ORGANIZATIONAL EFFECTIVENESS AND FAMILY TO FAMILY IMPLEMENTATION

A ROADMAP FOR COMMUNITY-BASED PROGRAM IMPROVEMENT

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Context and Program Implementation

- Administrative and Program Structure (Stern et al., 2008)

- Organizational Climate (Glisson et al., 2008)

- Supervisory / Leadership Excellence (Yoo & Brooks, 2005)

- Program Fidelity and Fidelity Measurement (Mowbray et al., 2006)

- Evaluations and Organizational Learning (Torres & Preskill, 2001)

FAMILY TO FAMILY EVALUATION

- Captured implementation and outcome data
- Identified the need for contextual indicators
- Pilot study of organizational dynamics and indicators of Family to Family implementation
  - Kentucky site
  - California site
  - Funded by Annie E. Casey Foundation and Boston College

Survey of Organizational Excellence (SOE)

- Developed by researchers at the University of Texas – Austin
- Used statewide by child welfare systems in Texas and Missouri on a biennial basis
- 86 Likert-scale items, 5-point scale (strongly disagree – strongly agree)
- 5 dimensions and 20 constructs
  - *Work Group* (supervisor effectiveness; fairness; team effectiveness; diversity)
  - *Accommodations* (fair pay; physical environment; benefits; employment development)
  - *Organizational Features* (change oriented; goal oriented; holographic; strategic; quality)
  - *Information* (internal; availability; external)
  - *Personal* (job satisfaction; time and stress; burnout; empowerment)

INDICATORS OF FAMILY TO FAMILY IMPLEMENTATION

- SOE contains space for 20 additional items
- Measured perceptions of implementation for each of the 4 core F2F strategies, and opinions of F2F in general
  - Team Decisionmaking (TDM)
  - Resource Development, Recruitment, & Support (RDS)
  - Self Evaluation (SE)
  - Building Community Partnerships (BCP)
  - Family to Family overall (FF)

SAMPLING METHODS

- 2-day data collection effort in each site
- In-person surveys
- Meals provided as incentive to participate
- Agency staff assisted in recruitment efforts through email reminders and flyers
- *Kentucky site:*
  - 284 employees invited; 181 completed survey
  - Response rate = 63.7%
- *California site:*
  - 284 employees invited; 229 completed survey
  - Response rate = 80.6%
- **Overall response rate = 72.2%**

SAMPLE CHARACTERISTICS

- No statistically significant differences between sites based on gender, age, job position (caseworker or supervisor), years service at organization, educational level, or primary service area

- Differences by (p<.05):
  - Race/Ethnicity (higher % of White and Black respondents in KY compared with CA; higher % of Hispanic respondents in CA)
 - Hours Per Week (93.4% of CA work 40+ hours per week, compared with 42.0% in KY)

ANALYSIS PLAN

- Mean differences between caseworkers and supervisors:
    - SOE dimensions and constructs, within sites and between sites (independent samples t-tests)
    - Family to Family implementation indicators, within sites and between sites (independent samples t-tests)
- Linear regression models predicting core strategy implementation by organizational dimensions, controlling for demographics and site (5 models)
- Classification and analysis of written open-ended comments

RESULTS – SOE BETWEEN SITES
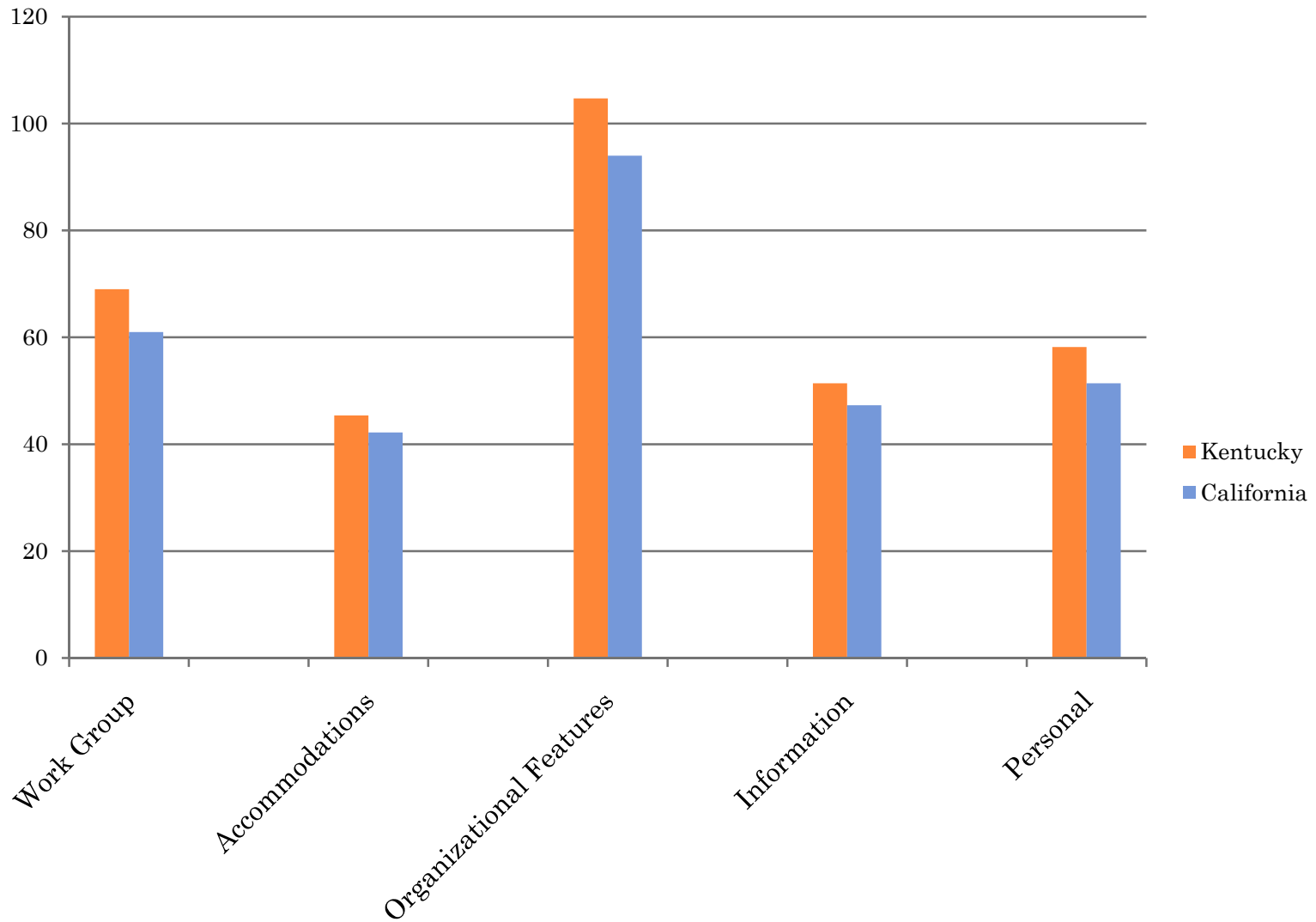
All comparisons significant with p<.05
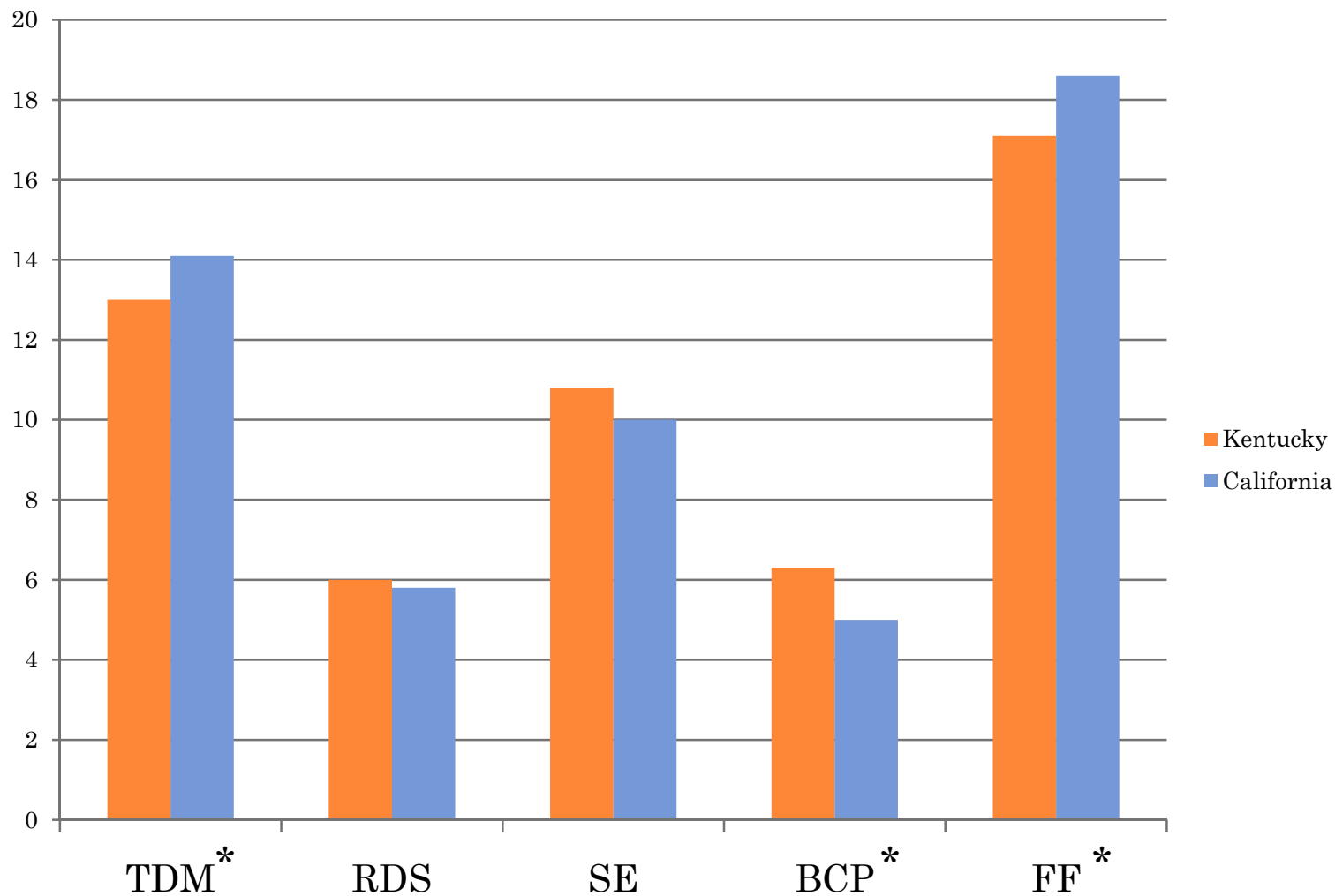
RESULTS – SOE WITHIN SITES

- Kentucky
  - Supervisors rated organizational dimensions and constructs more highly than caseworkers ($p<.05$), except for the constructs of *Benefits* and *Availability of Information*
- California
  - Few differences between supervisors and caseworkers emerged
  - Supervisors rated *Strategic* and *Quality* of Organizational Features more highly than caseworkers ($p<.05$)

RESULTS – F2F BETWEEN SITES

* _p_<.05

RESULTS – F2F WITHIN SITES

- Kentucky
  - Few differences between caseworkers and supervisors on core indicators
  - Supervisors rated F2F overall, and most related indicators, more highly than caseworkers (p<.05)
- California
  - Supervisors rated TDM and most related indicators more highly than caseworkers (p<.05)
  - Supervisors rated Self Evaluation more highly (p<.05)
  - Supervisors rated F2F overall more highly than caseworkers, and all related indicators (p<.05)

PREDICTORS OF CORE STRATEGY IMPLEMENTATION

- TDM
  - Higher *Organizational Features* and *Information* ratings predicted higher TDM implementation scores ($p<.05$)
  - California respondents more likely to rate TDM higher
- RDS
  - Higher *Information* ratings predicted higher RDS scores ($p<.01$)
- SE
  - Higher *Work Group* ratings predicted higher SE scores ($p<.05$)
- BCP
  - California respondents more likely to rate BCP lower (see discussion for explanation; $p<.01$)
- FF overall
  - Higher *Information* ratings predicted higher overall F2F scores ($p<.001$)
  - California respondents more likely to rate Family to Family higher ($p<.001$)

Open-Ended Comments Regarding Barriers to F2F Implementation

- Kentucky Themes
  - Staff training and buy-in (26 comments)
  - Resource constraints (19 comments)
  - Buy-in from families and communities (12 comments)
- California Themes
  - Resource constraints (22 comments)
  - Administrative and agency issues (23 comments)
  - Buy-in from community and families (12 comments)
  - Need for ongoing training (8 comments)
  - Addressing racial disparities and disproportionality (7 comments)

DIRECTIONS FOR FUTURE PRACTICE

- Kentucky
  - Administrators provided extensive written feedback on findings and methodology
  - Used findings to increase information sharing with frontline staff
  - Findings provided justification to fill vacant positions in agency
  - Expressed interest in implementing another round of surveys to measure progress
- California
  - Administrators believed some factors to be artificially low (e.g., the agency does not use community-based neighborhood sites, as other F2F anchor sites often do)
  - Suggested that the fidelity measure be vetted by all agency staff in the future, such that the unique experiences and practices of agencies are reflected in individual items
  - Agreed to provide feedback on final written manuscript

QUESTIONS?

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