

Additional Foundational Activities

Planning and Preparation

The first step is sometimes the hardest. The process of developing an MDT is complex, time consuming and often takes longer than planners anticipate.ⁱ The Orange County Forensic Center spent a year just building relationships.ⁱⁱ However, those who overcome the barriers would never go back to their “silo”, even though the transformation can be difficult.

Taking the time initially to think through all of the issues identified in this guide will increase the chances of a successful program implementation.ⁱⁱⁱ

Getting Started

There are a number of steps that can be taken prior to implementation of an MDT. Building a foundation for the development of your MDT will ensure its smooth – at least smoother - adoption. Convening a team and conducting these necessary studies will save time and frustration in the end. The main task right now is to build buy-in from community stakeholders. In addition to the needs assessment, you may want to (each is described in greater detail below):

- Convene a study team or task force
- Conduct a feasibility study
- Develop a business plan
- Develop a sustainability plan
- Write a persuasive report for stakeholders

Convene a Study Team or Task Force

The first activity is to convene a team of individuals from the community to serve as a Study Team or Task Force.^{iv} Although representation from a range of stakeholders is desirable, the team needs to be cohesive to conduct these first few community studies. It might be advantageous to use some stakeholders as consultants rather than full-fledged team members.

The Task Force is going to answer:

- What is the problem?
- What is it we want to accomplish?
- What are the outcomes (how will we know we were successful?)

Establish Organizational Rules

Before the team starts working, adopt a set of organizational rules.^v When the team does start working together, these rules can serve as a checklist.^{vi} For example:

- Identify (elect) a leader
- Identify the goal(s) of the Task Force
- Agree on the steps and documents needed to achieve the goal
- Establish commitment from team members
- Establish rules for disagreements

Know Your State Statutes

The Task Force will need to become familiar with state statutes guiding MDTs (see the Toolkit item: Statutory Review of Multidisciplinary Teams and Information Sharing).^{vii} In most states the MDT will have to function in the absence of legislative authority. Additional state statutes the Task Force will need to be mindful of (available at <https://www.justice.gov/elderjustice/elder-justice-statutes-0>) include:

- State adult protective services statutes^{viii}
- Law enforcement statutes
- Long-term care facilities statutes
- Guardianship and conservatorship statutes (APS can act as guardian in some states^{ix})
- Mandatory reporting statutes^x

Conduct a Feasibility Study

Once you can demonstrate that a need exists for an MDT, a feasibility study will be needed to establish that such a program is feasible.^{xi} A feasibility study is a formal method of evaluating the project's potential for success based largely on the costs required and value added.^{xii} A feasibility study consists of an agreed upon number of interviews (and, possibly, focus groups) conducted among those inside and outside the organization.^{xiii} The feasibility study should help you decide whether to invest further time and resources in the MDT. The feasibility study assesses five areas:^{xiv}

- Technical
 - Is there technical expertise to handle launching the MDT?
 - Is there sufficient hardware and software to launch the MDT?

- Economic
 - Are there sufficient economic benefits to launching the MDT?
 - Are there sufficient resources to launch the MDT?
- Legal
 - Does the MDT meet legal requirements and observe restrictions?
- Operational
 - Does the MDT have an operational framework?
 - Does the MDT solve the problem?
- Scheduling
 - How long will it take to develop and launch the MDT?

Develop a Business Plan

Developed next is the business plan, including a budget,^{xv} which is a detailed account of how the organization will operate.^{xvi} On the financial side, the business plan is used to show funders how and when your MDT will stop receiving subsidies and become sustainable.^{xvii}

Develop a Sustainability Plan

Next, a sustainability plan (as opposed to a fundraising plan) will be needed to demonstrate to stakeholders that the MDT approach is not only financially feasible but is sustainable.^{xviii} The sustainability plan will answer the question of how the MDT will be funded.^{xix} Depending on the size and complexity of the MDT, initial costs may include staff time (including travel time, meals) and the MDT Coordinator.^{xx} Admittedly, few teams have paid staff, with many staff sharing responsibilities.^{xxi} However, it is recommended that the MDT employ at least one paid staff person with responsibility for coordination of the MDT and other administrative functions. Staff time should be calculated to gain leverage with funding agencies. Other costs might include:

- Coordinating the team (MDT Coordinator salary)
- Producing and disseminating meeting materials
- Implementing team recommendations^{xxii}

Community partnerships can seek funding from various sources, including federal (e.g., Bureau of Justice Assistance), state (e.g., state agencies on aging, APS, criminal justice services, attorneys general, public health departments, VOCA), and local governments; foundations such as Archstone Foundation in California^{xxiii};

businesses (hospitals); faith-based and community-based organizations; and individuals.^{xxiv} Consider hiring an intern or volunteer for assistance with administrative tasks.

At times, innovations that require legislative changes to fund the MDT might be considered. For example:^{xxv}

- Designate a small percentage of the fees associated with commonly applied for licenses (e.g., a driver's license or a marriage license) for elder justice activities.
- Designate a small percentage of the civil and criminal penalties in cases involving elder abuse to build an Elder Justice Penalty Fund.

Write a Persuasive Report for Community Stakeholders

Once all of these foundational documents are completed, the information will need to be synthesized to justify the need for a MDT. The purpose of the report is to persuade and convince community stakeholders that the groundwork has been completed and concludes that there is a need for a new way of responding to elder abuse.^{xxvi}

Anticipate management's concerns

Obtain buy-in from stakeholders by anticipating and addressing lingering stakeholder concerns in the report, for example:^{xxvii}

- Confidentiality
- Data management
- Costs
- Time commitment
- Staffing
- Office space

End Notes

ⁱ Levi, D. (2014). *Group dynamics for teams* (4th ed). Los Angeles, CA: Sage. See Chapter 3 for a variety of stages of team development descriptions.

ⁱⁱ Schneider, D. C., Mosqueda, L., Falk, E., & Huba, G. J. (2010). Elder abuse forensic centers. *Journal of Elder Abuse & Neglect*, 22(3-4), 255-274.

ⁱⁱⁱ Reilly, B. A., Trahan, C., Hazelett, S., Istenes, N., Cafalu, C., & Dyer, C. B. (). *Guidance manual for: Medical professionals forming an interdisciplinary elder mistreatment team.*

^{iv} Reilly, B. A., Trahan, C., Hazelett, S., Istenes, N., Cafalu, C., & Dyer, C. B. (). *Guidance manual for: Medical professionals forming an interdisciplinary elder mistreatment team.*

^v Levi, D. (2014). *Group dynamics for teams* (4th ed). Las Angeles, CA: Sage.

^{vi} Tousijn, W. (2012). Integrating health and social care: Interprofessional relations of multidisciplinary teams in Italy. *Current Sociology*, 60, 522-537.

^{vii} Daly, J. M., & Jogerst, G. J. (2014). Multidisciplinary team legislative language associated with elder abuse investigations. *Journal of Elder Abuse & Neglect*, 26(1), 44-59.; Stiegel, L. & Klem, E. (2007). Multidisciplinary teams authorizations or mandates: Provisions and citations in adult protective services laws, by state, http://www.americanbar.org/content/dam/aba/migrated/aging/about/pdfs/Multidisciplinary_Teams_Authorization_or_Mandates_Provisions_and_Citations_Chart.authcheckdam.pdf

^{viii} Jirik, S., & Sanders, S. (2014). Analysis of elder abuse statutes across the United States, 2011–2012. *Journal of Gerontological Social Work*, DOI:10.1080/01634372.2014.884514

^{ix} Dyer, C. B., Heisler, C. J., Hill, C. A., & Kim, L. C. (2005). Community approaches to elder abuse. *Clinics in Geriatric Medicine*, 21, 429-447 (p. 434), noting that guardianship typically results in institutional placement because of supervision requirements or a medical condition that prompted the APS caseworker to seek guardianship in the first place.

^x Jirik, S., & Sanders, S. (2014). Analysis of elder abuse statutes across the United States, 2011–2012. *Journal of Gerontological Social Work*, DOI:10.1080/01634372.2014.884514; see also 2013 Nationwide Survey of Mandatory Reporting Requirements for Elderly and/or Vulnerable Persons available at <http://www.napsa-now.org/wp-content/uploads/2012/04/Mandatory-Reporting-Chart.pdf> (produced by the New York County District Attorney’s Office and NAPSA Elder Financial Exploitation Advisory Board)

^{xi} How to conduct a feasibility study can be found at http://www.uwcc.wisc.edu/manual/chap_5.html; <http://www.science.unitn.it/~pgiorgio/db2/slides/8-feasibility.pdf>; and <http://www.togetherworks.org.uk/index.php?q=node/61>

^{xii} For example, Marie R. C. Hendriks (2008). Multidisciplinary fall prevention effects: Feasibility and costs. <http://arno.unimaas.nl/show.cgi?fid=11846>

^{xiii} <http://merskyjaffe.com/development-audit/development-audits-and-feasibility-studies/#sthash.SOxm1AgX.dpuf>

^{xiv} http://en.wikipedia.org/wiki/Feasibility_study

^{xv} For a sample budget, see Anderson, Suzanne Elise (2014). Program plan for the development and implementation of an elder abuse multi-disciplinary team within a federally qualified healthcare center (Thesis) (pp. 54-55), available at [https://csus-dspace.calstate.edu/bitstream/handle/10211.3/124915/SA%20special%20project%20final%20\(2\)%20PDF%20August%203%202014.pdf?sequence=2](https://csus-dspace.calstate.edu/bitstream/handle/10211.3/124915/SA%20special%20project%20final%20(2)%20PDF%20August%203%202014.pdf?sequence=2)

^{xvi} For templates on developing a business plan, see <http://www.northskynonprofitnetwork.org/resource-center/nonprofit-business-plan-template-guidance>; and <http://www.wikihow.com/Develop-a-Business-Plan-for-a-Nonprofit>

^{xvii}

<http://www.socialenterprisecanada.ca/en/toolkits/devtoolkit/nav/CreateBusinessPlan.html#sthash.jpFhQbRV.dpuf>

^{xviii} Sontag-Padilla, L. M., Staplefoote, L., & Gonzalez Morganti, K. (2012). Financial sustainability for nonprofit organizations: A review of the literature. Rand Corporation. Available at http://www.rand.org/content/dam/rand/pubs/research_reports/RR100/RR121/RAND_RR121.pdf

^{xix} Fleissig, A., Jenkins, V., Catt, S., Fallowfield, L. (2006). Multidisciplinary teams in cancer care: Are they effective in the UK? *The Lancet Oncology*, 7, 935-943.

^{xx} For an example a sustainability template see:

https://www.google.com/search?q=www.google.com&oq=www.g&aqs=chrome.3.69i60l2j69i57j69i59j0j5.3791j0j4&sourceid=chrome&es_sm=93&ie=UTF-8#q=how+to+write+a+sustainability+plan

^{xxi} Teaster, P., Nerenberg, L., & Stansbury, K. L. (2003). A national look at elder abuse multidisciplinary teams. *Journal of Elder Abuse & Neglect*, 15(3-4), 91-107.

^{xxii} Consider contacting your state's VOCA administrator regarding funding opportunities (Stiegel, L. A. (2005). *Elder Abuse Fatality Review teams: A Replication Manual*. Washington, DC: American Bar Association Commission on Law and Aging. <http://apps.americanbar.org/aging/publications/docs/fatalitymanual.pdf> (p. 48))

^{xxiii} Giles, L., Brewer, E. T., Kullman, M. E., & Prevratil, J. F. (2010). Advancing the field: The design of the Archstone Foundation Elder Abuse and Neglect Initiative. *Journal of Elder Abuse & Neglect*, 22(3-4), 225-230.

^{xxiv} Nerenberg, L. (2003). *Multidisciplinary Elder Abuse Prevention Teams: A New Generation*. Washington, DC: National Center on Elder Abuse. http://www.ncdhhs.gov/aging/adultsvcs/EldAbs_complete.pdf; Schneider, D. C., Mosqueda, L., Falk, E., & Huba, G. J. (2010). Elder abuse forensic centers. *Journal of Elder Abuse & Neglect*, 22(3-4), 255-274.; Teaster, P. & Nerenberg, L. (2003). A National Look at Elder Abuse Multidisciplinary Teams. *Journal of Elder Abuse & Neglect*,

^{xxv} Judith Kozlowski, personal communication, June 17, 2014.

^{xxvi} See for example http://nlnepe.ca/sites/default/files/documents/model_report.pdf

^{xxvii} Reilly, B. A., Trahan, C., Hazelett, S., Istenes, N., Cafalu, C., & Dyer, C. B. (). *Guidance manual for: Medical professionals forming an interdisciplinary elder mistreatment team* (pp. 115-118).