Collaborating for Best Practice

Second in a Three-Part Series of Training for Adult Protective Services Professionals

Developed through a grant from the WI Department of Health Services

Curriculum was developed by Joan Groessl, MSW, PhD, LCSW through
University of Wisconsin Green Bay
Office of Continuing Education and Community Outreach
Training Objectives

- Examine best practice in Adult Protective Services.
- Outline statutes and administrative codes that intersect with Adult Protective Services practice.
- Describe systems of care for adults-at-risk in WI.
- Evaluate the impact of cultural differences on practice.
- Apply decision-making to challenging situations and ethical dilemmas that arise in Adult Protective Services.
- Highlight opportunities for collaboration across systems.
- Outline strategies for safety and self-care in practice.

Agenda

I. Overview, Introductions and Brief Review of Prior Training
II. Collaboration across Systems
III. Expanding Statutory Awareness
IV. Wisconsin’s System of Care for Adult Protective Services
V. Ethical Imperatives
   - Best Practice in Adult Protective Services
   - Cultural Impacts on Practice
   - Applications for Practice
Collaboration across Systems

Competencies Required In Interdisciplinary Team Work
Team Member Skills

- Competencies
  - Discipline Specific
  - Knowledge about Roles of Others in the Team
- Capabilities
  - Attitudes and Values
  - Interpersonal Skills and Characteristics
  - Communication Skills
  - Conflict Resolution Skills

Effective Communication
(adapted from FoundationCoalition.org)

- Clarity of Verbal and Written Communication
- Attention to Non-Verbal Communication
- Attitudes
- Soliciting Information
- Listening and Giving Feedback
- Awareness of Cultural Differences
- Working through Conflict
A FRAMEWORK FOR THE DISCUSSION OF A CONFLICT

Actively Listen
Define the Problem
Open ended questions
Clarify Responses
Paraphrase / Reframe and Summarize

Proactive Responses to Conflict

Defensive: Escalates
- Evaluation: places judgment - “YOU”
- Superiority: “I’m the boss.”
- Certainty: “My way or no way” - dictator
- Neutrality: typical bureaucrat
- Strategy: manipulation

Supportive: Diffuses
- Description: “I”
- Equality: Working Together - “We”
- Provisionalism: reexamination
- Empathy: acknowledge
- Spontaneity: open minded and up front.

Taken from Jack R. Gibb’s book Trust, Appendix C, Defensive Communication
Resolving Conflict

- Define what success looks like for each person and agency.
- Be sure the right people are at the table
- Develop action plans for resolution
- Check in
- If you have a role in fixing the issue, do your part as soon as possible.

Review: Parameters for Practice

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CH 54
Section 46.90
CH 55
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Adult Protective Services in WI
Expanding Statutory Awareness

- CH 51: State Alcohol, Drug Abuse, Developmental Disabilities and Mental Health Act
- DHS 34: Emergency Mental Health Service Programs
WI System of Care for APS

- Wisconsin Department of Health Services
- Bureau of Aging and Disability Resources
- Designated Adult Protective Services Agency in every County or Tribe

Guidelines for Interdisciplinary Collaboration (NASW, 2013)

- Self-awareness
- Explain your position with confidence
- Seek to understand their perspective
- Find common ground
- Be patient - develop trust
- Address conflict
Worker Safety and Well-Being *(ACL, 2016)*

| Systems in place to know where workers are when conducting investigations in the field |
| Real-time access to consultation with supervisors to review safety assessment and determine responses |
| Access to resources to protect from biological and safety hazards |
| Work/agency cell phones |
| Protection of personal information |
| Respond only once adequate safety supports are available |
| Access to supportive professional counseling for job-related trauma and stress |
Planning for Safety

- Scheduling
- Communication
- Car and Travel
- Tools and Dress
- Involving Law Enforcement

Involving Law Enforcement at Initial Visit

When is it recommended

- Worker feels unsafe
- Weapons in home
- Crime committed
- Danger to self or others
- Recommended by law enforcement
- Recommended by supervisor or agency attorney

Disadvantages

- Fear and suspicion of client
- Difficult for trust-building with client and/or alleged perpetrator
- Black/white/shades of gray: language difference between APS and Law Enforcement
Ethical Imperatives

- Understanding Diversity
- Cultural Competence
- Communicating Cultural Values
- Ageism Awareness
- Disabilities Awareness
- Adherence to Best Practice
Best Practice in APS

- APS is provided with respect to cultural, ethnic, religious and lifestyle choices.
- APS supervisors and direct service personnel are familiar with the APS statutes governing their program and deliver services accordingly.
- APS is provided consistent with NAPSA’s code of ethics and practice guidelines.

(NAPSA Recommended Minimum Program Standards, 2013)

Guidelines for Best Practice

- Service Provision
  - Least Restrictive Alternative
  - Person-Centered Service
  - Trauma-Informed Approach
  - Supported Decision-Making
- Protection of Program Integrity
- Administrative Considerations
  - Staffing Ratios and Supervision
  - Worker Safety and Well-being
  - Training
- Outreach, Engagement, and Coordination

(National Voluntary Consensus Guidelines, September 2016)
Best Practice as Ethical Imperative

- Shared belief in justice and equal treatment for all people.
- Confronting Bias and Discrimination:
  - Stereotypes and Implicit Bias
  - Ageism
  - Able-ism
- Advance wellbeing and fight social injustice.

NASW Standards for Best Practice

- Adherence to the NASW Code of Ethics, mission, values & principles
- Advocate for rights to self-determination, confidentiality, access to supportive services and resources, and appropriate inclusion in decision-making affecting their well-being
  - (NASW Standards for Social Work Case Management, 2013)
- Honor the uniqueness of each family system, support family caregivers in navigating health care and social service systems, accessing resources, and identifying service gaps and barriers
  - (NASW Standards for Social Work Practice with Family Caregivers of Older Adults, 2010)
Cultural Intelligence

- Understand self
- Role of culture
- Cultural intelligence is the ability to successfully function in environments where individuals have experienced different [cultural training].


- Characteristics:
  - Uses the knowledge and skills APS workers already have.
  - Understands one’s own learned values and biases.
  - Understands others.
  - Matches appropriate behaviors and expectations to the situation.
Knowledge

Values

Skills

Self-Awareness

Cultural Competence

Inclusive Practice

Ethical Approaches and Culture

Absolutism

Relativism
Small Group Activity: Ethical Principles and Culture

- In small groups, discuss the ethical principles listed on Handout 7
- To determine your responses, ask yourself:
  - What questions do we need to ask ourselves when thinking of the principle and cultural differences?
  - What types of situations might trigger an interface of these principles in practice?
  - What must you do to insure you are meeting this ethical principle in practice?
- We will reconvene and share responses in 10 minutes.

Boundaries
Boundaries for Practice

**NASW Standards**
- 1.06 Conflicts of interest (a) - (h)
- 1.09 Sexual Relationships (a) - (d)
- 1.10 Physical Contact

We can also apply these standards to relationships with colleagues and as professionals.

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**Dual Relationships**

**MPSW 20.02(13).** Failing to avoid dual relationships or relationships that may impair the credentialed person’s objectivity or create a conflict of interest. Dual relationships prohibited to credentialed persons include the credentialed person treating the credentialed person’s employers, employees, supervisors, supervisees, close friends or relatives, and any other person with whom the credentialed person shares any important continuing relationship.
DSPS Actions

Self-Care: Influential Factors

Nature of Work
Organizational Factors
Personal Factors
Nature of the Work

- Complexity
- Social Work is ‘Emotional Labor’
- Crisis Orientation
- Exposure to Trauma
- Professional Obligations

Professional Ethical Obligations

<table>
<thead>
<tr>
<th>NASW Code of Ethics</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.05 Impairment</td>
</tr>
<tr>
<td>2.09 Impairment of Colleagues</td>
</tr>
<tr>
<td>2.10 Incompetence of Colleagues</td>
</tr>
<tr>
<td>2.11: Unethical Conduct of Colleagues</td>
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</tbody>
</table>

MPSW 20
Organizational Factors

➢ Organizational Culture
  ➢ Expectations
  ➢ Relationships

➢ Workload Issues
  ➢ Burnout vs. Compassion Fatigue

➢ Supervision

Implications: Compassion Fatigue and Burnout

<table>
<thead>
<tr>
<th>Burnout</th>
<th>Compassion Fatigue</th>
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<tbody>
<tr>
<td>Gradual response to workplace, becomes progressively worse if not addressed</td>
<td>More rapid onset</td>
</tr>
<tr>
<td>Linked to job strain, erosion of idealism, and void of achievement</td>
<td>Symptoms in common with burnout</td>
</tr>
<tr>
<td>Symptoms: Fatigue/exhaustion, Sleep and somatic problems, irritability, withdrawal, dehumanize clients, poor work performance</td>
<td>Symptoms often disconnected from real causes</td>
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<tr>
<td></td>
<td>Feelings of helplessness and confusion</td>
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<tr>
<td></td>
<td>Feelings of isolation</td>
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<tr>
<td></td>
<td>Faster recovery rate but result in a changed world view</td>
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<tr>
<td></td>
<td>Severe: PTSD</td>
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</table>

Feelings of helplessness and confusion
Feelings of isolation
Faster recovery rate but result in a changed world view
Severe: PTSD
Personal Coping and Style

- Emotional Intelligence
- Risk and Resiliency Factors
- Coping Style
- Boundaries
- Professional Identity

Risk and Resiliency

<table>
<thead>
<tr>
<th>Risk Factors</th>
<th>Protective Factors</th>
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</thead>
<tbody>
<tr>
<td>Empathy</td>
<td>Feeling of Self- Efficacy</td>
</tr>
<tr>
<td>Role Conflict/Lack of Clarity</td>
<td>Relational Supports</td>
</tr>
<tr>
<td>Trauma History</td>
<td>Optimistic Outlook</td>
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<tr>
<td>Avoidant Coping Style</td>
<td>Sense of Personal Control</td>
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<tr>
<td>Large Caseloads</td>
<td>Self-Awareness/Reflection</td>
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<tr>
<td>Isolation at Work</td>
<td>Organizational Culture: Open to Discussing Challenges</td>
</tr>
<tr>
<td>Value Conflicts</td>
<td>Effective Supervision</td>
</tr>
</tbody>
</table>
Boundaries

Doel et al, 2010

Applied Ethical Decision Making

DO Define opposing: the Dilemma
E Evaluate values of all stakeholders
T Think about ethical standards, laws, policies
H Hypothesize options
I Investigate Harms
C Consultation
S Scribe, Sequel, and Self-Care

Adapted by J. Groessl from Congress (2000).
Wrap-Up

Boundaries and Identity

Professional

Personal
THANK YOU!