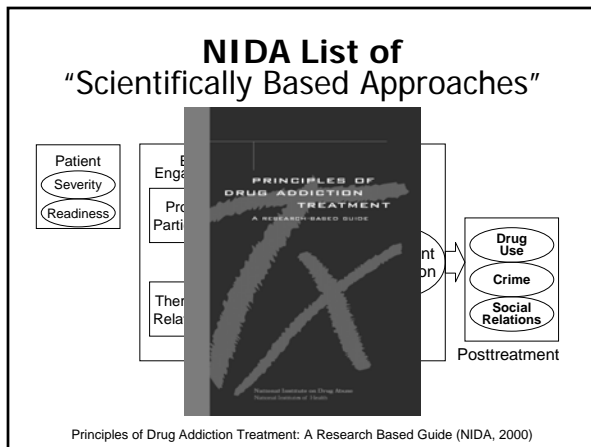


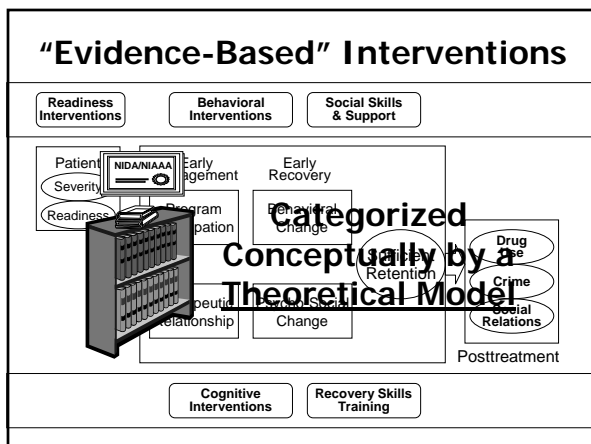
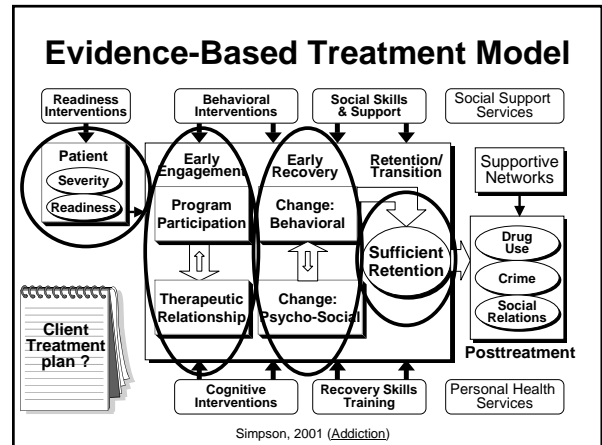
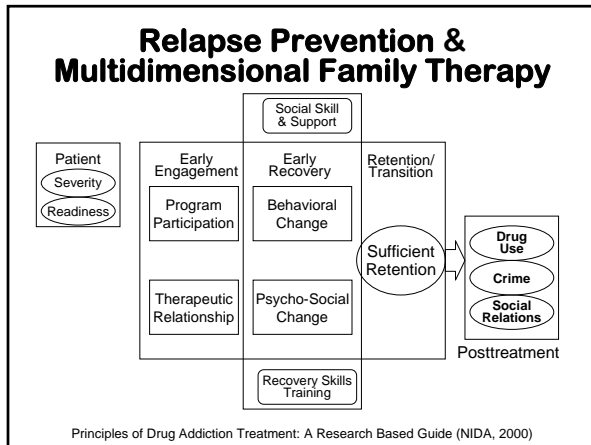
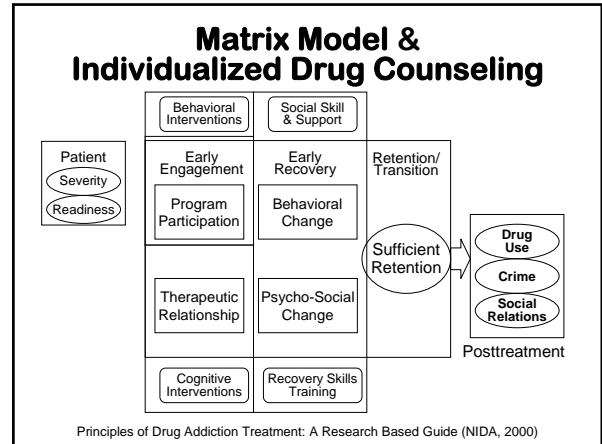
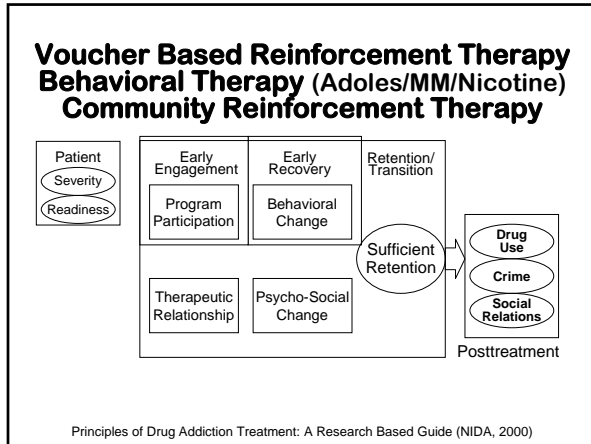
- ### Foundations –
- How does treatment "work"?
 - Can we improve treatment?
 - How do programs change?
 - How is progress measured?
- Science to Services*



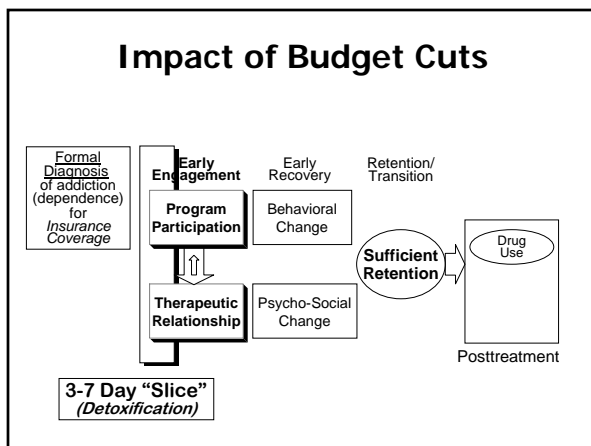
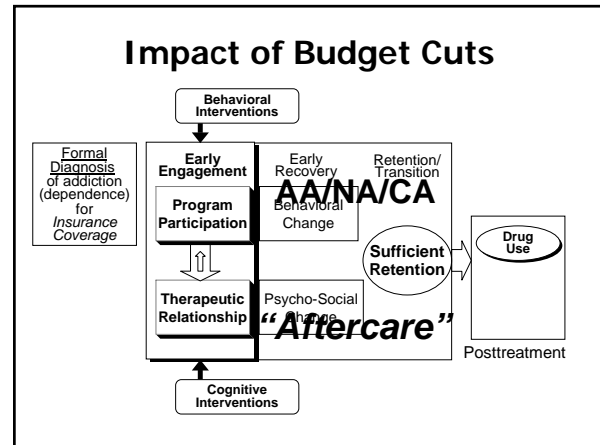
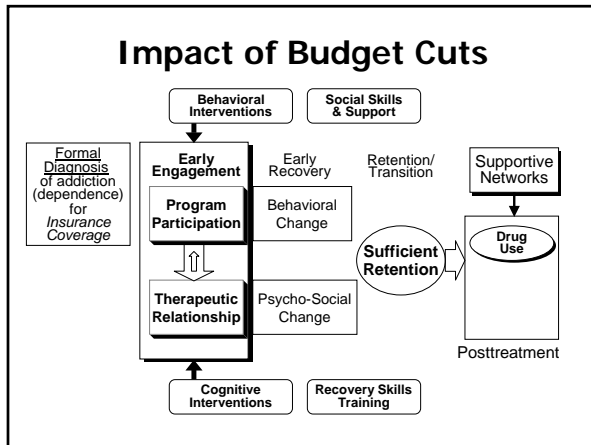
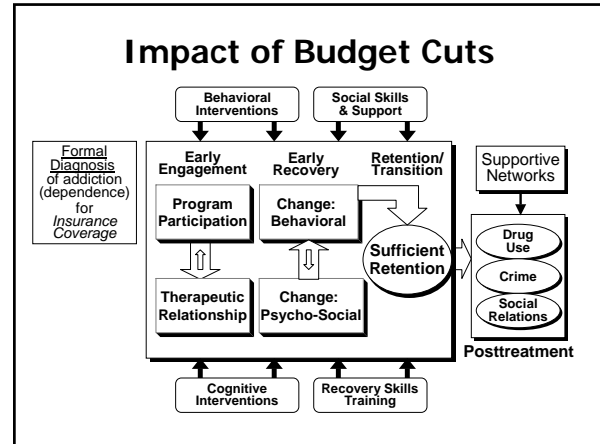
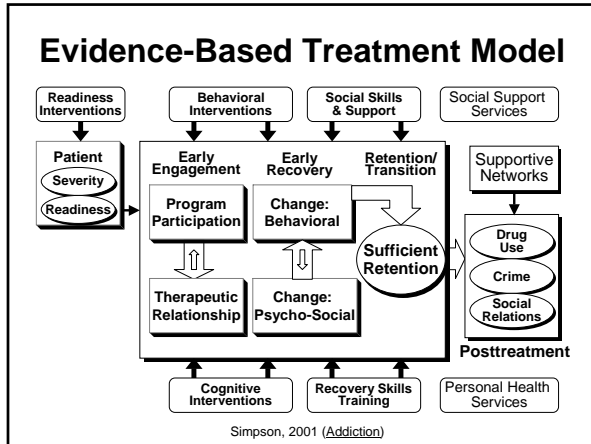


- ### TCU Counseling Manuals
- Treatment Readiness/Induction
 - Cognitive Mapping
 - Behavioral Management
 - Social Relationships (*women & men*)
 - HIV/AIDS Education
 - Parenting Skills
 - Transition Skills (to Aftercare)
- Download from Web*






- ### Budget Reductions
- ◆ Needs assessments
 - ◆ Treatment duration
 - ◆ Outcome criteria
 - ◆ Interventions



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Science to Services

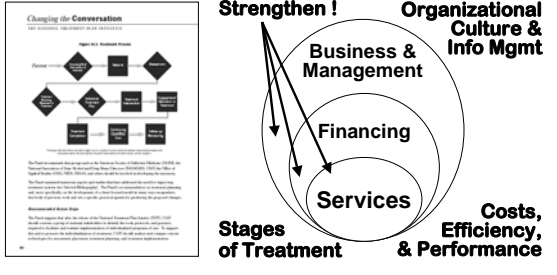


Changing the Conversation
A National Plan to Improve Substance Abuse Treatment

- I. Closing the Treatment Gap
- II. Reducing Stigma & Changing Attitudes
- III. Improving & Strengthening Treatment Systems
- IV. Connecting Services & Research
- V. Addressing Workforce Issues

Improving Treatment

(Panel III: Page 65-85 of NTP)



Strengthen! Organizational Culture & Info Mgmt

Business & Management

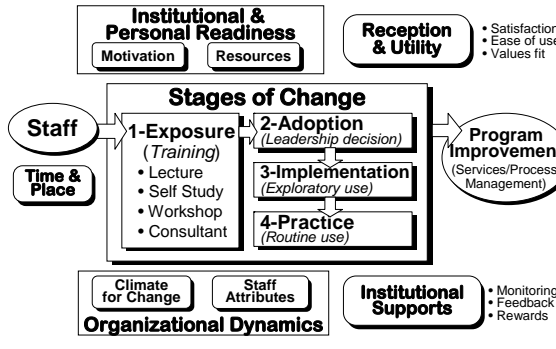
Financing

Services

Stages of Treatment

Costs, Efficiency, & Performance

Program Change Model



Institutional & Personal Readiness
Motivation Resources

Reception & Utility
• Satisfaction
• Ease of use
• Values fit

Stages of Change

- 1-Exposure (Training)
• Lecture
• Self Study
• Workshop
• Consultant
- 2-Adoption (Leadership decision)
- 3-Implementation (Exploratory use)
- 4-Practice (Routine use)

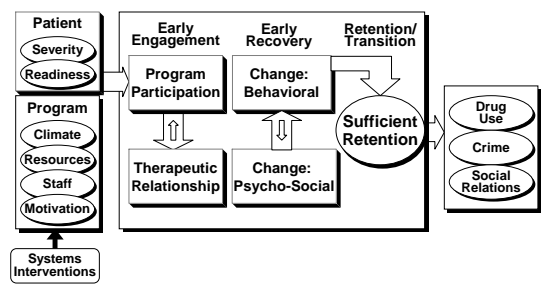
Program Improvement
(Services/Process/Management)

Organizational Dynamics
Climate for Change Staff Attributes

Institutional Supports
• Monitoring
• Feedback
• Rewards

Simpson, 2002 (J Substance Abuse Treatment)

Organizational Functioning



Patient (Severity, Readiness)

Program (Climate, Resources, Staff, Motivation)

Systems Interventions

Early Engagement → **Program Participation**

Early Recovery → **Change: Behavioral**

Retention/Transition → **Sufficient Retention**

Therapeutic Relationship ↔ **Change: Psycho-Social**

Drug Use, **Crime**, **Social Relations**

Organizational Functioning

Climate:
• Mission
• Cohesion
• Autonomy
• Communication
• Stress
• Change

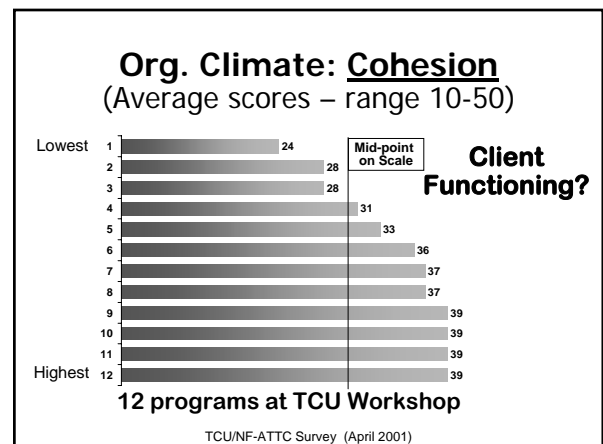
Resources
• Offices/Staffing
• Training
• Equipment

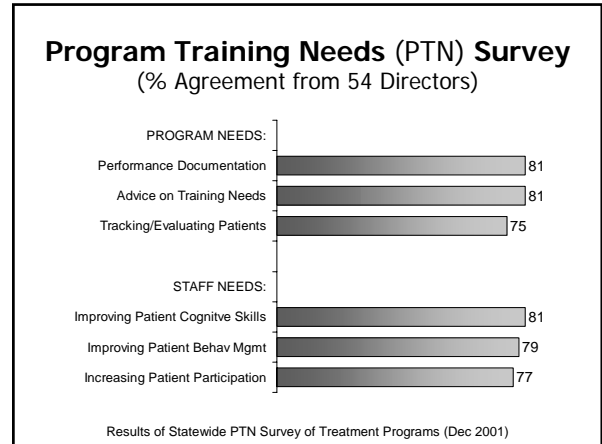
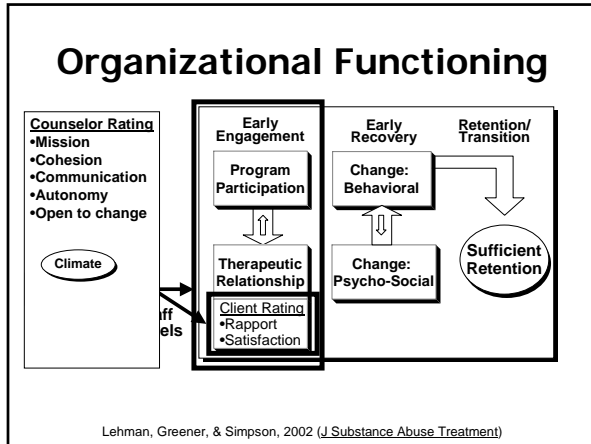
Staff:
• Growth
• Efficacy
• Influence
• Adaptability
• Orientation

Motivation
• Program Needs
• Training Needs
• Pressures

Program (Climate, Resources, Staff, Motivation)

Simpson, 2002 (J Substance Abuse Treatment)

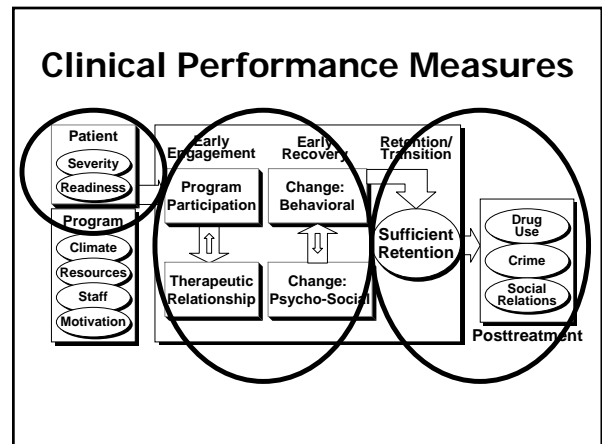
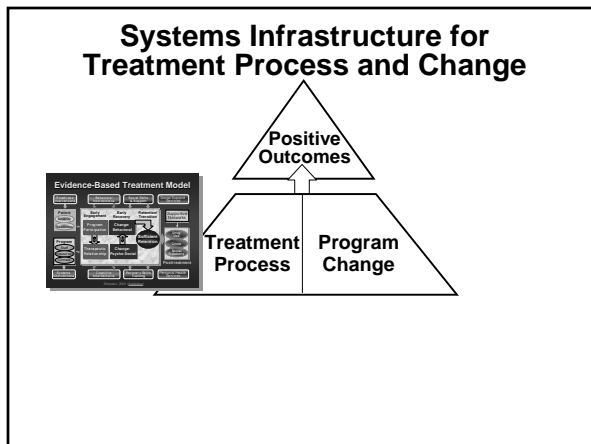
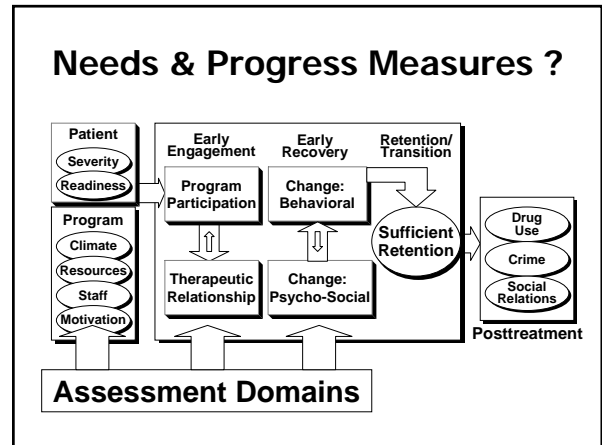




Foundations –

- How does treatment “work”?
- Can we improve treatment?
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Science to Services



TCU BRIEF INTAKE

DATE: _____ CLIENT ID: _____ DATE: _____

AGE: [] SEX: [] RACE: [] ETHNICITY: [] MARITAL STATUS: []

EDUCATION: [] LEGAL STATUS: [] CURRENT RESIDENCE: []

RELIGION: [] OCCUPATION: [] IN NEED FOR TREATMENT: []

REASON FOR TREATMENT: []

CLIENT PROBLEM PROFILE

LOCANE: [] SEX RISKS: []

HEROIN/COCAINE: [] PEER/FRIENDS: []

NEEDLE USE: [] FAMILY: []

OTHER LEGAL DRUGS: [] PSYCHOLOGICAL: []

ALCOHOL: [] HEALTH: []

MENTAL/LEGAL PROBLEMS: [] UNDERLYING DISORDER: []

NEEDLE USE RISKS: [] CRIMINAL INVOLVEMENT: []

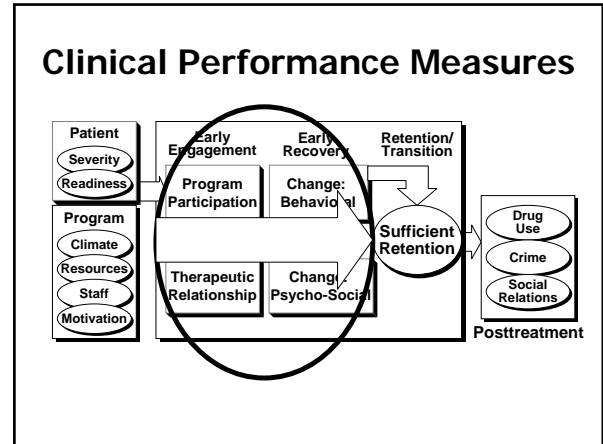
Client Problem Index (Range: 0-100) [] Low [] Mid [] High [] Extreme

Problem Severity at Intake (for Client & Program)

Heroin	100
Cocaine	41
Alcohol	34
Needle Risks	73
Peer/Friends	70
Family	75
Psychological	55
Criminal Involv	64

TCU Assessments

- Computer scored
- Client profiles
- Treatment planning
- Program profiles



Client Functioning Profile During Trt

(Compared to Averages for Other Clients)

Client Engagement & Functioning in Treatment (for Client & Program)

Program Functioning Profile During Trt
(Compared to Averages for Other Programs)

TCU Assessments

- Computer scored
- Client profiles
- Program profiles
- "Normed" comparisons

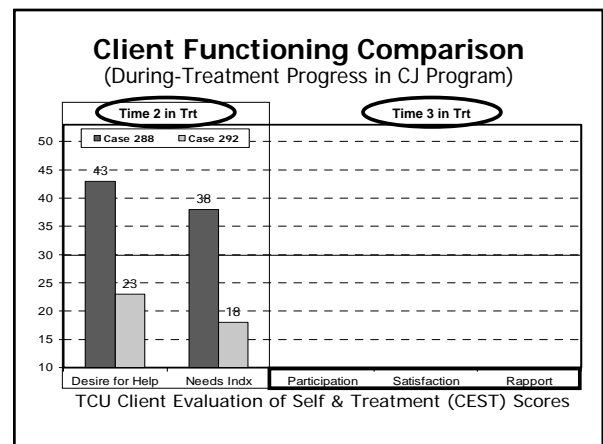
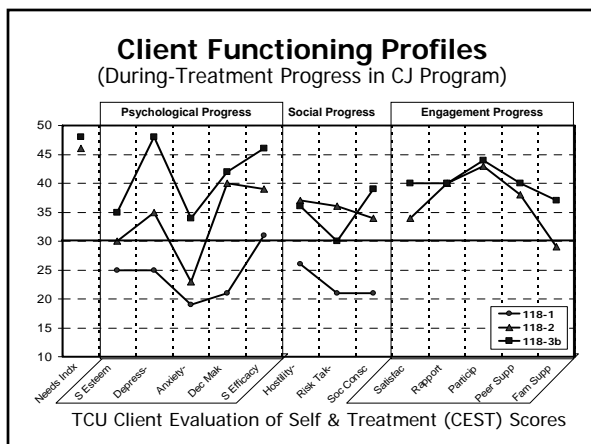
Joe, Broome, Rowan-Szal, & Simpson, 2002 (J.Substance Abuse Treatment)

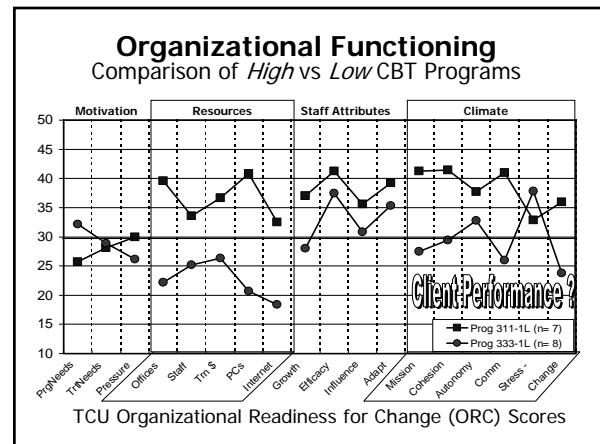
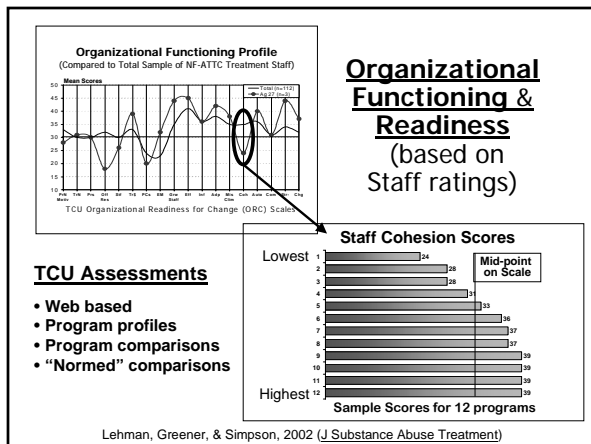
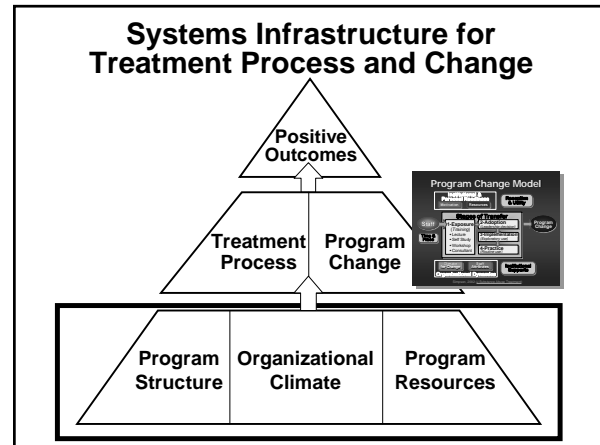
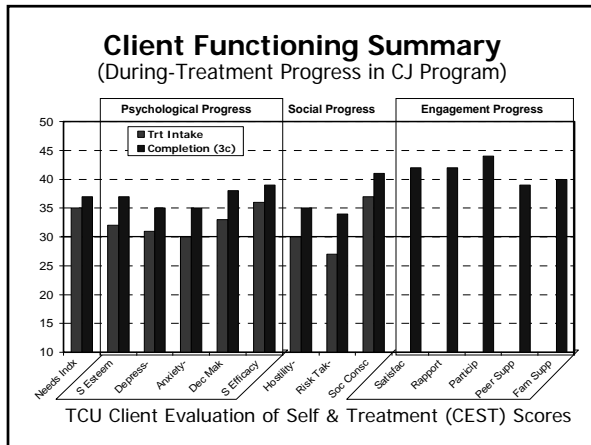
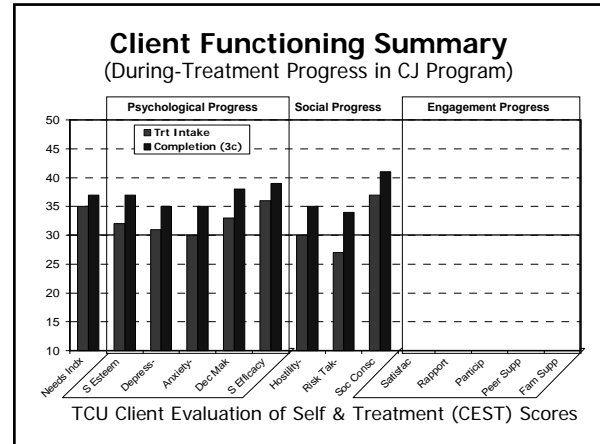
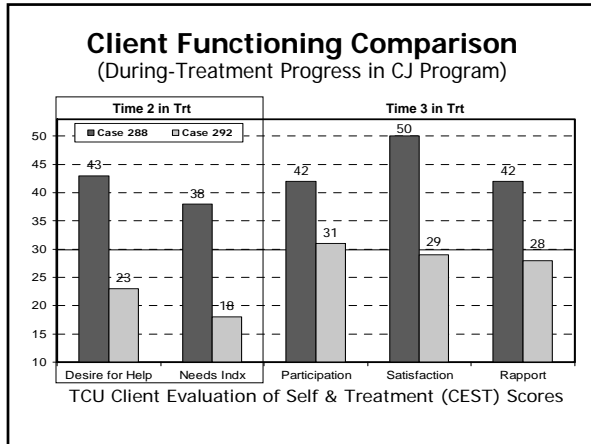
Client Evaluation of Self & Treatment (CEST)

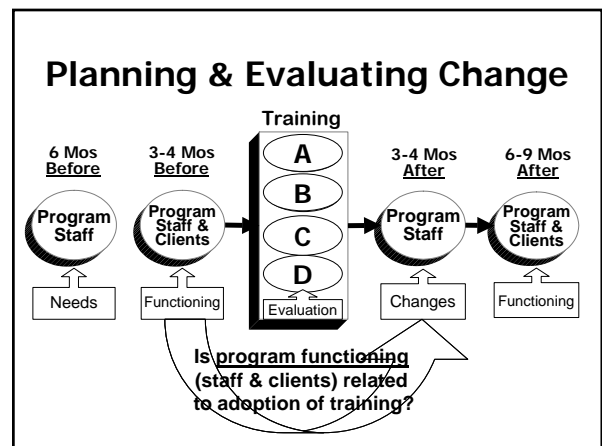
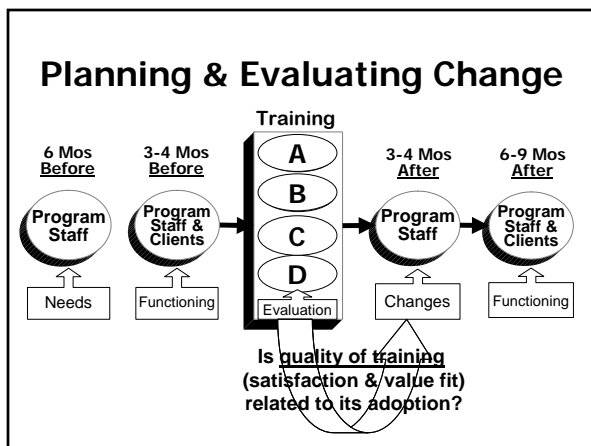
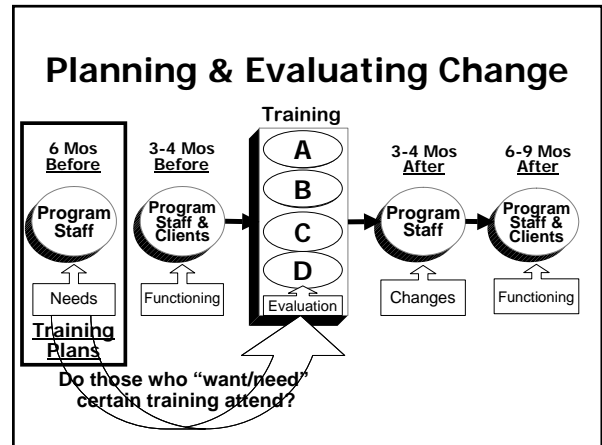
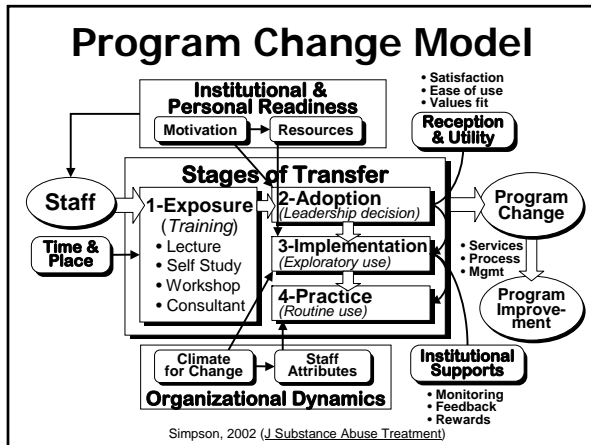
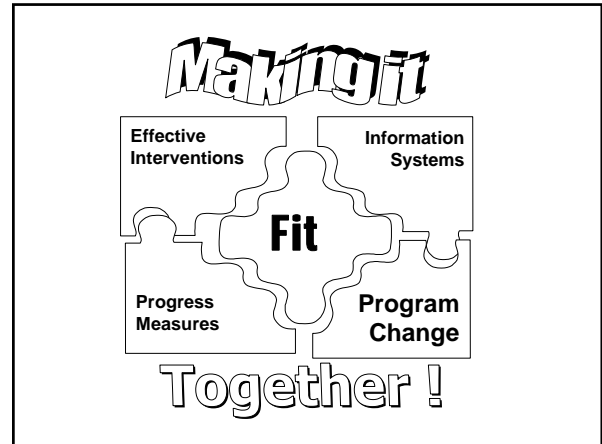
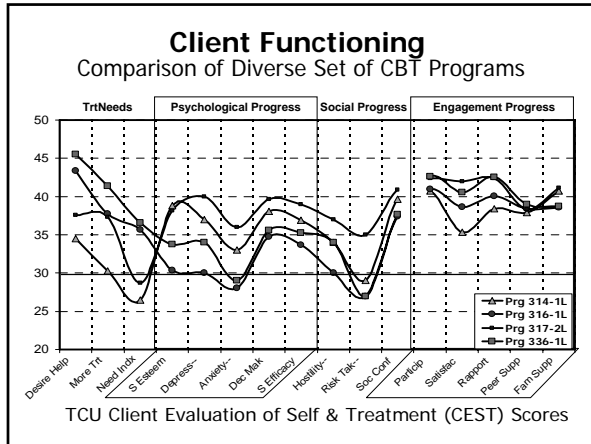
<p>Psychosocial</p> <p>A. Motivational B. Psychological C. Social</p>	<p>Treatment Engagement</p> <p>A. Treatment Participation B. Treatment Satisfaction C. Counseling Rapport</p>
<ul style="list-style-type: none"> • 6-8 item scales • Scores = 10-50 (5-pt Agree-Disagree) • $\alpha = .70 - .90$ • Validity evidence 	<p>D. Peer Support (Clients) E. Social Support (Family/Friends)</p>

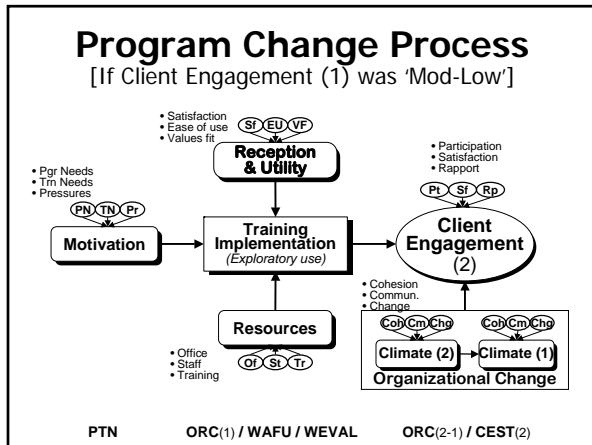
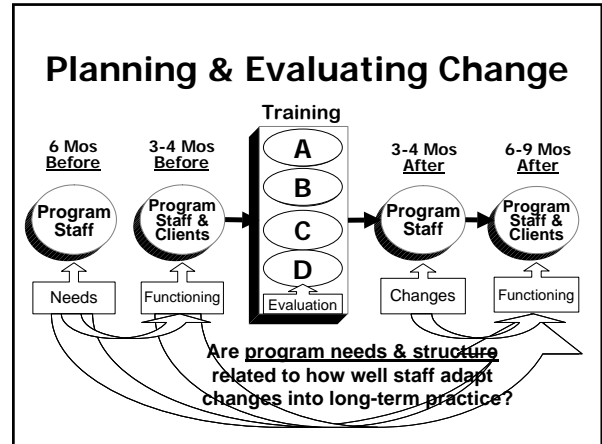
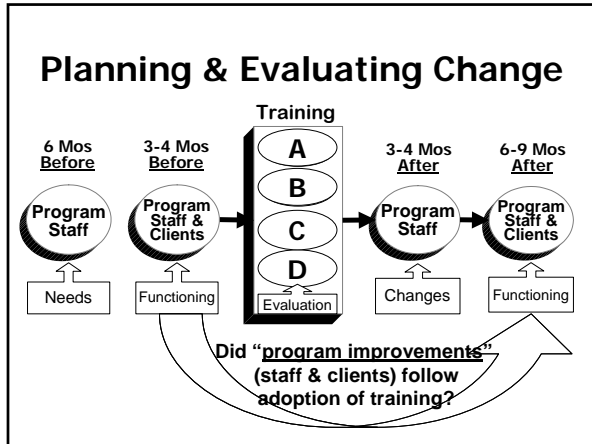
NEW CJ Criminal Thinking Scales

Joe, Broome, Rowan-Szal, & Simpson, 2002 (J.Substance Abuse Treatment)









**Institute of Behavioral Research
at Texas Christian University**

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A National Research Center for addiction treatment studies in community and correctional settings

Spotlight...

- The IBR Website has been redesigned to streamline access and highlight integrated sets of materials – manuals, forms, findings – on selected topics listed in the new [Resource Collections](#)
- CJ-DATS & TCOM Projects funded by NIDA
- Studies on "transferring research to practice" were recently published in a special issue of [Journal of Substance Abuse Treatment](#)
- Newest releases of [Research Summaries, Newsletters, & Data Collection Instruments](#)
- Handouts from [conference presentations](#) listed
- Core Forms, [Research Summaries](#) available
- Latest [Publication Abstracts](#)

www.ibr.tcu.edu

IBR

Resource Collections

- Overview
- National Evaluations
- Correctional Evaluations
- Treatment Process
- Counseling Manuals
- Cognitive Interventions
- Organizational Functioning
- Assessment Systems

PowerPoint Presentations

Res: Drug for C
(The Prisoner)

1.8 million inmates – that's 461

Drug offenses

Approximately

Approximately but under

Research Summary

Focus on Intervention Manuals for Counselors

Counseling Manuals for Special Interventions

Norma G. Bartholomew and D. Dwayne Simpson

Psychoeducational and Skills Training Manuals

Res: Drug for C

1.8 million inmates – that's 461

Drug offenses

Approximately

Approximately but under