



From Good to Great:

Building Strong Elder Abuse
Multidisciplinary Teams

JULY 10, 2017

DEPARTMENT OF JUSTICE
ElderJustice
INITIATIVE



OVCTTAC
OFFICE FOR VICTIMS OF CRIME Training and Technical Assistance Center



TECHNICAL OVERVIEW

- ▶ If you are experiencing any technical issues with the audio for this session, please let us know in the feedback box.
- ▶ If you have technical difficulties during the webinar, contact Jason Adams, who is providing technical support for this webinar. His email address is jadams@ovcttac.org.
- ▶ Today's session will be recorded and made available on the training website.
- ▶ If you have questions, type them in the feedback box. We will address as many as possible throughout the webinar.

Talitha Guinn-Shaver - Moderator



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AGENDA

- About the EJI and the MDT TAC.
- Stages of team development.
- Common team roles and dynamics.
- Exploring common barriers and solutions.
- Principles of good collaboration.
- Meeting facilitation tips.

POLL QUESTION

What is your professional background?

ELDER JUSTICE INITIATIVE

The **mission** is to support and coordinate the Department of Justice's enforcement and programmatic efforts to combat elder abuse, neglect, and financial fraud and scams that target older adults.

The Initiative does so by—

- Promoting justice for older adults.
- Helping older victims and their families.
- Enhancing state and local efforts through training and resources.
- Supporting research to improve elder abuse policy and practice.



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en Español

SAFE EXIT

Elder Justice Initiative Home

- ▶ Older Americans, Families, and Caregivers
- ▶ Financial Exploitation
- ▶ Prosecutors
- ▶ Law Enforcement
- ▶ Victim Specialists
- ▶ Multidisciplinary Teams
- ▶ Researchers
- ▶ EJI Outreach

About EJI

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ELDER JUSTICE INITIATIVE (EJI)

REPORT ABUSE OR FIND HELP

New on ElderJustice.gov

EJI launches the MDT Toolkit and Guide for elder abuse case review MDTs



1 2 3 4

Elder abuse is a complex issue that intersects with many disciplines.

Elder abuse can happen to anyone. It affects people of every ethnic background, gender, and financial status.

ABOUT THE MDT TAC

- A new project from the Elder Justice Initiative.
- Our mission is to provide tools, resources, and individualized consultations to facilitate the expansion of elder abuse case review multidisciplinary teams across the Nation.

SERVICES

- Responding to requests for materials (e.g., toolkits or research).
- Phone consultations to discuss problem solving (e.g., confidentiality issues).
- In-person consultations for communities needing a more hands-on approach.
- Educational opportunities, such as webinars.
- **Newly launched MDT Guide and Toolkit.**

FROM GOOD TO GREAT



HOUSTON, WE HAVE A PROBLEM...

Identification of the issue(s) is the first step: what is actually not working?

An accurate evaluation will help you develop an effective solution:

- Members not attending meetings.
- Members not bringing cases for discussion.
- Members bringing inappropriate cases for discussion.
- Members attending meetings, but not participating in the work of the team.
- Members “participating” in meetings, but acting in ways that hinder the team’s work and goals.
- Members not following through with assigned tasks.
- Other?

SCENARIO 1

Dear MDT TAC:

Our team began working together last year. Initially, it was difficult because we had trouble finding a location that was convenient for everyone. But, people had a lot of enthusiasm and we finally did find a solution. Now people are attending the meeting regularly, however, we are not getting enough cases and sometimes we have to cancel the meeting. We know the cases are out there. Can you help?

Sincerely,

Searching

VARIABLES TO EXPLORE: THREE AREAS OF INQUIRY

Group Dynamics

- Stages of team development
- Team member roles

Framework Issues

- Logistical issues – Where, when, accessibility
- Structural issues – Who is on the team: affiliation, leadership
- Procedural issues – How you work together: MOUs, intake, case flow

Special Issues

- “Cultural” issues – ground rules, collective beliefs, values
- “Political” issues – navigating power, authority, histories

I. STAGES OF TEAM DEVELOPMENT

1.
Forming

2.
Storming

3.
Norming

4.
Performing

GAMES PEOPLE PLAY – TEAM ROLES

- **Task roles** - refer to the actions of individuals who help move the project, decision, or task along.
- **Maintenance roles** - refer to the actions of individuals who help preserve the relationships in a group.
- **Hindering roles** - refer to actions of individuals who hinder the group's process and progress.

<https://web.stanford.edu/group/resed/resed/staffresources/RM/training/grouproles.html#hinder>

TASK ROLES – FOCUS ON GETTING THINGS DONE

- ▶ Initiating
- ▶ Opinion-Seeking
- ▶ Clarifying
- ▶ Summarizing
- ▶ Consensus Testing



MAINTENANCE ROLES – MANAGING GROUP PROCESS AND RELATIONSHIPS

- Encouraging
- Harmonizing
- Expressing Group Feelings
- Gatekeeping
- Compromising
- Standard Setting and Testing



HINDERING ROLES

- Dominating
- Withdrawing
- Degrading
- Uncooperative
- Side Conversations



II. FRAMEWORK ISSUES

- ▶ Logistical issues – Where, when, accessibility
- ▶ Structural issues – Who is on the team: affiliation, leadership
- ▶ Procedural issues – How you work together: MOUs, intake, case flow

LOGISTICAL ISSUES – WHERE AND WHEN?

Common issues include:

- Meeting location
- Meeting time
- Parking/Accessibility
- Room set up/seating arrangements
- Timeframes for submitting cases
- Technology

STRUCTURAL ISSUES – WHO IS DOING WHAT?

Structural issues include: professions represented, affiliation, purpose, leadership, coordination

Common issues:

- Lack of articulated mission/goals of MDT
- No dedicated coordinator
- Leadership is lacking needed skills
- Team is lacking key players
- Person attending can't make decisions for his/her agency

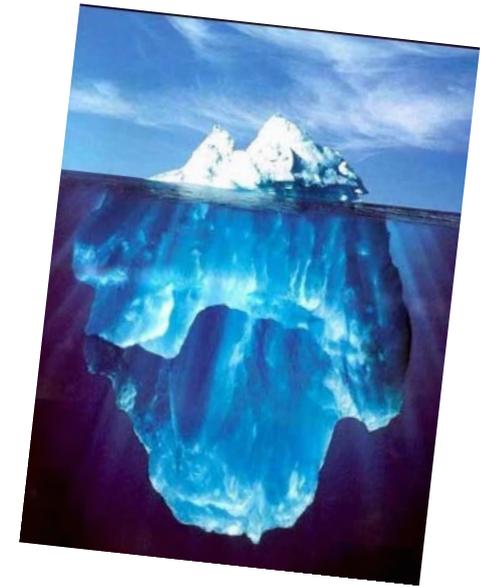
PROCEDURAL – HOW THE TEAM WORKS

Procedural issues: How the team works together, including Memoranda of Understanding, intake process, case flow, how you run meetings, etc.

- Common issues:
 - Misunderstanding or disagreement about policies and procedures.
 - No agenda.
 - Ineffective guidelines or rules that do not meet the needs of the team.
 - Case referral/intake process is complicated.
 - No Memorandum of Understanding with partners.

III. SPECIAL ISSUES

- ▶ “Cultural” issues – ground rules, collective beliefs, values.
- ▶ “Political” issues – navigating power, authority, histories.



“CULTURAL” ISSUES – WHAT BINDS YOU TOGETHER?

- Culture: An evolving set of collective beliefs, values, attitudes, behaviors
- Common issues:
 - Differences in professional language.
 - Differences in organizational culture.
 - Team members don't understand philosophical/ethical underpinnings of each other's work.
 - Ground rules for acceptable group behavior.
 - Changes in population or community needs (for teams that do outreach, public education, etc.).



“POLITICAL” ISSUES

- Issues related to navigating power, authority, social networks, and influencers.
- Power imbalances among team members.
- Difficult histories between agencies of team members.
- Desire to use the MDT forum to serve one agency’s needs.



SCENARIO 2

Dear MDT TAC:

Our team has been around forever. For the last year it seems that we are just limping along – we meet fairly often, but we don't seem to be making an impact and the team is on the brink of dissolution. What can we do to revitalize our team and meet the needs of our community? I am the coordinator and I fear I have run out of steam and I don't know if I have it in me to keep trying to make this work.

Sincerely,
Frazzled

SCENARIO 2 – FRAZZLED



Chat

Using the chat box provided - tell us:

- What do you think is the current presenting problem facing Frazzled's team?
- What stage of team formation is being described here (forming, storming, norming, performing)?
- Do you see any team member roles having an impact?

WHAT IS FRAZZLED'S PRESENTING PROBLEM?

- Members not attending meetings.
- Members not bringing cases for discussion.
- Members bringing inappropriate cases for discussion.
- Members attending meetings, but not participating in the work of the team.
- Members “participating” in meetings, but acting in ways that hinder the team’s work and goals.
- Members not following through with assigned tasks.
- Other?

FRAZZLED'S PROBLEM SOLVING DISCUSSION

What factors could be influencing Frazzled's team?

- Logistical issues – Where, when, accessibility
- Structural issues – Who is on the team: agency affiliation, leadership, coordination
- Procedural issues – How you work together: MOUs, intake, case flow
- “Cultural” issues – Ground rules, collective beliefs, values
- “Political” issues – Navigating power, authority, histories

SCENARIO 3

Dear MDT TAC:

I am a new facilitator for a long-standing team. Unfortunately, one of our most needed members attends, but pokes holes in solutions offered by the team and generally makes everyone uncomfortable. People stop talking when she gets like that. I can't tell if the problem is just her or if there are other things going on. What we can do to make the team work more smoothly?

Sincerely,

Frustrated

SCENARIO 3 - FRUSTRATED



Chat

Using the chat box provided - tell us:

- What could be the underlying cause of Frustrated's presenting problem? Think in terms of the domains previously discussed:
 - Logistics
 - Structure
 - Procedures
 - Culture
 - Politics

PRINCIPLES OF GOOD COLLABORATION

Or “*Everything You Need to Know You Learned in Kindergarten*”

- Share and be a good friend.
- Say please and thank you.
- Play nicely/don't be mean.
- Clean up your own mess and say sorry.
- Don't take things that aren't yours.



MEETING FACILITATION TIPS

- Develop a meeting structure.
- Be mindful of everyone's time and organizational limitations.
- Keep in mind “cultural differences” between professions.
- Communicate outside of the meeting.
- Spread the kudos.
- Have clear goals.
- Make the meeting a safe place.
- Training component recommended.
- Provide opportunities for members to get to know each other.

RESOURCES

MDT Guide and Toolkit

<https://www.justice.gov/elderjustice/how-use-guide>

Team Building Exercises for MDTs

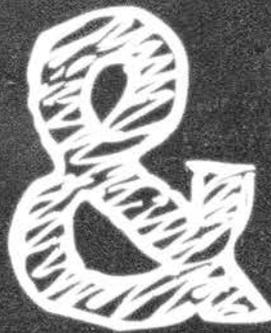
<https://theacademy.sdsu.edu/wp-content/uploads/2015/06/collaboration-in-aps-manual.pdf>

Games People Play

<https://web.stanford.edu/group/resed/resed/staffresources/RM/training/grouproles.html#hinder>

Team Stages from MIT

<http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development>



CONTACT THE MDT TAC

For consultation referrals or to collaborate, contact:

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QUESTIONS & SUGGESTIONS

can be emailed to

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