

Table 1: Characteristics of Service Staff

	n	(%)
<b>Discipline/Profession (n=131)</b>		
Project Worker/General Assistant	40	(30.5)
Counsellor/Psychotherapist	26	(19.9)
Nursing	23	(17.6)
Medical	22	(16.8)
Administration	11	(8.4)
Professional other	9	(6.9)
<b>Years experience working in substance misuse treatment (n=130)</b>		
Under 6 months	7	(5.4)
6-11 months	4	(3.1)
1 to 3 years	16	(12.3)
4 to 5 years	11	(8.5)
Over 5 years	92	(70.8)
<b>Years in current job (n=128)</b>		
Under 6 months	8	(6.3)
6-11 months	6	(4.7)
1 to 3 years	25	(19.5)
4 to 5 years	13	(10.2)
Over 5 years	76	(59.4)
<b>Number of service users working with directly (n=120)</b>		
1-10	7	(5.8)
11-20	20	(16.7)
21-30	13	(10.8)
31-39	9	(7.5)
40 or more	71	(59.2)
<b>Works with (n=132)</b>		
Both drug and alcohol users	114	(86.4)
Drug Users only	13	(9.8)
Alcohol Users only	5	(3.8)
<b>Age (years): mean (SD)</b>	46.8	(11.0)
<b>Gender (n=132)</b>		
Female	67	(50.8)
Male	64	(48.5)
Other	1	(0.8)
<b>Ethnicity (n=131)</b>		
Irish	118	(90.1)
Any other white background	7	(5.3)
Any other Asian background	3	(2.3)
Black African	1	(0.8)
Asian Chinese	1	(0.8)
Other (including mixed background)	1	(0.8)
<b>Highest level of education (n=129)</b>		
No school qualifications	2	(1.6)
Inter Cert/Junior Cert or equivalent (second-level mid-point state exams)	6	(4.7)
Leaving Cert/ Senior Cert or equivalent (second-level final state exams)	11	(8.5)
Degree or equivalent	76	(58.9)
Masters	29	(22.5)

PhD	5	(3.9)
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n=number; %=percentage

Table 2: Reliability and descriptive Statistics, means and standard deviations for the ORC subdomains

Subdomains	Number of items	Cronbach's alpha	Mean inter-item correlation	n	Mean*	SD
<b>Motivation for change</b>						
Program Needs	8	0.84	0.39	131	34.2**	7.6
Training Needs	8	0.87	0.47	129	32.0**	8.5
Pressure for Change	7	0.72	0.27	128	32.8**	6.4
<b>Institutional Resources</b>						
Office Resources	4	0.36	0.12	132	34.5	6.6
Staff Resources	6	0.63	0.23	131	32.7	6.3
Training Resources	4	0.68	0.36	131	28.4	8.5
Computer Access	7	0.60	0.19	131	32.2	6.3
E-Communication	4	0.34	0.19	131	34.0	6.4
<b>Staff Attributes</b>						
Growth	5	0.72	0.34	131	32.2	7.6
Efficacy	5	0.55	0.21	132	37.9	5.3
Influence	6	0.77	0.36	130	35.0	6.4
Adaptability	4	0.56	0.25	130	37.8	5.3
<b>Organizational Climate</b>						
Mission	5	0.80	0.46	132	33.9	7.7
Cohesion	6	0.87	0.55	131	36.8	8.3
Autonomy	5	0.61	0.24	131	33.2	6.3
Communication	5	0.83	0.48	132	31.7	8.6
Stress	4	0.75	0.43	131	30.6**	8.1
Openness to change	5	0.73	0.35	130	30.4	7.2
<b>Job Attitudes</b>						
Burnout	6	0.67	0.28	131	23.6**	6.5
<b>Training Exposure and Utilisation</b>						
Training Satisfaction	2	0.85	0.74	127	29.2	11.4
Training Exposure	5	0.77	0.40	131	22.0	8.2
Training Utilisation - individual level	4	0.81	0.51	122	30.8	8.1
Training Utilisation - program level	3	0.85	0.65	126	27.3	8.7

\*Possible range of mean 10-50; \*\*Higher scores in these domains may reflect negatively on a service, higher scores otherwise reflect positively on a service; n=number, SD=standard deviation

Table 3: Relationship between staff characteristics, ORC, burnout and training exposure; Univariable and Multivariable analysis

	n	Univariable Analysis			Multivariable Analysis (n=102)		
		Coefficient	(95% CI)	p-value	Coefficient	(95% CI)	p-value
<b>Highest level of education</b>	128			0.018			
Secondary level or lower (reference)	19	0					
Degree or equivalent	76	4.06	(0.45 to 7.66)				
Masters/PhD	33	5.76	(1.75 to 9.77)				
<b>Discipline/Profession</b>	130			<0.001			0.029
Counsellor Psychotherapist (reference)	25	0			0		
Project worker/General Assistant	40	-8.23	(-12.00 to -4.47)		-4.86	(-8.52 to -1.20)	
Professional other	9	-0.69	(-6.10 to 4.73)		0.70	(-4.34 to 5.74)	
Medical	22	-3.95	(-8.05 to 0.14)		-2.92	(-6.49 to 0.65)	
Nursing	23	-2.42	(-6.44 to 1.59)		-0.61	(-4.66 to 3.43)	
Administration	11	-5.57	(-10.46 to -0.67)		-5.16	(-10.45 to 0.12)	
<b>Years' experience working in substance misuse treatment</b>	129			0.464			
≤ 5 years (reference)	38	0					
>5 years	91	1.08	(-1.81 to 3.96)				
<b>Years in current job</b>	127			0.101			0.039
≤ 5 years (reference)	51	0			0		
>5 years	76	2.26	(-0.44 to 4.97)		2.57	(0.14 to 5.01)	
<b>Number of service users working with directly</b>	119			0.816			
<40 (reference)	48	0					
≥40	71	0.33	(-2.47 to 3.14)				
<b>ORC Domains/subdomains</b>							
<b>Motivation for change</b>							
Program Needs	130	-0.19	(-0.38 to -0.01)	0.036			
Training Needs	128	-0.12	(-0.28 to 0.04)	0.142			
Pressure for Change	127	0.16	(-0.05 to 0.37)	0.136			
<b>Institutional Resources</b>							
Office Resources	131	0.23	(0.02 to 0.44)	0.028			
Staff Resources	130	0.33	(0.11 to 0.55)	0.003			
Training Resources	130	0.49	(0.35 to 0.63)	<0.001	0.32	(0.15 to 0.49)	<0.001
Computer Access	130	0.13	(-0.08 to 0.34)	0.223	-0.15	(-0.35 to 0.04)	0.128
E-Communication	130	0.30	(0.10 to 0.51)	0.003			
<b>Staff Attributes</b>							
Growth	130	0.56	(0.41 to 0.70)	<0.001	0.34	(0.13 to 0.55)	0.001
Efficacy	131	0.42	(0.18 to 0.65)	0.001			
Influence	129	0.50	(0.31 to 0.70)	<0.001			
Adaptability	129	0.19	(-0.07 to 0.44)	0.149	0.08	(-0.16 to 0.31)	0.535
<b>Organizational Climate</b>							
Mission	131	0.32	(0.15 to 0.49)	<0.001			
Cohesion	130	0.20	(0.02 to 0.37)	0.026			
Autonomy	130	0.58	(0.38 to 0.78)	<0.001			
Communication	131	0.46	(0.31 to 0.60)	<0.001			
Stress	130	-0.21	(-0.38 to -0.04)	0.018			
Openness to change	129	0.63	(0.47 to 0.79)	<0.001			
<b>Burnout</b>	130	-0.14	(-0.34 to 0.07)	0.191	0.09	(-0.13 to 0.31)	0.426

n=number; %=percentage; CI=Confidence Interval

Table 4: Relationship between staff characteristics, ORC, burnout and training satisfaction; univariable and multivariable analysis

	n	Univariable Analysis			Multivariable Analysis (n=102)		
		Coefficient	(95% CI)	p-value	Coefficient	(95% CI)	p-value
<b>Highest level of education</b>	124			0.433			
Secondary level or lower (reference)	18	0					
Degree or equivalent	72	1.28	(-4.07 to 6.62)				
Masters/PhD	34	3.52	(-2.34 to 9.37)				
<b>Discipline/Profession</b>	126			0.414			0.078
Counsellor Psychotherapist (reference)	26	0			0		
Project worker/General Assistant	38	-2.67	(-8.09 to 2.75)		2.19	(-1.59 to 5.98)	
Professional other	9	3.77	(-3.87 to 11.41)		8.42	(3.01 to 13.84)	
Medical	22	0.14	(-5.66 to 5.93)		2.12	(-1.98 to 6.23)	
Nursing	21	-3.22	(-9.08 to 2.63)		0.86	(-3.34 to 5.07)	
Administration	10	0.98	(-6.13 to 8.09)		1.64	(-3.92 to 7.20)	
<b>Years' experience working in substance misuse treatment</b>	125			0.629			
≤ 5 years (reference)	37	0					
>5 years	88	0.95	(-2.90 to 4.80)				
<b>Years in current job</b>	123			0.298			
≤ 5 years (reference)	51	0					
>5 years	72	1.88	(-1.66 to 5.42)				
<b>Number of service users working with directly</b>	116			0.562			
<40 (reference)	46	0					
≥40	70	1.13	(-2.68 to 4.94)				
<b>ORC Domains/subdomains</b>							
<b>Motivation for change</b>							
Program Needs	126	-0.23	(-0.47 to 0.02)	0.070			
Training Needs	125	-0.06	(-0.28 to 0.15)	0.561			
Pressure for Change	124	0.07	(-0.22 to 0.36)	0.633			
<b>Institutional Resources</b>							
Office Resources	127	0.47	(0.19 to 0.74)	0.001			
Staff Resources	126	0.68	(0.39 to 0.96)	<0.001			
Training Resources	126	0.94	(0.79 to 1.10)	<0.001	0.95	(0.77 to 1.13)	<0.001
Computer Access	126	0.49	(0.22 to 0.76)	<0.001	0.31	(0.09 to 0.54)	0.007
E-Communication	126	0.44	(0.17 to 0.71)	0.001			
<b>Staff Attributes</b>							
Growth	126	0.70	(0.49 to 0.91)	<0.001			
Efficacy	127	0.43	(0.11 to 0.75)	0.009	-0.32	(-0.62 to -0.01)	0.040
Influence	126	0.51	(0.24 to 0.78)	<0.001			
Adaptability	126	0.12	(-0.22 to 0.45)	0.502			
<b>Organizational Climate</b>							
Mission	127	0.59	(0.38 to 0.81)	<0.001			
Cohesion	126	0.36	(0.12 to 0.60)	0.003			
Autonomy	126	0.73	(0.42 to 1.04)	<0.001			
Communication	127	0.66	(0.46 to 0.85)	<0.001			
Stress	126	-0.53	(-0.75 to -0.31)	<0.001			
Change	125	0.83	(0.61 to 1.06)	<0.001			
<b>Burnout</b>	126	-0.42	(-0.69 to -0.15)	0.002			

n=number; %=percentage; CI=Confidence Interval

Table 5: Relationship between staff characteristics, ORC, burnout and Training Utilisation (Individual Level); Univariable and Multivariable analysis

	n	Univariable Analysis			Multivariable Analysis (n=102)		
		Coefficient	(95% CI)	p-value	Coefficient	(95% CI)	p-value
<b>Highest level of education</b>	119			0.023			0.779
Secondary level or lower (reference)	17	0			0		
Degree or equivalent	71	4.50	(0.68 to 8.33)		-0.50	(-4.03 to 3.04)	
Masters/PhD	31	5.89	(1.60 to 10.17)		0.50	(-3.89 to 4.90)	
<b>Discipline/Profession</b>	121			0.005			0.123
Counsellor Psychotherapist (reference)	26	0			0		
Project worker/General Assistant	37	-7.79	(-11.56 to -4.02)		-1.67	(-4.95 to 1.61)	
Professional other	9	-4.58	(-9.94 to 0.77)		-7.05	(-11.86 to -2.23)	
Medical	21	-4.08	(-8.16 to 0.00)		-3.16	(-6.54 to 0.22)	
Nursing	21	-4.82	(-8.86 to -0.79)		-1.97	(-5.43 to 1.49)	
Administration	7	-3.78	(-9.53 to 1.97)		-0.68	(-5.45 to 4.09)	
<b>Years' experience working in substance misuse treatment</b>	121			0.264			
≤ 5 years (reference)	34	0					
>5 years	87	1.66	(-1.25 to 4.56)				
<b>Years in current job</b>	119			0.388			
≤ 5 years (reference)	48	0					
>5 years	71	1.18	(-1.49 to 3.85)				
<b>Number of service users working with directly</b>	115			0.326			
<40 (reference)	46	0					
≥40	69	-1.42	(-4.25 to 1.41)				
<b>ORC Domains/subdomains</b>							
<b>Motivation for change</b>							
Program Needs	121	-0.10	(-0.28 to 0.07)	0.255			
Training Needs	121	-0.17	(-0.33 to -0.02)	0.025	0.07	(-0.08 to 0.22)	0.336
Pressure for Change	120	-0.05	(-0.26 to 0.17)	0.657	-0.19	(-0.37 to -0.01)	0.036
<b>Institutional Resources</b>							
Office Resources	122	0.22	(0.02 to 0.43)	0.035			
Staff Resources	121	0.42	(0.20 to 0.63)	<0.001	0.32	(0.09 to 0.54)	0.005
Training Resources	121	0.37	(0.21 to 0.53)	<0.001	0.13	(-0.04 to 0.31)	0.135
Computer Access	121	0.13	(-0.09 to 0.34)	0.244	-0.19	(-0.40 to 0.02)	0.082
E-Communication	121	0.36	(0.16 to 0.56)	<0.001	0.26	(0.08 to 0.44)	0.005
<b>Staff Attributes</b>							
Growth	121	0.60	(0.45 to 0.75)	<0.001	0.38	(0.17 to 0.59)	<0.001
Efficacy	122	0.57	(0.34 to 0.80)	<0.001	0.26	(-0.01 to 0.54)	0.059
Influence	121	0.60	(0.41 to 0.79)	<0.001	0.42	(0.21 to 0.63)	<0.001
Adaptability	121	0.38	(0.13 to 0.63)	0.003			
<b>Organizational Climate</b>							
Mission	122	0.21	(0.04 to 0.38)	0.017	-0.20	(-0.41 to 0.00)	0.049
Cohesion	121	0.11	(-0.07 to 0.29)	0.233	-0.15	(-0.31 to 0.02)	0.088
Autonomy	121	0.42	(0.19 to 0.65)	<0.001	0.17	(-0.05 to 0.39)	0.136
Communication	122	0.34	(0.18 to 0.49)	<0.001			
Stress	121	-0.15	(-0.33 to 0.02)	0.091	-0.23	(-0.50 to 0.04)	0.100
Change	120	0.47	(0.29 to 0.66)	<0.001			
<b>Burnout</b>	121	-0.25	(-0.46 to -0.05)	0.016			

n=number; %=percentage; CI=Confidence Interval

Table 6: Relationship between staff characteristics, ORC, burnout and Training utilisation (Service level); Univariable and Multivariable analysis

	n	Univariable Analysis			Multivariable Analysis (n=102)		
		Coefficient	(95% CI)	p-value	Coefficient	(95% CI)	p-value
<b>Highest level of education</b>	123			0.007			0.689
Secondary level or lower (reference)	17	0			0		
Degree or equivalent	73	6.08	(1.93 to 10.23)		-1.03	(-4.83 to 2.76)	
Masters/PhD	33	7.06	(2.46 to 11.67)		0.11	(-4.60 to 4.82)	
<b>Discipline/Profession</b>	125			0.031			0.216
Counsellor Psychotherapist (reference)	26	0			0		
Project worker/General Assistant	38	-6.50	(-10.61 to -2.39)		-2.59	(-5.90 to 0.71)	
Professional other	9	-2.93	(-8.81 to 2.94)		-5.57	(-10.83 to -0.31)	
Medical	21	-1.62	(-6.09 to 2.85)		-1.38	(-4.84 to 2.08)	
Nursing	23	-1.38	(-5.72 to 2.96)		-0.09	(-3.81 to 3.63)	
Administration	8	-2.72	(-8.73 to 3.30)		-3.49	(-8.56 to 1.58)	
<b>Years' experience working in substance misuse treatment</b>	124			0.605			
≤ 5 years (reference)	36	0					
>5 years	88	-0.82	(-3.91 to 2.28)				
<b>Years in current job</b>	122			0.645			
≤ 5 years (reference)	50	0					
>5 years	72	-0.68	(-3.59 to 2.22)				
<b>Number of service users working with directly</b>	117			0.829			
<40 (reference)	47	0					
≥40	70	-0.34	(-3.42 to 2.74)				
<b>ORC Domains/subdomains</b>							
<b>Motivation for change</b>							
Program Needs	125	-0.30	(-0.49 to -0.12)	0.001	-0.20	(-0.37 to -0.03)	0.019
Training Needs	124	-0.19	(-0.36 to -0.03)	0.024			
Pressure for Change	123	0.05	(-0.18 to 0.27)	0.680			
<b>Institutional Resources</b>							
Office Resources	126	0.21	(-0.01 to 0.44)	0.064	-0.11	(-0.32 to 0.10)	0.302
Staff Resources	125	0.40	(0.17 to 0.63)	0.001	0.18	(-0.05 to 0.42)	0.120
Training Resources	125	0.55	(0.41 to 0.70)	<0.001	0.15	(-0.04 to 0.33)	0.121
Computer Access	125	0.19	(-0.03 to 0.41)	0.097			
E-Communication	125	0.40	(0.19 to 0.60)	<0.001	0.13	(-0.04 to 0.31)	0.140
<b>Staff Attributes</b>							
Growth	125	0.58	(0.41 to 0.74)	<0.001			
Efficacy	126	0.38	(0.12 to 0.64)	0.005			
Influence	124	0.57	(0.37 to 0.78)	<0.001	0.48	(0.27 to 0.69)	<0.001
Adaptability	125	0.20	(-0.07 to 0.46)	0.143			
<b>Organizational Climate</b>							
Mission	126	0.48	(0.31 to 0.65)	<0.001	0.13	(-0.10 to 0.35)	0.263
Cohesion	125	0.20	(0.01 to 0.38)	0.041	-0.31	(-0.49 to -0.13)	0.001
Autonomy	125	0.45	(0.21 to 0.70)	<0.001			
Communication	126	0.56	(0.41 to 0.71)	<0.001	-0.31		
Stress	125	-0.34	(-0.52 to -0.16)	<0.001	0.25	(-0.52 to -0.10)	0.003
Change	124	0.78	(0.62 to 0.94)	<0.001	0.16	(-0.02 to 0.53)	0.074
<b>Burnout</b>	125	-0.17	(-0.38 to 0.05)	0.127		(-0.07 to 0.38)	0.182

n=number; %=percentage; CI=Confidence Interval