

CO-MORBIDITY AND MANAGING ORGANISATIONAL CHANGE

By Jo Lunn

DAMI Project Officer

We Help Ourselves

Presentation Overview

- Co-morbidity and D & A Services
- Recruitment vs training staff
- Defining a Training Needs Assessment
- Issues to consider when conducting a TNA
- Role of evaluation
- Preliminary findings from WHOS TNA

Current Climate in D & A Treatment

- Industry needs in relation to Co-morbidity
 - Rates of co-morbidity
 - Clients presenting in residential services
 - Complexity of DAMI (Drug and Alcohol and Mental Illness)
 - Treatment outcomes

What Do We Do?

- Clearly D & A workers require skills in mental health
- Two options:
 1. Employ staff with the desired skill set
 2. Train existing staff to work more effectively with this client group

Recruiting New Staff

- Funding
- Survey of D & A Managers found 2/3 reported having difficulty filling staff vacancies - both long and short term contracts

(Duraisingam, Roche, Pidd, Zoontjens & Pollard, 2007)

Training Existing Staff

- Funding for capacity building and training staff

But there is a catch

- Funding is within a set time frame (max 3yrs)
- Sustainable activities
- Does not provide funds to fill positions for people to directly work with DAMI clients

Training Existing Staff

- Funds have been made available for training

But.....

What do we want the training to train staff in?

- Clients with DAMI are not a homogeneous group
- Different services = different needs
- Organisational change research

Training Existing staff

Additional considerations

- Available training
- Training Costs
- Staff turnover-sustainable change?
- Knowledge alone does not strongly influence practice behaviours of treatment staff (Davis et al, 1995, Lin et al, 1997, Oxman et al, 1995)

What Do We Do?

Training Needs Assessment

‘The process of identifying
how training can help your
organisation reach its goals’

Tobey (2005)

Purpose of a Training Needs Assessment

Tobey (2005)

1. Places the training need in the context of organisational need
2. Reviews an array of information to ensure issues identified are the problem
3. Ensures training design will allow for a direct learning that can be transferred into work practice
4. Identifies non-training issues

1. Place the Training Need in the Context of Organisational Need

- Training adds value only when it ultimately serves a business need
- **What are the organisations goals?**
- How does the organisation want to change their current service delivery to clts with DAMI?

2. Review Information to Ensure that the Training will Facilitate the Targeted Change

- Identify Attitude/motivation for change management/staff
- Survey current service delivery (Mgrs and staff, clients with DAMI/Stakeholders)
- Review statistics-intake, discharge
- Review critical incidents
- Review previous training-level of transfer to practice

3. Final Training Design to Support Employee Performance

- Clear understanding of organisational operations and organisational structure
- Training design provides clear and practical processes that can be adopted by staff within their workplace

4. Identification of Non-Training Issues

- What systematic changes need to occur to facilitate the desired change
 - Policy/procedures
 - Development of resources
 - Environmental changes
 - *Existing staff culture/ staff politics-identify key people*

Evaluation

- Purpose of Evaluation
- Types of Evaluation
 - Qualitative
 - Quantitative
 - Validated assessments
 - Organisation specific
 - Internal vs external evaluation-DDCAT example

Internal vs External Evaluation

- Ownership
- Overt or perceived pressure to demonstrate results
- Findings from Turning Point using DDCAT
 - External reviewers pre and post mental health training (**2.4**. & **2.472** out of a **possible score of 5** respectively).
 - Internal reviewers pre and post training (**3.4** and **4** respectively).

Develop Training – Implementation Strategy

- Training Development

Other important considerations

- Staff and management ownership of the training
- Budget
- Practical issues
- Development of appropriate resources

DAMI Project

- WHOS has been funded through CBG
- 3yr Project-nine months into the project

Strategic Plan

- *Year 1*- TNA, obtain baseline data
- *Year 2* –Training, implement policy changes
- *Year 3* -Complete training, evaluation of the project & disseminate findings

Findings from the Staff Demographics- 60 responses

- 25 males and 35 females
- Age range: 23- 60 years Average age: 44.4

Experience

- Range from 3months to 20 years
- Average 5.5 years
- 27 previous experience in another TC on average 3.3 years (min 2months - max 15 years)

Findings from the Staff Demographics- 60 responses

Selected Professional Title

- 39 identified as D & A worker
- 3 identified as Welfare workers
- 1 identified as a Nurse
- 1 identified as a Social worker
- 13 identified as Administration Workers
- 3 identified as –Other

Findings from the Staff Demographics- 60 responses

Education

- 83% have a tertiary education
- 20 TAFE Certificate
- 11 TAFE Diploma
- 10 Undergraduate Degree
- 9 Post Graduate Degree
- Time of 3.3 years (min 2months - max 15 years)

Additional Assessments

- External DDCAT Evaluation (covers several domains)

Co-morbidity Problems Perceptions Questionnaire

- Staff attitudes towards working with DAMI Clients
- 33 Questions
- Feelings of ability, knowledge, support, desire to work with clients with DAMI

Red highlights average score

Green highlights the mode (most frequently chosen)

Please circle one number for each question.	Strongly Agree						Strongly Disagree	
I feel I have a working knowledge of co-morbidity problems.	1	2	3	4	5	6	7	
I feel I know enough about the causes of co-morbidity to carry out my role when working with co-morbidity clients.	1	2	3	4	5	6	7	
I feel I know how to counsel co-morbidity patients/clients over the long term.	1	2	3	4	5	6	7	
I feel I have a clear idea of my responsibilities in helping in helping co-morbidity clients.	1	2	3	4	5	6	7	
I feel the best I can personally offer co-morbidity clients is referral to somebody else.	1	2	3	4	5	6	7	

Red highlights average score

Green highlights the mode (most frequently chosen)

Please circle one number for each question.	Strongly Agree						Strongly Disagree	
If I felt the need when working with co-morbidity clients I could easily find someone with whom I could discuss any personal difficulties that I might encounter.	1	2	3	4	5	6	7	
If I felt the need when working with co-morbidity clients I could easily find someone who would help me clarify my professional responsibilities.	1	2	3	4	5	6	7	
If I felt the need I could easily find someone who would be able to help me formulate a care plan for a co-morbidity client.	1	2	3	4	5	6	7	
I am interested in the nature of co-morbidity problems and the responses that can be made to them.	1	2	3	4	5	6	7	
I want to work with co-morbidity clients.	1	2	3	4	5	6	7	

Training Needs Analysis in Summary

- Ensure training fits with the business need
- Gather a broad range of data that informs the process
- Ensure the training design allows for the transfer of training into the workplace
- Identify non-training issues that will act as barriers
- Comprehensively evaluate impact of the training
- Develop a training implementation plan

Contact Details

Jo Lunn

DAMI Project Officer

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jo.lunn@bigpond.com