Unidisciplinary to Transdisciplinary
Want to Accomplish

1. An understanding about how to create a community response to elder victimization;

2. Differing levels of cross-disciplinary collaboration and their uses;

3. Useful leadership ideas; and

4. How law enforcement is now able to better participate in such a collaboration.
Your Primary Presenters

• Detective Kirk Kimberly M.A.

• APS Regional Manager Pat Stickel M.S.W.
  Worked with APS as an investigator from 1995 to 2004 and as Regional Manager from 2004 to current.
The Team:
Introduction

• What organizations or disciplines are represented here today?
• Anyone here with a team? If so, does law enforcement participate in the team?
  – How long have you been together?
Introduction

• Is it important to be able to work with law enforcement? Why?

• Discussion
Multidisciplinarity
The Question

• How do you create an effective, efficient and sustainable cross-disciplinary group that addresses elder victimization issues?
Members?

• Who is important to initially bring to the table? Why?

• Given a choice, are there specific “types” of person’s that may fit better over others??
Thinking Members

• *Sequential thinking:*
  – Described as "using logical and sequential thinking routines"
  – Methodical in problem solving and deliberate, using proven methods of problem solving and exact in describing the results
Thinking Members

• Connective thinking:
  – Described as the "linking of many previously unconnected ideas“
  – “Enjoy the challenge of making connections between apparently unrelated ideas“;
  – "linking ideas stem from various areas of investigation“; and
  – “Search for novel approaches beyond what is required at the time"

  • Post, DeLia, DiTomaso, Tirpak, and Borwanker (2009)
Disciplinarity

• Unidisciplinarity

• Patricia Rosenfield (1992) Cross-disciplinarity:
  – Multidisciplinarity
  – Interdisciplinarity
  – Transdisciplinarity
VALU Group

• Unidisciplinary approach developed into:

• VALU group (Multidisciplinary approach):
  – Group of working professionals that work with vulnerable adult issues.
  – Meet once a month.
    • Acknowledge resources
    • Education
    • Networking

• WHERE DO YOU GO FROM HERE?
VALOR Project

• V.A.L.O.R.– Vulnerable Adult Linked Organizational Response.
  – Grew out of VALU by members with significant response mandates or resources.
  – A cross-disciplinary group of community organizations that work together in a prepared and structured response to issues surrounding people 65 years and older or developmentally disabled people 18 years and older.
VALOR Goals

1. **Educate** the vulnerable adult population and those whom work with this population in order to recognize and prevent victimization.

2. **Respond:** quickly respond to and triage an emergent situation in order to initially stem further victimization.

3. **Develop** various long-term remedies to assure no further victimization and repair the harm done by previous victimization.
VALOR Catalyst

• Elsie Gettman (deceased 10/19/2007)
  – 91 years old.
• Homicide by neglect
Gettman Case
Residence
Entryway
Livingroom
Single Bathroom
Single Bedroom
Mattress
Bedsprings
How would you respond in your community?

• Unidisciplinary response?
• Cross-Disciplinary response?

• History of Gettman case and case issues.
  – Previous attempts at assistance;
  – Family dynamics; and
  – Perpetrator status.
Bottom Line

• There is no right or wrong way to improve from a unidisciplinary response.
• Bring together whomever you are able to start, assess what you have and what your membership feels it needs, then begin inviting others.
Helping to Get Started

- The National Center on Elder Abuse (NCEA) Steps:
  - 1) Mission, Vision, and Values;
  - 2) Create Effective Leadership;
  - 3) Coalition Infrastructure;
  - 4) Strong Commitment to Purpose;
  - 5) Results-Oriented Approach; and
  - 6) Performance Outcome Measures.
Primary Responders

- Is it mandatory for program success to have all first responders participating in the program?
  - APS
  - Law Enforcement
  - Medical
  - Caseworkers
  - Mental Health
In Washington State Adult Protective Services (APS) is a State Authorized program. The revised code of Washington (RCW) 74.34, gives APS the authority to

– Investigate allegations of abuse, neglect, exploitation, abandonment, and

Provide protective services to vulnerable adults
Washington APS

- APS does not have the statutory authority to:
  - Remove a client against their will
  - Detain or arrest an individual
  - Act as an emergency service
  - Perform an investigation and or provide protective services unless the individual fits the “vulnerable adult criteria”
Law Enforcement

• Can law enforcement work with social workers effectively?

• How about social workers trying to work with law enforcement?

• Do these different occupations have pre-conceived notions about the other?
  – Is this going to be a problem?
Law Enforcement

- Traditionally strict hierarchy
- Issues in the 1950’s through early 1980’s created an “Us against Them” mentality.
  - Abuse of power
  - Corruption
  - Anti-law enforcement sentiment
LE Reform Attempts

• Due to the public outcry for transparency and even-handed justice, many reform attempts were made beginning in the late 1950’s through current.

• C.O.P.

Community policing leaders are described as being "role models for taking risks and building collaborative relationships ... using their position to influence and educate others" and it calls for "decentralization in both command structure and decision-making"

• The Office of Community Oriented Policing Services' (2009) publication titled "Community Policing Defined"
LE Reform Attempts

• Continued
  – Expand police role beyond just crime-fighting;
  – Efforts targeting physical and social decay, disorder, and fear of crime;
  – Meaningful community input into the police agenda, in exchange for which citizens must share the responsibility for helping to police their communities; and
  – Experimentation with creative and innovative solutions by individual officers.
LE Reform Attempts

• Traditional hierarchical police management is often cited as a major hindrance to line officer empowerment which community policing and problem-oriented policing seem to require.

  • Steinheider and Wuestewald (2008)
Change in Leadership Style

• Less hierarchical
  – Less direct supervision of law enforcement personnel;
  – More autonomy to implement solutions;
  – More input from community resources on the needs of the community.
Is Leadership Ideology Important to your Success?

“Our corporate hierarchy is layered like a lasagna. That’s why they call me the Big Cheese.”
Leadership Considerations

• Disis and Slattery (2010) spoke about successful cross-disciplinary teams requiring:
  – **Transformational leadership** that is capable of developing a shared vision within the team and sustaining the team over time;
  – **Infrastructure** that is of value to all team members; facile communication based on collaborative education and respect that allows constructive disagreement; and
  – **Recognition** that the dynamic structure of a team, in and of itself, requires work to maintain.
Leadership Considerations

• Transformational leadership is based upon a Transactional leadership foundation.
Leadership Considerations

• Transactional leadership is based on a relationship in which the leader:
  – Recognizes what it is we want to get from our work and tries to see that we get what we want if our performance warrants it.
    • Exchanges rewards and promises of rewards for our effort.
    • Is responsive to our immediate self-interests if they can be met by getting the work done
      • (Bass, 1985)
Leadership Considerations

• Transactional leadership:
  – Deals with the needs of the subordinate or member; and
  – These needs are typically those of immediate gratification or security.
  • Commonly found in the lower levels of Maslow's hierarchy of needs.
Leadership Considerations

• Burns (1978) described transformational leadership as a case in which "leaders and followers raise one another to higher levels of morality and motivation"; and that

• “Shared leadership would then be the next logical step in the development and creation of collective vision"
Leadership Strategies

• Shared leadership:
  – The phenomena of shared transformational leadership is engaged in "through the creation of shared strategic vision or by inspiring one another to challenge existing industry standards and norms."

  • Steinheider and Wuestewald (2008)
Leadership Strategies

• “Shared leadership represents a conceptualization of leadership wherein team members are empowered and leadership responsibilities are shared.”

• Research has shown that the results of shared leadership are improved effectiveness, greater collaboration, coordination, cooperation, innovation.

Leadership Reasoning

• We adopted a transformational ideology and shared leadership structure because:
  – Members already highly motivated;
  – Members were already peer experts in their own disciplinary response; and
  – No one person is capable of knowing everything about each disciplinary response, therefore only a coordinator was necessary to manage. Each member was a leader unto themselves and an example to others.
Happy Endings? - Halligan
Halligan

• Dick was a retired Police Detective, continuing to work part-time as an investigator as needed.

• Was not able to get help
  – Most people didn’t understand the problem (especially law enforcement).
  – Isolation of the victim, undue influence and guilt made investigation difficult.
Problems We Encountered

- Elder victims may not want the same outcomes as law enforcement or Adult Protective Services;
- Poor tracking and reporting of cases;
  - Under-reported incidents
- Systemic lack of understanding surrounding issues involving vulnerable adults;
  - Law enforcement, prosecution, judges, and others
Accomplishments

• Better unified reporting and tracking systems;
• Trained community members on vulnerable adult issues;
  – System members, community groups, and media
  – Utilized the media to help promote prevention, understanding, and reporting of these issues
• Created an efficient coordinated response to vulnerable adult incidents.
TAKING IT HOME

• A look at the process of developing a unidisciplinary approach to a cross-disciplinary approach may spark an interest in raising the bar in your community.
  – At what stage is your community?
  – What is a reasonable “next step”? 
  – What barriers must you overcome?
NCEA

• The National Center on Elder Abuse (NCEA) Steps:
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NCEA

• http://www.ncea.aoa.gov/ncearoot/main_site/pdf/EffectiveLocalElderAbusePreventionNetworks.pdf
QUESTIONS?

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