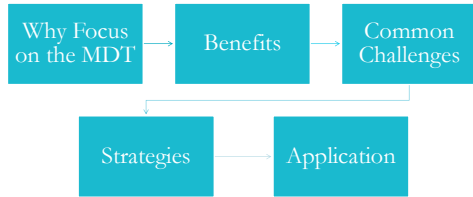


Strategies for Strengthening MDTs

LEADING THE WAY TO STRONGER, SUSTAINABLE CACS AND MDTs

APRIL 2019

Session Road Map





Why Focus on the MDT?



IT IS THE FOUNDATION
OF THE CHILDREN'S
ADVOCACY CENTERS
MODEL



The CAC Model

...was created to provide a coordinated approach of highly skilled individuals from various disciplines to ensure cases were being thoroughly investigated in a timely manner, mistakes were lessened, and children were not further traumatized by the process.

Most of the first CACs were the result of child fatalities that resulted from system failures that happened because every was "staying in their own lane"

Working collaboratively, across disciplines, is what was DIFFERENT with the development of the CAC/MDT model

Two Primary Goals of CAC/MDT Model

- Minimize re-victimization of children and protective family members *as they go through* the investigation, assessment, intervention and prosecution processes.
- Facilitate successful outcomes in *BOTH* the criminal and child protection systems through shared fact finding and strong case development

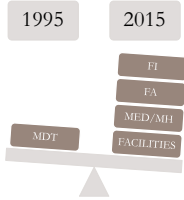
It was AFTER Multidisciplinary Teams began working collaboratively on child abuse cases that the many services now routinely provided by CACs were developed.

The various disciplines - coming together - were able to collectively identify the gaps and the hurdles that were getting in the way of better outcomes for kids and for cases.

CAC SERVICES, CORE COMPONENTS

- Coordination of Joint Investigations
- Specialized Forensic Interviews
- Specialized Medical Evaluations
- Family Support and Advocacy
- Effective Mental Health Services
- MDT Case Review Meetings

Decade of Development → Imbalance

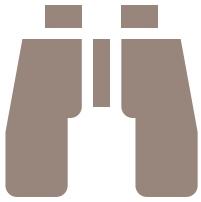






Benefits

THE MULTIDISCIPLINARY RESPONSE



Benefits of Diversity in the MDT Model

- Diversity of Perspective
 - Each member is looking for different things through different lenses
 - Result :We have more creative ideas with which to explore approaches and make decisions



Benefits of Diversity in the MDT Model

- Diversity of Approach
 - Each member brings different authority to the Team and can therefore utilize different tactics
 - Result: We are able to collect more and different kind of information and make more things happen



Benefits of Diversity in the MDT Model

- Diversity of Expertise
 - Each member has different skill sets
 - Result: We have more training and talent at the table with which to build the best solution and ensure the BEST outcome – for the child and for the case

Benefits of the Coordinated Approach

Better Experiences, Outcomes for Agencies

- Broadened knowledge base in decision making
- Thorough and shared information
- Improved and timely evidence gathering
- Less working at cross purposes, jeopardizing one another's efforts

Better Experiences, Outcomes for Kids

- Less anxiety for children / caregivers
- Fewer interviews
- Proactive, intentional support for family
- More appropriate & timely referrals for myriad of services



Common MDT Challenges

Common MDT Challenges

01

Lack of Shared Understanding re CAC/MDT model

02

Size and Scope of Teams

03

Inability to Survive Change and Conflict

04

Multiple Layers within Agencies on Teams

Common MDT Challenges

05

Lack of Shared Expectations – Little Knowledge of/Buy In for Protocols

06

Impact of Case Review meeting experiences on relationships, collaborative work

07

Scarcity of Resources

08

Competing Politics





Strategies

STRATEGIES FOR STRENGTHENING THE MDT



Strategy #1

FIX THE RIGHT PROBLEM

Can't do this under the cloak of darkness

Bring in other voices (not just the ones that sound like yours)

Start by looking within

Pay Attention!!!

Fix the Right Problem

Fix the Right Problem – Strategic Assessment



Strategy # 2

DEVELOP SHARED LEADERSHIP

MDT Liaison/Leadership/Supervisor Teams



- ❖ Ensures SHARED leadership inclusive of all disciplines
- ❖ Allows proactive approach to dealing with change and conflict
- ❖ Provide multidisciplinary group to review, revise and introduce MDT Protocols
- ❖ Proactively assesses health and needs of broader, overall MDT
- ❖ Proactively addresses evolving training needs for broader, overall MDT



Strategy # 3
MAKE IT SOMEONE'S JOB - DEDICATED STAFF

Dedicated Staff

- Need trained professional(s) responsible for the relationships, communication, coordination of the MDT
- Clear, ongoing communication about role, reason for this position(s)
- Specialized training required – facilitation, communication, change management, conflict resolution



Strategy # 4
DEVELOP A SHARED UNDERSTANDING OF INTENTIONS AND EXPECTATIONS AND LIVE THEM

Intentions and Expectations

- Protocols
- New MDT Member Orientation
- Cross Training

MDT Protocols

- *Intended as guideline for shared expectations – What others can expect of me and what I can expect of others on the MDT
- *Not including MDT members in the writing and the review/revision of Protocols almost ensures there will not be buy-in from agencies
- *Focusing more on the signatures rather than the content is most common and most detrimental mistake CACs make
- *Avoid using Protocols as vehicle for DEFENDING CAC/MDT recommended practices
- *Consider creating “excerpts” to make information more easily accessible and receivable
- *Seriously consider *tossing your current Protocols and starting from scratch...*

Orientation for New MDT Members

- Timely*
- Who is Involved in Delivery*
- Introduce all CAC Components –*
- Include WHY Behind All – Focus on Expectations (Two-Way)*

Cross Training

- Majority of MDT conflict stems from lack of understanding about other agencies/disciplines on the MDT
- Skilled facilitators recognize informal opportunities for cross training and seize them
- Formal cross training should be ongoing and RELEVANT



Strategy # 6
TOTALLY RETHINK, REVISE
MDT CASE REVIEW MEETINGS

Case Review Meetings

- Not intended to be a vehicle for case tracking
- Capitalize on diversity of expertise, perspectives, authority represented on Team
- Information sharing
- Identifying and addressing discipline-specific needs of partners
- Identifying and addressing specific needs of child and family
- Creative Brainstorming/Problem Solving

Case Review Meetings

- ❖ Agree upon intended purpose of meetings
- ❖ What can people expect to get? What are they expected to give? How?
- ❖ Consider establishing criteria for cases that WILL get discussed vs those that CAN be discussed
- ❖ Create an even playing field: Balanced Accountability
- ❖ Ensure you have a capable, competent, skilled facilitator who knows how to cultivate and lead participatory discussions

Strategy # 5

CULTIVATE RELATIONSHIPS,
BUILD SUPPORT AT ALL LEVELS

Cultivate Institutional Support

- Visit Partners at “their place”
- Annual or Bi-Annual Summit for Agency Heads
- Better Utilization of Agency Heads on Governance and Advisory Boards
- Onboarding – Timely New Team Member Orientations



Strategy # 7
PROVIDE THE TEAM WITH TOOLS THEY NEED

Tools

- Be mindful and intentional about our own language
- Assess & Address Evolving Training Needs
- Develop shared approach for dealing with change and conflict

ABOUT CHANGE AND CONFLICT

SIDEBAR

Change Management

Understand and be able to communicate the difference between “Change” and “Transition” and why it matters

Recognize we all suffer from/experience “Immunity to Change”

Appreciate that behind resistance there is almost always a positive intention causing people to put the brakes on when new ideas or approaches are introduced

If **WE** (remember SHARED leadership!) can anticipate the potential resistance we may face related to upcoming changes, we can explore and address the possible positive intentions behind that resistance

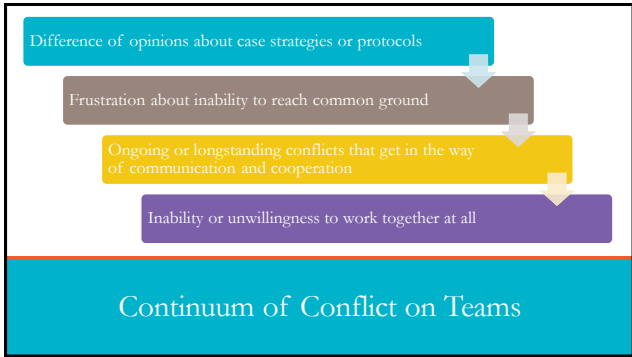


Address and Resolve Conflict




The CAC/MDT model relies on diversity of disciplines to achieve intended outcomes – different experience, authority, perspective and a variety of varying policies, procedures, timeframes, etc.

Conflict is not only inherent – it is critically necessary and important!



Understanding Conflict

- ❖ Factors impacting approach to conflict:
 - ❖ Childhood/family
 - ❖ Agency or discipline culture re: conflict
 - ❖ Prior experiences with conflict situations
- ❖ Recognizing how others on our teams manage conflict can be insightful and directive
- ❖ Recognizing and understanding our own default style of conflict management is critical
- ❖ Normalizing conflict with the Team...ensure they know it is not only to be tolerated, it is critical to MIDT being successful



1	2	3	4
Foster resolution, not desire to win	Get comfortable with feelings	Cultivate climate of mutual trust	Accept conflict as natural rather than good or bad

Tips for Managing Conflict

1	2	3	4	5
Take time to resolve issues	Separate the person from the issue	Tell your own story; not that of others	Avoid attributing motive to behaviors	Start with yourself

Tips for Managing Conflict



Strategy # 7
CREATE OPPORTUNITIES FOR PROXIMITY, SOCIAL SUPPORT

Proximity and Social Support

- Co-Location
- Team Rooms
- MDT E-Newsletters
- Recognition Events

Work to
strengthen, test,
strengthen
some more –

**ALL THREE
LEGS MUST
BE STRONG**



About the Presenter

Cathy Crabtree
Strengthening Teams and Boards
737-932-1902
ccrabtree983@gmail.com
