Research and Practice
Perspectives

Statewide Results of the Organizational Readiness for Change Survey

The Organizational Readiness for Change (ORC) survey was administered to TCADA-funded treatment providers in July 2003. The survey was conducted as part of TCADA's overall effort to assist providers in understanding the quality improvement process as it relates to substance use treatment.

Counselors function most effectively within an organizational environment that nurtures positive change and excellence of effort. Efforts to improve treatment processes must also include attention to organizational processes to be effective.

This initial report is intended to provide a basic overview of the statewide findings of the online survey. The next report will compare director to counselor responses, and in the near future, response profiles for individual programs will be available.

Respondents

A total of 495 program directors and counselors across Texas completed the voluntary online survey. Of all respondents, 62% were female. For race, 65% reported White; 22%, African-American; and 13%, all other races. Regarding ethnicity, 20% reported Hispanic heritage.

55% of respondents had an associate's degree or higher, 40% had a bachelor's degree or higher, and 22% had a master's degree or higher.

Overview

- The ORC assesses organization functioning in four major areas: Motivation for Change, Resources, Staff Attributes, and Climate.
- 495 directors and counselors in TCADA-funded programs completed the online ORC survey.
- There were noticeable differences in several areas when comparing adult and youth programs.
- Overall, counselors agree strongly that staff attributes are highly positive. In particular, *efficacy* received high ratings.

The ORC Survey

The ORC assesses an organization's environment, with the survey broken down into 18 areas of functioning then grouped into four major areas: Motivation for Change; Program Resources; Staff Attributes; and Organizational Climate. A link to the website with items making up each scale is provided at the end of this report.

1. Motivation for Change includes the functioning areas of Program Needs, Training Needs, and Pressures for Change. Questions include perceived needs for treatment skills and training, as well pressures for change from internal and external sources.

2. Program Resources includes the functioning areas of Offices, Staffing, Training, Computer, and e-Communications. Questions include perceptions about adequacy of offices and facilities, staffing levels, staff development, use of computers, and availability of email and the Internet.

3. Staff Attributes includes the functioning areas of Growth, Efficacy, Influence, and Adaptability. Questions rate the climate for professional growth and practices, staff effectiveness, leadership, influence on decisions, and willingness to try new methods.

4. Organizational Climate includes the functioning areas of Mission, Cohesion, Autonomy, Communication, Stress, and Change. Questions rate the extent to which there is an understanding of agency mission, that counselors are given authority, communication is open, counselors are stressed or frustrated, and if an attitude of receptiveness to change and improvement is present.

Results

The following series of figures provide summary statewide information about selected organizational characteristics of treatment programs.

Figure 1, All Youth and Adults, includes responses from counselors in all programs. The results presented for the specific modalities (Figures 2 - 4) are based only on the most frequently reported program types counselors chose to describe their treatment unit. These tables do not include methadone programs, therapeutic community programs, detoxification programs, halfway programs, or other designations.

From an overall standpoint, it is noteworthy that most counselors moderately disagree that their program needs additional guidance or training in the provision of quality treatment services, and they tend to agree strongly that the staff attributes are highly positive (Figure 1).

In general, differences between adult programs and youth programs are small and not significant. This observation applies to outpatient programs, for which differences are not significant between youth and adult programs (Figure 4). However, counselors in adult residential programs have sharply lower perceived guidance and training needs compared to youth residential programs (Figure 2).

In intensive outpatient programs, youth counselors report more pressures for change, but adult counselors report greater office and staffing needs than youth programs. Adult intensive outpatient counselors also report more problems with staff cohesion and communication (Figure 3).

The potential value of these data are to stimulate dialogue to identify areas where organizational development efforts may be beneficial in enhancing the working environment of counselors and improving their ability to focus effectively on their work with clients.
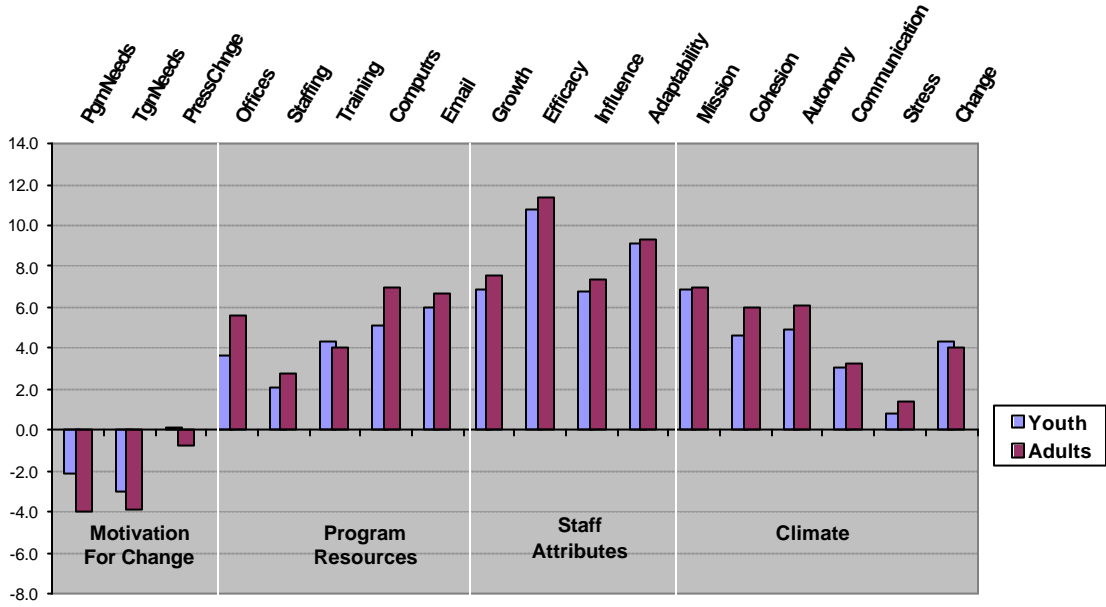
Figure 1
All Youth and Adults

Figure 2
Residential Youth and Adults
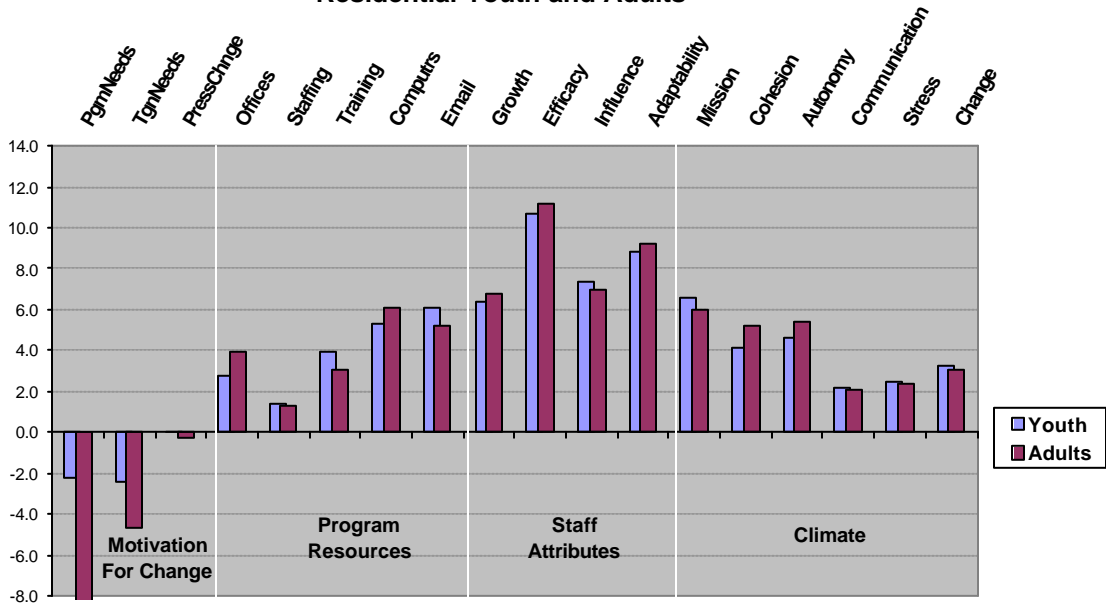
Figure 3
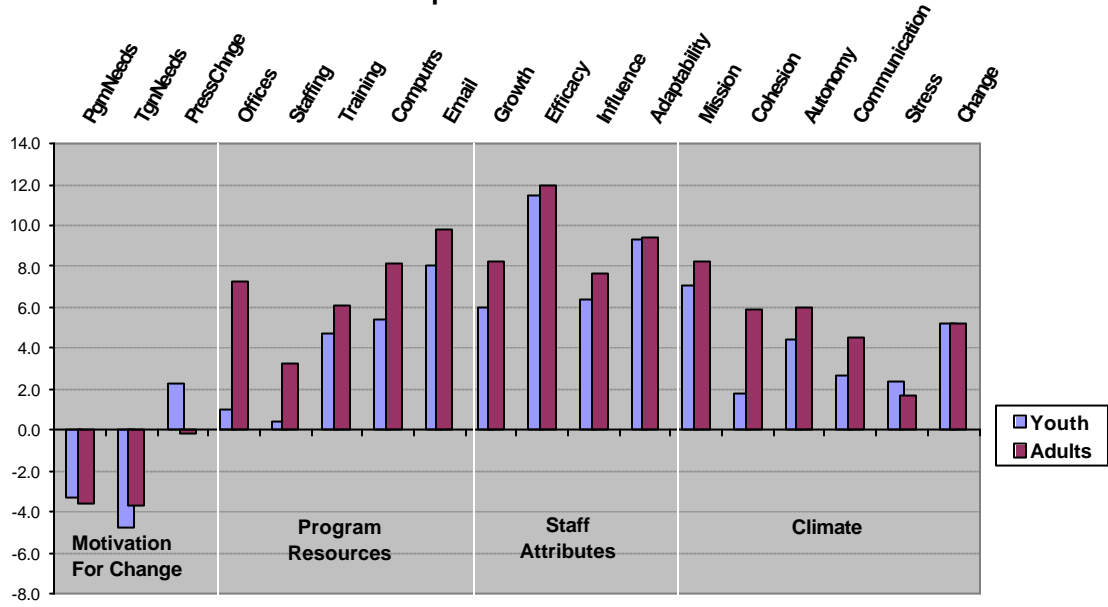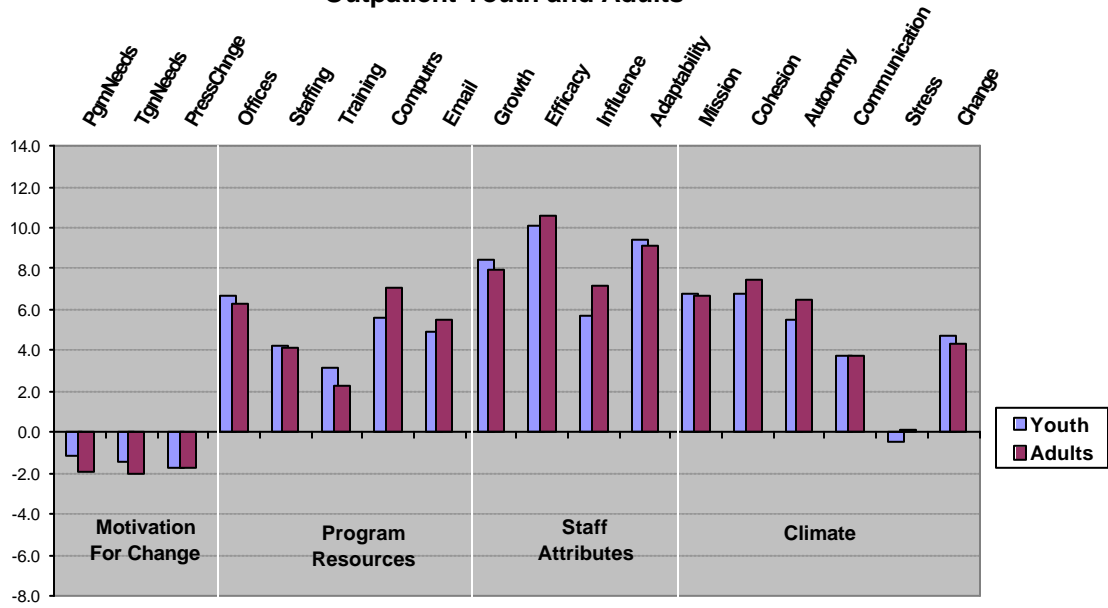**Intensive Outpatient Youth and Adults**

Figure 4
Outpatient Youth and Adults

For a list of questions used to score the four organizational functioning areas: www.ibr.tcu.edu/pubs/datacoll/Forms/orc-s-sg.pdf.

This survey was conducted as a partnership between TCADA, the Gulf Coast Addiction Technology Transfer Center (GCATTC), and the Institute for Behavioral Research (IBR).

The GCATTC is a regional center serving Texas, Louisiana, and Mississippi and is housed at the University of Texas at Austin. The purpose of the center is to work through multiple collaborative networks to bridge research to practice and to promote adoption of science-based addiction services by competent professionals. For more information: www.utattc.net.

The Institute for Behavioral Research at Texas Christian University is a national research center for addiction treatment studies. For more information on evaluation and improvement of the treatment process: www.ibr.tcu.edu.