



Charting the Future of Multidisciplinary Teams

Study Overview

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Data Collected



Data Collected

- ▶ 21 focus groups
 - ▶ MDTs (urban, rural, mid-sized suburban)
 - ▶ Occupational (CPS, Family Advocates, Forensic Interviewers, Law Enforcement, Medical, Mental Health, Prosecutors, CAC Executive Directors, MDT Coordination Staff)
- ▶ 1,424 surveys
 - ▶ All partner agency disciplines



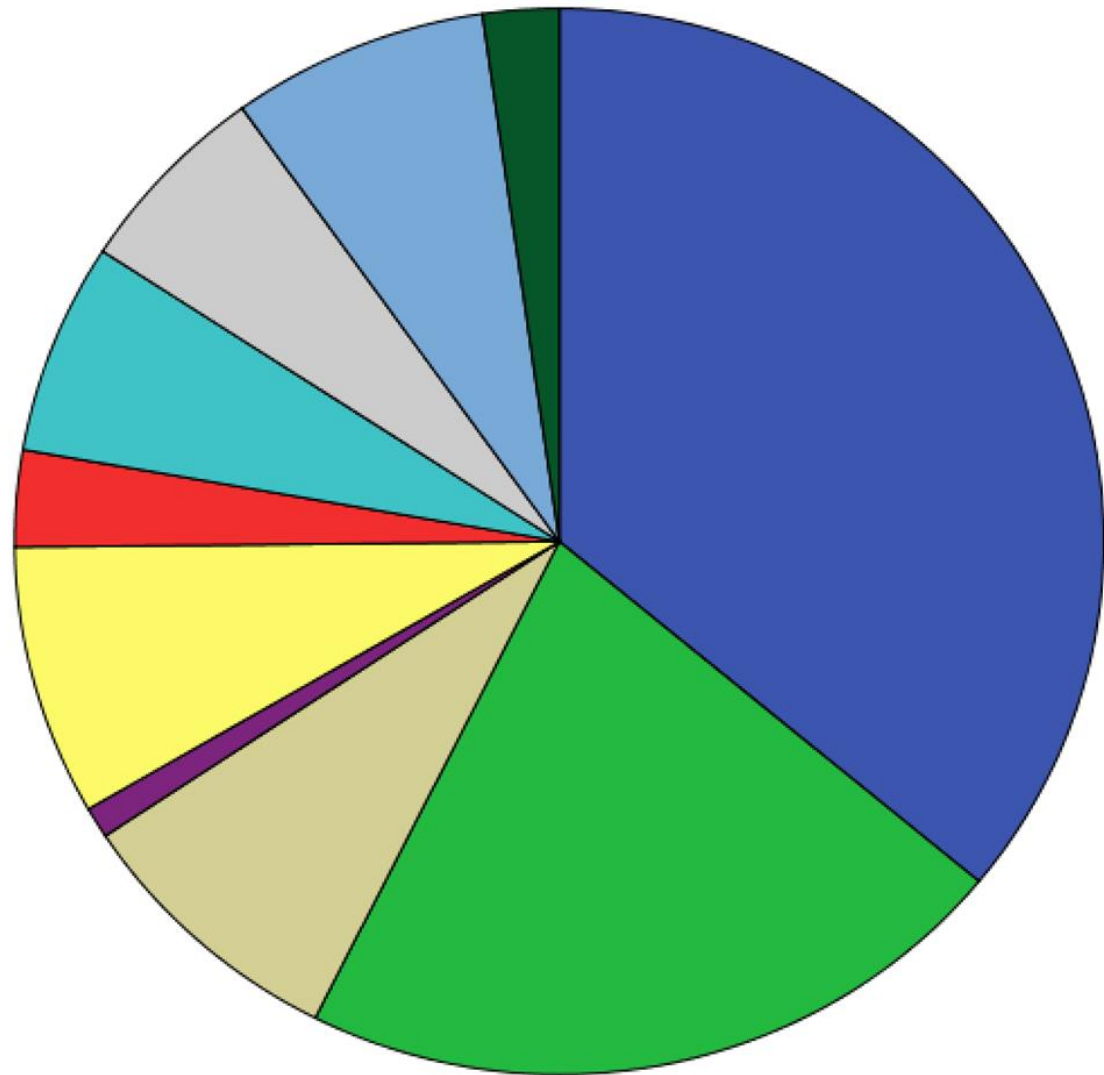
Data Analysis

- ▶ Language patterns within and across MDTs
- ▶ Shared MDT experiences/themes
- ▶ Large-scale survey to entire population
 - ▶ Overcomes the weakness of a single analytic approach
 - ▶ Highlights strong + recurrent patterns



Survey Participation

- ▶ All MDT disciplines participated
- ▶ 1,424 total surveys completed



- law enforcement
- CPS
- prosecutor
- doctor
- Other
- nurse
- family advocate
- forensic interviewer
- clinical therapist
- MDT coordinator/MEP coordinator/Intake specialist

Major Findings



Overview of Major Findings

- ▶ Social support predicts resilience and positive case outcomes
- ▶ Institutional barriers weaken MDTs; Institutional support strengthens MDTs
- ▶ Proximity facilitates information sharing and collaboration
- ▶ Staff dedicated to MDT support and coordination are a valuable resource to improve case outcomes

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Social support predicts resilience and positive case outcomes

Major Finding #1

Remember the Human Element



Major Finding #1 **Social support predicts resilience and positive case outcomes**

- ▶ Effective MDTs described their work as reliant upon:
 - ▶ Adaptation and accommodation
 - ▶ Tolerance for disagreement
 - ▶ Bonds of family-like relationships
 - ▶ Informal emotional support from MDT peers
 - ▶ Leveraging the interdisciplinarity of the MDT



Major Finding #1 **Social support predicts resilience and positive case outcomes**

▶ **Members of Supportive MDTs**

- ▶ Used similar words + styles whether they were talking about good or bad work experiences, a pattern associated with team resilience
- ▶ Described positive experiences sharing information, building relationships, and deriving social support from members of their MDT



Major Finding #1 **Social support predicts resilience and positive case outcomes**

- ▶ Reports of high performance were associated with:
 - ▶ Practicing respectful collaboration
 - ▶ Valuing contributions of team members
 - ▶ Withholding judgment of others' mistakes
 - ▶ Receiving feedback on the quality of their work
 - ▶ Understanding the challenges other MDT members face



Major Finding #1 **Social support predicts resilience and positive case outcomes**

- ▶ EVERY measure of team quality + support was found to be associated with higher resilience and a lowered incidence of burnout for MDT members across ALL disciplines
- ▶ Higher Resilience + Lower Burnout = Better Case Outcomes

Institutional barriers weaken MDTs.
Institutional support strengthens
MDTs.

Major Finding #2

Recognize the Big Picture



Major Finding #2 **Institutional barriers weaken MDTs. Institutional support strengthens MDTs.**

- ▶ MDTs described the following barriers:
 - ▶ Lack of resources in general
 - ▶ Lack of formal emotional support (i.e., counseling)
 - ▶ Dynamics of their larger agencies (i.e., turnover, changing guidelines and policies)



Major Finding #2 **Institutional barriers weaken MDTs. Institutional support strengthens MDTs.**

- ▶ Some groups (CPS, family advocates, medical professionals, mental health professionals, and MDT coordination staff) commented negatively on cooperation involving law enforcement:
 - ▶ Low attendance at MDT meetings
 - ▶ Limited willingness to authorize SANE exams
 - ▶ Oversights in information sharing



Major Finding #2 **Institutional barriers weaken MDTs. Institutional support strengthens MDTs.**

- ▶ Some groups (family advocates, forensic interviewers, and medical professionals) expressed concerns about cooperation with CPS, citing sources of conflict:
 - ▶ Turnover
 - ▶ Inconsistent decision-making in the agency




Major Finding #2 **Institutional barriers weaken MDTs. Institutional support strengthens MDTs.**

- ▶ All disciplines commented negatively on their workload + challenges to time-sensitive coordination between agencies
- ▶ Highest burnout: CPS, Prosecutors, Doctors
- ▶ All disciplines characterized the MDT context as a vehicle for promoting cooperation + preventing conflict between agencies



Major Finding #2 **Institutional barriers weaken MDTs. Institutional support strengthens MDTs.**

- ▶ Supervisory support of MDT predicted individual AND MDT effectiveness:
 - ▶ Task cohesion
 - ▶ Social support within MDT
 - ▶ Personal resilience at work
 - ▶ Job satisfaction
- ▶ Partner misconception that full MDT participation detracts from other agency roles

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Proximity facilitates information sharing and collaboration

Major Finding #3

Stay Close



Major Finding #3 Proximity facilitates information sharing and collaboration

- ▶ All disciplines (except mental health) discussed the role of location in their work:
 - ▶ Distance (including the service area) hurt their work
 - ▶ The amount of time spent travelling from site to site in order to do one's job increases the likelihood of burnout



Major Finding #3 Proximity facilitates information sharing and collaboration

- ▶ Geographic proximity to team members helped their work
 - ▶ MDT Coordination Staff, CPS, Forensic Interviewers, Law Enforcement
- ▶ Co-located MDTs reported greater:
 - ▶ Social support from their MDT members
 - ▶ Social cohesion
 - ▶ Supervisory support

Staff dedicated to MDT support
and coordination are a valuable
resource to improve case outcomes

Major Finding #4

Dedicate Support



Major Finding #4 **Staff dedicated to MDT support and coordination are a valuable resource to improve case outcomes**

- ▶ The majority of MDTs identified support offered through CAC MDT coordination staff as important to their effectiveness
- ▶ Room for Improvement



Major Finding #4 Staff dedicated to MDT support and coordination are a valuable resource to improve case outcomes

- ▶ MDT Enhancement Program and Statewide Intake Initiative:
 - ▶ Most MDT members generally aware of + understand the reasons for the program + the implications of its adoption
 - ▶ Likely to be perceived as needed + positive development in terms of the MDT Model and the number of children that will be served as a result
 - ▶ Degree of concern about the negative impact may have on the capacity of the MDT



Remember the Human Element.

Recognize the Big Picture.

Stay Close.

Dedicate Support.

Recommendations

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Recommendations

- ▶ Seize all opportunities to highlight and message to partner agencies (and other related stakeholder groups) the distinct advantages the CAC/MDT model offers to MDT members.
- ▶ Consider, explore innovations to case review/case staffing meetings.
- ▶ Manage turnover through redundancy in training materials and orientation offering.
- ▶ Create consistency and clarity in messaging about the various roles of MDT coordination staff.



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Recommendations

What we learned from this study...

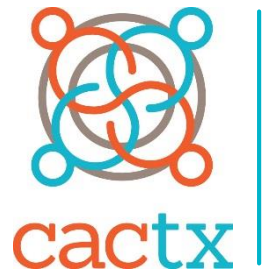
“Social support that MDT members derive from each other through their shared experiences in working child abuse cases — an especially difficult type of work — is a vital service that children’s advocacy centers offer to their partner agencies.”



Recommendations

What we learned from this study...

“Not only were job satisfaction and professional resilience higher for MDT members who received strong support from their supervisors but their reported burnout was also lower.”



Recommendations

What we learned from this study...

“High performing MDTs report that the MDT setting offers them much needed feedback about the day to day impact their work has on the children and families they serve”



How do we...

- ▶ Seize all opportunities to highlight and message to partner agencies (and other related stakeholder groups) the distinct advantages the CAC/MDT model offers to MDT members.



Recommendations

- ▶ Seize all opportunities to highlight and message to partner agencies (and other related stakeholder groups) the distinct advantages the CAC/MDT model offers to MDT members.
 - ▶ Multi-Level Management Engagement
 - ▶ You can't support what you don't know and understand
 - ▶ Over Communicate, Over and Over and Over Again!
 - ▶ Out of sight out of mind



Practical Solutions

- ▶ MDT Executive/ Supervisor Team Leadership Meetings
 - ▶ Monthly meetings with peers
 - ▶ Bonding
 - ▶ Problem Solving
 - ▶ Proactive vs Reactive Management



Practical Solutions

- ▶ Face to Face Check in Meetings
 - ▶ Visits with all partners at their locations
 - ▶ Meetings included direct staff and immediate supervisor
 - ▶ Outcome Example: 45% increase in forensic interviews
 - ▶ Ask for feedback
 - ▶ Make easy simple changes



Practical Solutions

▶ Consistent Communication

- ▶ Annual State of the Union Meetings/Recognition/Protocol Signing Meetings/Ceremonies

- ▶ E-Blast/Newsletter/Real Time Shout Outs

- ▶ Outcome example: E-blast with stats of forensic interviews per department

- ▶ Outcome Example: A local police department made staffing changes after recognizing that a particular detective was not bringing appropriate cases to the CAC



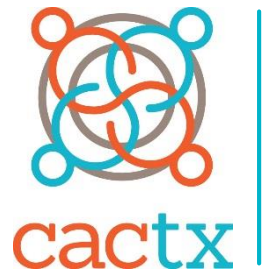
Practical Solutions

- ▶ CACTX Trainings to Support Local CAC Leadership
 - ▶ Strengthening MDTs for Executive Directors (2 - 3x per year)
 - ▶ Strengthening MDTs for Program Directors (2x per year)
 - ▶ Leadership Conference (1x per year)
 - ▶ Committee of the Whole (2x per year)
 - ▶ Leadership Summit (1x per year)
 - ▶ Listservs



Recommendations

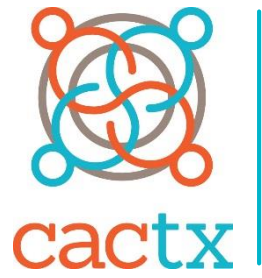
- ▶ Seize all opportunities to highlight and message to partner agencies (and other related stakeholder groups) the distinct advantages the CAC/MDT model offers to MDT members.
- ▶ **Consider, explore innovations to case review/case staffing meetings.**
- ▶ Manage turnover through redundancy in training materials and orientation offering.
- ▶ Create consistency and clarity in messaging about the various roles of MDT coordination staff.



Recommendations

What we learned from this study...

“Researchers observed a wide range of approaches to case review and case staffing meetings. This included the frequency, length, character, norms/practices and enticements to attend.”



Recommendations

What we learned from this study...

“There is no one approach to meetings that can work for all MDTs”



How Do We...

- ▶ Consider, explore innovations to case review/case staffing meetings.



Recommendations

- ▶ **Consider, explore innovations to case review/case staffing meetings.**
 - ▶ Redefining what it is and is not
 - ▶ Primary and secondary purpose
 - ▶ **Identify/Assess/Address Barriers**
 - ▶ Logistics
 - ▶ Past, Present, Future



Practical Solutions

- ▶ Use meeting as a opportunity to build comradery and offer social support
 - ▶ Should be carefully balanced with not straying away from the primary purpose
 - ▶ Is particularly important for those agencies that are not co-located
 - ▶ Explore technology options
 - ▶ Distance, travel barriers



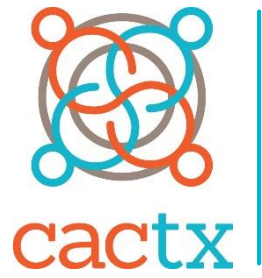
Practical Solutions

- ▶ Use of name and pictures of the children associated with each case
 - ▶ Can be beneficial for a tenured team
 - ▶ Help team focus on that particular child/their case



Practical Solutions

- ▶ Consider finding ways to offer formal emotional support and/or counseling in a group setting
 - ▶ Team members can relate
 - ▶ Offer support separate from case review/case staffing meeting
 - ▶ Outcome Example: A local CAC contracts with a psychologist to provide individual sessions/team debriefing at not cost to any team member (including partner agencies)



Practical Solutions

- ▶ CACTX Trainings to Support Local CACs
 - ▶ Revamping and Revisiting Case Review (2x per year)
 - ▶ Team Facilitation Trainings (As requested)
 - ▶ MDT Networking Forums
 - ▶ Listservs



Recommendations

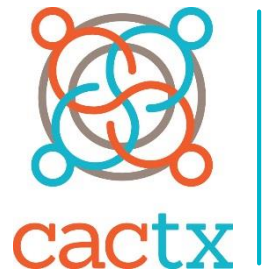
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- ▶ Consider, explore innovations to case review/case staffing meetings.
- ▶ **Manage turnover through redundancy in training materials and orientation offering.**
- ▶ Create consistency and clarity in messaging about the various roles of MDT coordination staff.



Recommendations

What we learned from this study...

“One of the key findings that emerged was the value afforded to MDTs wherein each member understood and appreciated the perspective of the other members. This process takes time to develop and is often impeded by continual team member turnover.”



Recommendations

What we learned from this study...

“It is important to find multiple and redundant ways to make members aware of the materials and to access quick answers to questions.”



How Do We...

- ▶ **Manage turnover through redundancy in training materials and orientation offering.**



Recommendations

- ▶ **Manage turnover through redundancy in training materials and orientation offering.**
 - ▶ Intentional
 - ▶ Consistent systems/processes/deliverables



Practical Solutions

▶ New Team Member Orientation

- ▶ Orients team members to the entire CAC Model and partner agencies
 - ▶ Including roles and responsibilities of each disciplines
- ▶ Helps team members learn what to expect from others and what is expected from them
 - ▶ Outcome example: Local CAC implemented monthly NTMO meetings
 - ▶ All disciplines participated
 - ▶ Included observation of case review/case staffing meetings



Practical Solutions

▶ Working Protocols/Training Materials

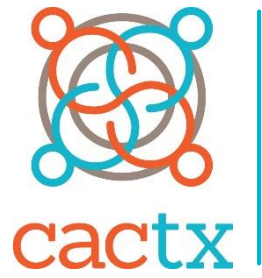
- ▶ Access to documents

- ▶ Quick workflow process

- ▶ Lunch and learn opportunities

- ▶ Webinars

- ▶ Outcome Example: A local CAC consolidated their WPs from 20 page document to 2 page quick reference guide and included discussion in **NTMO**



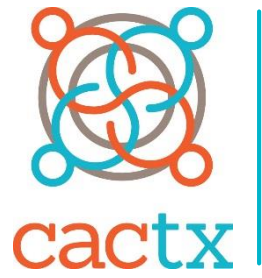
Practical Solutions

- ▶ CACTX Trainings to Support Local CACs
 - ▶ Member Resource Library
 - ▶ CACTX Minutes
 - ▶ Webinars
 - ▶ Conference Calls
 - ▶ Listservs



Recommendations

- ▶ Seize all opportunities to highlight and message to partner agencies (and other related stakeholder groups) the distinct advantages the CAC/MDT model offers to MDT members.
- ▶ Consider, explore innovations to case review/case staffing meetings.
- ▶ Manage turnover through redundancy in training materials and orientation offering.
- ▶ **Create consistency and clarity in messaging about the various roles of MDT coordination staff.**



Recommendations

What we learned from this study...

“Clarity around roles and responsibilities and level of leadership is essential in creating this position”



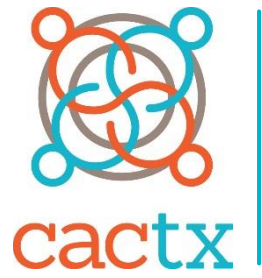
How Do We...

- ▶ Create consistency and clarity in messaging about the various roles of MDT coordination staff.



Recommendations

- ▶ Create consistency and clarity in messaging about the various roles of MDT coordination staff.
 - ▶ Neutral Leader
 - ▶ Role and Responsibilities
 - ▶ Keeper of the Common Purpose and Goal
 - ▶ Manage Expectations



Practical Solutions

▶ Neutral Leader

▶ Role

- ▶ Does someone own the MDT?
 - ▶ Does the team know who this person is?
 - ▶ Does the team trust and respect this person?
- ▶ Good knowledge basis of all disciplines
 - ▶ Big picture focus
- ▶ Facilitator at all times, not just in meetings



Practical Solutions

▶ Neutral Leader

➤ Keeper of the Common Purpose and Goal

▶ Help the team identify their common purpose/goal

▶ Your go to when conflict arises

▶ Make decisions as a team instead of rules for your team to follow



Practical Solutions

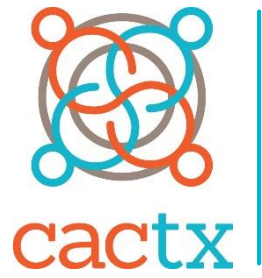
▶ Neutral Leader

➤ Managing Expectations

▶ Not responsibility to “FIX” the MDT

▶ Embracing the ever-changing flow

▶ Fix one thing today, there will be something different to fix tomorrow



Practical Solutions

- ▶ CACTX Trainings to Support Local CACs
 - ▶ Currently 80 positions around the state of Texas
 - ▶ MDT Networking Forum
 - ▶ SWI Networking Forum
 - ▶ Listservs



Recommendations

- ▶ Seize all opportunities to highlight and message to partner agencies (and other related stakeholder groups) the distinct advantages the CAC/MDT model offers to MDT members.
- ▶ Consider, explore innovations to case review/case staffing meetings.
- ▶ Manage turnover through redundancy in training materials and orientation offering.
- ▶ Create consistency and clarity in messaging about the various roles of MDT coordination staff.





**Every Child.
Every Service.
Every Effort.**