



OREGON CHILD ABUSE SYMPOSIUM
PRE-CONFERENCE

**High Functioning Child Abuse
Multidisciplinary Teams**

**Salli Kerr • Western Regional
Children's Advocacy Center**





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MDT Facilitation & Leadership

Oregon Child Abuse Symposium Pre-Con

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Attribution & Disclaimer

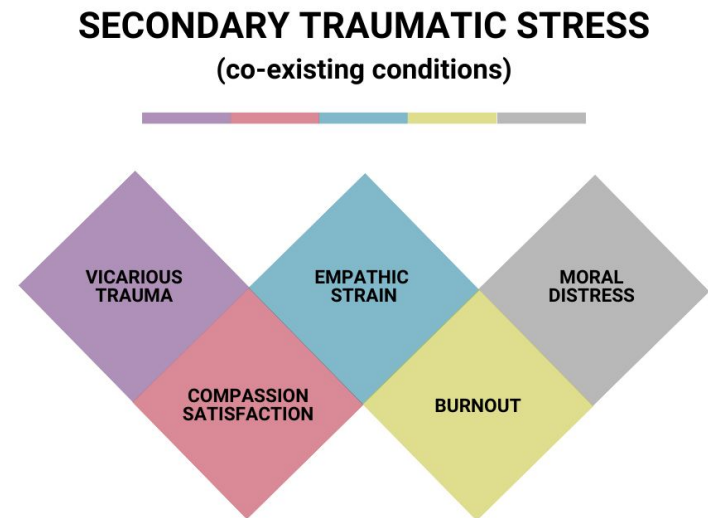
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Secondary Traumatic Stress

It is important to acknowledge the impact of this work. While exposure has the potential to impact us in positive and negative ways; you are not alone. There are resources and tools for you to access which will allow you to continue doing the work.



Learning Objectives

This training will enable participants to:

- + Understand the factors that contribute to a successful MDT and what that means for team members and clients
- + Identify ways to improve facilitation of the MDT through clearly identifying the role of the MDT facilitator, strengthening team culture and defining team purpose
- + Identify common challenges that arise in a team environment and define strategies to address those challenges



Is it a Team?



“We like to bring together people from radically different fields and wait for the friction to produce heat, light and magic. Sometimes it takes a while.”



What is an MDT?

- + Members from a variety of agencies/organizations
- + Representing different skills, abilities and areas of focus
- + No single identified person or entity with authority over the whole team
- + Overarching set of goals that everyone can identify
- + Tasks and goals of each discipline are often unique and potentially in opposition to each other at times



MDTs Collaborate & Coordinate

- + **Coordinate:** To solve a problem through the division of labor among participants.
- + **Collaborate:** Coordinated activity that's a result of continued attempt to achieve a shared vision.

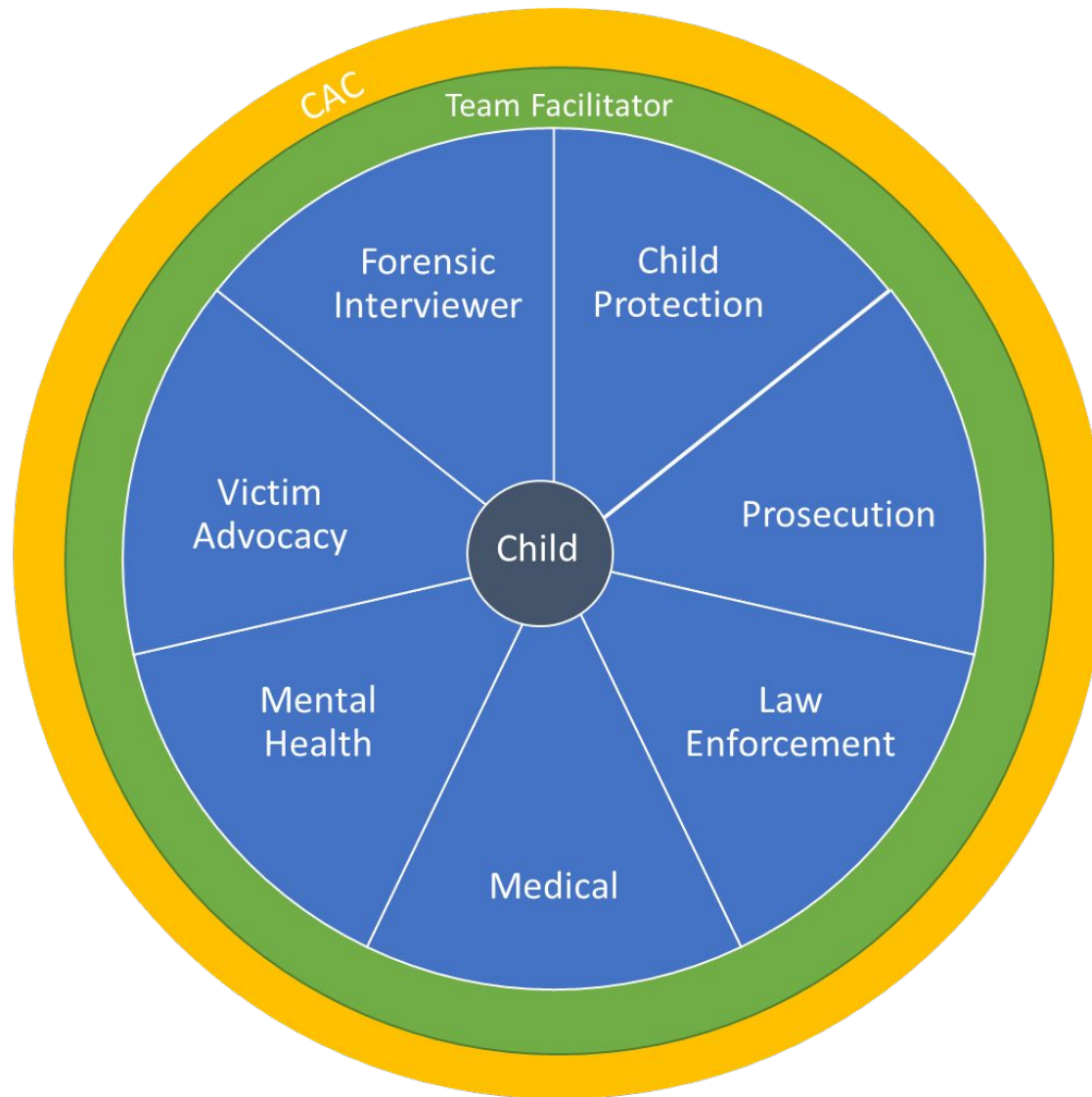


2023 NCA Accreditation Standard - MDT

“An MDT is a group of professionals from specific, distinct disciplines that **collaborates** from the point of the report and throughout the child and family’s involvement with the CAC. MDTs **coordinate** *investigations and service delivery to mitigate potential trauma to children and families, to keep open the lines of communication and maintain transparency and foster trust, and to help optimize a quality response overall, while preserving and respecting the rights of the clients, and the mandates and obligations of each agency.*



Members by Discipline



Team Example

**Ferrari F1
Perfection**

What We Bring to the Team

Teams are diverse by necessity and design...

We each bring:

Our life experience

Our value system

Our individual culture

Our agency culture

Our rules for behavior and expectations of others



Why CACs & MDTs?

- + To minimize re-victimization of children and protective family members as they go through the investigation, assessment, intervention and prosecution process
- + To facilitate successful outcomes in **BOTH** the criminal justice and child protection systems through shared fact-finding and strong case development



Children's Advocacy Centers

- + Facility-based programs
- + “Home” for the MDT
- + Neutral, child-friendly
- + Trauma-informed
- + Variety of evidence-based interventions



MDTs Improve

- + Client satisfaction
- + Team member satisfaction
- + Decision-making and objectivity



Other Benefits

- + Greater appreciation and understanding
- + Cross-disciplinary training
- + Informed decision making & improved outcomes
- + Opportunities to improve system response
- + Support to address secondary traumatic stress



Project Aristotle



Psychological Safety



Psychological Safety

Team members **feel safe** to take risks and be vulnerable in front of each other.



WHAT'S THE DIFF?

Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It's similar, but slightly different from, trust.

TRUST

Will **YOU** give others the benefit of the doubt when you take a risk?



"Bob is probably going to freak out if I disagree with him."

PSYCHOLOGICAL SAFETY

Will **OTHERS** give you the benefit of the doubt when you take a risk?



"My team expects me to speak up. It's how we do things."

Sources: Edmondson, A. C. (2002). Managing the risk of learning: Psychological safety in work teams. Boston, MA: Division of Research, Harvard Business School, and Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165

SCIENCE FOR WORK



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Psychological Safety, Cont'd

Ask and give feedback

Express divergent ideas

Do Team
Members?

Brainstorm in front of
each other

Fail openly

Psychological Safety Assessment

How strongly do you or your team agree/disagree with these statements:

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.



Mission, Vision, and Purpose

Create shared meaning to help unite a group of individuals around a common goal.



Definitions

Mission

- The business with which such a group is charged

Vision

- The act or power of anticipating that which will or may come to be

Purpose

- The reason for which something exists or is done, made, used, etc.
- An intended or desired result; end; aim; goal



Mission



Mission describes who you are and how you are moving toward your vision.



A clear mission statement answers the following questions:

What do we do?

How do we do it?

Who do we do it for?



Vision



This is the MDT's "North Star"



It zooms out to give perspective to the overarching reasons for the MDT's mission.



It is the MDT's purpose, passion, or cause.



Purpose



This is your team's "why"



A clearly defined purpose gives your team meaning and helps define impact



A shared purpose helps to unite team members around common goals



Why do Vision, Mission & Culture Matter?

Common vision = Shared direction

Shared mission = Common pathway

By identifying and defining your team culture, people will feel included, respected and heard





Team Roles & Culture



Do team members understand their roles and the roles of others on the MDT?

Do team members understand the limitations of others on the MDT?

Do team members understand how their roles play into the purpose of the team and shared goals of the team?



Team Engagement

- + Team engagement refers to the extent to which team members interact with one another and work together to perform collaborative tasks.
- + It can also be thought of as their collective emotional commitment to achieving their shared goals, as well as the goals of the wider organization/team.

What is team engagement?: Leadership & Team enablement glossary.
<https://www.saberr.com/glossary/team-engagement>



Direction

Alignment

Commitment



Direction

We agree on what we should be aiming to accomplish together.	1 2 3 4 5
We have a clear vision of what the group needs to achieve in the future.	1 2 3 4 5
We have group goals that guide our key decisions.	1 2 3 4 5
Our work is united by a common direction.	1 2 3 4 5
TOTAL	

Source: Center for Creative Leadership



Alignment

Our work is aligned across the group.	1 2 3 4 5
Although individuals take on different tasks in the group, our combined work fits together.	1 2 3 4 5
People who perform different roles or functions in the group coordinate their work effectively.	1 2 3 4 5
The work of each individual is well coordinated with the work of others.	1 2 3 4 5
TOTAL	

Source: Center for Creative Leadership



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Commitment

People in the group are committed to the group.	1 2 3 4 5
People give the effort needed for the group to succeed.	1 2 3 4 5
People are dedicated to this group even when we face setbacks.	1 2 3 4 5
We trust one another to accomplish the work of the group.	1 2 3 4 5
TOTAL	

Source: Center for Creative Leadership



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Assessing Your Team

Direction, Alignment, and Commitment (DAC) Assessment -
Center for Creative Leadership



Link to DAC Assessment



What We See in MDTs When DAC is Accomplished

	HAPPENING	NOT HAPPENING
DIRECTION	<ul style="list-style-type: none">• There is a vision, a desired future, or a set of goals that everyone buys into.• Members of the collective easily articulate how what they are trying to achieve together is worthwhile.• People agree on what collective success looks like.	<ul style="list-style-type: none">• There is lack of agreement on priorities.• People feel as if they are being pulled in different directions.• There's inertia; people seem to be running in circles.
ALIGNMENT	<ul style="list-style-type: none">• Everyone is clear about each other's roles and responsibilities.• The work of each individual/group fits well with the work of other individuals/groups.• There's a sense of organization, coordination, and synchronization.	<ul style="list-style-type: none">• Things are in disarray: deadlines are missed, rework is required, there's duplication of effort.• People feel isolated from one another.• Groups compete with one another.
COMMITMENT	<ul style="list-style-type: none">• People give the extra effort needed for the group to succeed.• There's a sense of trust and mutual responsibility for the work.• People express considerable passion and motivation for the work.	<ul style="list-style-type: none">• Only the easy things get done.• Everyone is just asking "what's in it for me?"• People are not "walking the talk."

The Value of Onboarding

- + Clarify roles and responsibilities
- + Clarify value of the MDT for clients and team members
- + Clarify purpose and common goals of the team



Orientation of New Members

Essential Component J in the MDT standard of accreditation now requires CAC/MDTs to provide formal orientation for new members.

Providing an orientation for new MDT members ensures that they understand how the team functions, what is expected of their role, and how each member of the team contributes to the case and to better child outcomes. Orienting team members well at the beginning can reduce confusion and conflict and contribute to better overall team function.



Ongoing Cross-Training

- + Further understanding of roles and responsibilities
- + Updates on legislation, codes and/or statutes that impact disciplines' roles



The Facilitator's Role

As a Team Facilitator you will help your MDT understand the CAC model and how each member's unique contribution and the entire MDT approach impacts families and children in your community.



MDT Facilitation

An MDT Facilitator tends to the relationships, communication and accountability of the MDT while fostering an inclusive environment to improve outcomes for children and families impacted by abuse.



MDT Facilitator



Understands everyone's
role and responsibilities



Keeper of the common
purpose and goals



Manages expectations



2023 NCA Accreditation Standards and the MDT Facilitator Role

MDT Standard (Standard 1)

Essential Component A:

The MDT Coordinator/Facilitator coordinates and facilitates the day-to-day information sharing and activities of the MDT. The MDT facilitator/coordinator must complete training that includes a minimum of eight hours of instruction. (This may be the same or different from the person who facilitates case review sessions, as some case reviews are facilitated by MDT members.)

MDT Standard – Component A

Component A: Core Training Requirement for Team Facilitators

Initial facilitator training of 8 hours on a range of suggested topics.

Examples include:

- Defining mission, vision and values of the MDT
- Building resilience for the MDT
- Creating psychological safety
- Ensuring adherence to MDT agreements and protocols
- Managing change and turnover on the MDT
- Defining roles and responsibilities of team members
- Facilitating effective communication processes
- And more...

MDT Standard – Component B

Component B: Ongoing education equal to 8 contact hours every 2 years

Topic: Field of child maltreatment and/or facilitation.

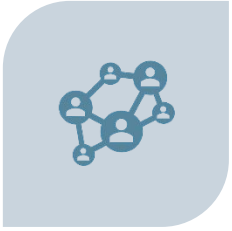
Training hours that may be required for other roles the Team Facilitator may hold may be applicable to this requirement.

(National Children's Alliance, 2023)



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Team Facilitator Responsibilities



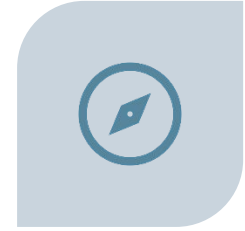
Relationships



Engaging
Leadership



MOU &
Protocol Review



Orientation



Team Building



Training
Coordination

Promoting Clarity & Structure

List	MDT facilitator roles and responsibilities in job descriptions
Define	MDT facilitator role in key team policies and documents (MDT protocol, charter, MOU)
Explain	MDT facilitator role when onboarding new MDT members
Discuss	MDT facilitator responsibilities and competencies during supervision, performance reviews, and professional development planning

Facilitator Expertise

MDT facilitators should develop expertise in team *structure, process, and context.*



Structure, Process, & Context

Structure: the relatively stable characteristics of a team

Process: how things are done rather than what is done

Context: elements that are usually designed or that emerge from the larger organizations and influence how a team works

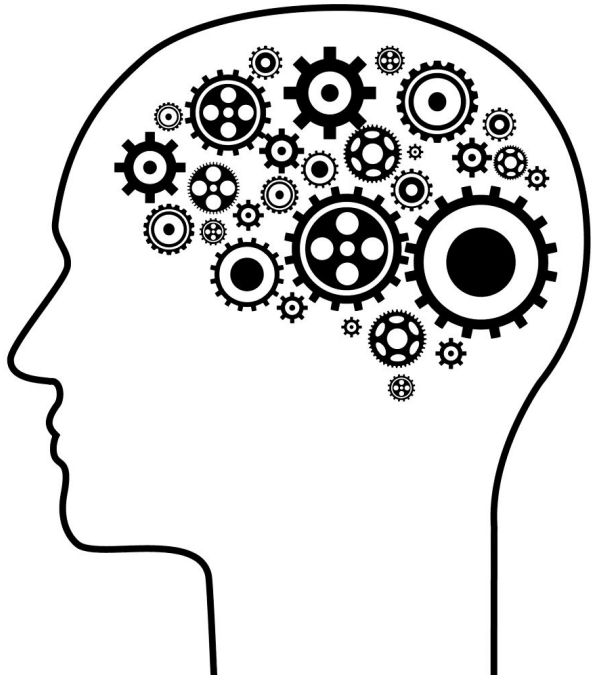
(Schwarz, 2017, pp. 133-134)



Team Structure Elements



Team Process Elements



Problem-solving

Decision-making

Conflict management

Communication

Boundary management

Team Context Elements

Clear organizational mission and shared vision

A supportive culture

Rewards consistent with team objectives

Information including feedback

Material resources

Training and consultation

A physical environment that supports the work



Team Leadership Functions

Task-Focused

- Ensures clarity and alignment
- Holds teammates accountable
- Removes obstacles and garners support

Team-Focused

- Manages team emotions and attitudes
- Fosters psychological safety
- Encourages participation and empowerment

Both Task- & Team-Focused

- Promotes learning and adaptation





AN EMERGING LIST OF MDT FACILITATOR COMPETENCIES

COMPETENCIES

- Ask powerful questions
- Create effective meeting agendas
- Define mission, vision, shared purpose, and values
- Define roles and responsibilities
- Demonstrate ability to manage change
- Demonstrate effective oral and written communication skills
- Demonstrate emotional intelligence
- Demonstrate flexibility and manage multiple priorities
- Develop and maintain relationships with team members
- Effectively communicate the goal of the team
- Encourage participatory decision-making
- Encourage team development
- Ensure adherence to MDT agreements and protocols
- Evaluate and improve data collection
- Exhibit knowledge of MDT investigative processes
- Exhibit time management skills
- Foster a trusting environment

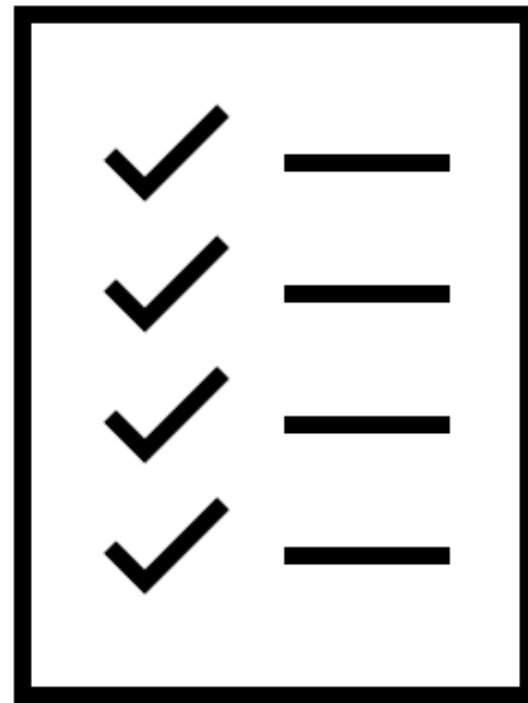
NOTE

While team facilitation has been critical to the CAC-MDT model since its inception, recent focus on defining and elevating the MDT facilitator role has led many CAC and MDT leaders to revisit their structures and documentation. This list provides a sampling of competencies for MDT facilitators that may be used as a starting point. It is not comprehensive, and we expect the list to change as the field responds to continued development and refinement of the MDT facilitator role.

Self-Reflection

MDT facilitator role versus supervisor role

Use the handout to reflect on which core MDT facilitator responsibilities are given to the facilitator, CAC director or other team members.



Five Team Dysfunctions

1

1. Absence of trust

2

1. Fear of conflict

3

1. Lack of commitment

4

Avoidance of accountability

5

Inattention to results



Commonly Seen Behaviors

Irregular Attendance at
MDT Functions
(Interviews, Case
Review, etc.)

Turnover

Lack of Trust/Respect

Tension Between
Individuals

Tension Between
Agencies

MDT Functions
Dominated by One
Individual/Discipline

Team Burnout

Reluctance to Share
Information

Lack of Clarity About
Purpose of MDT
Activities

Wrong People at the
Table

Focus Solely on
Investigation as
Achieving Success
with Cases

Judging Families



Brainstorm

At your table:

1. Select 2–3 commonly seen behaviors that occur on your team
2. Classify each behavior into one of the five dysfunctions
3. Consider the dysfunction and brainstorm 3 possible solutions for addressing your challenge.



MDT Facilitator Role in Team Engagement and Development

- Promote collaboration and information sharing-
Make it easy!
- Help foster relationship building
- Understand each team member's roles, responsibilities and limitations- Educate others when needed.
- Create structures and processes that encourage collaboration

MDT Facilitator Role in Team Engagement and Development

- Monitor team culture and seek feedback from team members
- Provide training opportunities

Team Development Activities

- Cross Training Opportunities
- Team member shadowing
- Involve team members in onboarding new MDT members
- Fun activities or challenges
- Involve team members in creating a mission/vision/purpose statement for the MDT
- Check-in questions at the start of meetings

Addressing Challenges

- + Revisit shared mission, vision and purpose
- + Clarify roles and responsibilities (team charter)
- + Identify cross-training opportunities
- + Use onboarding to set the stage and tone for new team members
- + Revisit/develop a code of conduct for the team





Questions?

Menti.com | Use code 6909 8019



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Thank you!

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