Organizational Culture:

Identifying, assessing and changing it to enhance a culture of recovery

Peter B. Rockholz, M.S.S.W.

Deputy Commissioner

Connecticut Department of Mental Health and Addiction Services

DMHAS

A Healthcare Services Agency

Enhancing and Sustaining Recovery

Quality ⟶ **Outcomes** ⟶ **Recovery**

Factors Influencing Quality and Outcomes in Recovery

Evidence Based Practices X **Staff Factors** X **Organizational Factors** X **External Factors** = **Quality/ Outcomes**

Factors Influencing Quality and Outcomes in Recovery

Evidence Based Practices		Staff Factors		Organizational Factors		External Factors		Quality/ Outcomes
1.0	X	1.0	X	1.0	X	1.0	=	1.000
0.8		0.7		0.7		0.6		0.235
1.0		0.7		0.7		0.6		0.294
0.8		1.0		1.0		0.6		0.480
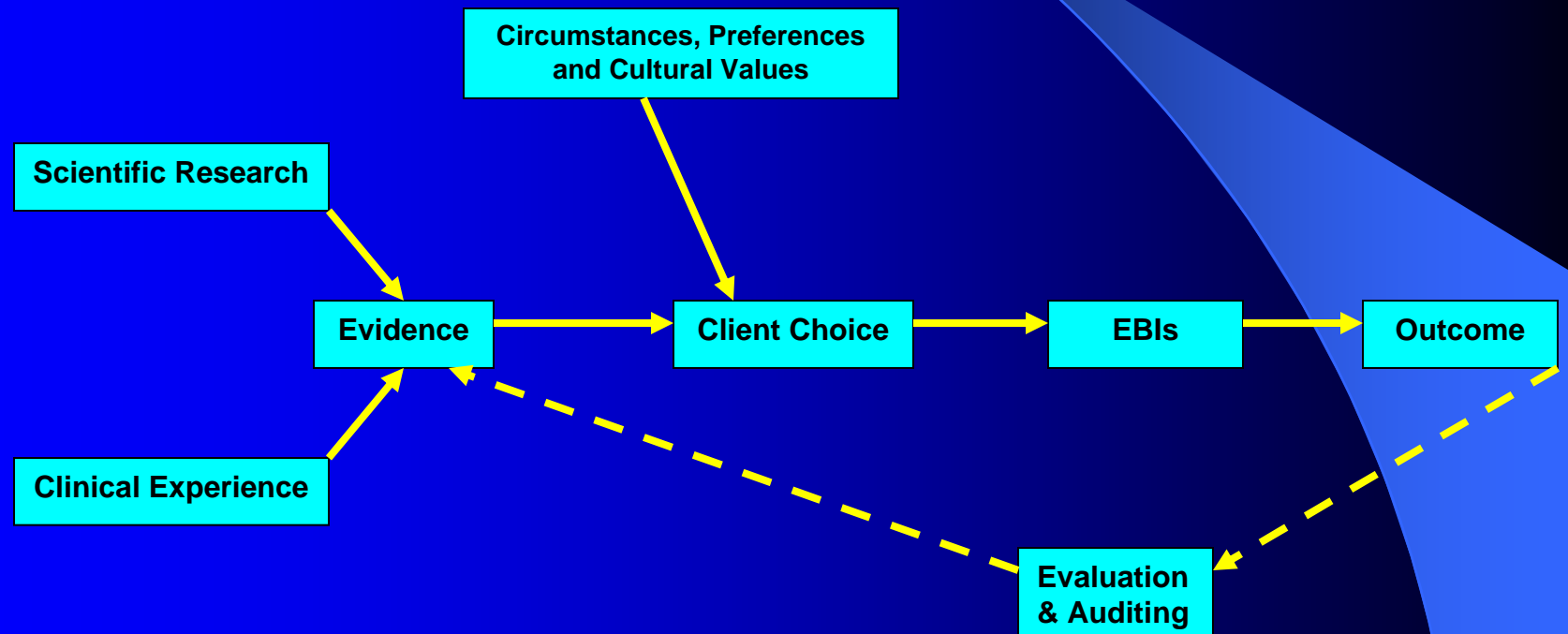
Enhancing Existing Service Delivery
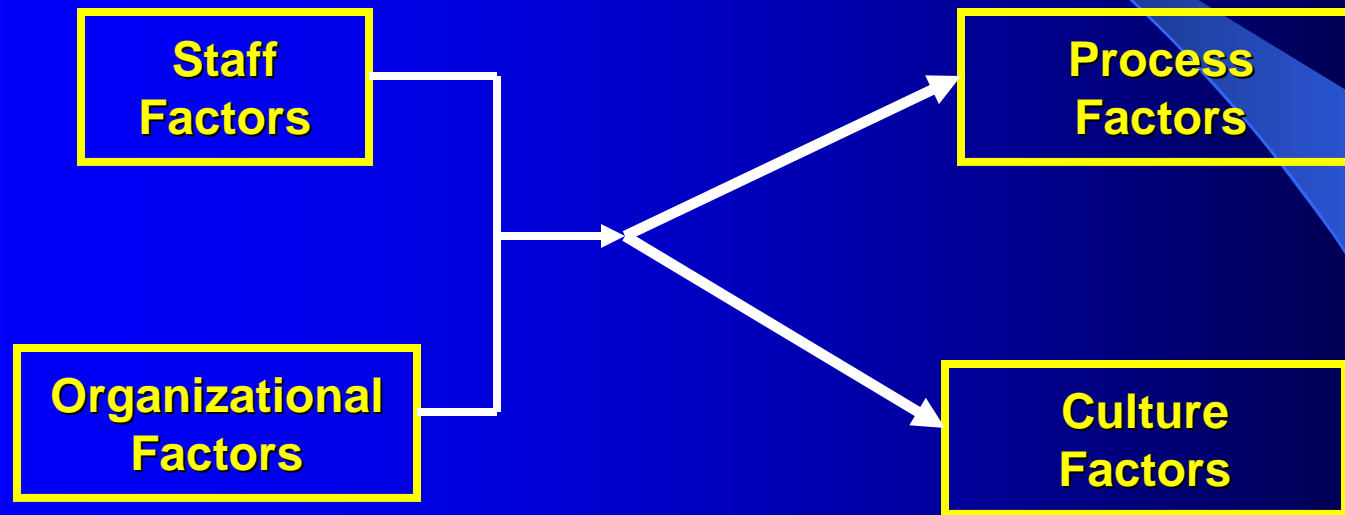
What is Organizational Culture?

Culture Characteristics

- Natural evolution; taken for granted
- Common values, beliefs, norms
- How group solves everyday problems and provides support
- Language, history, stories
- Taught to new members
- Reflected in symbols, rituals, rites

Aspects of Organizational Culture

FORMAL: How it's supposed to be.

INFORMAL: How things really get done.

KEY QUESTION: To what extent are the informal and formal cultures aligned?

Pamela K. Withrow
Retired Warden
Michigan Department of Corrections

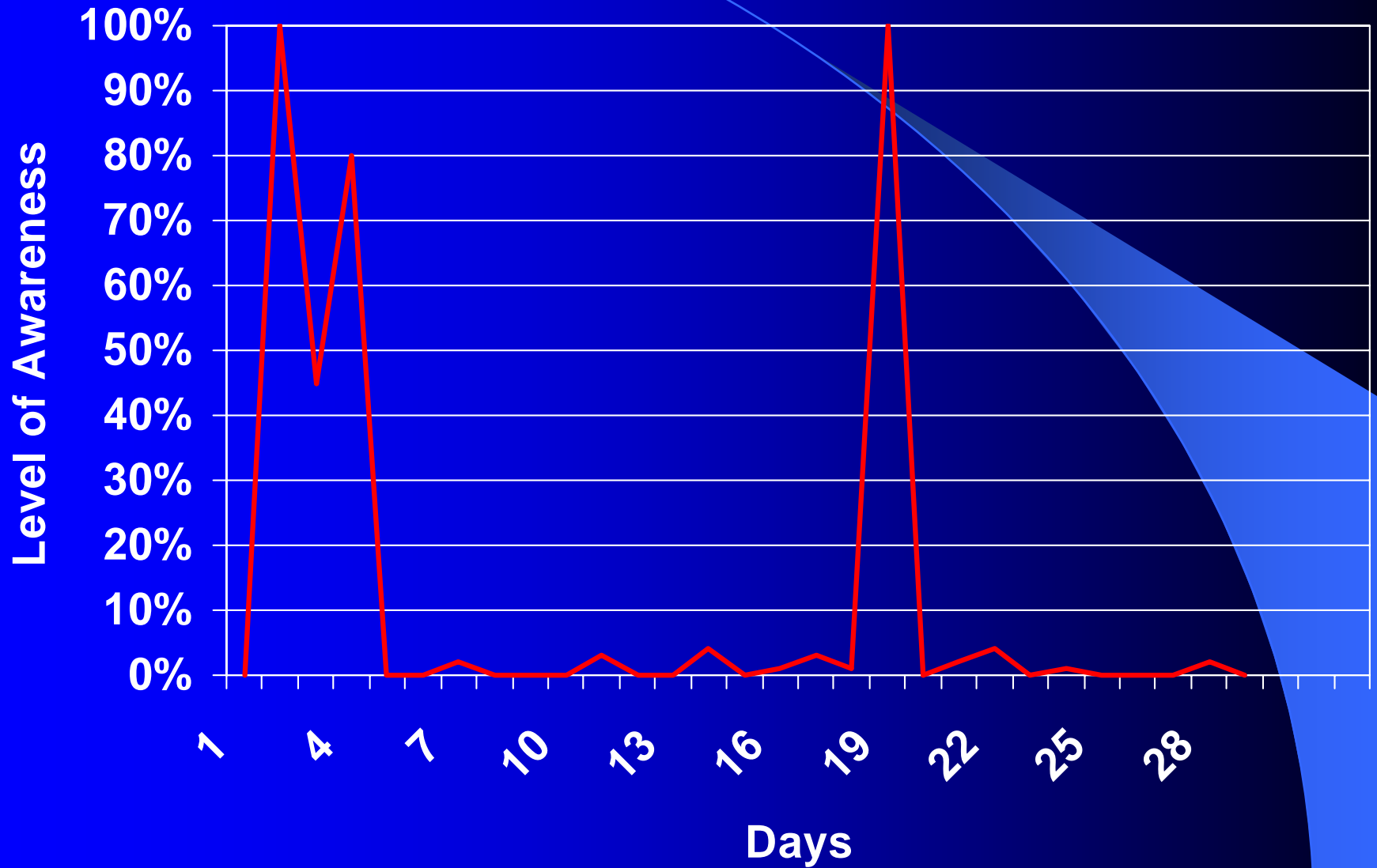# How does the culture reveal itself?

Common Clues to
Informal Organizational Culture

- **House Blindness**
- **Mission Diffusion**
- **Dissonance**
- **Signs, symbols, stories, myths**
- **Language**
- **Behavior**

House Blindness

Broken Window Awareness - 1 mo.

CONFIDENTIALITY OF ALCOHOL AND DRUG ABUSE PATIENT RECORDS

The confidentiality of alcohol and drug abuse patient records maintained by this program is protected by Federal Law and Regulations. Generally, the program may not say to a person outside the program that a patient attends the program, or disclose any information identifying a patient as an alcohol or drug abuser, unless:

1. The patient consents in writing;
2. The disclosure is allowed by a court order; or
3. The disclosure is made to medical personnel in a medical emergency or to qualified personnel for research, audit or program evaluation.

Violation of the Federal Law and Regulations by a program is a crime. Suspected violations may be reported to appropriate authorities in accordance with Federal regulations.

Federal laws and regulations do not protect any information about a crime committed by a patient either at the program or against any person who works for the program or about any threat to commit such crime.

Federal laws and regulations do not protect any information about suspected child abuse or neglect from being reported under State law to appropriate State or Local authorities.

(See 42 U.S.C. 290dd-3 and 42 U.S.C. 290ee-3 for Federal laws and 42 CFR Part 2 for Federal regulations).

(Approved by the office of Management and Budget under Control No. 0930-0099).

I have read, understand, and received a copy of the above.

_____
Client / Patient Signature

_____
Date

Key Organizational Objectives for Service Providers

- **Engagement**

- **Retention**

- **Recovery Initiation/Acculturation**

Engagement Needs

"What am I looking for?"

- **Respect**

- **Belonging**

- **Choice**

- **Will this help me?**

Engagement Process Factors

- Pre-site visit contact (e.g., phone)
- Before entering the facility
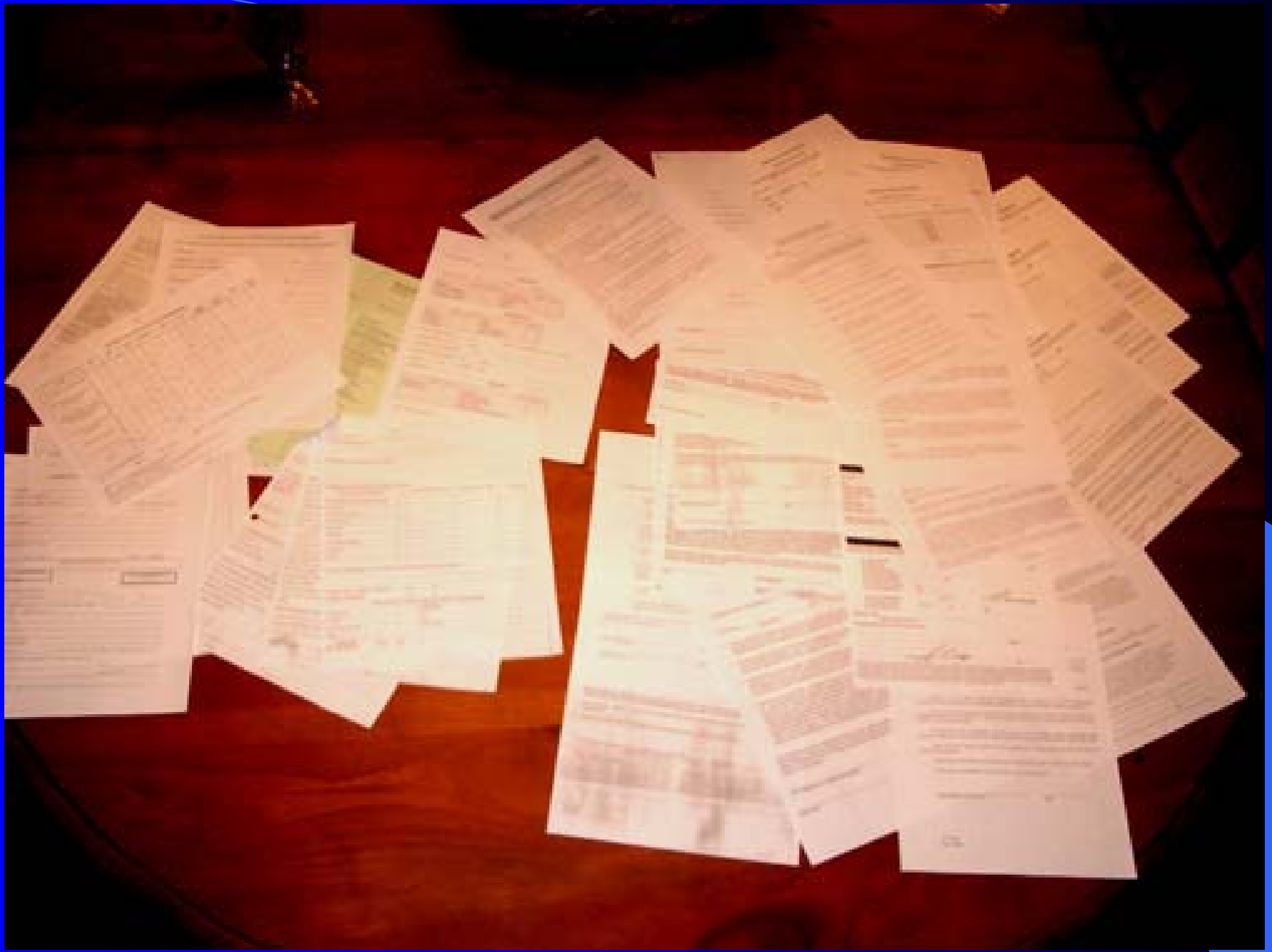- The facility entrance
- Lobby environment
- Reception
- Next steps

Retention Needs

"Is this getting me where I need to go?"

- Whose goals are these?

- Does their approach match my reality?

- How much do I really trust people here?

- Am I feeling hopeful?

- Do they really understand me?

- Am I becoming prepared for a new life?

The "Oxygen Mask" Theory

Hi Daisy!!

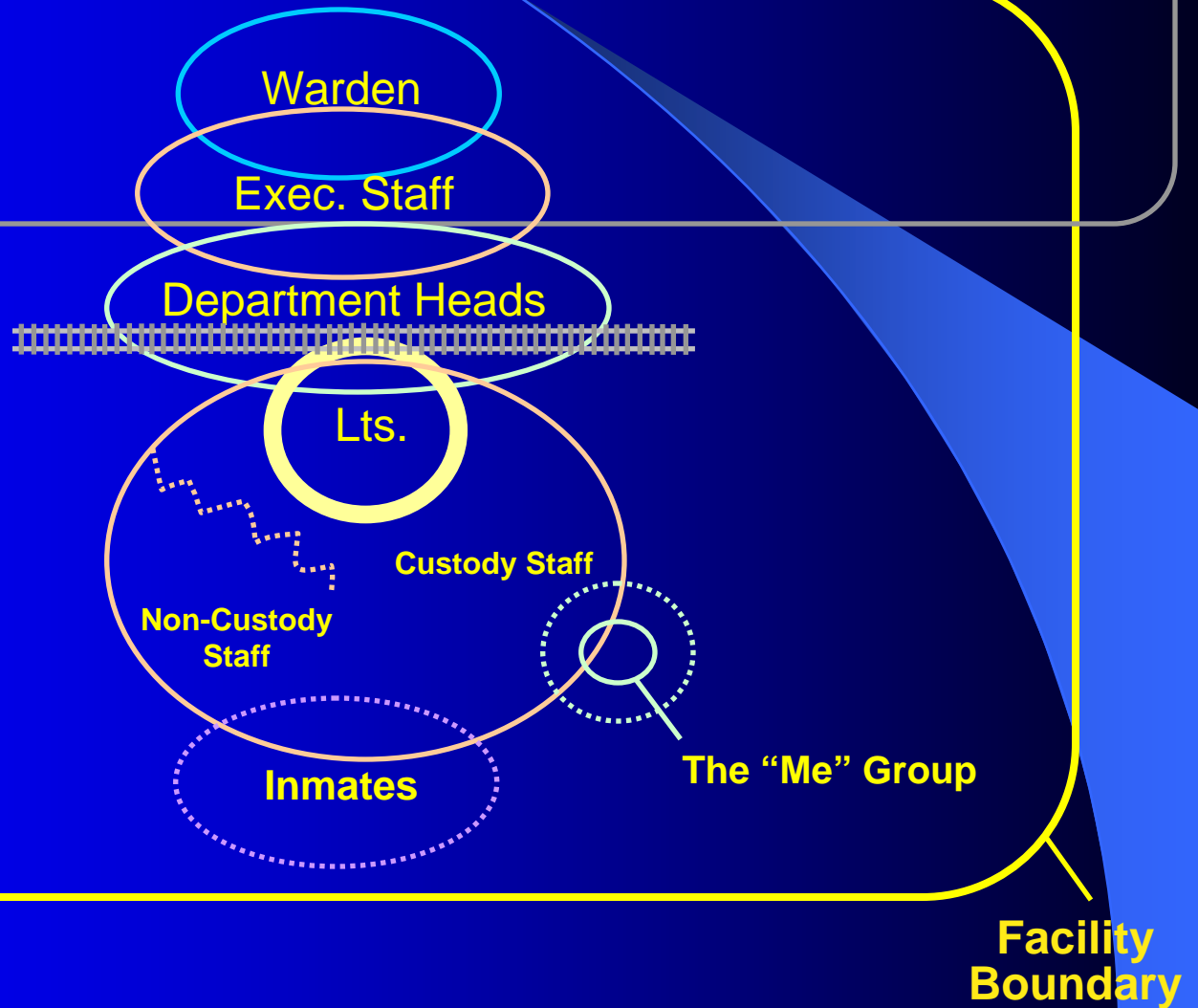# This isn't an office…

It's

HELL

with fluorescent lighting.

Mission Diffusion

- **Shared mission?**
- **Formal/informal cultures aligned?**
- **Opposing values/beliefs?**
- **Subculture development**

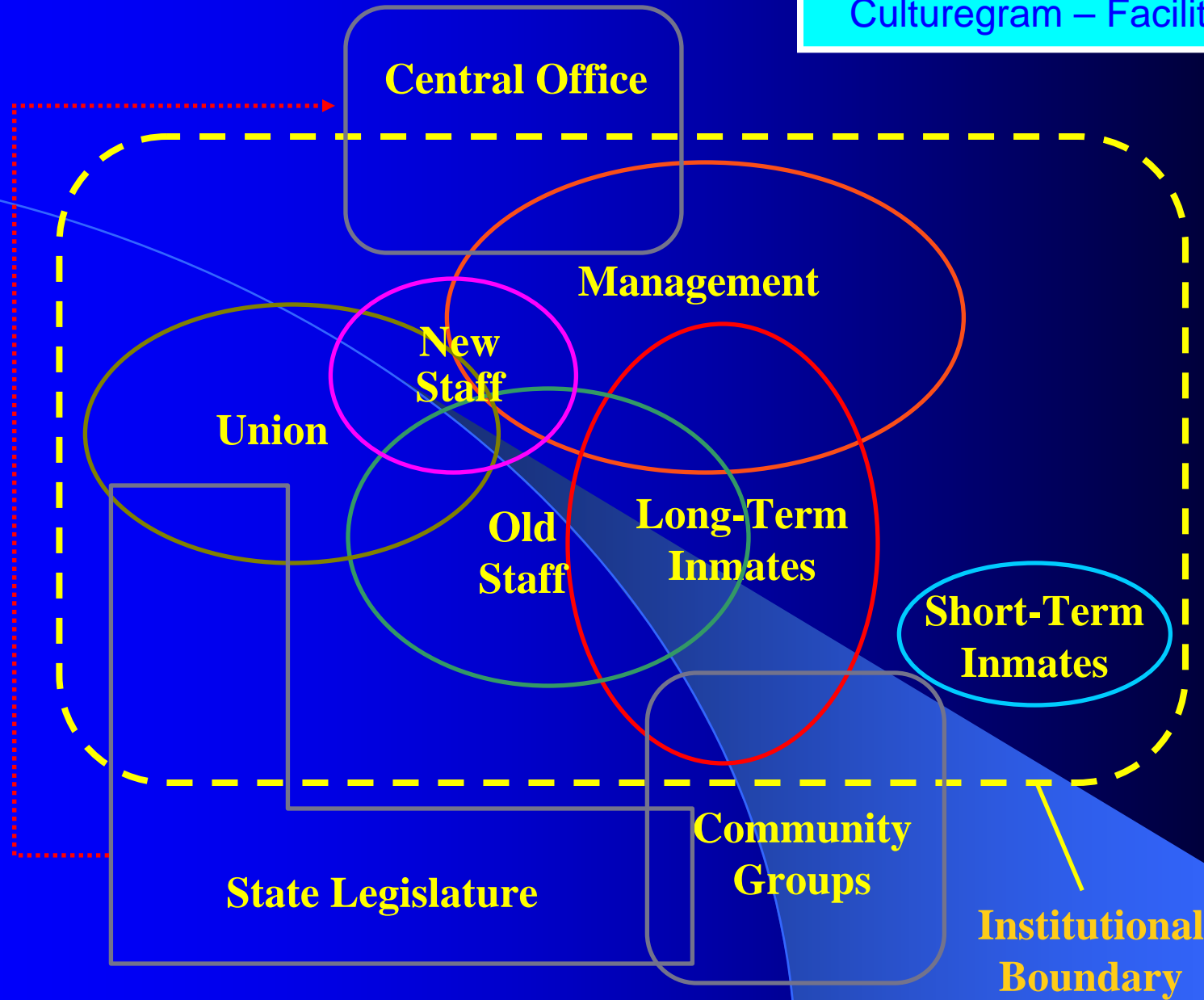IHODM33S   ▶   SP

Leo Carroll, Ph.D.
Professor of Sociology
University of Rhode Island

FCI Culturegram

Bureau of Prisons

Warden

Exec. Staff

Department Heads

Lts.

Custody Staff

Non-Custody Staff

Inmates

The "Me" Group

Facility Boundary

Culturegram – Facility #6

Central Office

Management

New Staff

Union

Old Staff

Long-Term Inmates

Short-Term Inmates

State Legislature

Community Groups

Institutional Boundary

Dissonance

- Youthful offender example
- CIW poster example
- Nicotine dependence

Recovery Initiation/ Acculturation Needs

- **Exposure to Recovery Role Models**
- **Language**
- **Instilling Hope and Confidence**
- **Building Individualized Supports**
- **Develop Healthy Lifestyle**
- **Keep it Up Front**
- **Giving back**

Recovery Oriented Organizational Cultural Characteristics

Recovery Supportive

- Consumer oriented
- Multiple paths
- Recovery Plans
- Outcome driven
- Walking the talk
- Role modeling
- Strength/goal oriented

Not Supportive

- Organization oriented
- One way (our way)
- Treatment Plans
- Process driven
- Hypocrisy
- Double standard
- Deficit/problem oriented

Keys to Culture Change

- Raise awareness (triangulation)
- Clear leadership vision and commitment
- 'Top-down' + 'Inside-out' approach
- Be open and inclusive
- Ask and listen (actively)
- Staff come first
- Role modeling ("walk the talk")
- Inclusion from all levels and disciplines
- Sustained effort

CONTACT INFORMATION

Peter B. Rockholz, M.S.S.W.
Deputy Commissioner

Department of Mental Health and Addiction Services

860.418.6958

peter.rockholz@po.state.ct.us

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