The studies confirm that positive organizational cultures lead to positive individual and organizational level outcomes. It is essential to evaluate the particular outcome the organization wishes to impact. Support from management, education & training, effective communication, and addressing individuals’ perceptions are crucial.

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Definition: Collectively shared values, beliefs, assumptions, and structures/processes of an organization

Implementation depends on the specific culture and outcome involved. Management must be willing to support & promote the desired culture. Education & training of management, employees, & stakeholders (also, time and money) may be required. Flexibility innovation may be required. May require a long-term commitment; may not lead to immediate results. Need to establish clear benchmarks/standards to evaluate success.

Studies did not address criminal justice settings. Need to consider key limitations – organizational culture interventions highlighting autonomy, innovation, flexibility, & empowerment may not translate well to structured, hierarchical, rules-based criminal justice environments. Culture interventions focused on employee outcomes (e.g., job morale/performance/turnover via safety or empowerment cultures) may be easier to transport.

How is this Relevant to Addiction Health Services?
Organizational culture is an issue that spans all fields; healthcare, substance abuse, and criminal justice are no exception. Organizational culture interventions have been found to be associated with improved outcomes in a variety of settings, and in health care settings in particular. Not only can a positive organizational culture improve patient outcomes, it is also strongly associated with employee-related outcomes. Accordingly, instituting a positive culture in organizations that deal with addiction issues may provide benefits to an organization’s employees (e.g., increased commitment, greater efficiency, improved retention, and increased job satisfaction) and help improve the ultimate health outcomes of patients in those settings.

For More Information:
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