I-Team and MOUs 101 Notes

(1)

Good Morning and welcome to the Webinar for Interdisciplinary Teams and Memorandum of Understanding 101. My name is Robin Miller and I will be presenting. However, the remaining APS staff from ODJFS is also present – this includes policy staff: Olympia Boyce-Taylor, Heidi Stone and Amy Welling. The Business Analysts, Brianne Perry and Tia Goodlett are here. As well as the APS Supervisor, Leslie McGee. All will be assisting in today's presentation. Just a brief reminder that today's session is being recorded and will be available on the Office and Families and Children website. We will be taking questions at the end of the Webinar. However, if there is either insufficient time to answer questions or if the question requires further research before answering, a Q & A will be emailed to those participants who registered for the Webinar accompanied by the link to the recorded Webinar for those who were unable to attend the session today.

(2)

The objectives today include the following:

- Identify requirements of the MOU
- Identify the required community partners. We will also look at other agencies that may not be required but could have valuable input.
- Identify the purpose and benefits of an I-Team.
- Strategies to engage the community partners

(3)

Section 751.130 of Ohio House Bill 483 of the 130th General Assembly established the Adult Protective Services Funding Workgroup which instructed the group to do the following:

- Investigate programmatic or financial gaps in the APS system
- Identify best practices to integrate into the APS system
- Identify areas of overlap and linkage across all human services programs
- Recommend distribution method for the one-time $10 million appropriation investment in APS

(4)

In reviewing the current state of APS in Ohio, the Workgroup consistently observed that there was not a statewide APS system but a collection of county based programs that varied greatly both in resources and capabilities in the manner that screening, investigations and services are handled. To remedy the situation, the workgroup identified the minimum core requirements to establish a more accountable system to ensure consistency of the APS program structure regardless of the county.

(5)

Actions to be taken to meet the core minimum requirements include the following:

Implement a statewide APS data collection and reporting system to address the core minimum requirements of screening, investigations, and services. (ORC 5101.612- must be operational by July 2016)

Contain records of all reports of abuse, neglect, or exploitation of adults made to county JFS.
Contain investigations conducted.
And contain the protective services that were provided.

Implement a Statewide APS hotline with the county JFS available to receive written or oral reports 24/7. (ORC 5101.61): A memo requesting each county's prospective phone number was distributed in August. Counties were instructed to forward the hotline number to the APS mailbox prior to December 1, 2015.

Provide one-time APS training (Statewide Reboot Training) to meet core requirements. The Reboot classes are currently occurring in the various regions throughout the state and will continue to be offered until mid-November for funding. Core classes will continue to be offered and will be required according to statute. A training rule has been drafted and will go into Clearance shortly.

Provide a one-time APS Innovation Fund to encourage multidisciplinary collaboration and build system capacity to meet core requirements.

And finally, provide one-time APS Planning funds to help counties meet core requirements, which I will go into further detail.

(6)

The APS Planning Process is intended to support local efforts to identify and coordinate available resources, assess existing capacity, and develop a collaborative county plan for building system capacity. To facilitate the process, planning funds have been made available for counties to access with the attainment of specific benchmarks. Those benchmarks include:

Letter of Attestation
Plan of Cooperation
Inter-disciplinary Team
Memorandum of Understanding

I'm going to go over these simply as a reminder that if your county agency has not already done so, the deadline is quickly approaching in order to secure the funds associated with the planning process.

The “letter of attestation” must be signed by the County Department of Job and Family Services Director. Through the signature, the agency agrees to initiate a planning process to build the county-wide capacity needed to implement the core requirements by July 1, 2016. If submitted prior to November 14th and upon the approval of the letter, the agency will be issued a one-time payment of $10,000 to support county planning and capacity-building efforts.

The “plan of cooperation” must be signed by the core county partner organizations that serve elders who are subject to abuse, neglect, and/or exploitation. The signatures affirm those organizations’ commitment to jointly develop a comprehensive plan to assure full implementation of core requirements at the local level by July 1, 2016. Upon approval of the signed Plan of Cooperation, the agency will be issued a one-time payment of $10,000. Funds are to be used to support the multi-systemic planning and capacity-building process.

(7)

As was mentioned previously, House Bill 483 tasked the Workgroup with identifying best practices to integrate into Ohio’s APS system. In response, the Workgroup assessed various models of interdisciplinary collaboration. In recognition that specific organizational structures and inter-system protocols must remain locally-defined in order to best utilize available resources to meet community needs, those counties that document the establishment of a functional I-Team and submits the appropriate documentation will be issued a one-time payment of $10,000. Funds are to be used to support the planning and I-Team capacity-building processes.

And finally, the establishment of local comprehensive plans and Memoranda of Understanding (MOUs) are designed to formalize local protocols among partnering agencies to ensure the needs of elderly who are abused, neglected, and/or exploited that are at risk of maltreatment – and the needs of their families – are met timely. The signed MOU that clearly delineates the role, responsibility and commitment of each community partner in the county’s APS, upon approval, the CDJFS will be issued a one-time payment of $20,000. I will be reviewing the required signatures for this funding in a few minutes. Funds are to be used to enhance the county APS system.

Although I wanted to take the opportunity to remind the counties of the planning funds that are available for all of these: the letter of attestation, the plan of cooperation, the Inter-disciplinary team and the memorandum of understanding, the focus of this webinar will concentrate on the I-Team and the MOU.

(8)

I think it’s important to begin a topic of I-teams and MOUs with pointing out the importance of working together with community partners and collaborating to meet the needs of our clients.

The Workgroup identified this as an opportunity for multidisciplinary collaboration to organize access to these services in a way that is more reliable and convenient for the individuals who need them, and also shares the responsibility for meeting these needs across multiple organizations in a way that distributes rather than concentrates the financial burden.

Collaborative Services

The APS Funding Workgroup recognized that services offered to vulnerable older adults are provided by multiple, separate organizations and often are fragmented and difficult to access by the individuals who need them. These services can include but are not limited to:

Home delivered meals
Housing
Transportation
Health Services and Supplies
Behavioral Health Care
Homemaker Services
Legal Assistance
Financial Assistance

(9)

There are various reboot trainings occurring across the various regions of Ohio. If you have attended the Reboot Training entitled Collaboration, you may have heard the question "What is Collaboration?"

(10)

Some of the responses have included:

Working together for a common goal
Working together despite the differences
Building relationships
Complimenting Skills
Sharing responsibilities – by first defining the player's roles and overcoming obstacles/barriers
Wikipedia defines Collaboration as working with others to do a task and to achieve shared goals. It is a recursive process where two or more people or organizations work together to realize shared goals.

Next I'm going to show you a brief clip that enforces the importance of collaborating and not only the necessity of working together but also the barriers faced when a team member is working against a common goal.

(11)

Video from “Big Bang Theory”

(12)

As we can see from the clip, there can be barriers to working together as a team. The obvious ones from watching the clip are the personality differences. Perhaps you have seen this within your I-Team or even your own agency. You may have had a prior unpleasant relationship amongst community partners. Working with someone with a personality vastly different than your own can be challenging but remember that there can be benefits to this as well.

Sometimes egos get in the way. We may think we know what is best and be closed off to other ideas. There may be an individual who holds a political or community role that they deem more superior or to have more authority to others in the room. So, it’s really important to come to the table open-minded and leave your ego at the door.

Differing Motives: also can be seen from the clip. Sheldon’s motives served to only benefit him – he had specific wants of food/drinks/comfort level that were self-serving; this in turn has a great impact on the group as a whole.

Other barriers include lack of knowledge. Other agencies may not know or have an understanding of what you do and the services your agency provides. Have brief introductions when a new partner joins the team and educate them on what exactly it is you and your agency does to help serve the elderly population in your community. It’s important to get to know one another and have this understanding of what everyone brings to the group.

A lack of staff and funding continues to be a barrier for most agencies. If you can view collaboration as bringing more individuals “on board” to your cause, you’ll see that the workload doesn’t have be a burden to your agency alone --- other community members are willing to help. Again, that vision of distributing the burden rather than concentrating the burden on one agency or individual. Done well, collaboration means less work for everyone without compromising on results.

And a lack of communication can pose a huge obstacle if members do not speak up and share what they have to offer or what their needs are to serve their clients. And when you leave the meeting, make sure you’re answering calls and emails. Be a contact person.

However, the barriers to collaboration can quickly be overshadowed when you take into consideration the benefits of working together --- particularly once the team meets and begins to understand one another’s roles.

Obviously when you come together, there is an increase in communication. Remember to explain the services that your agency can provide in order to educate the group. Remember there is no better way to know what others are doing than talking to them --- face to face communication with the ability to ask questions and gain insight.

Your clients are better served. Imagine the impact of multiple agencies helping a single client. Working together maximizes outcome.

While becoming educated about other agencies in your community, you gain the knowledge of where to turn when future issues arise; resulting in effectively and efficiently meeting the needs of clients.

Total care goes back to serving clients better --- when you meet together for a collaboration, you have others in the room who provide various services that may be needed for one individual. Multiple agencies assisting one client is the whole package.

Sharing resources is extremely important as an individual may be unaware of what services are available but another agency has that information and can share with the group.

Timeliness and being more efficient for our clients and their families can be vital to their safety. Once you begin collaborating and gaining that knowledge of other agencies, you'll know who to turn to as issues arise rather than having to wait and do additional research. You'll also be able to place a face with a name – and contact people directly. Or you may bring a specific case to a meeting and while you have all the agencies together, you can gather all the resources you need at once or distribute the workload to the various agencies at once. Again, being able to serve the client more efficiently and in a timely manner.

(13)

Now that we've briefly discussed the topic of collaboration, I want to discuss Ohio Revised Code 5101.621 which states the following:

Each county department of job and family services shall prepare a memorandum of understanding that is signed by all of the following:

> The director of the county department of job and family services
> If the county department has entered into an interagency agreement with a local agency, the director of the local agency.
> The county peace officer
> **All** chief municipal peace officers within the county – this is the chief peace officer for EVERY law enforcement jurisdiction in the county
> Other law enforcement officers handling adult abuse, neglect, and exploitation cases in the county
> The prosecuting attorney of the county and

The coroner of the county

If you review ORC 5101.621, this list is in the statute.

(14)

Memorandum of Understanding: I’m going to review the sections within the MOU. But first, what is an MOU?

The memorandum of understanding (MOU) for the purposes of following the APS statutory requirement is a formalized agreement among the county department of job and family services agency and partnering agencies to establish local protocols for agencies to ensure the needs of elderly who are abused, neglected, or exploited/or at risk of maltreatment, and their families are met timely. I’ve attached a Model MOU handout to this presentation as a guide. This was included in a prior APS webinar that introduced the funding that was available.

The statement of purpose identifies that it is an agreement between the CDJFS and community partners which delineates roles and responsibilities for preventing, reporting, investigating, and prosecuting elder abuse cases. The MOU also Identifies procedures for collaborative service provision needed to ensure client safety and well-being.

The MOU identifies participating agencies – the agencies I identified on the previous slide, which is in accordance with ORC 5101.621, are mandatory. Additional partners may also include the following, or others, but are not required. This includes:

Area Agency on Aging
Regional long-term care ombudsperson
County Health Department
County Board of Developmental Disabilities
Victim Services
Housing Authority
Entity responsible for investigating substandard housing
Any other person/entity representative whose participation furthers goals of the MOU

The MOU delineates the roles and responsibilities of each participating agency for preventing, reporting, investigating, and prosecuting elder abuse cases. Remind partners that additional responsibilities are not being added to these agencies. The MOU is a document stating that the designated agency that you are signing for is going to continue to fulfill those job duties that are already performed. They are not taking on additional duties by signing the MOU.

The MOU identifies the scope of work which identifies the key objectives for collaborations identified within the agreement.

The MOU must include a confidentiality statement to address how information is to be shared while protecting the privacy of both the client and the family. This section of the MOU also must clearly identify the individual to be notified in the event of a breach or suspected breach of confidentiality and a provision that the terms of confidentiality remain after the termination or expiration of the agreement.

There must also be a terms and conditions section that identifies the time period of the agreement and how to address modifications to the agreement.

Finally, the MOU must contain the signatures of those individuals that were stated as mandatory in accordance with Ohio Revised Code 5101.621.

I've identified the sections of the MOU which should give the counties a format to follow. A template of an MOU was made available previously with the announcement of the planning funds that had been made available. If your county has not yet submitted an MOU and need a template to follow at this time, please see the handouts attached to this webinar or contact your regional representative at ODJFS and they will provide you with one. I will be showing you a regional map and the name of your contact person at the end of this webinar.

However, Ohio Revised Code 5101.621 has another important requirement beyond the content information within the MOU and that being a requirement that the memorandum shall establish an interdisciplinary team to coordinate efforts related to the prevention, reporting, and treatment of abuse, neglect, and exploitation of adults.

POLL QUESTION

(15)

What is an I-Team?

I-Team is a group of selected professionals from a variety of disciplines who meet regularly to discuss and provide consultation on specific cases of elder abuse, neglect or exploitation. I-Team consists of varied backgrounds, training and philosophies of the different professionals to explore the best service plan for cases involved

(16)

Why create an I-Team? (Beyond the statutory requirement of the MOU)

A need for informal resources to be developed

A need to know what other agencies do and how they might help

After receiving complaints about what someone (or some agency) does nor or will not do

An interest in becoming aware of the legal, financial, and social ramifications of elder abuse

Recognizing the inability of many older people to advocate for themselves

A shift in community thinking – increase public and professional awareness. Mostly motivated by the growing number of older adults and that elder abuse has too long been a "hidden problem," an acknowledgement of the complexity of the issue of elder abuse, a growing outrage over the amount of violence that is accepted in our society and the equally growing fear of what might happen to us as we age

(17)

What is the purpose of the I-Team?

Improve services to each agency's response to victims of abuse, neglect and exploitation

Engage professionals from a variety of disciplines to discuss and provide consultation on specific cases of elder abuse, neglect and exploitation

Then, use the varied backgrounds, training and philosophies of the different professions to explore the best service plan for cases

(18)

Goals of an I-Team

Specific goals may vary depending on your county's I-Team structure but the general goals should be:

To increase awareness of elder abuse in the community – particularly amongst professionals who regularly work with and serve the elderly. Increased awareness will then lead to an increase in identifying those victims who require services

Coordinate the efforts of the various agencies dealing with elder abuse and build a better understanding and respect for all agencies involved

Identify service gaps and define how the public and private sectors can work together

Decrease elder abuse problems by developing appropriate resources, implementing preventative strategies and/or identifying and/or intervening in cases earlier

(19)

Specific objectives can be any or all of the following

Provide consultations on complex cases

Act as a sounding board for caseworkers

Provide different perspectives on problems

Identify and develop needed resources within the community

Address systemic problems with a wrap-around services model

(20)

Types of I-Teams

Case-Specific: This is a traditional I-Team, with a set membership reflecting the various disciplines involved in elder abuse. Members bring specific cases to the meetings, generally with requests for guidance and suggestions and the professionals from the different disciplines represented on the team provide ideas.

Coordinated Community Response Team (CCR): This type of team meets to identify and develop needed resources and protocols and procedures for case handling rather than working on specific cases.

Combined I-Team: A combination of the previous two types.

(21)

Benefits of an I-Team

Support and validation for caseworkers – a sounding board for them to discuss cases and protocol.

Increasing knowledge of community resources

Provide a wider range of alternative solutions to consider: Elder abuse cases often include highly impaired victims, with more than one type of abuse or neglect situation and complex family dynamics. Given the complexity of these cases, and the fact that there are often gaps in the services needed to assist victims, a broad range of professionals looking at a case and planning possible interventions is more likely to arrive at effective results. Rather than various agencies and professionals working in isolation which can cause more harm than good.

Better coordination of inter-agency efforts: I-Teams can enhance service coordination by clarifying agencies' policies, procedures, and roles and by identifying service gaps and breakdowns in communication. Teams also enhance members' professional skills and knowledge by providing a forum for learning more about the strategies, resources, and approaches used by multiple disciplines.

Provides an opportunity for networking and door-opening among professional groups and Improving relationships with agencies dealing with the elderly

Take into account the entire life of the elder rather than limiting to just one area – for example, the health of the elder. The I-Team would consider other aspects of the elder's life.

Raising awareness of elder abuse: I-Teams can also successfully affect change through advocacy efforts.

Remember that I-Team discussions can be an effective tool for monitoring the services network. It generally results in less duplication and fewer gaps in service, improved collaboration for training and funding opportunities because of its large power base.

(22)

I-Team Process (General)

Meet Regularly --- monthly, bi-monthly, quarterly….take into consideration vacation and holiday schedules as well as the needs of your county

Appoint an I-Team Coordinator – the CDJFS typically takes on the role of the coordinator since the statutory compliance for having an I-Team is the responsibility of the CDJFS. However CDJFS does not have to be the coordinator but they will be held accountable for ensuring an I-Team exists in their county.

Present cases with a brief written and verbal summary

Follow up on issues raised during discussion and report back

Brief educational presentations to the team

Schedule guest speakers

(23)

I-Team Process (Case Presentation)

An opportunity for case consultation for line workers: Remember that the purpose is not to scrutinize

Coordinator should set up an agenda if multiple cases are being discussed in order to prioritize

For the team member who would like a case presented, they must follow steps to present a case:

> Contact I-Team Coordinator
> Present the case early enough to the Coordinator in order for an agenda to be prepared

Coordinator determines priority of cases
Plan for the exact time of the presentation

If a case is not available for review, plan for a sample case to be discussed

Workers do not typically wait until an I-Team to deal with a case – use meetings to address those cases that do not have a clear, easy answer

Understand the role of the I-Team when presenting a case:

Think through the case
Explore options
Provide ideas from the various professional disciplines

(24)

Obstacles to Avoid - remember that a team should be open-minded, helpful, team-oriented – The team should understand that if a worker brings a case to the meeting, it is because they need assistance and have not moved forward with a case; they may feel “stuck.” So if the worker feels like they are in the “hot seat,” they may become defensive and hesitant from presenting future cases.

Many problems have to do with communication. A breach of confidentiality can seriously cause members to lose the trust of another. Other communication-related problems include failing to provide feedback or an update to the team, poor communication skills and also allowing certain members to dominate meetings rather than allowing others to provide input.

Poor attendance can certainly be an avoidable obstacle.

Having misunderstandings of agency’s objectives. Remember that an agency’s perspective is their reality. For example, a nurse or healthcare provider may only consider safety but an APS worker has to weigh self-determination. Remember to take into account the perspective of that agency --- remember that you are meeting to address the issues of the client.

Lengthy and/or infrequent meetings. Multiple agencies are facing budget and staff constraints. Having a representative attend a meeting means that individual is not out in the field or in their office. Therefore, I-Team meetings should not extend beyond the committed time. But also should not meet too infrequently for a community that regularly has cases especially when given the demands of an immediate response.

(25)

The first thing a county must do in order to develop an I-Team is to appoint an I-Team Coordinator. The I-Team Coordinator should have the following skills:

Have an understanding of the legal issues and constraints of elder abuse casework including some knowledge of guardianship.

Have a familiarity with community resources and be a good networker

The Coordinator should possess good oral and written communication skills: Effective team leaders communicate clearly. Therefore, quality verbal and written communication skills allow leaders to present expectations to team members in a way workers can understand. And of course part of communicating is listening. An effective team leader needs to listen to the input of others.

Have an understanding of group dynamics and ability to facilitate discussions

Good administrative, planning and organizing skills: Organizational skills help team leaders plan objectives and strategies, which allow team members to perform optimally. Organized team leaders put systems in place that maintain order and guide team members toward meeting the team's goals and objectives.

Ability to take a case example and elevate it to a systems response

And remember that an effective team leader is confident in his abilities, as well as confident in the abilities of his team members. They should be secure in the decisions he or she makes that affect his team and also reassures team members of his authority within the organization.

(26)

The Coordinator's duties can be defined by the team. However typical duties include:

Recruiting and convening members of the I-Team

Soliciting cases appropriate for I-Team discussion from elder abuse caseworkers and supervisors and assist in preparing cases for presentation

Act as a liaison between I-Team and elder abuse caseworkers. This includes soliciting feedback informally from both groups regarding reactions to team meeting process and outcome.

Administrative duties: again, this includes the responsibility to plan, organize and facilitate the regular, on-going meetings. This also includes notifying members of changes in the meeting schedule, preparing, reviewing and finalizing any minutes and agenda for each meeting, summarizing cases to be discussed, finding relevant articles to be shared with the team, presenting progress reports on old cases and developing brief scenarios of new cases.

Following up on recommendations from team members. This involves consulting with I-Team members outside of meetings to obtain additional information and referral sources.

Preparing reports as requested regarding the I-Team and cases reviewed.

Meeting with the director of the lead elder abuse agency to review team issues

(27)

When the coordinator is recruiting members, they should:

Consider the characteristics the I-Team is looking for – look for individuals who will "mesh" well with the core members and really add value to the team.

Solicit recommendations – but remember to keep notes on who recommended whom so as to be able to mention the suggesting individual's name when first reaching out and contacting them.

Explain clear expectations including participation and attendance at the meetings.

Send a follow-up letter to confirm participation and set clear expectations.

Take into consideration "core members" who regularly attend and are part of the team with other members who may join for case consultation/discussion

(28)

So, who should you recruit to be part of the I-Team? Members may include dozens of individuals or representatives from agencies. Remember that you want to keep the team at an effective and manageable number, probably between 15-20 solid core members, who are regular attendees. Members may include any of the following:

CDJFS

Legal Services

Physician or RN

Police or Sheriff

DV Program Advocate

Bank Manager or Financial Manager

Clergy

Humane Society Representative – individuals at the humane society may also be able to link victims of domestic violence with a safe haven program in your area. These include shelters who are able to confidentially care for a pet until the DV victim is able to make arrangements to have their pets back with them.

(29)

I-Team Members

Housing Code Enforcement

Long-term Care Ombudsman

Fire Department

Hospice

Home Health

Local VA

Developmental Disability Representative

Homeless Shelter

And also remember to include CDJFS/APS caseworker staff that could attend on an as needed basis to present cases or provide updates. But this list could continue on and on…and is all dependent on the availability of services in your community. You have to go out and recruit – bring awareness to agencies who may not even know that they hold a piece to the elder abuse puzzle.

(30)

I-Team Membership Agreement

Not a binding contract

Attendance at required training

Not only attendance at I-Team meetings but full participation is expected

Continued development of elder abuse knowledge

Providing professional opinions

Educating his or her profession and the public about elder abuse and be an advocate for the awareness of elder abuse, neglect and exploitation

Respecting and maintaining confidentiality

(31)

Case Selection Criteria

Chronic Cases: a caseworker simply cannot come up with any other direction to help resolve the case

Ethics regarding self-determination: a caseworker faces ethical dilemmas regarding interventions that may conflict with self-determination

Teaching issue: a case had interesting issues that will teach the team more about elder abuse and the value of a team approach

Needs specialized expertise: special skills or knowledge of particular I-team members are needed

Update: current status of previously discussed cases – for informational purposes only and does not require further discussion

Follow-up: a worker seeks follow-up discussion on a previously discussed case

Refusal of services:

> Access denied: a worker needs assistance in identifying ways to gain access to the victim
> Victim refused services: a victim refuses all interventions offered by the caseworker
> Abuser refused services: the abuser refuses all interventions offered by the caseworker
> Caregiver refused services: the caregiver – who is not the abuser – refuses all interventions offered

Environmental problems: a victim has unmet needs for heat, water, housing or other environmental problems. There may be hazardous conditions within their home that needs attention.

And you may want to add successful cases…(a case with an easy solution may give the I-team a feeling of accomplishment to prevent burnout and encourage participation)

(32)

Just some final thoughts on establishing an I-team in your county:

Set a limited number of specific goals and work toward these goals for a designated period of time before deciding to shift directions. Continue to re-evaluate periodically.

There must be adequate administrative commitment to the I-Team from each participating agency to be successful; regular attendance and active participation is essential. This is the opportunity to build relationships and in order to do so, there must be commitment from participants.

Adequate knowledge about the goals and direction of the I-team is essential so that participating agencies are willing to present cases and be a part of the educational component.

Always remember that the needs of abused elders take precedence over the needs of the I-team or any of the individual members' agencies.

The roles and responsibilities of I-team members to their respective agency does not change.

And lastly, each county must determine how an I-Team can be of greatest help to their county --- this process is all a part of growing and learning.

(33)

Prior to the APS Developmental Opportunity Grant, there were **9** reported I-Teams in Ohio.

As of last week, the APS office has only received **11** county requests for funding for I-Teams – either those already existing or those to be established.

Also, as of last week, the APS office has only received **5** county requests for funding for MOUs.

Now is the time to submit your documentation before the deadline in November. If you have questions relating to the process, please reach out to your county contact or email the APS mailbox. A reminder memo was sent out by Deputy Director Jennifer Justice on October 6th.

(34)

I-Team Criteria for Grant Funding

Identify the community partners and their level of collaboration necessary for addressing gaps in service delivery to elders

The team's meeting schedule – this does not need to be specific dates but please let us know the frequency of the meetings.

Identifying strategies the I-Team will use to meet team objectives which may include, but are not limited to:

> Providing consultation on complex cases.
> Developing appropriate community resources to address identified service gaps.
> Implementing preventative strategies to intervene in cases earlier.
> Addressing systemic issues and concerns.
> Developing a speaker's bureau or other community outreach activities to promote public awareness.

Also, make sure you are identifying the service gaps in the community and defining the many ways the public and private sectors can work together to bridge the services gap for the elderly population.

Signed copy of I-Team participation and confidentiality agreement

Send all documents, including an invoice, to the Adult Protective Services Mailbox for review and processing: APS_Mailbox@jfs.ohio.gov

(35)

I'm showing you the Regional Map that is being used in the Office of Families and Children so that you can direct specific questions to your contact person at the state office:

Region 1: The Northeast Region is Amy Welling

Region 2: The Southeast Region is Robin Miller

Region 3: The Central Region is Olympia Boyce-Taylor

Region 4: The Southwest Region is Heidi Stone

Region 5: The Northwest Region is currently vacant – you can contact anyone at the state office or email the general APS email at APS_Mailbox@jfs.ohio.gov