



Research to Assess Sanctuary Model Implementation from the Perspective of Indirect Care Staff

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Overview

- Background Leading to Study
- Prior Research
- Study Design
- Results
- Findings
- Limitations
- Implications
- Conclusion

Background Leading to Study

- Study conducted at voluntary child welfare agency in Northeast
- Implementing the Sanctuary Model
- Previous focus group study investigating implementation
- Indirect Care staff felt their perspective was not accurately represented
- Indirect Care Core Team decided to pursue own study

Prior research

- Connection between organizational climate and outcomes of children (Glisson, 2007)
- Yet, efforts to implement organizational climate interventions have met challenges (Franklin & Hopson, 2007)
- Indirect Care Staff often overlooked in studies on organizational effectiveness (Bloom et al., 2003)

Study questions

- How invested was the Indirect Care Staff in Sanctuary Model implementation?
- Had all Indirect Care Staff been trained on the model?
- How well was Sanctuary Model behavior being practiced by agency staff:
 - Use of Tools
 - Demonstration of 7 Commitments

Study design

- Participatory Action Research
- Involvement of agency Indirect Care Staff Core Team
- Collaborative process in survey development and dissemination
- Online and hard copies
- Three week turnaround
- Descriptive analyses and Cronbach's α

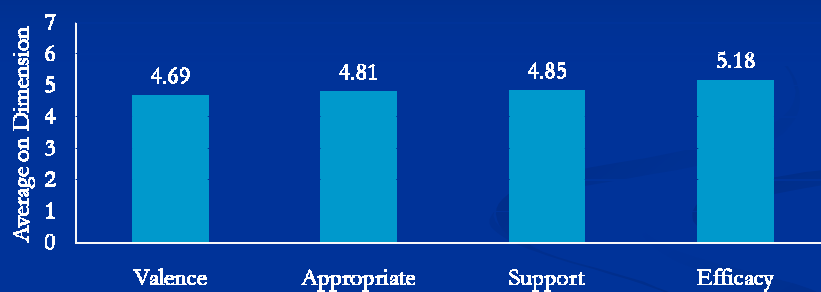
Measures

- Organizational Change Recipients Belief Scale (OCRBS; Armenakis, Bernerth, Pitts, & Walker, 2007); 19 study items, 7 point scale from Strongly Agree to Strongly Disagree
 - *Discrepancy*
 - Appropriateness
 - Efficacy
 - Principal Support
 - Valence
- Researcher developed Commitment scale; 35 items, 5 point scale from A very great extent to Not at all
- Additional survey questions

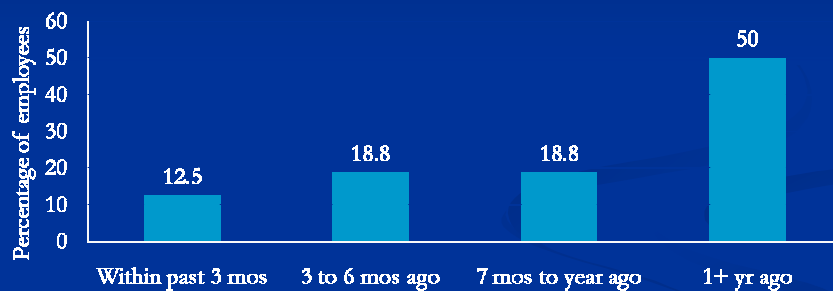
Results

- 46% response rate (N=39)
- Moderate employee investment in Sanctuary Model implementation
- 86.5% received some training on the model

Readiness for Organizational Change (1-7)



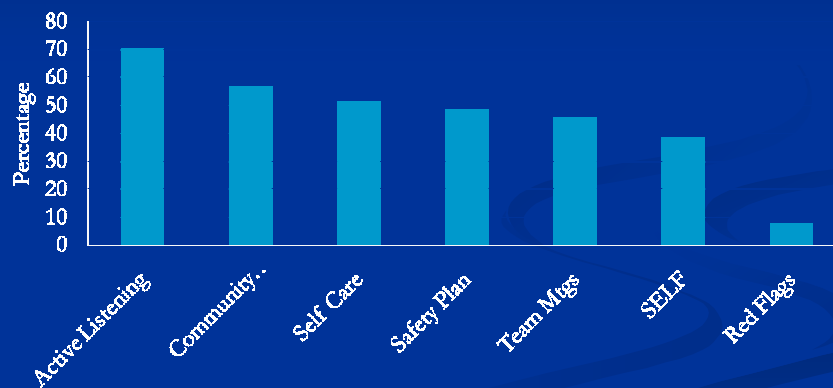
Timing of Most Recent Training



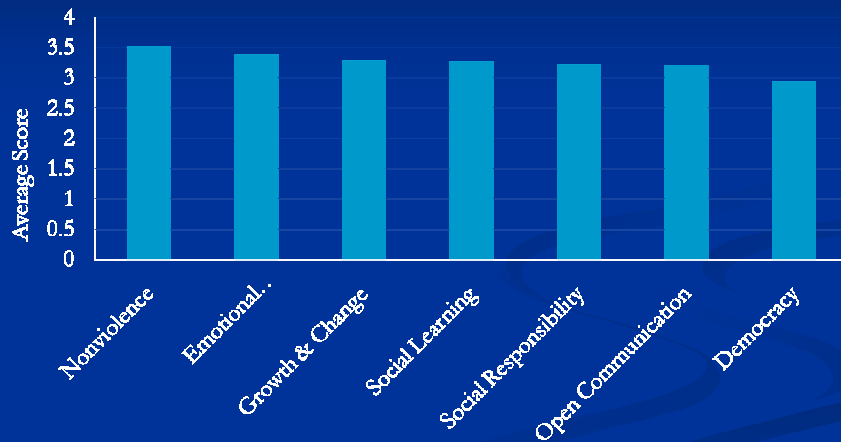
Employee Understanding of Tools

Question	Number of employees who understand to a great/very great extent	Percentage
I understand the Sanctuary Model tools	18	50.0%
I understand the reason behind each of the tools	17	47.2%
I know how to use each of the tools	14	38.8%

Use of Tools (at least once/week)

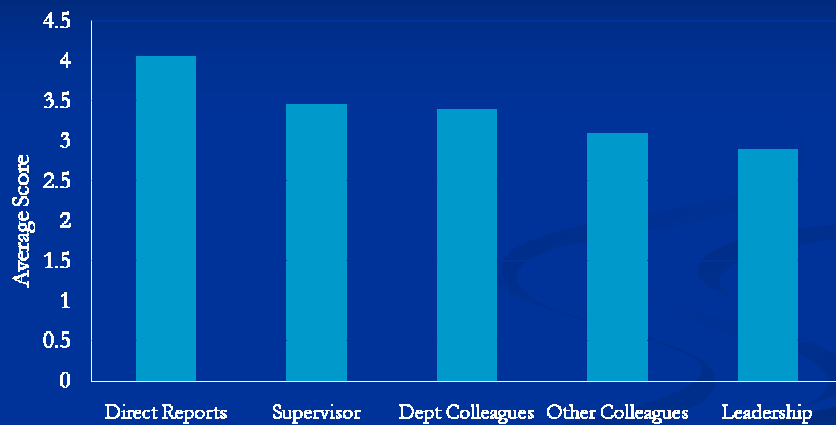


Demonstration of Commitments Research developed instrument (1-5)*



•Cronbach's $\alpha = .985$

Demonstration of Sanctuary Model Behavior by Employee Group (1-5)



Implementation of Sanctuary Model

- *Question:* Has the agency successfully implemented the Sanctuary Model?
- *Response:* Over half (58.3%) of indirect care staff believe that the agency has successfully implemented the Sanctuary Model; 82.9% believe that the agency will eventually achieve certification

Findings

- Employees moderately engaged in organizational change
- Most employees trained
- Variability in use of tools
- Difference in demonstration of Commitments
 - Commitment
 - Employee Group

Limitations

- Low response rate
- Cross-sectional
- Use of only one standardized instrument

Implications

- Need for some additional training; however does not stop with training
- Sanctuary Model implementation is a process; continuous, ongoing effort to improve demonstration of Sanctuary Model behavior by all in an organization

Conclusion

- Benefits of Participatory Action Research
 - Valuable actionable data collected
 - Employees interested in findings
- Sanctuary Model principles in line with employee engagement to implement and sustain model (i.e., Democracy, Social Responsibility, Social Learning, and Growth & Change)

References

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- Glisson, C. (2007). Assessing and changing organizational culture and climate for effective services. *Research on Social Work Practice*, 17(6), 736-747.



Thank you and Questions?

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