Making it happen – the use of Implementation Science to implement the Meitheal Practice Model

Grainne Sullivan
What is Meitheal?

Meitheal is a national practice model to ensure that the needs and strengths of children and their families are effectively identified, understood and responded to in a timely way so that children and families get the help and support needed to improve children’s outcomes and to realise their rights.
Why is Early Intervention important?

Closing the gap between recognising the need and put in place a targeted intervention

Correlation between early identified needs and latter issues - Nipping problems in the bud and not waiting till they progress into child protection, youth justice and mental health.

Cost efficiencies of responding at early childhood & early stage of need.
Letting, helping or making ....
Children First, 1999 implementation

“difficulties and variations in relation to implementation of the guidelines arise as a result of local variation and infrastructural issues, rather than from fundamental difficulties with the guidelines themselves” (DOC, 2008)

9 years

“While staff were briefed, there was no systematic effort to embed Children First, the National Guidelines on Child Protection and Welfare (1999) into practice” (DOC, 2010)

11 years

“Inspectors found that policies in respect of child protection notification systems, as outlined in Children First: National Guidelines for the Protection and Welfare of Children (1999), were not fully implemented in three of the four local health areas” (HiQA, 2011)

12 years
Vision for DNC

• It is used on a **scale sufficient** to impact social problems
• There is **sustained** usage
• It is adopted & used with **fidelity**.
What is implementation?

*Implementation* is defined as a specified set of activities designed to put into practice an activity or program of known dimensions. (Fixsen et al, 2005)
Successful implementation is a combination of:

• **Stage-matched** implementation activities

• “**Drivers**” or core components that promote competency, organizational support, and leadership

• **Teams** that provide organized capacity to lead and support the change effort
Implementation Drivers

Improved Outcomes for Children & Families

Performance Assessment (Fidelity)

Managing the external system
Organisational policies & procedures
Decision Support Data System

Competency Drivers
Coaching
Training
Selection

Organization Drivers

Integration & Compensatory

Leadership
Technical
Adaptive

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Implementation Drivers

Improved Outcomes for Children & Families

Performance Assessment (Fidelity)

Coaching

Training

Selection

© Fixsen & Blase, 2008
Selection

CFSN

CFSN Coord.

Children First

Briefing

Trust in Tusla

Common goal

Agreement

Pre training visit
Training

I'm back from training.

I got a big binder.

The training is already forgotten, but the binder will last forever.

A living monument to temporary knowledge!
Coaching

**School Briefings**
- 19 & 20 May 2014

**Community Briefings**
- 18 to 23 June 2014

**HSE Briefings**
- 25 Sept/ 1 Oct 2014

**Finglas Network**
- 14/15 Jan 3 / 4 Feb

**Ballymun Network**
- 21/22 Jan 28/29 Jan 4/5 Feb

**Follow up**
- 7 & 8 May 16/17 June

- Ongoing presentations, visits & engagement with services
- Expression of Interest
- Children First
- Q & A on Thesholds Intake PSW 20 & 25 March 2015
- Ongoing one to one & group supports
- Practice notes
Deployment Flow Charts
Implementation Drivers

Improved Outcomes for Children & Families

Managing the external system

Organisational Policies & Procedures

Decision Support Data System

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Organisational

- Develop agreed protocols with the SW department in line with the Meitheal Toolkit
- Undertake IT audit of Tusla services and address capacity issues
- Establish system for attendance & redirecting requests from Duty
- Devise Communication strategy including branding for PPFS
- Integration of Meitheal into SOP for all TUSLA Services e.g. Family Support, NYP, Family Resource Centres
- Data on the needs within each network
Leadership

- Establish PPFS Management meetings
- Three year vision and plan for PPFS services
- Community briefing and response
- SW Team Leader Rep on all Networks
- PPFS rep. involvement in all ABCs.
- PPFS rep. on working groups/ Subgroups (hard to reach, Mental Health
- Implementation teams
- Establish Steering Committee for PPFS with CFSN & key agency representation.
The Implementation Team

• DNC Steering Group – Key stakeholder at multidisciplinary level and geographically diverse who support the implementation

• Network Subgroups – key Tusla & other stakeholders that oversee & support implementation at network level
The Implementation Team

• Know intervention and practice
• Know the community and services in the networks & supports “buy in”
• Engaged in continuous quality improvement
• Awareness of the importance fidelity & measuring outcomes
• Problem solving & sustainability
<table>
<thead>
<tr>
<th>Implementation Tasks</th>
<th>Responsible (individually or agencies leading)</th>
<th>Driver</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>1 EXPLORING AND PREPARING</td>
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<tr>
<td>Identify optimum catchment areas for the CFSNs and identify Network Coordinators.</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>Consideration will be given to child population, deprivation index, Social Work referral</td>
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<td>roles, existing networks, and primary care networks</td>
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<td>Establish if pre-existing networks or hubs can be supported to become / fulfill</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<tr>
<td>functions of a CFSN</td>
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<tr>
<td>Establish an audit of all voluntary, community and statutory services operating in</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>each network. This audit will include information such as Handler threshold levels,</td>
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<td>age, etc.</td>
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<tr>
<td>Schedule briefing for all services working with children and families per each</td>
<td>Grainne Sullivan</td>
<td>Competency</td>
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<td>network area</td>
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<tr>
<td>Realign the Cyber Strategy for DNC to support the development of the CFSN</td>
<td>Linda Crean</td>
<td>Leadership</td>
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<tr>
<td>A comprehensive needs analysis of children and families in DNC will be undertaken</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<tr>
<td>Reassignment of Tusla Staff to CFSN Coordinators</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>Device Communication strategy, including branding for PPS</td>
<td>Grainne Sullivan</td>
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<td>Meeting with all HSE Service Heads</td>
<td>Grainne Sullivan</td>
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<td>Develop knowledge of and relationship with all Tusla funded services</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>Establish PPS Management meetings</td>
<td>Grainne Sullivan</td>
<td>Leadership</td>
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<td>2 INSTALLATION - PLANNING AND RESCOURING</td>
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<tr>
<td>Train all CFSN Coordinators in Metheal Practice Model</td>
<td>PPS National</td>
<td>Competency</td>
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<td>Undertake IT audit of Tusla services and address capacity issues</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>Provide feedback to all network areas in response to briefing</td>
<td>Grainne Sullivan</td>
<td>Leadership</td>
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<td>Develop agreed protocols with the SW department in line with the Metheal Toolkit</td>
<td>Grainne Sullivan, Lisa Andsden, Joy Mahon</td>
<td>Organisational</td>
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<tr>
<td>Establish a system for attendance &amp; redirecting requests from RED</td>
<td>Grainne Sullivan, Caitriona Roche</td>
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<tr>
<td>Develop a clear &amp; consistent referral pathway for receiving and distributing</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>Metheal requests for each network</td>
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<tr>
<td>Develop local procedures &amp; processes to operationalise the Metheal Toolkit - SOP for</td>
<td>Grainne Sullivan</td>
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<td>Metheal</td>
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<tr>
<td>Establish Steering Committee for PPS with CFSN &amp; key agency representation</td>
<td>Grainne Sullivan, Steve West</td>
<td>Leadership</td>
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<td>Develop TOL</td>
<td>Grainne Sullivan</td>
<td>Competency</td>
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<td>Train &amp; coaching plan for each CFSN</td>
<td>Grainne Sullivan</td>
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<td>Develop Training Schedule for the 6 CFSN depending on a set criteria of readiness</td>
<td>Grainne Sullivan</td>
<td>Competency</td>
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<td>Audit all Tusla funded services to ensure have Children’s First Training</td>
<td>Grainne Sullivan</td>
<td>Competency</td>
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<td>Underwrite a programme of work on Thresholds in the CFSN</td>
<td>Grainne Sullivan</td>
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<td>Design database for Metheal</td>
<td>Grainne Sullivan</td>
<td>Competency</td>
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<td>Development of SOP for Family Support to include Metheal</td>
<td>Caitriona Roche</td>
<td>Leadership</td>
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<td>Development of SOP for NPs to include Metheal</td>
<td>John O’Reilly, Anthony O’Connor</td>
<td>Leadership</td>
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<tr>
<td>Development of SOP for Family Resource Centres to include Metheal</td>
<td>Tessa Niland</td>
<td>Leadership</td>
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<td>Design Metheal leaflets for Professionals</td>
<td>Grainne Sullivan</td>
<td>Organisational</td>
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<td>Development of unified, cohesive and integrated networks of support with</td>
<td>Grainne Sullivan</td>
<td>Leadership</td>
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<td>experienced coordinators</td>
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<td>Work with PPS to identify barriers to implementation</td>
<td>PPS Steering Group</td>
<td>Leadership</td>
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<td>3 INITIAL IMPLEMENTATION</td>
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<td>Phased implementation of Metheal per CFSN</td>
<td>Grainne Sullivan</td>
<td>Competency</td>
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<tr>
<td>Review &amp; training evaluation and adapt as appropriate</td>
<td>CFNS Coordinating Team</td>
<td>Competency</td>
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Plan – Do – Study - Act

- The child within the family
- The role of Community Development as a CFSN Coordinator
- Implementation climate
- Procedural adherence versus Procedural competence
- Thresholds for the Meitheal Practice Model
- The importance of Organisational Drivers ...... Competency Drivers can not compensate for all!
Bibliography

