

CCR

Response to Elder Abuse: A Self-Assessment Workbook for **Coordinated Community Response Teams**



**Response to Abuse in Later Life:
A Self-Assessment Tool for
Coordinated Community Response Teams**



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Response to Elder Abuse: Self-Assessment Tools for Interveners and Coordinated Community Response Teams

Introduction and Process

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The National Clearinghouse on Abuse in Later Life (NCALL) has designed this set of self-assessment tools to assist communities in evaluating practices within and across key intervening agencies and in building a coordinated response to elder abuse.

The tools include a series of workbooks for five key interveners—(1) domestic violence and sexual assault victim services, (2) adult protective services, (3) law enforcement, (4) prosecution, and (5) courts—and one that addresses coordinated community response (CCR).

*The tools provide a way of
checking what we think we
do against what we really do.
— Aging services program*

The tools were developed in collaboration with practitioners from across the country. They draw on state-of-the-art knowledge and promising practice recommendations for recognizing forms of elder abuse; building a victim-centered response that maximizes victim safety and autonomy; assessment and investigation strategies; safety planning; understanding the impact of violence, abuse, and trauma; holding perpetrators of elder abuse accountable for their actions; respecting and meeting the needs of older persons from diverse cultures, identities, and backgrounds; and building a coordinated community response to address elder abuse and its victims. Several grantees funded by the Office on Violence Against Women tested the tools in their own communities and their experiences informed the process outlined in this introduction.

How is elder abuse defined?

As used throughout the self-assessment tools, “elder abuse” is abuse, neglect, or exploitation—including domestic violence, stalking, and sexual assault—against an older adult by anyone with whom the victim has or has had an ongoing relationship where there is an expectation of trust. Self-neglect is not included in this definition.

This is not a legal definition; statutorily, there is wide variety in how elder abuse is defined from state to state and in criminal, protective, and civil law within a state. While elders can be victimized by strangers, the majority of abuse experienced by older adults is perpetrated by non-strangers: i.e., intimate partners, adult children, other family members, fiduciaries, and caregivers. Abuse occurs in facilities as well as community settings.

Domestic abuse in later life is a subset of elder abuse. It may include physical abuse, threats, sexual violence and an array of other behaviors and tactics. Sexual abuse in later life is non-consensual sexual contact of any kind with an older person. . At the conclusion of the tools is **Appendix 4**, which contains a graphic representation of abuse in later life (**Figure 2**). Various sections of the self-assessment tools will refer back to the tactics on the wheel.

What is the purpose of the self-assessment tools?

The goal of the self-assessment/CCR assessment tools is to encourage intervening agencies and CCRs to candidly and thoughtfully assess their work and the processes they use. The tools are intended to examine and expand collective thinking and response to elder abuse. They help identify existing practices and introduce new approaches in order to strengthen the overall response. They are meant to facilitate and encourage discussion and raise questions about roles, response, coordination, and common purpose. The tools are to assist communities in evaluating their work. They are not a replacement for doing the work.

Not every element included in the self-assessment/CCR assessment tools will be in place in every community, nor is there an expectation that every element will be or can be implemented in every community. Many organizations and communities are relatively new to paying focused attention to elder abuse, while others are members of a longstanding coordinated community response. Not

every item included in the tools will or should work in the same way everywhere. Communities must account for local conditions and what works in Chicago may not work in rural Wyoming.

Each self-assessment includes a process for designing a plan for change. The Action Plan helps identify future actions, projects, and steps; identifies who will undertake what actions; and provides a timeline to track progress. Organizations and CCR teams completing a self-assessment are encouraged to approach the plan as a living document that they return to and refresh in a process of ongoing reflection, planning, action, and reassessment.

When should the tools be used and in what order?

The tools can be used at different points in building and maintaining a coordinated community response or in ongoing attention to specific practices. For example:

We decided to work through a couple of sections at a time, then discuss and develop a plan in response to those issues...and where we want to head collaboratively.
– Prosecutor's office

- **Conducting a review of a specific agency or organization**

Use the self-assessment workbook to look closely at a particular point of intervention, such as victim services or law enforcement. Whether or not other disciplines or prospective CCR partners are ready to move forward and examine their practices, those that are can use the self-assessment tools to do so.

- **Forming a new CCR**

Use the discipline-specific workbooks as part of the needs assessment process to help identify gaps in practice and areas that individual partners and the larger CCR will address. Use the CCR tool to identify the key tasks and steps to take in establishing the coordinated community response.

- **Conducting a “check-up” of an established CCR**

Use the tools to gauge whether intended changes in policy and practice have been made, both within partner agencies and across the CCR.

- **Identifying what is needed to accomplish the goals of the CCR**

Use the ideas in the External Activities and Functions section of the CCR tool to identify next steps or activities or missing disciplines and prospective partners.

Local conditions vary and in some communities the CCR assessment may be the primary focus of attention. In others, the tools for individual disciplines may be used first. Still others may use all of the tools simultaneously. Some communities may not yet have the relationships in place that make it possible to use all of the discipline-specific tools or to widely share the results or begin the process of creating a CCR.

Using the self-assessment tools is **voluntary** for any agency or community, including Office on Violence Against Women (OVW) Abuse in Later Life grantees. The tools are provided as a resource to assist in planning, evaluating, and strengthening the response to elder abuse and in carrying out required activities. The OVW Abuse in Later Life program requires that each community conduct a victim needs assessment, engage in systems review, and develop a coordinated community response to address elder abuse. These tools were developed to assist communities in accomplishing these tasks. Past grantee communities have requested such tools, citing a lack of time, expertise, or ability to create them themselves. A community does not have to use this specific self-assessment process and can design its own approach and materials.

Who should be involved in completing the self-assessment?

The tools are not intended to be completed by one or two individuals working in isolation.

The self-assessment process works best when completed using a team that involves the agency or organization's leaders, staff, and board members (with the discipline-specific tools) or all of the key partners in the coordinated community response. The tools are built on a process of reflection and discussion that requires candid and thoughtful conversation among those with different experiences within the organization or community.

How long will it take to complete the tool(s)?

Generally, allow time to complete the self-assessment and all of its sections over a series of meetings. While there is no required or specified time frame for either the discipline-specific tools or the CCR tool, it will be most helpful to proceed steadily following a regular schedule, without long delays between completing the sections, discussing the results, and implementing the Action Plan.

The time required to complete the tools will vary according to local conditions and the scope of the self-assessment. Such variables can include: the number of participating agencies and organizations; whether all critical disciplines are fully engaged in the self-assessment; the process that each system will use to complete its own tool; whether the grant partners or CCR will review each tool after the individual disciplines have completed their analysis; the CCR's level of development and experience (e.g., a highly developed and evolved CCR is likely to move through the tool more quickly than a community that is new to CCR work); and, whether the CCR is devoted exclusively to elder abuse or is part of a broader domestic- or family-violence-oriented CCR.

Is there a recommended process for using the tools?

The broad steps are similar, whether using one or more of the discipline-specific workbooks or the CCR tool. At the same time, each kind of self-assessment tool has its own features and process. *Figure 1*, in **Appendix 4** at the end of this tool, provides a snapshot of the key steps and considerations in applying the process in each setting.

Participants in the pilot test communities adapted and used the tools in the following ways: transferred the content to a Web-based survey tool; worked through sections common across disciplines first (e.g., safety planning, access, and community collaboration), then discussed the results and developed a plan for further action; completed the tools individually as CCR partners and then reported results at the CCR planning retreat; and completed the tools over a series of agency-wide staff meetings.

If your CCR has set aside items for action planning, schedule time to begin your work. The action plan template is located in the **Appendix 1**. Consult **Appendix 2** for resources related to developing and maintaining a coordinated community response. Please see **Appendix 3** for a glossary of common terms used in the self-assessment tools and specific to coordinated community response.

What Is a Coordinated Community Response?

As defined for this tool, a Coordinated Community Response (CCR) is a collection of professionals from various disciplines and professions, including governmental entities and community-based organizations, including non profits, which share a broad vision of a community's responsibility for enhancing safety for victims of elder abuse. A CCR holds its members accountable, identifies service gaps, and coordinates member efforts in order to create a seamless response to the needs of victims of elder abuse.

The group is typically comprised of representatives of Adult Protective Services, law enforcement, prosecution, public defender type programs, probation officers, courts, domestic violence and sexual assault programs, Long Term Care Ombudsman Programs, aging services organizations, healthcare, mental health, disabilities services, home health, in-home support services, housing, faith community, financial and investment professionals, and civil attorneys. Depending on the goals and purpose of the CCR, and specific unique community qualities, other groups may also participate. While the CCR is balanced between governmental, private, and nonprofit organizations, all members are equal partners.

There is no single model or manner to create a CCR or set its membership. Across the United States there is considerable variety. For example, some began as informal collaborations among a small group of community based service providers to resolve a single matter. Some were begun by volunteers, while, in others, professionals joined together to create the CCR.

In elder abuse, a variety of collaborative models including multidisciplinary teams (MDT) and interdisciplinary teams (IDT) reviewing complex cases, fatality review teams (FRT), and fiduciary abuse specialist teams (FAST) have been formed. Their efforts tend to be focused on case review or service delivery, although some may also address to a certain extent, elements of systems' review, community education, and legislative advocacy. Unlike a CCR, their role is not to coordinate multiple efforts across a community, some of which may include various teams.

CCRs may oversee and include standing and ad hoc subcommittees that operate and staff MDTs, FRTs, and FASTs, but their core function is creating a coordinated response and enhancing cross systems' communication and accountability.

This tool is designed for use by a broad array of elder abuse CCRs coordinating systems' review. It is not designed for use by a MDT or IDT, FAST, FRT, or other team.

Community Coordinated Response Assessment Tool

1: Philosophy and Mission	Yes	No
1. Our CCR has a written mission statement.		
2. Our CCR has written long term goals.		
3. Our CCR has a written strategic plan.		
4. Our CCR has other (please describe):		
Regarding the Philosophy and Mission, as to questions answered yes:	Yes	No
A. Do these documents respect the confidentiality and safety concerns of victims? Is victim safety a primary focus? <i>If yes, move to next question. If no, reconsider and address. Refer to action plan. (See Appendix).</i>		
B. Did the developmental process include:		
• Participation by victim/survivors?		
• Participation by older individuals?		
• Participation by members of culturally diverse communities?		
• Balanced disciplines' perspectives?		
• Where applicable, a needs assessment? <i>If yes, move to next question. If no, review and consider if change desired. If so, refer to action plan.</i>		
C. Is each document current, practical, and attainable? <i>If the answer is yes, move to next section. If the answer is no, review and consider if change desired. If so, refer to action plan.</i>		
Regarding the Philosophy and Mission, as to questions answered no:	Yes	No
A. As to questions 1 and 2 above, the CCR should immediately begin the development process. Refer to action plan.		
B. As to question 3 or 4 above, the CCR may want to review and consider if change is desired. If so, refer to action plan.		

2: Policies and Procedures	Yes	No
1. Our CCR has written bylaws.		
2. Our CCR has written policies and procedures that address membership. <i>(This may include who, selection criteria and process, terms in office, recruitment, orientation, level of participation, and removal and replacement.)</i>		
3. Our CCR has written policies and procedures that address our expectations from members. <i>(This may include participation in meetings, attendance, activities, and projects, etc.)</i>		
4. Our CCR has written policies and procedures that address leadership, including:		
<ul style="list-style-type: none"> • Executives, including members of the Executive Committee. 		
<ul style="list-style-type: none"> • Staff, whether paid or unpaid. 		
<ul style="list-style-type: none"> • Committee and Project Chairs. <i>(This may include roles, authority, job descriptions, how selected, term of services, removal, and replacement.)</i> 		
5. Our CCR has written Memoranda of Understanding with (MOU) or Letters of Commitment from member agencies and organizations detailing what each has agreed to do as members of or groups working with our CCR.		
6. Our CCR has written policies and procedures that address meeting logistics. <i>(This may include that meetings are regularly scheduled, time, location, duration, who can attend and participate, accessibility of location, and availability of translation and signing services.)</i>		
7. Our CCR has written policies and procedures that address record keeping. <i>(This may include the taking and keeping of minutes, correspondence, attendance, voting items and votes taken, financial reports, grant reports, etc.)</i>		
8. Our CCR has written policies and procedures that address annual goal setting.		
9. Our CCR has written policies addressing budget considerations. <i>(This may include if, what, and for whom we do fundraising, preparation of financial reports, check signing, spending accountability and oversight.)</i>		
10. Our CCR has written policies and procedures that address confidentiality.		
11. Our CCR has other policies and procedures addressing:		

Regarding these Policies and Procedures, as to questions answered yes:	Yes	No
A. Are the policies and procedures current, practical, and effective? <i>If yes, move to next section. If no, review and consider if change desired. If so, refer to action plan.</i>		
B. Are the policies and procedures being implemented? <i>If yes, move to next section. If no, review and consider if change desired. If so, refer to action plan.</i>		
Regarding these Policies and Procedures, as to questions answered no:		
<i>Review and consider if change desired. If so, refer to action plan.</i>		

Note: The first three questions relate to communication within the CCR. These questions relate to core functions that are critical to the CCR's effectiveness and must be addressed.

3: Internal Activities and Functions	Yes	No
1. Our CCR has a regular process to update and inform CCR members of significant/relevant changes within member organizations. <i>(This may include staff turnover, new hires or promotions, assignment changes, changes in the member relationship with the CCR, organizational changes such as from a new mandate or funding requirement, increased or decreased services, progress, and changes. This should be a regular agenda item at every meeting.)</i>		
2. Our CCR has a regular process to address problems that arise in our collaboration that affect victim safety, member agencies, and/or our collaborative efforts.		
3. Our CCR has a regular process to encourage communication and conflict resolution within our collaborative effort.		
Regarding these Internal Activities and Functions, as to questions answered yes:	Yes	No
A. Is this communication timely and effective? <i>If yes, move to next section. If no, refer to action plan.</i>		
B. Do communications respect the confidentiality and safety concerns of victims? <i>If yes, move to the next section. If no, refer to action plan.</i>		
Regarding these Internal Activities and Functions, as to questions answered no:		
<i>Refer to action plan.</i>		

Note: The next set of questions address internal activities and functions a CCR may have selected to undertake based on their mission and goals.

4: Internal Activities and Functions	Yes	No
1. Our CCR uses individual anonymous cases to examine systems responses.		
2. Our CCR collects data.		
3. Our CCR creates an annual report.		
4. Our CCR conducts internal cross trainings and community services education for our members.		
5. Our CCR: (other internal activities)		
Regarding these internal activities and functions, as to questions answered yes:	Yes	No
A. Are these current and effective? <i>If the answer is yes, move to next section. If the answer is no, consider if change is desired. If so, refer to action plan.</i>		
B. Do these respect the confidentiality and safety concerns of victims? <i>If yes, move to the next section. If no, refer to action plan.</i>		
Regarding these internal activities and functions, as to questions answered no, does your CCR want to address this issue?		
<i>If yes, refer to action plan.</i>		

Note: The next set of questions address external activities and functions a CCR may have selected to undertake based on their mission and goals.

5. External Activities and Functions	Yes	No
1. The work of our CCR includes:		
<ul style="list-style-type: none"> Community outreach. 		
<ul style="list-style-type: none"> Public awareness efforts. 		
<ul style="list-style-type: none"> Prevention programs. 		
<ul style="list-style-type: none"> Legislative advocacy. 		
<ul style="list-style-type: none"> Training and education for community, professionals. 		
<ul style="list-style-type: none"> Working with the media to educate and inform. 		
<ul style="list-style-type: none"> Maintaining and enhancing relationships with policy makers, agency heads, community leaders, and funders. 		
<ul style="list-style-type: none"> Research. 		
<ul style="list-style-type: none"> Connection with other community CCRs. 		
<ul style="list-style-type: none"> Other: (Be specific.) 		
Regarding these external activities and functions, as to questions answered yes:	Yes	No
A. Do these activities respect the confidentiality and safety concerns of victims? <i>If yes, move to the next section. If no, refer to action plan.</i>		
B. Did the development process include:		
<ul style="list-style-type: none"> Participation by victim/survivors? 		
<ul style="list-style-type: none"> Participation by older individuals? 		
<ul style="list-style-type: none"> Participation by members of culturally diverse communities? 		
<ul style="list-style-type: none"> Balanced disciplines' perspectives? 		
<ul style="list-style-type: none"> Where applicable, a needs assessment? <i>If yes, move to next question. If no, review and consider if change desired. If so, refer to action plan.</i> 		

Regarding these external activities and functions, as to questions answered yes:	Yes	No
C. Is the activity current, practical, and attainable? <i>If yes, you have completed this tool. Congratulations! If no, review and consider if change desired. If so, refer to action plan.</i>		
As to questions about external activities and functions answered no, does your CCR want to consider adding any of these activities?		
<i>If yes, refer to action plan.</i>		

The tool is now completed.

Appendix 1: Community Coordinated Response Action Plan

Category:
<p>What changes are required?</p> <ul style="list-style-type: none">• Who needs to be involved?• Preliminary plan and next steps:
<p>Assigned to:</p>
<p>Check-in: How are we doing?</p>
<p>3 months / Date: _____</p> <ul style="list-style-type: none">• Progress:• Obstacles:• Next steps:• Assigned to:

6 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

12 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

18 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

Category:

What changes are required?

- Who needs to be involved?
- Preliminary plan and next steps:

Assigned to:

Check-in: How are we doing?

3 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

6 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

12 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

18 months / Date: _____

- Progress:
- Obstacles:
- Next steps:
- Assigned to:

Appendix 2: Resources for Coordinated Community Response (CCR)

The following organizations provide a variety of resources, training, and technical assistance related to preventing elder abuse and improving intervention and community response.

- ☐ **National Clearinghouse on Abuse in Later Life:** <https://www.ncall.us>
NCALL provides technical assistance, training, and program and policy development to address the nexus between domestic violence, stalking, sexual assault, and elder abuse and neglect. NCALL will sponsor sessions to discuss the self-assessment tools and their use at orientation and other stages of the grant process and implementation.
- ☐ **National Center on Elder Abuse:** <https://ncea.acl.gov>
NCEA is a national resource center dedicated to the prevention of elder mistreatment. It has an online library and links to other publications on elder abuse and related issues.
- ☐ **National Adult Protective Services Association:** <https://www.napsa-now.org>
NAPSA provides training, resources, and support to APS administrators and staff throughout the country. It conducts an annual national conference on issues related to elder abuse.
- ☐ **National Council of Juvenile & Family Court Judges and the National Judicial Institute on Domestic Violence:** <https://www.ncjfcj.org>
The Council provides training, research, and technical assistance to judges and their staff, including Enhancing Judicial Skills in Elder Abuse Cases.
- ☐ **National Center for State Courts:** <https://www.ncsc.org>
NCSC serves as the information hub for the state court community by answering questions, maintaining and distributing information, creating original content, and analyzing trends and best practices in the courts.
- ☐ **Battered Women's Justice Project:** <https://www.bwjp.org>
BWJP is a national resource center that provides training and resources on coordinated community response, with a primary focus on domestic

violence. The Resource section of the BWJP Website includes materials that may be of interest to communities developing an elder-abuse-specific CCR.

❑ **Praxis International:** <https://www.praxisinternational.org>

Praxis is a national technical assistance provider to OVW-grantees that has developed materials related to establishing and maintaining a coordinated community response, with a primary focus on domestic violence.

<https://praxisinternational.org/library/coordinated-community-response-ccr/>

Developing a Coordinated Community Response

- ❑ Edwards, L. (1992). Reducing Family Violence: The Role of the Family Violence Council. *Juvenile and Family Court Journal*, 43(3), 1.

Justification for a family council, its purpose, creation, operational procedures, what can be accomplished and sustainability. Core membership, structure, role of committees, and planning processes. Citations and references.

- ❑ Catholic Social Services of Washtenaw County (MN), Alternatives to Domestic Aggression, Domestic Violence Institute of Michigan, *Coordinated Community Action Plan*. Retrieved from <https://csswashtenaw.org/bhs/ada/professionals/coordinated-community-action-model/>

*A “wheel” describing how communities can coordinate efforts and disciplines to protect victims of domestic violence and hold offenders accountable. Includes systems’ considerations. **Does not focus on older adults.***

- ❑ Brandl, B., Dyer, C. B., Heisler, C. J., Otto, J. M., Stiegel, L. A., and Thomas, R. W. (2007). *Elder abuse detection and intervention: a collaborative approach*. New York: Springer.

Describes types of collaborative efforts, benefits and obstacles, processes to create, operate and sustain a collaborative response; types of initiatives and teams, enhancing victim safety and offender accountability and achieving systemic review and change through collaborative efforts.

Assessment Tools

- ❑ *Survey for Women Age 50 and Older*, Longmont (CO) Coalition for Women in Crisis and Division of Senior Services, available at 910 Longs Peak Avenue, Longmont, CO 80501

Survey tool. Headings include services that might help older women; your relationship with family members; and demographic information. The tool can be completed anonymously. Part 1 (services that might help older women provides a list of services and asks respondents to list priorities; Part 2 (Your relationship with family members) is a screen for abuse in later life.

- ❑ Wisconsin Coalition for Advocacy, Violence Against Women with Disabilities Project Wisconsin Coalition for Advocacy, (2004). *Self Assessment Tool for Ensuring Access for People with Disabilities*. Retrieved from <http://www.disabilityrightswi.org/wp-content/uploads/2018/03/selfassessmenttool.pdf>.

Tool for sexual assault and domestic violence programs to review their programs and services to ensure equal access and the opportunity to participate for persons with disabilities. Includes sections on inclusionary policies, effective communication, and physical accessibility. Tool has 84 items to assess with suggestions for improvement where deficiencies noted and space to identify how a program will implement improvements.

- ❑ Praxis International (2019). *Planning and Conducting a Best-Practice Assessment of Community Response to Domestic Violence*. Retrieved from <https://praxisinternational.org/wp-content/uploads/2019/08/IATA-911-Patrol-Best-Practice-Assessment-Guide-Aug-2019.pdf>

Tools to assist communities in examining key aspects of the criminal justice system response, including 911, patrol, investigation, and charging decisions. Draws on lessons learned from coordinated community response to domestic violence over the past thirty years and the experiences of communities that have used the Praxis Safety and Accountability Audit. Does not focus on elders.

- ☐ Praxis International. What is a Safety Audit? Retrieved from <https://praxisinternational.org/institutional-analysiscommunity-assessment-2/what-is-a-safety-audit/>
Describes the safety audit process.
- ☐ Pence, E. and McDonnell, C. (2009). *Developing Policies and Protocols, Coordinated Community Responses to Domestic Violence: Lessons from Duluth and Beyond*, Sage Publications.
Describes the goals and philosophy of the Duluth (MN) domestic abuse coordinated community response and how the community evaluates its systemic responses. Provides a framework for understanding how community agencies involved in domestic violence response negotiate agreements and have transformed their system.
- ☐ Allen, N. and Hagan, L. (2003). *A Practical Guide to Evaluating Domestic Violence Coordinating Councils*. National Resource Center on Domestic Violence. Retrieved from https://vawnet.org/sites/default/files/materials/files/2016-09/NRCDV_EvalDVCC.pdf
*How to evaluate, benefits of evaluating coordinating councils, what to evaluate, collecting data, analyzing and interpreting data, and considerations including confidentiality, safety, and privacy. Sample forms and references. **Does not focus on older adults.***

Potential Obstacles and Barriers for a CCR

- ☐ United States Department of Justice, Office of Justice Programs. (2002). *Privacy of Victims' Counseling Communications*. Retrieved from <https://ovc.ojp.gov/library/publications/privacy-victims-counseling-communications>
History of victim counselor privilege laws, types of laws, rationale for the privilege and future directions for the privilege
- ☐ Marlatt Otto, J. and Quinn, K. (May 2007), *Barriers to and Promising Practices for Collaboration Between Adult Protective Services and Domestic Violence Programs A Report for the National Center on Elder Abuse.*

Retrieved from <https://ncea.acl.gov/NCEA/media/docs/Barriers-Promising-Practices-2007.pdf>

Describes the historical development of the APS and domestic violence systems, barriers to collaboration between the two systems identified by participants at regional meetings and through a survey, and highlights successful collaborative initiatives

- ❑ Teaster, P. B., Stansbury, K. L., Nerenberg, L., & Stanis, P. (2009). An Adult Protective Services' View of Collaboration with Mental Health Services. *Journal of Elder Abuse & Neglect*, 21(4), 289-306. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/20183136/>.

This study examines effective APS-MHS collaborations (e.g., leadership, organizational culture, administration, and resources in predicting success). A survey that was sent to members of the National Adult Protective Services Association (NAPSA) revealed that both APS and MHS have strong commitments to protecting clients' rights and autonomy, but there appear to be differences between the two with regard to implementation, apparent in cases involving clients with diminished mental capacity who are at imminent risk, but who refuse help. Strengths of APS-MHS collaborations included improved communication and better service for at-risk clients.

Sample Forms and Policies

- ❑ Praxis International (2009). The Blueprint for Safety: An Interagency Response to Domestic Violence Crimes. Retrieved from <https://praxisinternational.org/blueprint-for-safety/>

In 2007, the Minnesota Legislature awarded funds to the City of St. Paul to develop a comprehensive plan for city and county criminal justice system agencies responding to domestic violence. The resulting "blueprint" provides a prototype for linking all intervening agencies under a common foundation and philosophy. It includes policies, protocols, and related training memos for 911, law enforcement, prosecution, pretrial supervision, probation, victim/witness services, and the court. Also see: [Blueprint Defined and Introduction](#)

- ❑ State of Kentucky, Cabinet for Health and Family Services, Elder Abuse Committee (2002). *Model Protocol for Local Coordinating Councils on Elder Maltreatment*. Retrieved from <https://www.chfs.ky.gov/agencies/dcbs/dpp/apb/Documents/modelprotocol.pdf>

A comprehensive guide for establishing, maintaining, setting goals and priorities, and evaluating a local elder maltreatment coordinating council. Sections include purpose, critical membership, roles and responsibilities of members, structure, leadership, staffing, processes, strategic planning and goal setting, and evaluating the effort. Sample forms include a model ordinance to create, community needs assessment tools, strategic planning, evaluation survey, guidelines to operate a fatality review team, safety planning, and confidentiality agreements. Local community resources and applicable laws are also included.

Appendix 3: Glossary of Terms

Access/Accessibility: the availability of and ability to use help, protection, and services in ways that fit each person's ability, culture, and identity. A CCR and those intervening in elder abuse are necessarily concerned with cultural accessibility, as well as disability-related access.

Accountability: Responsibility for responses and outcomes. In the context of elder abuse and coordinated community response, there are multiple layers of accountability: (1) an individual's accountability to the person he or she has harmed; (2) an agency's accountability to the person who is the focus of its intervention, whether as a victim of elder abuse or as a perpetrator or involved family member; and (3) the CCR partners' accountability to each other for fulfilling the CCR's mission, vision, and plan.

Action plan: The process to accomplish a goal that has been established by the CCR. It typically consists of clearly defining the goal or project, outlining the steps to complete the goal and their order of completion, assuring accountability, and monitoring progress. Progress should be regularly monitored to assure that the work is completed on schedule, that unexpected complications and obstacles are recognized and addressed, and that assignments and responsibilities are clearly identified. The action plan is a kind of strategic plan.

Annual report: In the context of a CCR, a report that describes and highlights the work undertaken by the CCR. Depending on the specific work of the CCR, the annual report may also contain recommendations for improving responses to elder abuse. The report typically identifies projects and key participants and provides budget and funding information. It informs members, stakeholders, partners, policymakers, legislators, funders, community members, and others interested in the CCR's work; creates a public record of efforts and accomplishments; and publicizes the value of the CCR.

Bylaws: The written rules and regulations that govern how the work of the CCR will be conducted. They often include duties of members and officers, terms of office, how meetings will be conducted, and selection of leadership. Some CCRs use formal bylaws; others may use written memorandums of understanding (MOUs) or more informal working agreements.

Confidentiality: The legal right to have information provided by one person (e.g., client or patient) to another (e.g., an advocate, doctor) kept private and undisclosed to others without consent of the person providing the information. Confidential relationships are defined by law and are part of legal and ethical practice in certain fields, such as domestic violence and sexual assault advocacy, mental health, health care, religious practice, and legal advice. Federal and state laws may make certain records confidential. Each grantee must research state and federal laws that affect confidentiality and information sharing. CCR and MDT/IDT member agencies should examine their policies and interagency agreements to assure that limitations on confidentiality are understood and honored.

Coordinated Community Response (CCR): A victim-centered, collaborative effort initiated by advocacy, legal, criminal justice, social service, and other community systems to create a united and coordinated interagency response to elder abuse that enhances safety for victims of elder abuse and holds offenders accountable for their conduct. This intervention model was originally developed by the Duluth, Minnesota, Domestic Abuse Intervention Project (DAIP) to address domestic violence. A CCR is a "system of networks, agreements, processes and applied principles" designed to make community systems work in a coordinated manner to enhance victim safety.¹ A CCR's core function is to create a coordinated response and enhance cross-system communication and accountability. A CCR holds its members accountable, identifies service gaps, and coordinates efforts to create a seamless response to the needs of victims of elder abuse.

Data collection: The process of gathering information about the prevalence and type of elder abuse in the community, official responses, and the impact of interventions on victims of elder abuse and on those who commit elder abuse. Data collection helps inform the CCR's strategic plan. Sources of data can include counts of reported cases and details about the type, frequency, and severity of elder abuse; case dispositions; community surveys; and focus groups discussions.

Fatality Review Team (FRT), sometimes called a Death Review Team: A multidisciplinary group of professionals who examine elder deaths to (1) identify and address systemic weaknesses or gaps that if addressed effectively could prevent future similar deaths; and/or (2) develop recommendations for

¹ See <https://www.theduluthmodel.org/about-us/coordinated-community-response/>

coordinated education and prevention efforts to reduce incidence of elder abuse. FRTs may also examine individual cases to identify criminal responsibility and collect evidence to be used in a particular prosecution.² (See also: MDT/IDT Team.)

MDT/IDT Team: Multidisciplinary/interdisciplinary team. An MDT/IDT is a group of professionals and others representing different disciplines, professions, and fields who unite as a team to address various aspects of elder abuse. Such a team may be based in a health care, protective services, criminal justice, or community settings or programs. Its efforts tend to be focused on case review or service delivery. Unlike a CCR, the team's role is not to coordinate multiple efforts across a community. (See also: Fatality Review Team.)

"Messaging": Clear, concise, and consistent statements of the CCR's mission and goals, particularly to victims of elder abuse and those who commit elder abuse. In a CCR, the primary messages to victims are ones of protection and safety; to perpetrators, messages of accountability and help.

Mission statement: A brief, formal statement that defines the overarching purpose and priorities of the CCR. The mission statement is the CCR's statement of its core values, in a form that can be easily presented to CCR partners, intervening practitioners, funders, and the public. (See also: vision statement; strategic plan.)

Needs assessment: A systematic process of collecting and examining information about a specific issue (e.g., elder abuse) and its impact on the community in order to (1) determine what people are lacking and set priorities, (2) develop a strategic plan, and (3) allocate resources in response to peoples' identified needs.

Safety: The protection of victims of elder abuse from continued physical, sexual, emotional, and financial harm, coercion, and threats.

Strategic plan: The road map to fulfilling the CCR's mission and vision. A strategic plan sets short- and long-range goals, identifies the actions needed to meet the

² See the *Elder Abuse Fatality Review Team Replication Manual*, published by the American Bar Association, Commission on Law and Aging; available at: https://www.americanbar.org/content/dam/aba/administrative/law_aging/fatalitymanual.authcheckdam.pdf

goals, and assigns responsibility for meeting the goals. The CCR Action Plan included in the self-assessment is a kind of strategic plan. (See also: mission statement; vision statement.)

Sustainability: the ability to endure or continue. In the context of a CCR, “sustainability” refers to developing a purpose, procedures, funding, and other elements that will allow the CCR’s work to continue indefinitely and meet evolving and changing needs and challenges.

“Systems review”: A review to determine if community systems are meeting the needs of elders, including attention to (1) the role each system plays; (2) how participating systems relate, communicate, and coordinate with one another; (3) gaps in services and service delivery and solutions to address the gaps; and (4) training needs to improve coordination and service delivery. A systems review is typically conducted by a formal team or an informal group of professionals from a variety of systems that provide services for victims of elder abuse and/or perpetrators.³







Vision statement: An articulation of where the CCR seeks to go and to what it aspires.. The vision statement provides inspiration and directs the CCR partners in how to accomplish its ongoing work. (See also: mission statement; strategic plan.)

³ See: Brandl, Bonnie, et al. *Elder abuse detection and intervention: A collaborative approach*. Springer Publishing Company, 2006.

Appendix 4

Figure 1: Self-Assessment Process

The self-assessment process is much the same, whether using the discipline-specific workbooks or the CCR tool. Instructions specific to the different tools are noted under each step, under the corresponding symbol.

Self-Assessment Steps, Roles, & Responsibilities	
 Workbooks	 CCR Tool
<p>(1) Designate a coordinator to guide the process.</p> <ul style="list-style-type: none"> ✓ Schedule meetings. ✓ Provide copies of the tool(s) to the team. ✓ Facilitate discussions. ✓ Keep the discussions moving and the process on track. ✓ Assure that every perspective is respectfully heard and considered. ✓ Track conclusions and agreements. ✓ Track progress in implementing changes. <p> Use one or more of the 5 discipline-specific self-assessment workbooks.</p> <p> Involve all CCR partners.</p>	
<p>(2) Convene the team & conduct the self-assessment.</p> <ul style="list-style-type: none"> ✓ Review the tool(s) and their purpose, content, and process. ✓ Determine how the team will work together. For example: <ul style="list-style-type: none"> • Complete the tool together at one or more staff or CCR meetings. • Work in small groups and bring the results to an organization-wide meeting. • Use “real life” cases to examine practices and complete the grids. ✓ Complete the assessment. ✓ Encourage full participation and candid discussion. <p> Complete Section 1: Assessment Grid.</p> <p> Complete the 4 assessment categories.</p> <ul style="list-style-type: none"> • Agree on Philosophy & Mission first; complete the remaining segments in any order. Recommended, but not required: complete the policies and procedures section before moving to Internal and External Functions and Activities. • Document the process and deliberations: e.g., minutes or flip chart. 	

Self-Assessment Steps, Roles, & Responsibilities



Workbooks



CCR Tool

(3) Design a plan for change.

- ✓ Determine how the team will work together to design the plan. For example:
 - A day-long retreat
 - A series of staff or CCR meetings
 - Regularly scheduled “assessment meetings”
- ✓ Review the findings and information from the completed self-assessment workbooks and/or CCR tool.
- ✓ Identify strengths & accomplishments.
- ✓ Set priorities.
- ✓ Determine next steps.
- ✓ Assign tasks.
- ✓ Encourage conversation and dialogue.
- ✓ Allow time to reach agreement or closure (i.e., “agree to disagree”).



Complete Section 2: Recognize Strengths and Accomplishments.
Complete Section 3: Design an Action Plan.



Complete the Coordinated Community Response Action Plan template.

- Draw on the answers to the assessment categories to develop the action plan.
- Identify any additional activities and functions to include in the plan.

(4) Track progress.

- ✓ Review the action plan at regular, selected intervals.
- ✓ Note accomplishments.
- ✓ Note work to be completed.
- ✓ Identify obstacles & solutions.
- ✓ Plan next steps.
- ✓ Assign tasks.
- ✓ Approach the plan as a “living document.”
- ✓ Engage in a process of ongoing reflection, planning, action, and reassessment.



Complete Section 4: Track Your Progress.



Use the check-in sections of the Action Plan.

Figure 2: Abuse in Later Life Wheel



In 2006, NCALL adapted the Power and Control Wheel, developed by the Domestic Abuse Intervention Project, Duluth, MN. Resource updated, April 2011. For a detailed discussion of the Wheel and related information, go to www.ncall.us.