NIATx 200: Organizational Characteristics
The Effect of Organizational Characteristics on a Clinic’s Participation in a Randomized Trial of Quality Improvement in Addiction Treatment

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Objective

To understand the characteristics of addiction treatment clinics that predict
1. enrollment in a randomized controlled trial and
2. participation in quality improvement (QI)
Data sources/study setting

Primary and secondary data were collected from clinics in five states from October 2007 through December 2009 during the NIATx 200 randomized controlled trial.
648 clinics were considered eligible. All eligible providers were invited to a state-hosted recruitment meeting to learn more about the project.

After a six-month recruitment period, 201 clinics enrolled in the study and were randomly assigned to the arms.
Analysis

Stage 1 Model: Enrollment

- Organizational and other factors that may have played a role in a clinic’s decision to enroll in the NIATx200 study.

- Standard logistic regression model to identify characteristics of the enrolled sites vs. eligible clinics that did not enroll.
Analysis

Stage 2 Model: Participation in the QI Intervention

- estimate marginal effects of observed agency characteristics on level of participation during 18-month intervention period, within each 6-month period, & by group.
- function of Stage 1 characteristics + competition, management score, and readiness for change (available only for enrolled organizations)
- 2-part logistic regression model
Findings: Stage 1 Model Enrollment

- Compared to all eligible clinics, those enrolled in NIATx 200 were
  - larger (approximately 100 additional annual admissions)
  - served a smaller proportion of African Americans
  - were more often not-for-profit.
Findings: Stage 2 Model: Participation in the QI Intervention

- In the first six months of the intervention only the absence of a hospital affiliation was a significant predictor of greater participation.
- In the second six months, private ownership and OCM: “clinic saw the project as helping meet organizational goals”
- In the last six months, private ownership and OCM: “clinic saw the project as helping meet organizational goals”
Congruence with the Literature

- Association for 6 characteristics on enrollment and participation.
  - Size (larger) and the relationship between the QI and organizational goals are commonly reported in the literature
  - Not-for-profit status has mixed results in other studies
  - Private ownership to be significant, which is reinforced by one other study
  - Being a freestanding as opposed to hospital-based clinic also was significant; one study- hospital-based is a significant predictor of QI participation
Congruence with the Literature

- Clinics serving a smaller proportion of African Americans were more likely to enroll in the study.
- To our knowledge, the literature about health care and African Americans (or minorities generally) does not address whether clinics fewer African Americans are less likely to take up QI. The literature does suggest that patients on the lower end of the socioeconomic scale tend to obtain healthcare from organization of lower quality and that QI initiatives in healthcare tend to ignore such organizations.
Discussion

As organizations adopt quality improvement innovations, it is important to identify characteristics that may indicate willingness to enroll, and willingness to participate fully in the intervention.