

Supplementary Online Content

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eTable. Zero-Order Correlations Between Predictors and Outcome Variables

This supplementary material has been provided by the authors to give readers additional information about their work.

eTable. Zero-Order Correlations between Predictors and Outcome Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Dependent Variables																
Therapist Procedures Checklist – Family Revised																
1. Cognitive-behavioral ^a	1	.58	.48	.13	.26	.21 ^a	-.06	.01	-.08	.34	.15	-.25	-.24	.21 ^a	.17	.25
2. Psychodynamic ^a		1	.56	-.00	.10	-.00	-.09	.02	-.02	.26	.25	-.38	-.05	.18 ^a	.16	.13
3. Family ^a			1	-.09	.10	.11	-.15	-.06	.04	.15	.06	-.30	.00	.29	.21 ^a	.10
Predictor Variables																
4. Male Gender (male vs. female)				1	.122	.18 ^a	-.03	-.05	-.18 ^a	.01	.13	-.12	-.01	-.05	.01	.16
5. Age (years)					1	.66	-.11	-.01	-.19 ^a	-.07	.11	-.19 ^a	.05	.07	.02	.18 ^a
6. Clinical Experience (years)						1	.05	.02	-.11	-.04	.07	-.09	.15	-.14	-.14	.27
7. Salaried Employment Status (salaried vs. FFS)							1	-.13	.14	-.04	.06	.23	.13	-.48	-.63	.02
Attitudes																
8. Requirements: Extent to which a therapist would adopt EBP if it were required ^c								1	.36	.24	-.07	.07	.08	.12	.15	.08
9. Appeal: Extent to which a therapist would adopt EBP if it were appealing ^c									1	.34	-.23	.24	-.01	-.06	-.08	.03
10. Openness: Extent to which a therapist is open to trying EBP ^c										1	-.10	-.09	-.10	.13	.15	.19 ^a
11. Divergence: Extent to which EBP is not clinically useful ^c											1	-.18 ^a	-.01	.03	-.02	-.02
Knowledge																
12. Total Knowledge of EBP for Youth ^d												1	.09	-.24	-.26	.06
13. Cumulative Years Participating in EBP initiatives ^e													1	-.43	-.18 ^a	.33

eTable. Zero-Order Correlations between Predictors and Outcome Variables (continued).

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
14. Program size (Number of therapists)														1	.61	-.30
15. Percentage of Staff that are Employed Using a Fee-for-Service Model															1	-.12
Implementation Climate																
16. Focus on EBP: Extent to which an organization values and emphasizes EBP ^c																1

^a Measured on a continuum from 1-5 where the anchors refer to 1 (rarely); 2 (seldom); 3(sometimes); 4(often); 5(most of the time). Higher scores are indicative of more utilization of the set of techniques. ^b=p<0.05 (two tailed). ^c Measured on a continuum from 0-4 where the anchors refer to 0 (not at all); 1 (slight extent); 2 (moderate extent); 3 (great extent); 4 (very great extent). Higher scores are indicative of more positive attitudes, implementation climate, and implementation leadership. ^d Measured on a continuum from 0-160 where higher scores are indicative of more knowledge of evidence-based services for youth. ^e To calculate this variable, we added up the total number of years spent participating in an EBP initiative. For example, if an agency participated in one initiative for 2 years, and another initiative for 3 years, the total score for this variable would be 5 years. Higher numbers are indicative of more time spent in EBP initiatives. ^f Organizational culture and climate are measured with T-scores with a mean of 50 and standard deviation of 10 based on a normed sample of 100 community mental health clinics. Higher scores on proficiency, engagement, and functionality are reflective of more positive culture or climate. Higher scores on rigidity, resistance, and stress are reflective of more negative culture and climate.

Abbreviation: EBP = Evidence-based practice, FFS = Fee-for-service

eTable. Zero-Order Correlations between Predictors and Outcome Variables (continued).

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Implementation Climate (continued).																
17. Educational support: Extent to which an organization provides educational support for EBP ^c	.31	.25	.24	.25	.17	.22 ^a	-.09	.10	-.01	.22 ^a	-.03	-.10	.34	-.12	-.04	.82
18. Recognition: Extent to which an organization recognizes staff implementing EBP ^c	.16	.05	-.00	.20 ^a	.20 ^a	.31	.01	.11	.02	.14	.02	.09	.28	-.29	-.28	.83
19. Reward: Extent to which an organization financially rewards staff implementing EBP ^c	.21 ^a	.20 ^a	.21 ^a	.27	.19 ^a	.21 ^a	-.14	.08	.00	.23	.02	-.14	.21	-.07	-.04	.67
20. Staff selection: Extent to which an organization selects staff based on ability to implement EBP ^c	.22 ^a	.18 ^a	.07	.18 ^a	.11	.23	-.05	.01	-.01	.24	.04	-.09	.28	-.36	-.07	.76
21. Openness: Extent to which an organization is generally open to innovation ^c	.02	.16	.14	.13	-.04	-.03	-.30	.04	-.01	.06	.08	-.14	.05	-.07	.11	.31
Implementation Leadership																
22. Proactive : Extent to which leader developed a plan to facilitate EBP implementation ^c	.20	-.04	-.01	.07	.11	.22 ^a	-.04	.02	.02	.08	-.09	.15	.23	-.11	-.03	.60

eTable. Zero-Order Correlations between Predictors and Outcome Variables (continued).

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
23. Knowledgeable: Extent to which leader is knowledgeable about EBP ^c	.12	-.04	.02	-.03	.07	.13	-.11	-.03	.02	.00	-.15	.12	.12	-.02	.07	.43
24. Supportive: Extent to which leader is supportive around EBP implementation ^c	.70	-.08	.01	-.00	.10	.19 ^a	-.07	.02	.01	-.06	-.04	.16	.20 ^a	-.16	-.04	.60
25. Perseverant: Extent to which leader is perseverant through ups & downs of EBP implementation ^c	.10	-.07	-.02	.04	.14	.25	-.07	-.01	-.01	-.00	-.05	.16	.20 ^a	-.17	-.01	.58
Organizational Social Context																
26. Proficient culture: Extent to which clinicians are expected to remain knowledgeable & competent ^f	.10	.04	.20 ^a	.07	.07	.09	-.29	.17	.08	.05	-.07	-.03	.38	-.01	.22 ^a	.54
27. Rigid culture: Extent to which clinicians have little autonomy & discretion ^f	.15	-.03	-.05	-.02	.04	.14	.29	-.06	-.04	-.01	.03	-.01	.18 ^a	-.15	-.19 ^a	.10
28. Resistant culture: Extent to which clinicians are apathetic to change ^f	.36	.19 ^a	.13	.17	.09	.13	.20 ^a	-.07	-.12	.15	.03	-.21 ^a	.27	.02	-.08	.14
29. Engaged climate: Extent to which clinicians feel like they can accomplish worthwhile things ^f	-.04	-.07	.02	-.06	.03	.12	-.16	.08	.10	.04	-.03	.05	.15	-.19 ^a	.06	.35

eTable. Zero-Order Correlations between Predictors and Outcome Variables (continued).

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
30. Functional climate: Extent to which clinicians feel like they can function effectively ^f	.17	.10	.17	.12	.10	.13	-.32	.18	-.01	.06	.01	-.7	.30	.04	.20 ^a	.58
31. Stressful climate: Extent to which clinicians are emotionally exhausted ^f	-.07	.01	.06	-.11	-.20 ^a	-.16	.42	-.18 ^a	.01	-.07	.01	.02	.06	-.10	-.36	-.34

^a Measured on a continuum from 1-5 where the anchors refer to 1 (rarely); 2 (seldom); 3(sometimes); 4(often); 5(most of the time). Higher scores are indicative of more utilization of the set of techniques. ^b=p<0.05 (two tailed). ^c Measured on a continuum from 0-4 where the anchors refer to 0 (not at all); 1 (slight extent); 2 (moderate extent); 3 (great extent); 4 (very great extent). Higher scores are indicative of more positive attitudes, implementation climate, and implementation leadership. ^d Measured on a continuum from 0-160 where higher scores are indicative of more knowledge of evidence-based services for youth. ^e To calculate this variable, we added up the total number of years spent participating in an EBP initiative. For example, if an agency participated in one initiative for 2 years, and another initiative for 3 years, the total score for this variable would be 5 years. Higher numbers are indicative of more time spent in EBP initiatives. ^f Organizational culture and climate are measured with T-scores with a mean of 50 and standard deviation of 10 based on a normed sample of 100 community mental health clinics. Higher scores on proficiency, engagement, and functionality are reflective of more positive culture or climate. Higher scores on rigidity, resistance, and stress are reflective of more negative culture and climate.

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eTable. Zero-Order Correlations between Predictors and Outcome Variables (continued).

Variable	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
17. Educational support: Extent to which an organization provides educational support for EBP ^c	1	.70	.83	.77	.43	.55	.36	.46	.48	.52	-.09	.24	.17 ^a	.59	-.28
18. Recognition: Extent to which an organization recognizes staff implementing EBP ^c		1	.68	.69	.42	.58	.41	.59	.59	.52	-.07	-.01	.48	.60	-.51
19. Reward: Extent to which an organization financially rewards staff implementing EBP ^c			1	.67	.28	.36	.25	.28	.29	.34	-.13	.27	.13	.34	-.21 ^a
20. Staff selection: Extent to which an organization selects staff based on ability to implement EBP ^c				1	.59	.50	.28	.40	.49	.40	-.15	.07	.39	.50	-.37
21. Openness: Extent to which an organization is open to innovation ^c					1	.20 ^a	.13	.32	.33	.53	-.59	-.49	.35	.74	-.61
22. Proactive: Extent to which leader developed a plan to facilitate EBP implementation ^c						1	.80	.84	.91	.50	-.00	-.05	.42	.54	-.47
23. Knowledgeable: Extent to which leader is knowledgeable about EBP ^c							1	.83	.86	.41	-.04	-.10	.47	.43	-.41
24. Supportive: Extent to which leader is supportive around EBP implementation ^c								1	.92	.53	-.11	-.28	.52	.63	-.55
25. Perseverant: Extent to which leader is perseverant through ups & downs of EBP implementation ^c									1	.53	-.11	-.26	.60	.60	-.59

eTable. Zero-Order Correlations between Predictors and Outcome Variables (continued).

Variable	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
26. Proficient culture: Extent to which clinicians are expected to remain knowledgeable and competent ^f										1	-.19 ^a	-.25	.65	.87	-.62
27. Rigid culture: Extent to which clinicians have little autonomy and discretion ^f											1	.63	-.08	-.36	.51
28. Resistant culture: Extent to which clinicians are apathetic to change ^f												1	-.34	-.37	.57
29. Engaged climate: Extent to which clinicians feel like they can accomplish worthwhile things ^f													1	.50	-.54
30. Functional climate: Extent to which clinicians feel like they can function effectively ^f														1	-.77
31. Stressful climate: Extent to which clinicians are emotionally exhausted ^f															1

^a Measured on a continuum from 1-5 where the anchors refer to 1 (rarely); 2 (seldom); 3(sometimes); 4(often); 5(most of the time). Higher scores are indicative of more utilization of the set of techniques. ^bp<0.05 (two tailed). ^c Measured on a continuum from 0-4 where the anchors refer to 0 (not at all); 1 (slight extent); 2 (moderate extent); 3 (great extent); 4 (very great extent). Higher scores are indicative of more positive attitudes, implementation climate, and implementation leadership. ^dMeasured on a continuum from 0-160 where higher scores are indicative of more knowledge of evidence-based services for youth. ^e To calculate this variable, we added up the total number of years spent participating in an EBP initiative. For example, if an agency participated in one initiative for 2 years, and another initiative for 3 years, the total score for this variable would be 5 years. Higher numbers are indicative of more time spent in EBP initiatives. ^f Organizational culture and climate are measured with T-scores with a mean of 50 and standard deviation of 10 based on a normed sample of 100 community mental health clinics. Higher scores on proficiency, engagement, and functionality are reflective of more positive culture or climate. Higher scores on rigidity, resistance, and stress are reflective of more negative culture and climate.

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