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The Importance of a Multi-Disciplinary Team

Amalfi Parker-Elder, Mandie Aalto, and Annie Struby

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Please stand by for realtime captioning.

>> Hello everyone, thank you so much for your patience. We are at the top of the hour and ready to get started.

>> Good afternoon everyone, and welcome to this PRAXIS seminar. I am joined today by my colleague Liz, who will provide technological support throughout the webinar. Liz, could you please describe the logistics for today's webinar?

>> Absolutely. Thank you, and hello to all of you. So, just to help orient you to what you see on your computer screen right now, you will notice there are captions, closed captions running at the bottom of your screen. We always make a point of mentioning that with life captioning, there is always a possibility of error, and so if you notice mistakes, do not be overly concerned about that. If you have questions, or comments that you would like to pass along to our presenters today, the way to do that is in the Q&A box you see in the middle column in your screen. Your comments will be routed to us, as the presenters, and then we will respond editorially within the presentation. Feel free to adjust the settings of all the individual boxes or pods that you see on your screen. You will notice there is a light gray icon in the right-hand corner of each of those boxes. If you hover over it, you will see a range of choices you have available to you. Adjust to your own preferences. For anyone who is not dialed in by telephone right now, we will let you know that if you notice there is inconsistent, or unstable sound quality at any point during the presentation, it is likely your audio connection through the

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Internet, and so your best bet will be to dial in by telephone, and you might want to write this phone number down so you have it available. Or, it is also in the email you got as a reminder before this presentation. You would simply dial in by telephone, at any time during the webinar. Once the connection is made by phone, turn your speaker volume off, and you can disconnect-- excuse me-- disconnect your speaker volume, and then he will have your phone connection, and that should improve your sound quality. If at any point you need any technical assistance, utilized that Q and a box to either ask a question to myself, or to Patricia, our webinar hosted. So, Amalfi, I think we are all set for today's presentation.

>> Thank you so much. Today's webinar will be providing an overview of assembling, preparing, and working with the team of institutional analysis. And we will highlight outcomes from several different projects. The webinar will not be an overview of institutional analysis methodology, but you can visit our website at praxisinternational.org to learn more about it.

Today we are mostly excited to be joined by two out-of-court nadirs from two distinct communities. Mandie, from Michigan, and any from Kansas City, Missouri. Not Kansas [Laughter] they will share their experiences with the approach, to conducting audits as they experienced it in their local communities. In a moment, I will have them introduce themselves, and tell them-- tell you a little bit more about their communities. We will be learning about aspects of the team approach, and conducting an audit, including roles, commitments, why this is important, skills and qualities of team members, and the impact that using an MTD MDT approach can have on your community, and your response to violence against women. Really briefly, just to give a basic parameter of institutional analysis, to start us off, it is a way of looking at our work. And looking at how work is put together to produce certain outcomes. It includes activities for inter-agency teams to engage in a process of institutional reform. The process of institutional analysis is about looking at the institution, and not at individual practitioners. The process is grounded, in identifying people's needs, and the ways in which daily routines and practices of the institutions that we are working with our intervening in people's lives, how they are organized to meet those needs. Are they organized in a way that

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is making it better, or making things works-- worse possibly? It supports communities and conducting institutional analysis in three main ways that are listed on the slide in front of you.

The safety and accountability audit, practice assessment activities, and the blueprint for safety, which primarily looks at the criminal legal system's response to domestic violence.

Multidisciplinary teams are critical in all these areas. Keeping in mind the importance of approaching this work with and MDT, the goal is to support successful and effective implementation of institutional change. Whatever that might be for you and your community, the main phases of the audit process is establishing your team, developing the main question that your team wants to answer for your community, based either on a particular institution, or practice. Gather information about this problem you are looking at, analyze the information, and then of course, develop recommendations and implement those recommendations for change. The practice assessment activities I mentioned before involve these various activities that are before you. And I am sure that any and Mandie will talk to about how these things were incorporated, but we are just really quickly going through, like I said this overall, general overview of the process so that we can dive in and hear directly from Annie and Mandie more. So, your main priorities that your team will be engaging in our mapping, which is a step-by-step diagramming of how work is carried out, focus groups, which is talking to either groups of survivors, or advocates, or practitioners, interviews, talking with people about their work and how they do it. Observations, which is people watching,-- so watching people, writing along with officers, that are just examples, or case file review. So, this is kind of the basic overview, very brief of institutional analysis, and what we really want to focus on is hearing from Annie and Mandie, on how they built type disciplinary teams, that do the work that I described in their communities. So, Annie, I will turn to you first, and ask you to give us some information about Kansas City, and about audit work you have been involved in their. She has been working as the community safety assessment coordinator since 2011 at the Roseburg Center, and Kansas City Missouri. Prior to that, she was a bilingual women's case manager, and graduated with a JV and 2005 working at legal aid of Western Missouri. Thank

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you so much for being here Annie. Tell us a little bit about Kansas City, and the audit work you have been involved in.

>> Sure, and thank you for having me. So, we have done two different phases of an assessment, or an audit here in Kansas City. We use the assessment language in the hopes that it would get people to sign on easier, and audit sometimes. Audits can make them a little nervous sometimes, so hopefully the assessment helped. We did not have an existing CCR as far as the players that we would have needed around the table. So they were not people who are already meeting regularly, so we went to leadership, we went to the mayor, the chief of police, after attending the practice Institute, and-- the Praxis Institute, and they signed on very quickly. Got great buy-in from leadership, and MO you signed with them, and then put together a team of individuals from all the different disciplines that we would need around the table. And when we met with those leaders, at some of the organizations, we already knew specific people that we had identified as people we wanted on the team. At other agencies, we knew what position, you know, what person in the position we would need, but we did not know the specific people. So, we went in, sometimes with and ask of a particular person or particular position at those agencies. So, we met the first-- assessment took about two years, when we cannot with recommendations, with a report. And then, as we were implement in that, we also began the second phase, of the assessment. So, we have looked at the investigations process, and we looked at the charging and bond process. And, we just finished that, and are starting in the blueprint work.

>> And, just to clarify for folks who are listening in, when you talked about the first phase, and then the second phase, can you just briefly describe-- this was looking particularly at the criminal legal system's response to domestic violence?

>> It was, and originally they wanted to do the entire process right away, from 911 through postconviction. But, just in looking at our time constraints, and people who are already around the table, we decided to take the first piece of investigations. And, we have kind of a unique

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system here, where we have a city prosecutor, and, so domestic violence charges can be either at a city level, or at a county level, so charged under state law. So, city prosecutors and County prosecutors both prosecute domestic violence cases. So, we had to make sure all of those folks around the table, we have about 5500 cases a year-- and about 5000 of those will go to our Municipal Court, and about 500 or so will go-- at a felony level, to our County Court. So, we were just particularly looking at that, the investigations response in getting to the prosecutors.

>> And-- so, we are going to come back and hear a lot more about the particular work that has been going on there, with these audits, and hear a little bit more about the team, you described a little bit about how you went about getting people, to be part of your team, but we will kind of come back in a moment, and hear a little bit more details about that. I will turn to Mandie, and if you could kind of give us a similar background. She is the executive director of advocates for family peace, a nonprofit organization dividing services to families experiencing DD and child abuse. In northern St. Louis counties in North Minnesota, Mandie had an audit of the response to DV, and the court safety and security for domestic violence survivors. Thank you so much for joining us today, and can you now tell us about-- a little bit more about those audits, and your work-- in northern Minnesota?

>> Yes, thank you for having me. Just to kind of give you a little background for our community, of course it is very different than Kansas City, we are small and rural. And, we actually, over the course of a little bit more than a decade, have been through about five audits now, with Praxis. And so, the most recent audit, regarding the courts, is in the process of being finished up right now. Prior to that, we had audit work done on our supervised visitation center, fortunately for us the groundwork that was kind of established helped to kind of pave the way for some of our community partners to be a little more open to taking a look at the audit on the courts. That was a little more challenging to have buy-in, in terms of people within the court system themselves being comfortable with that process. But, because the audit was done for our lives is the audit work done for our visitation center were so well-

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received, that kind of laid on the groundwork and open the door for our most current audit we completed with Praxis.

>> Great. I feel that I have to mention, since it was brought to my attention, it was very exciting about Grand Rapids Minnesota being the home of Judy Garland, and Bob Dylan, am I correct Mark--? This is important about Grand Rapids as well.

>> We have a small claim to fame, in northern St. Louis County, that is where Bob Dylan comes from. But yes, we are the birthplace of Judy Garland, and that is kind of our-- you know, there is lots of things that comes with that Wizard of odds Festival and that kind of thing-- Wizard of Oz festival in that kind of thing.

>> Great. Is there anything else that you to kind of want to say in common, otherwise we will dive right in?

>> This is Mandie, and I think the only other thing I can say, is over the period of our audits, they have all been different with very different experiences. So I think it is important to note, that even though we have done quite a few of them, each one had a different series of challenges, and acceptance or not acceptance. I think that is important to-- important to note.

>> As that relates to the team, that he put together to conduct the audit, did you feel like your teams had very different compositions? Or do you think the nature of the teams you put together kind of contributed to the difference across the audits that you just described Mark--
?

>> I think both. I think learning from maybe a previous audit, knowing that maybe we need to ask different team members, or be more clear on what our focus was to bring the right people to the table, I think is also very important. But I think sometimes, I am speaking from a very small, rural community, many people know one another, and do daily work with each other, and so sometimes there are just conflicts that generally arise in the work,-- maybe not

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necessarily in the works, but in the audit, that may not be occurring at the same time at the audit. So I think that plays a role as well.

>> So good, strong coordination to kind of manage those moving parts and things that arise during the process.

>> Yes.

>> Great. So, we are going to pull apart the main important facets of this team-based approach at this time, and we will start by asking Annie and Mandie, [Laughter] you know, why this multidisciplinary approach? Why is it so important? Some of the things that we highlight first and foremost, are multiple perspectives, that a multidisciplinary team will offer the process. But also, noting that the team is going to serve as a group of calmest heaters, data collectors, I apologize it looks like our slides are-- kind of moving around on us for a moment. So, I will bring us back here to our slide, sorry about that. And so, your multidisciplinary team is going to serve as a group of coinvestigators, data collectors, and analyzers. And, partly why you have different disciplines involved, is that, for instance, you would not want to send a patrol officer on a right along, right? To just kind of be part of a process that they are already familiar with. You might want to send a patrol officer to dispatch, and have them learn about 911 from a new perspective. Or, have a police officer even interview and advocate or prosecutor for example. And, your multidisciplinary team, with these different perspectives will be a think tank. That is kind of, going over all of the information it has gathered, and being a team for problem-solving. Processing all of the information, and thinking it through together. So, Annie, I will ask you first, and then we will hear from Mandie. How the multidisciplinary team was formed in your community, and what was important about that for you? If you can speak to a little bit of what I was just talking about, in terms of the different perspectives they bring to the table, and anything else that you saw the, this being of value to your community.

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>> Sure. And I will say that even though we did not have an existing CCR, and so an existing coordinator committee response team, and we did have to pull those individuals together, we did have great partnerships, and working relationships with those agencies. So, it really helped us that the relationships, I think that is why we had such quick buy-in from leadership, as well. Because we already have those agency relationships established, and then it was just pulling the individuals and around the table. So, you know, it is great when those already exist., We ended up with about 12 to 15 total people, to the safety assessment process. Prosecutors from both, like I said are municipal, and county office. Several representatives from law enforcement, because they are all within the same department, but they all had a different role, and a different perspective in that department. And we wanted those all at the table. And it turned out to be really valuable. Of course, we had advocates, and I think that the importance of that becomes so clear through the process. I always work for an advocacy agency, but it is very different at-- as a coordinator Emma to manage meetings, and to try to manage the activities. And to say,-- stay somewhat neutral within the meetings, and so it is really important to have that here advocacy-- peer advocacy perspective on the line every day, or speaking with survivors every day, and that are able to address some of the things that are going on in the ground. We also have probation and parole at the table, a retired judge, our legal services people. So, a decently wide array of people, and like you were saying, we could not have done it without the multiple Lipsitz multidisciplinary approach. And specifically when it came to the activities, so for things like right along's, our prosecutors and on right along's. And that turned out to be really helpful for them, because they saw how calls are being handled, how reports are being written, and so-- when we did the cross activities like that, with people from other agencies, it turned out to be helpful, not only for our safety assessment, but for their day-to-day work as well. So, that helped with our buy-in, with individuals, when they started seeing not only the relationship building we did throughout the course of meeting, over a period of years, but also going in, seeing how someone does their day-to-day work as well.

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>> Thank you any. And Mandie, what did the multidisciplinary team approach offer you all in your community?

>> In our smaller community especially, you just take for granted that somehow, people that are working closely with one another are speaking, or talking about certain issues, or certain things, maybe just because they happen to both be in the courts. We had prosecutors, the Sheriff's Department, who also served as the bailiff for our community courthouse, and we had people from court administration. And so, somehow you think that these people understand one another's roles, and the challenges that they are facing, but we found as they were doing their interviews, and their observation, more and more things would come out. People would have those aha moments, where it is like I do not know how I worked with you all this time and never known this or see this as being part of the process as-- of our own community. I think that was very powerful, in and of itself. I think also, wringing people to the table, that we have had, like I said overthrew time, through various different audits, sometimes various relationships are going well. Sometimes they're not. I think the audit was a good way to bring people together, and to give them the opportunity to talk about things they are seeing outside of the context of the everyday work they were doing. I think those were all very powerful things you could begin to see that happened in that room. So, in a sense, we had things to sometimes were bad and we got off topic, but we had someone bring us back on. And it was just powerful to see that evolve over time, and to begin to see people have a better understanding right there in front of them every day, but not necessarily having opportunity to see it.

>> That is great, and one of the things that you brought to my mind, is what comes with bringing people together, is a space for conversation to happen, right, about bigger picture things, or overarching things that are happening. Either in the community, or in the system response, that you know, practitioners do not really have an opportunity to have those conversations in the day-to-day work that they are doing. Even for advocates, right. You are in

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a routine of things that we all do, in our day-to-day work, where, other than passing somebody in the hall, in court for instance, or-- a brief run in, you do not really have opportunities to sit down with one another, and talk about the things you are seeing every day, and do not necessarily have, the time Hilton to give attention to. And so, I did want to just ask Mandie, if there might be one of those aha moments, you could think of to share us-- as an example for our audience. If you could think of one that somebody might have experienced at some point, and one of your audits.

>> I think we had-- the person from our County Sheriff's office who is also the head of the bailiff's was there with the prosecutor's office. And you know, right away, he is like, I will interview him, and he is like, because I want to talk to him about some stuff. And I want to pick his brain, and I want to see what he has to say. So right away, it was like I am going to be the one, and I would interview you. Just knowing they are, our small committee has been facing the challenges that come with keeping your courthouse safe in a very old building, right. So I knew there was probably going to be a lot more happening in that conversation than what was maybe happening right there. But it was amazing to me that it took us having to come to the table, and to me like this, for the two of them to even have an opportunity to talk like that. Right? So you knew just right then and there it was a segue to something that was deeper, going on at the moment. But, it was good to see they had that opportunity to be able to say, I will interview you, and I know exactly what I want to say and what to ask you. So that was neat to see.

>> Yeah. That is a really good example. And Annie, I do not know if while we have been talking, you might have had-- recalled an aha moment, in Kansas City, that you might be able to share.
I do not mean to put you on the spot [Laughter]

>> No, I do. It is one of my favorites, from over the course of both safety assessments. Because it just illustrates the importance of having the right people around the table, and then, things that can come out of that. And so, a lot of those accomplishments we did, came later, after we

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had done the report, and gone back to the agencies, and talk to them about it through implementation. But, there were some things we were able to do right away with the right people at the table. So, at one point,-- we also had court administration from our municipal and county court, at the table. And, at one point, they figured out that the police were not able to verify orders of protection after hours. So, at night and on the weekends and holidays, it was very difficult for the police to verify that an order of protection was still in place, and therefore could make an arrest on a violation. And so, what we were hearing, you know in the shelter, in the agency, from survivors, was that there is no consequences. So, he is still stocking, and you know they would write a report, but there was no arrest made, and they did not feel safer. And so, we were talking about this at the table, and the court administrator was like well, why don't you have access to such and such system? They said well, we have never been granted that access, and he said well I know how you can get it, and sent an email right there to start the process. Took a few more months, but eventually, through the state court administrator's office, they were able to grant access to the domestic violence unit, so patrol officers were able to check in with them, and verify orders of protection at any time of the day or night. So, I mean that was a huge one for us. You know. It was just having that conversation, about well, we need to be able to do this to do our work, and they say we can help with that. And you know, it gets done.

>> Very cool. And I think both of your examples are showing as well, that coming up with solutions, or identifying problems, coming up with a solution is not always something that will require additional resources, or new sets of policies for every instance, right. Sometimes, just coming together and talking, and talking about what is currently being done, and what is possible, can make something come together in a way that just never could before. So, just opening up that line of communication, right? So, you both talked a little bit about who was part of your teams. And, I know, Annie, you were talking a lot about relationships with agencies come and buy in. Agency has community-based advocacy-- with which both Annie and Mandie are located in these programs. And Accord Nader who will lead all of these

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moving pieces , organize the partners, kind of keep focus on priorities. Those are definitely critical pieces of-- local ownership, leadership in the audit process. But, on this webinar, looking more specifically at the team that is put together to do the work of the audit. So you get agency had buy in, but I think you both mentioned that after that happens, then a representative from the agency, sometimes it is the agency had-- but sometimes someone might be assigned, to represent an agency to be part of the team that will do the work. To the practice assessment activities that are described, to do the things that Annie and Mandie have been talking about. And so, there are two perspectives that are within this. And they are really prioritized the most within the multidisciplinary team approach. And that is representatives from the agencies being examined, and so you know-- Mandie, in your instance, representatives from the court, because you are all looking at court processes. But, also experienced community-based advocacy. And so, I think you both have talked a little bit about this, but to kind of go a little bit deeper into those two perspectives, and why a balance of both of those perspectives-- representatives from the institution, but is being looked at, as well as experienced community-based advocates. Either one of you can jump in, and talk to is a little bit, about the perspective, and did you have those perspectives balanced in your team, or what did you learn from that?

>> This is Annie. We definitely did, and you know, those sometimes made for intense conversations. Depending on the topic, you know, of the day. But it was important that we had not only the right people, but each person, and we may talk more about this-- but we did an orientation with each person, if they came on after the beginning of the process. And so, I think that helped for everyone to understand that, this is looking at systems, decreases the defensiveness that people had, and then, we were able to have those-- sometimes more intense conversations in a respectful way., Just everyone able to share their perspectives and experiences. So, we definitely, especially among law for enforcement and advocate-- enforcement and advocate, being able to have that discussion. And sometimes it would get tense, but everyone left still very friendly because of all the relationship building we had done.

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>> I do want to just make a quick note, to encourage folks to type in any questions that you may have in the Q and a box. Once we hear from Mandy, we will-- from Mandie, will have a moment to pause and respond to any questions you all may have. So, while you are thinking about what you might want to ask Mandie, and any . Mandie, Telus about how you have kind of balanced these two perspectives in your team.

>> In our team, we also had our sexual assault advocates at the table, throughout the process of the audit for the courts. I think, the one thing I know that made a vital difference in that particular audit, is that at the time when I reached out to the Sheriff's Department about a representative, to be at the audit, they were going to originally send a different person, and we talked a little bit more about the process and the challenges we were starting to see, they instantly said no, that is the wrong person. I will send you the bailiff instead, because of course they have a very active role in the courtroom. And that made a huge difference in our audit. If he had not been there with his voice and wisdom and knowledge, I do not think the audit would have gone the way it did. So, I think it is important to understand, even if you are not clear, completely upfront what you want to talk about, I think it is important that even the powers that be that you are talking to kind of understand the perspective of where you are coming from. I think it was also important to note that throughout the process, even though I did not have a judge at the table, they were very cognizant of the process, I kept the judges updated, and of course they would have always been welcomed to be at the table, but the things we were talking about had a huge impact on the entire court system. So, and even just keeping the powers that be, even though they were not at the table, keeping them updated on what was going on was also an important part of that process.

>> That is an important piece to note, thank you for mentioning that Mandie. I was wondering, if there were any other parts of your team, that you might not have mentioned yet. I know you were saying, advocates and court personnel-- were any other key players part of your audit team?

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>> We did also have probation there as well, but I think was extremely helpful, just in terms of discussion. They had participated in the audit actually, for our supervised visitation center, and so, the same person that was in that audit also participated in this audit as well. She felt like it was such a good audit, and so many good things came out of it, she herself wanted to be a part of this audit. So, I think that was a good thing as well, because she could also speak to the experience of the audit itself, and also talk about the perceptions of things that had happened before, and the way some other people had never participated in an audit like this before, could share. So I think that was also an important part of having someone there that had a little bit more experience with it. And it also helped the dynamic in the room, and the way conversations would flow.

>> So, you know you have both talked about agencies, linked to the particular agency of focus, or institution a focus that is being looked at. So, Mandie, you were just saying probation was at the table, even though the focus was looking at court processes. And so, there are those that will be linked, kind of related to what you are looking at, kind of within the system you are looking at, or within the traditional group of partners that you are working with. And so, for instance, if you are looking at domestic violence, then the typical partnership is with the domestic violence community-based organization. But, we want to kind of point out, and note that other-- others that might be linked, or related, or touch upon the issue that might be at the focus of your audit, are equally important. And they may not be part of every single part of your team, but for instance, community-based organizations that may not be focusing specifically on violence against women, but addressing other social issues, like poverty or homelessness, immigration, language axis, LGBT QI a, treatment providers, child protection, all of these different areas-- the folks working with those communities could still be touching upon the people that you are working to make responses better for. And so, one of the things we try to be aware of, with instant-- institutional analysis work, is understanding that they are impacting certain groups, and being vigilant about the fidelity to reduce harmful impacts, and not inadvertently use this method to kind of further institutional things that are driving-- what

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marginalizes or pushes some of these groups. To the margin. So, I think an entire other webinar would be needed to fully flesh this out, but one thing they wanted to give an-- give as an example, with related perspectives to the work you are doing, as an example out of New Orleans. Where, I was coordinating the blueprint prior to safety prior to coming onto Praxis . And although the blueprint for safety looks at the entire criminal legal system response, the New Orleans blueprint also wanted to look closely at the arrest of African-American women for domestic violence incidents is. And so, to do this, we recognize the great import of developing meaningful and reciprocal relationships with organizations that were deeply rooted in the black community in Orleans. And most of those organizations were not a traditional DV or essay organization. So, we could not have done that work without their perspective, and without those partnerships. And then they, became part of the activities that our blueprint for safety team were doing in Orleans. So, they would be part of case file reviews like looking at police reports, or they would be part of writing along with police. So, this is one piece that-- the I method and the audit really have the potential, to develop new relationships, strengthen existing ones, and kind of build new partnerships and the community and work. And, Annie, Mandie, I do not know if you all have any kind of similar partnership that may have come out of the work you are doing that was able to form with a group that is kind of traditionally outside of the domestic violence CCR. If you have a partnership that formed like that, you can share that.

>> This is Mandie. We did not necessarily have a partnership that was newly formed, but maybe was able to come back, after having had a little bit of strain in our relationship in the past. So, for our audit for our supervised visitation center, we had our health and human service agency be part of that discussion, because we do get referrals on that agency. And so, they were able to come to the table, and I think that was helpful, and it kind of brought us back together after a period of time, where there may have been some tension and things that may have caused a little bit of-- some rift between the two agencies. I think the audit did help

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ring it back together. So, maybe not newly formed, but definitely back on a better pathway to talking and problem-solving for sure.

>> Great, that is a really great example. Any?

>> This is Annie. This is still within the police department, so we had picked a sergeant from patrol, and requested she be on the team, because we wanted to have that patrol response perspective in their. And before we could even get started, she was transferred to property crimes. And so, she still wanted to be on the team, and we decided you know, why not. She was just in patrol, maybe that will help, and then we ended up with some really good-- some of our recommendations, about how domestic violence property crimes are investigated, and how we can better investigate those in order to maybe see a pattern before a property crime rises to an assault, or something like that. So, still within the police department, but I would not have thought to intentionally bring in someone from a property crimes, or what I saw as an unrelated department to domestic violence. And in the end, it turned out to be a really valuable perspective.

>> I am thinking, we know how common damage to property is charged in domestic violence incidents. So I could see where that linkage could have provided some valuable information to your audit, as you guys were moving forward.

>> Right.

>> So I have not seen any questions come up in the Q&A yet, and I do just want to encourage everyone listening, please type in any questions you may have for any and Mandie. There will be other opportunities throughout the presentation, where we will pause to answer questions for you all, so please do not hesitate. We are going to talk a little bit now, about skills and qualities of team members. And so, Annie I will turn back to you, what would you describe as the main skills and qualities that serve you best, and putting together an audit team?

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>> This is Annie, I think that the main thing, and this took a while to develop-- was just understanding the process. So knowing, not having a lot of defensiveness, and being open to looking at how their agency can do things better. And so, sometimes people started with that, and so it developed over time, but I think it was such an important quality and letting us get to, you know getting-- letting us-- helping us explain why something might be different, and getting has to. And so that was huge, and the other was-- if I had to list my top two, the other one would be knowing their own process, and their own institutions. Because then, they were able to explain those to the group, about how their agency did things, and of course we saw that then reinforced in observations, and in interviews., It really helped us a lot, to make progress at the meetings, if people could explain, you know how their individual agencies operated.

>> Definitely. We sometimes refer to those representatives, depending on the activity happening, as our content experts. You know, they have the expertise, and they are bringing that information about that piece of the puzzle that is being looked at. So, you really need them or else you will not have those insights into what is happening. Mandie, what would you add to this?

>> As challenging as it is, I think it is important as well, that they come from different places, in terms of, even their willingness to participate. I think sometimes, if you have someone who is like this is going to go great, then it takes it on a different pathway. I think it is important, even though it is hard to have that tension in that room, to talk to those hard things, so I think you need to have people who are okay with that, and willing to sit through that. Because I think it is an important part of that process. Working through some of that tension, and addressing things, as they come up-- I think that is an important part to note as well.

>> I definitely agree with you. If you like it is important to note again, that the process is about looking at the system, or the institution, and not individuals, whether individuals are doing a good job or not. This process assumes that most people want to do a good job at their work,

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and they are constrained by how they are told to do that work. But, of course, even with that, understanding, going into this, it can get tense at times, so I really appreciate you saying that, and you know one of the things we have on the slide is open and curious. And that is a certain degree of vulnerability, and we are asking agencies to open up case files for us to look at. Let us come into their workspaces, and observe. And so, a bit of vulnerability and openness is definitely needed for that. You know, knowledge and experience, with violence against women, that when I think is interesting, because you need a lot of different perspectives on that one as well. And so, what do community-based advocates know and understand, and what have their experiences been with violence against women, balanced with practitioner knowledge and experiences. Authority and connection, is important, and again it is making me think, Annie, when you talked about having good relationships with agency heads. And so, by and was a pretty easy process for you. Because, relationships have really been developed. So, while you do not have to have agency heads, part of your audit team, that meets regularly, someone who has some authority-- to either explain how something is working internally, to their agency, or who has some level of being able to say what or what not a commitment from a certain agency could be. So, they do not need to be the ultimate authority decision-maker, but certainly someone who can connect you to the authority, as you are developing recommendations, and then he will get to a point of wanting to make changes. And, finally, critical thinking, and analysis. And, you know, folks with attention to detail, and I will note that these are the really great skills and qualities, but you know, you do not always get to choose. You make a request for an agency to provide you with a representative, and you kind of work with the person, who are given. And so, Annie and Mandie, I do not know if you could all briefly talk about what that is like. Where, you do not yourself, necessarily put out a job application for an audit team member, you know with the qualifications listed-- how does this kind of work in terms of these-- finding these skills and qualities, and team members when you do not necessarily get to pick the folks yourself?

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>> I think that can be difficult, but honestly, with good introduction to the process, I really think almost everybody can be brought on board. And once they really start to understand that it is not about individuals, and it is about the process, and seeing the trust building around the room, that really helped. You know, and even, maybe I would have chosen wrong, if I had chosen, because you do need a lot of different perspectives. So, you know even though it makes it a little bit trickier in the beginning, to get everybody on board, I do think it is helpful later, to have the different perspectives. And after we had been meeting fairly regularly for about a year, it really struck me that-- before, when we were waiting for the meetings to start, no one was talking, right at the beginning. No one would talk, they would all be on their phones, looking through their paperwork-- and about a year and a half in, the judge was bringing us lunch, she would do big homemade lunches, and bring them for our meetings. People were asking about kids, and social events, and so those were sort of the byproduct of building those relationships and the trust within the meeting. And then with that led to was people being able to be more open about looking at different ways to do things, and starting to share more information about their agencies, that may not put them in-- that may demonstrate that they are not perfect. So they were much more willing to do that once the relationships had been established.

>> Great. Mandie, anything you want to add?

>> One thing I can add, for example for our court audit, in all honesty , it did make-- the prosecutor's office especially, kind of nervous. Again, I know it is not about a person, you are not talking about individuals, but people still get very nervous, who is practice again, and what are they doing again, and so you are going through this process, or to that even, and even on that first part, just kind of reassuring them, this is an open discussion. And we are going to talk about things that everyone is comfortable talking with. So, maybe not everyone comes open and curious, but I think by the end, even though it was probably one of our most challenging

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audits, I can say there are people who felt good about it, even though maybe on the onset it was not quite there, but it did come. It did come.

>> Great. I completely agree with what you are all saying, it really develops over time. And it is one of those things folks have to experience for themselves. And I think, even attending the Praxis Institute is not going to do it for some people, unless-- I do think this is part of the trust building. But, not only in terms of the trust building that is happening to develop kind of, relationships, and the openness among team members, but also, there needs to be this commitment of the group to seeking out ways, and their work, the system response, in their institution. Looking for ways to improve outcomes. And so, for the overarching commitment of agencies and team members of this process, is to engage in in preventions, and hopefully improve outcomes, and well-being, justice, etc. And some of the parameters around this, and some of the things, like I say, go towards that trust building within, so confidentiality is a big piece of that. If the team lays out parameters of what information will stay within the team, versus what information will be shared outside of team activities, that will build a certain level of assurance, and trust within the groups that are working. There needs to be ongoing participation, you know, attending meetings, and, part of that vulnerability with opening up your self, to be observed, or interviewed, or have case files read, is being open to sharing data about your agency, with the rest of the group as well. So, I want to ask you all to talk with us a little bit about these kind of commitments. And, if any of these things were challenging for your team members, or where you had success in these areas. And, Mandie, let's start with you.

>> I think, you are dealing with people that have a lot on their plate every day, and you are asking them to do one more thing for you. And, to be there and emitted, and present, and I think for the most part-- I think everyone there understood that, the work was being done, it was not-- it was talking about processes. And even though, I will honestly say that sometimes it took us a while to get some things done that we would have liked to go a little quicker, but

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because of the level of commitment from other things, we had to kind of take our time. So, I think you kind of just have to know it is an organic process, and you are going to get there at the end, but it might take a few twists and turns and dips to get there. But, I think the people that were there were committed. But sometimes you are just having to work around other things, with very busy people. But, I think if you will stick with it, and be patient through the process, it does get there.

>> Any?

>> Yeah, I would echo what Mandie said, and also just-- we ended up with-- because we would remind people about confidentiality, in the meetings. The team members would start to remind each other at some point. And so, everyone signs the confidentiality agreement in the beginning, but then when you can see people were trying to make a point, but not wanting to fully say something, people would remind them like, it is a safe place. You can tell us. And, I did not hear anything, you know-- being out of the group, that really should not have-- as far as I know, that level of trust was never broken. So-- I think a part of it was important, because there were a lot of things that we found out through those sensitive conversations, that was important. One of the other things we dealt with in the beginning, was just having the same people at the table each time, and so people were used to oh, if I cannot make it to the meeting, someone else for my office can go, and we really try to discourage that in the beginning, so that, continuity of information would be present, and also the relationship as well. But, just knowing what we had already done, where we were headed, and then the understanding of the process, and really, with those, the I do not know if Mandie had the same experience, but for us once we were in it for quite a while, and then our Police Department transfers peoples around the lives of people around sometimes, and so we would get a new person on. Or, a different agency, our prosecutor left, and would get a new one, you would really see-- I could really see the difference in somebody who understood the process, and had been with us the whole time, and then those who were just coming on. So, that was a

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good illustration I think, of how the process-- of changing people and the way that they thought about the group.

>> One thing I wanted to ask both of you was how frequently did your teams meet in terms of these bigger groups? So, at one point, and he said there were 12 to 15 people, and Mandie, you have noted that there were these various different agencies that were represented in the process, including prosecutors, probation, etc. Did these large groups of different disciplines come together, and meet regularly? How often, and where they the groups that were going out and doing things, like right along's, or did people kind of break out in two small groups, to do some of the work you have described today?

>> Yeah. For much of the process, we met twice a month for an hour and a half. I mean, it is hard to find any common time like that, that works for everyone, all the time, but we did our best to find a time that worked for most people. And then, when we started getting into editing the report, and really looking at findings, we switched to monthly meetings for three or four hours, because we found that we were making more progress, and we could do longer meetings, but with less frequency. And as far as the activities, I would just set of the activities in the timeslots, and put them out there for people to sign up for them. And so, they were doing it in pairs usually, with the interviews right along's, they would only take one of us at a time, but for interviews, it was usually two people, normally from two different agencies, I would just put on the timeslots, and people would sign up for them, unless there was a particular-- and a lot of them if they had a particular interest, they would sign up right away. But, there were times I would reach out to particular people, and say hey, I think this might be helpful for you in your everyday work, do you want to do this one? So that was kind of how we did the process.

>> Mandie , how was this for you?

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>> Our team was a little bit smaller, it was like 8 to 10, so it was not quite so big, but we met approximately once a month. The idea was, especially to do the interviews in pairs, but the reality of the work setting in, and who is doing what, often times ended up being one individual, that ended up doing the work, and sometimes some people took on something that someone else was just not able to quite get done. So, maybe you had an extra interview that originally had not been, that you had not planned on doing, just so we could kind of move along at a good pace., I think, like I said, you have to just kind of be open to not always going the way you planned, but at the same time finding a way as a team to get the work done, get the interviews done, and observations done.

>> I think you just pointed out another key skill, flexibility. [Laughter] so, I do just want to give one last dimension to our audience, that any and Mandie, are going to talk about the impact of the multidisciplinary team approach, in their communities, and will be sometime, once we wrap the presentation, or any final questions, that anybody may have. So, again, typos into the Q&A box, if you have any. There are a lot of impacts that can come out of this multidisciplinary team approach, and I just want to turn to you all, and ask you about short and long-term outcomes. What are a couple of the main takeaways that you feel MDT's gave your processes? And, if you could maybe describe a short-term outcome, that you thought was beneficial from the MDT approach, and a long term outcome that was beneficial. And, Mandie, I will ask you to share first.

>> For the court audit, especially, I do not know, I would consider it both a short term-- hopefully it will be long-term as well-- the relationship building that was allowed to take place during the process. There were things that you could see, that would happen right away, in terms of things that were happening in the courts, the courts were already looking at their own safety, you could kind of talk about those things as they were coming along, which I thinks this thing helps motivate people to do the work that they were doing at the time to, long-term. So, in reality, I think it was very much so-- I guess I could see the end results right

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away, and I suppose only time will tell if it will carry forward. That I can already know, even as we are closing out, and finishing up this works, I can already feel more of an openness, and more of an understanding, between not only our agency, and the courts, and those kinds of things, but even within all of those systems themselves.

>> And what are some of the outcomes that you all experienced in Kansas City?

>> I would say as well, we have had some that, like I described, that happened right away, and were fairly easy, and then some, that our first report came out in 2015, and there are items that I still I call it persistence, I do not know if that's what other people call it when I continue to call, or email and say what about this, and that. So, there are some of those things that are more long-term, that are maybe more complex, and just take longer to implement. So, for instance, I had talked about the process, verify the order for protection, we also have presence in different law enforcement meetings that we did not before, so we started training here, because of the safety assessment, so we started training for our advocates, that now we do for the general public, that describes the criminal justice process, so how a domestic violence case moves through the system, from 911 the court. And we did that, and we found a month advocates and I, that were really involved in the process, that work with people individually so much, that we wanted to transfer some of that knowledge. One of the other things, like I mentioned with the domestic violence property crimes, a lot of those now, are investigated by the domestic violence unit, instead of the property crimes. So, those are some of the things that you haven't-- out of it right away, and other things-- intervals. So, definitely overall, mitigation, and relationships, and the prosecutors even, would tell me then that they would communicate about specific cases, in between meetings. They were emailing each other, because, we did have some cases that start out at a city level, and end up at a state level, and vice versa. So, like I said, there are things we are still working on, so this week we have a meeting about an ordinance, that we suggested was part of the recommendations from the 2015 audit, that hopefully will make violations of our city bond conditions and arrestable

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offense-- and arrestable offense. And that was a recommendation from three years ago, so-- I just encourage people, some things will happen quickly, and some will take some time. But, it is so worthwhile.

>> Awesome. And you all have brought up, and I think touched on everything that is on this slide, that these various different perspectives produce stronger recommendations, that are vetted by a team, and so, all agencies represented, all team members have ownership of what has been discovered, of recommendations that are developed. And they all have an investment in implementing those changes that the team has identified as important, and committed to. You are having more individuals with a deeper knowledge, of a response to violence against women, more individuals who are seeing and are now aware of these systemic issues in responding to violence against women. And, I think overall, like both of you described, just going through the process really opens folks up. It opens up their perspective, where they may have been, a little concerned in the past, this process really gives them an avenue for strong problem-solving, and for open communication and dialogue, and seeing it does not have to be scary. And if we-- Mandie come I like how you said, sit with that tension for a moment, and it is okay. And when you come through it on the other side, there are some really good things that will be there. Including the relationship building, which I think you both really emphasized so much throughout this presentation today. So, I want to thank you both so very much for sharing your experiences with us, and I just want to ask you, if you have any final comments, before we part ways today, though ask the audience again one last time if anyone has any questions. But, while we are waiting to see if any questions come in, Annie, Mandie, do you have any final comments? And, I think you have kind of kind of summarized your idea in those last lines, but I just wanted to check in with you.

>> This is any. One of the changes that we saw, is that it is really easy-- there was more tension between agencies, I think before we all sat down at the table, and it is very easy to point fingers and say the police do not do this, and the prosecutors do not do that, or advocates do

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not do that, and it is much harder, first of all to do, when you have built a relationship, but when you are sitting at the table with someone regularly, and you see they are committed to what they do, they want to do the best job they can. And so, we saw a decrease in that, and then when people started to see that it was the process that was guiding their work, not that they did not want to do something, or they were not committed to it. Just a better understanding, and so, we saw a decrease of that anger pointing and blaming, once we got further in, and people really started to understand the other agencies better, and what their processes were. And then, just start to see people as people around the table. So that was helpful.

>> Awesome. Mandie?

>> I know we touched briefly about the confidentiality, and the data, but I think, just coming from the perspective of a domestic violence agency, when every other system is being used to share information across the board, and a certain type of way, and you have a player that is an agency like mine, that comes to the table, where you are having to have his conversation about how the information impacts you, and how you are not necessarily going to have access to all those different types of information that they have. I think that is also very eye-opening as well. So, we all are dealing with lots of different pieces of data, but I think, understanding how your data and information impacts someone else, is a big eye-opener across multiple audits for us. Just to kind of throw that out there.

>> Think you. That is really valuable. We have a couple folks thanking us for the webinar today, and I really just want to give that thanks to Annie, and Mandie. And I want to point everyone's attention to the bottom of your webinar platform, where there is a box called the materials box, and the PowerPoint is available there, for download, and we will send a follow-up email out, with the PowerPoint as well., The PowerPoint is available now, for you, and in the box next to the materials box is a web links box with a link to the Praxis website. And also, a link to an evaluation, it is a very brief one, and we really do try to be responsive to suggestions that

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folks have that we can use to better improve our webinars. So, please take a couple moments, and complete the evaluation. There are a lot of different resources related to what we talked about today, interns of-- in terms of ammo you sepals, and team member agreements, lots of different resources that will kind of aid your audit teams as you are doing work. You can find some of these on our website, and you can also of course, call us directly and we are happy to connect you to the resources you may need, or individual support that you may want from us. And so, here is our phone number, and an email, and please do also contact us, if you would like us to put you in direct contact with either Annie or Mandy.-- Mandie. And thank you again for sharing this information about how best to utilize a multi-disciplinary team approach.

>> Of course, thank you for having us.

>> Thank you. [Event Concluded]