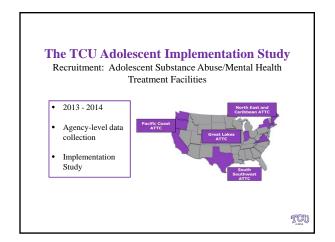
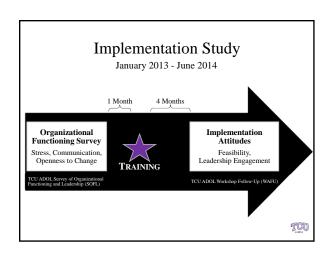


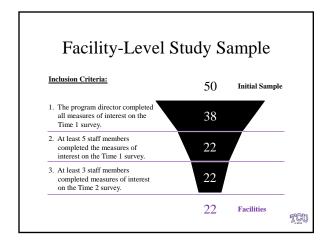
# Research Studies on Organizational Functioning and Implementation

- Organizational functioning is important to promoting evidence-based practice adoption and implementation in the substance abuse treatment field (Amodeo, 2011; Lundgren, Chassler, Amodeo, M'Ippolito, & Sullivan, 2012; Simpson, 2002; Lehman, Simpson, Knight, & Flynn, 2011).
- Positive attitudes about implementation are related to the adoption of a new practice and may interact with treatment outcomes (Foreman, Bovasso, & Woody, 2001; Rogers, 1995).
- Research also indicates that being more open to change (Lehman et al., 2011; Rogers, 1995; Simpson, 2002) is related to new practice adoption.









Analytic Strategy for Hypothesis 1:
Director and Staff Discordance
on Time 1 Measures

Hypothesis 1: Program directors and staff will
generally disagree on organizational functioning
measures of stress, communication, and openness
to change.

## Analytic Strategy for Hypothesis 1

22 Facilities

Facility 1
Director

Facility 2
Director

Facility 2
Director

Facility 3
Director

VS.

Facility 3
Staff Avg.

- Accounted for data nesting (staff/directors nested within facilities) by using SAS PROC MIXED.
- Director scores were used as the reference group (intercept).
- If the directors' scores are <u>higher</u> than staff scores, then the slope will be negative.
- If the directors' scores are <u>lower</u> than staff scores, then the slope will be positive.

TCU

### Results for Hypothesis 1

Director and Staff Means on Time 1 Variables Controlling for Facility

	Intercept	Fixed Effects Slope (Person)	Level 2 Effects (F-value)
Stress	33.12***	05	.05
Communication	38.97***	-3.06*	4.55*
Openness to Change	38.51***	-1.94 <sup>†</sup>	3.76 <sup>†</sup>

\*\*\*p < .001. \*p < .05. †p < .10.

#### Summary:

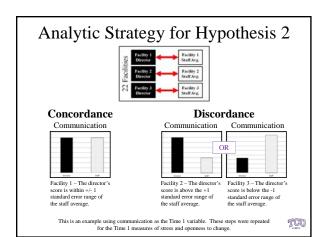
- Directors rated organizational communication and openness to change more favorably than staff.
- There is a program effect on the differences between directors and staff members views of communication and change.

TCU

Analytic Strategy for Hypothesis 2: Discordance Group Effects on Implementation Attitudes

**Hypothesis 2:** Facilities with director-staff discordance (compared to facilities with concordance) will report less favorable implementation attitudes at 4 months post-training.





### Facility Sample Sizes for Hypothesis 2

#### **Time 1 Facility Frequencies by Condition**

Variable	Concordance	Discordance
Stress	14	8
Communication	17	5
Openness to Change	16	6

THC11

### Staff Sample Sizes for Hypothesis 2

Time 2 Staff Frequencies by Condition

Variable	Concordance	Discordance
Stress	76	19
Communication	88	34
Openness to Change	85	37

ŢĊŨ

#### Results for Hypothesis 2: Feasibility

The Effect of Director-Staff Discordance on Time 2 Feasibility Controlling for Program Membership

	Intercept	Fixed Effects Slope (Person)	Level 2 Effects (F-value)
Stress	33.36***	.36	.09
Communication	34.16***	-2.29*	4.40*
Openness to Change	34.34***	-2.69*	6.46*

 $^{***}p < .001. \ ^*p < .05. \ ^{\dagger}p < .10.$ 

#### Summary:

- Facilities with director-staff discordance on organizational communication and openness to change rated feasibility to implement a
- There was a facility effect on the impact of discordance group on



#### Results for Hypothesis 2: Leadership Engagement

The Effect of Director-Staff Discordance on Time 2 Leadership **Engagement Controlling for Program Membership** 

		Fixed Effects	Level 2 Effects
	Intercept	Slope (Person)	(F-value)
Stress	31.36***	3.62*	6.02*
Communication	32.82***	45	.06
Openness to Change	32.76***	19	.01

\*\*\*p < .001. \*p < .05.

- Summary:
   Facilities with director-staff discordance on stress rated leadership
- engagement to be higher.

   There was a facility effect on the impact of condition on leadership



#### Conclusions

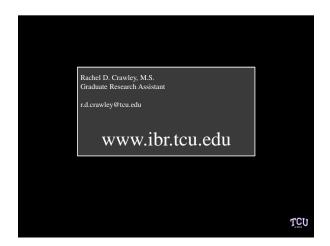
- · Director-staff discordance on organizational communication and openness to change is related to lower post-training feasibility.
- Director-staff discordance on stress is related to greater post-training perceived leadership involvement.



#### **Future Directions**

- Does discordance among team members on perceptions of organizational functioning impact implementation factors?
- Does discordance between leadership and staff or among staff impact adoption of new practices?





Copyright © 2014 TCU Institute of Behavioral Research (IBR), Fort Worth, Texas. All right reserved. Website: ibr.tcu.edu