# Implementation Network of Ireland and Northern Ireland

Tusla, Brunel Building, Dublin

8th November 2019

# Welcome and Introduction

# Agenda

1. **Welcome, Introduction and Network Updates**……………………………………………11.00 - 11.15

2. **Keynote Presentation by Caroline Jordan and Fergal Landy – Tusla, Child and Family Agency:**    11.15 - 12.00
   *Learning from structured implementation approaches to designing , implementing and evaluating innovations*

3. **Q&A**………………………………………………………………………………..12.00 - 12.30

*Lunch* …….…….…………………………………………………………………12.30 - 13.15

4. **Panel Discussion and Q&A:** *Capacity Building for Implementation*………………………………13.15 - 13.55

5. **Group Discussion:** *Building Capacity for Implementation - successes and challenges*……………......13.55 - 14.25

*Close*…………………………………………………………………14.25 - 14.30

# Implementation Network

- **18th Meeting** of the Implementation Network
  - Established in 2011
  - Steering Group which advises on future development and sustaining of the Network
  - Coordinated and supported by CES

- **Purpose** of the Implementation Network:
  - Promote and *share learning about effective implementation* of policy and practice
  - *Across* health, education, social care and justice *sectors* in Ireland and Northern Ireland
  - *Connect* to *international learning*

- **Members** from government departments, public bodies, community and voluntary, research and academia in Ireland and Northern Ireland
  - Currently 109 members of the Network (on the Network members list) - 70% from Ireland, 26% from N. Ireland, 4% international
  - Between 30 - 60 members attend the Network meetings - mix of regular and new/occasional attenders

# Membership of the Implementation Network of Ireland and Northern Ireland

## What does membership involve?

✓ Opportunities to connect with implementation colleagues by attending Network meetings and events which feature leading local and international experts in implementation and Implementation Science

    ✓ 2 Network meetings a year (Spring, Autumn), plus other events

✓ 3-4 '*Implementation Update*' emails a year

✓ Access to up-to-date resources and publications on Implementation Science

✓ Sharing your name, job title, and organisation, as part of a members list, with other members at Network meetings

✓ No fee/charge

## How to become a member

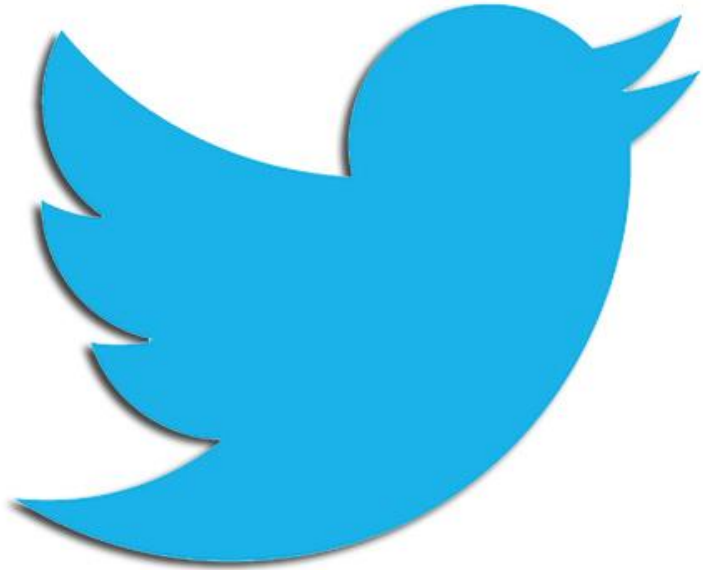- **Sign up** by emailing snevin@effectiveservices.org

# Chatham House Rules

*Chatham House Rules apply*

i.e. participants are free to use information received at these meetings, but neither the identity nor the affiliation of the speaker(s) may be revealed

➤ Encourage openness, sharing of information

➤ Create 'a safe space' for honest dialogue and learning

Follow the conversation and share your thoughts via Twitter with

**#ImplemNetwork**

# Implementation Network meetings 2020

- **Spring** Network meeting **– Dublin**
  - ➢ **March 2020 – decide on 4,5,6 March!** (Wed, Thurs, Friday)

- **Autumn** Network meeting – **Belfast**
  - ➢ October/November 2020

# Network Updates

# 2019 - International implementation events

- **King's College London**: Implementation Science Masterclass and Implementation Science Research Conference, July 16th – 18th 2019

    http://www.clahrc-southlondon.nihr.ac.uk/news-and-blog/2018/save-dates-implementation-science-masterclass-2019-and-implementation-conference

- **Society for Implementation Research (SIRC) 2019** : September 12th – 14th 2019, Seattle :
    https://societyforimplementationresearchcollaboration.org/5th-biennial-society-for-implementation-research-conference-september-12-14-2019/

- **Global Implementation Conference (GIC) 2019** : September 15th – 17th 2019, Glasgow :
    https://gic.globalimplementation.org/

# European Implementation Event (EIE), October 1st – 2nd 2020, Rotterdam

- **Theme:** *Crossing Borders – Overcoming Boundaries: Implementation for a new decade*

  Learn about the latest, cutting-edge implementation science and practice; participate in inspiring and surprising discussions with international colleagues; expand your professional network; and be inspired by the diversity of this exciting discipline.

- **Who is it for?**

  Individuals and organisations engaged in synthesising, translating, adopting and implementing evidence in human service practice and policy.

  You may work in health, social welfare, education or other human service sectors; you may be a psychologist, social worker, occupational therapist, nurse, sociologist, economist or have a totally different educational background; researchers as well as practitioners, funders, organisational leaders, intermediaries and other roles are welcome at the event – as are those who are new to the field and those with extensive knowledge and experience.

- **Proposals and registration**

  - *Early bird registration* (until March 16, 2020): € 475. Late registration (from March 17, 2020): € 680

  - *Pre-conference activities, on September 30,* will be provided free

  - *Call for proposals and submissions:* Opened November 1, closes **January 19**, 2020

  - *Early call for symposia:* Opened October 1 and closing on December 1, 2019

# New implementation science resources

**Open access - free TIDIRC Implementation Science resources (Training Institute for Dissemination and Implementation Research in Cancer, USA).** Click here

Makes online training materials used in the TIDIRC Facilitated Course available to the public. The free, online materials provide an overview to dissemination and implementation (D&I) research. Each module serves as an introduction to fundamental terms, concepts, and principles of D&I with examples of their application.

**Special Issue of Psychiatry Research Journal on Introduction to Implementation Science: Increasing the Public Health Impact of Research (Psychiatry Research Journal).** Click here

**CES Guide to Implementation.** This guide builds on CES's Introductory Guide to Implementation (2012). It includes key information for anyone responsible for implementing an intervention, programme or project. Click implementation

Module 1: Introduction to Dissemination & Implementation Science

Module 2: Fidelity & Adaptation of Interventions in Implementation Science

Module 3: Implementation Science Models, Theories, & Frameworks

Module 4: Implementation Science Measures

Module 5: Study Designs in Implementation Science

Module 6: Implementation Strategies

In the **CES Guide** you can read about:
- The four stages in implementation
- What helps and what hinders implementation
- Implementation strategies
- Frameworks and tools
- Context for implementation and scaling up
- Implementing policy

# Keynote Presentation by Caroline Jordan and Fergal Landy

# Tusla, Child and Family Agency

# The Prevention, Partnership and Family Support Programme

*Collaborative leadership for better outcomes*

# Tusla Services

The Child and Family Agency's services include a range of universal and targeted services:

- Child protection and welfare services;

- Educational welfare services;

- Psychological services;

- Alternative care;

- Family and locally-based community supports;

- Early years services;

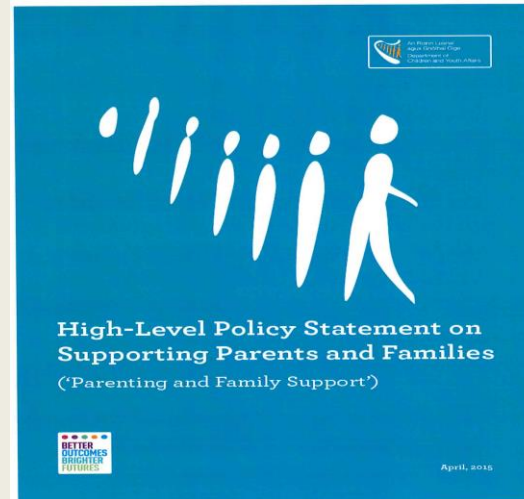- Domestic, sexual and gender-based violence services.

# Policy Context

# Policy Context
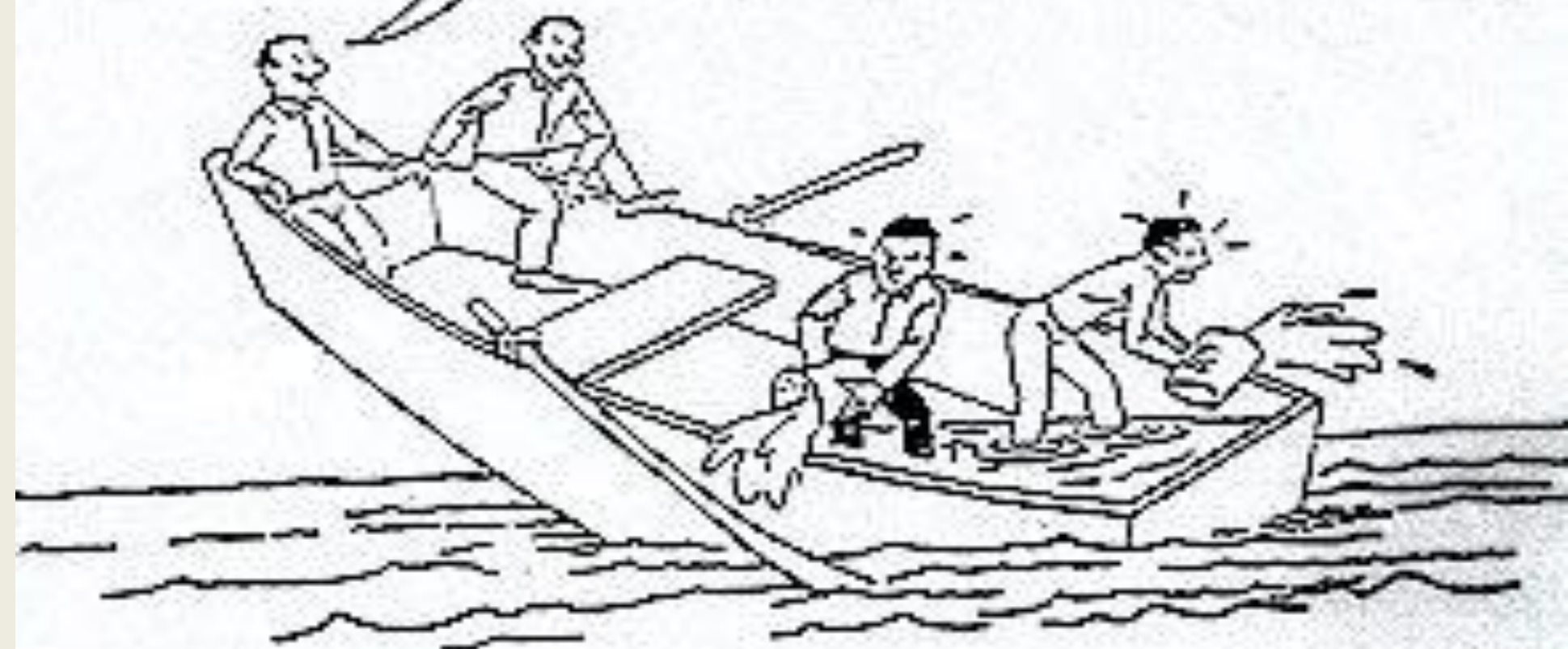
High Level Policy Statement on Supporting Families

# Prevention Partnership and Family Support

# Galway University Foundation Logic Model – App 22501 'Mainstreaming Programme – supporting the implementation nationally of a prevention, partnership and family support model'

| Inputs | Activities | Outputs | Medium-Term Outcomes (2015-2017) | Long-Term Outcomes (2018 and beyond) |
|---|---|---|---|---|
| ❖ Formal commitment from DCYA to programme<br>❖ Commitment from Tusla in form of Family Support Budget, Strategic and Operational Management Support and Existing Staff (inclusive of FSA and NEWB)<br>❖ Active engagement in and commitment to the programme by the range of external partners, both voluntary and statutory<br>❖ Strategic investment by The Atlantic Philanthropies and Galway University Foundation via MOU<br>❖ Research and Evaluation Expertise and Technical Support from UCFRC<br>❖ MOU between key partners | ❖ **Workforce Development**-training, coaching and mentoring support in the implementation of the Meitheal Model and Child and Family Support Networks<br>❖ **Commissioning**-develop capacity for evidence informed commissioning via expert-led training and ongoing support<br>❖ **Parenting**-to include training, identification of champions, development of Corporate Parenting Strategy<br>❖ **Participation**-support the development of robust participation structures including system for quality assuring participatory practice within Tusla<br>❖ **Public Education**-devise and implement a campaign inclusive of website<br>❖ **Research and Evaluation**-establish info system requirements and embed within NCCIS and deliver agreed programme of research, evaluation and technical support | ❖ 4,000 training and coaching sessions provided to 13,000 Tusla and associated staff across Meitheal Model, Commissioning, Participation, Parenting Support<br>❖ Meitheal and associated local networks fully operational<br>❖ National, regional and local annual commissioning plans developed<br>❖ Repeat of national funding survey and comparative study on funding and commissioning decisions completed<br>❖ Clear and accessible network of supports available to parents and carers<br>❖ Corporate Parenting Strategy published and implemented<br>❖ Quality Assurance System for participatory practice developed and fully piloted<br>❖ Public Education Campaign delivered<br>❖ Module on Meitheal operating as part of NCCIS<br>❖ Various research and evaluation outputs (reports, blogs, webinars, etc.) | ❖ Tusla's prevention and early intervention system is operating effectively, delivering a high quality, standardised and consistent service to children and families in each of the 17 management areas<br>❖ Tusla service commissioning is increasingly rigorous and evidence-informed and privileges prevention and early intervention<br>❖ A strategic approach to parenting is increasingly delivering cost-effective better practice and better outcomes for parents and children, thus reducing inequalities<br>❖ Children and families are increasingly aware of available supports and are less likely to fall through gaps, as all relevant services are working together in Tusla's prevention and early intervention system<br>❖ The participation of children and parents is embedded in Tusla's culture and operations | ❖ Intensive implementation support has delivered transformative change in Tusla policies and practice in family support, child welfare and protection, leading to enhanced child and family wellbeing, less abuse and neglect and a changed profile of children in care<br>❖ Improved outcomes for children and parents and value for money in service provision achieved through shifting Tusla's Family Support Budget in favour of evidence informed, prevention and early intervention services<br>❖ Tusla is recognised as a best practice model nationally and internationally in delivering on the public sector reform objective of the cost-effective achievement of better outcomes for children and families, based on a core commitment to prevention and early intervention |

"Sometimes I think the collaborative process would work better without you."

# What is PPFS?



**Greater participation of children and families**

**New Structure**
low, medium and high prevention services commissioned based on need, evidence and participation

**And arranged with all partners into localised Child and Family Support Networks**

**Implementing Meitheal and parenting support approaches**

**Workforce, learning and development**

**Enhanced public awareness and communication**

TÚSLA
An Ghníomhaireacht um Leanaí agus an Teaghlach
Child and Family Agency

# Tusla's Early Intervention and Prevention System

**National to Local Framework for PP&FS:**
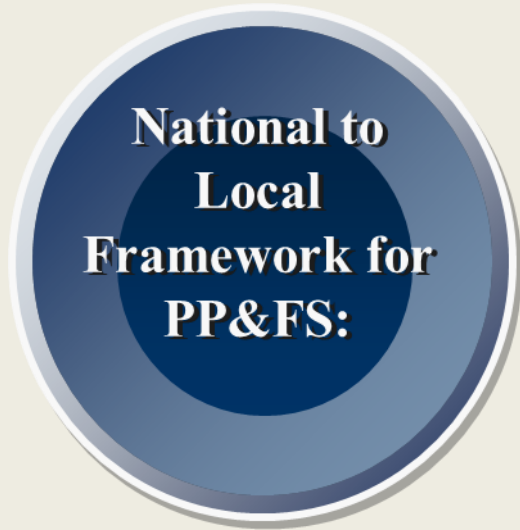
- 17 Area Managers
17 Senior Managers for PP&FS
& Steering
Committees linked to Children &
Young People Services
Committees

- Each of the 17 areas divided
into local Child & Family
Support Networks with
Coordinators

# Strategic Objective #2
## Clear Response Pathways along the CP&W Continuum of Need

**Clear thresholds for child protection intervention, for transfer to/from alternative care, for closing cases, for diverting cases to other agencies, to area based approaches, etc. Clear and effective pathways through the system (end-to-end)**

| Hardiker Level 1 | Hardiker Level 2 | Hardiker Level 3 | Hardiker Level 4 |
|---|---|---|---|
| Needs are met | Children with Low to Medium Level Needs | Children with Multiple Needs | Children with Complex/ Acute Needs |

continuum of help / support required by the child

**NEED**   **NEED- HARM**   **HARM**   **HARM**

## Thresholds

**THRESHOLD**

Reasonable Grounds for Concern

Determined by Mandated Persons/ Other Referrer

**THRESHOLD**

Welfare or Protection Response

Tusla Determined via Initial Assessment, or subsequent assessment

**THRESHOLD**

Significant Harm requiring alternative care

Tusla Determined via Initial Assessment or subsequent assessment

## Tusla Response Pathways

*Universal Services*

### Child & Family Services (Area-Based Approach)
Focus on Needs & Strengths, Family Led, Voluntary
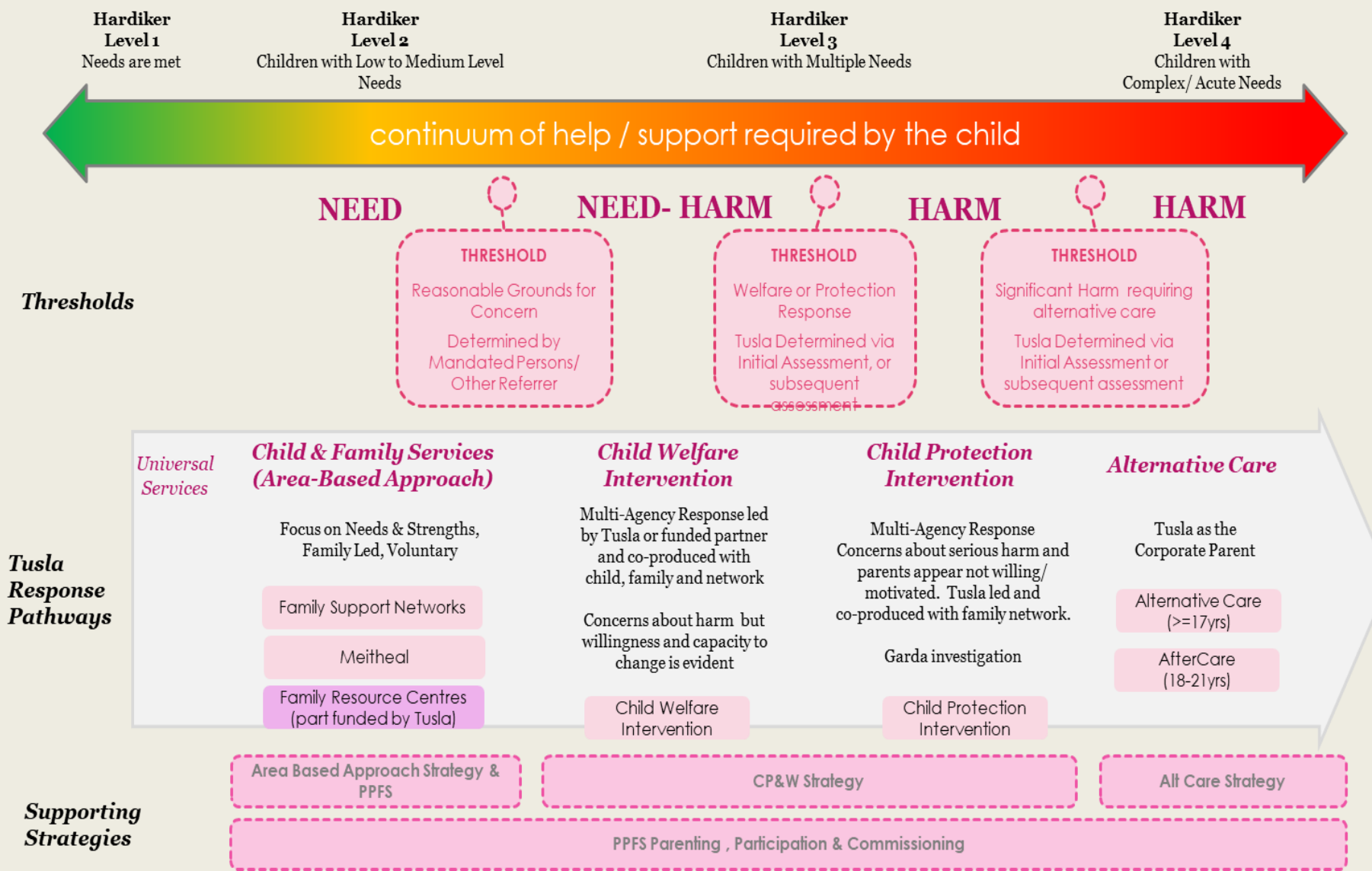
- Family Support Networks
- Meitheal
- Family Resource Centres (part funded by Tusla)

### Child Welfare Intervention
Multi-Agency Response led by Tusla or funded partner and co-produced with child, family and network

Concerns about harm but willingness and capacity to change is evident

- Child Welfare Intervention

### Child Protection Intervention
Multi-Agency Response Concerns about serious harm and parents appear not willing/ motivated. Tusla led and co-produced with family network.

Garda investigation

- Child Protection Intervention

### Alternative Care
Tusla as the Corporate Parent

- Alternative Care (>=17yrs)
- AfterCare (18-21yrs)

## Supporting Strategies

- Area Based Approach Strategy & PPFS
- CP&W Strategy
- Alt Care Strategy
- PPFS Parenting, Participation & Commissioning

# What is Meitheal?

Meitheal is a national early intervention 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.

Meitheal – A National Early Intervention Practice Model for all agencies working with children, young people and their families (2013, p. 1)

# MY WORLD TRIANGLE

The whole health and development of the child or young person



Learning & achieving

Being healthy

Being able to communicate

Confidence in who I am

Learning to be responsible

Being independant looking after myself

Enjoying friends and family

**HOW I GROW AND DEVELOP**

**WHAT I NEED FROM PEOPLE WHO LOOK AFTER ME**

**MY WIDER WORLD AND COMMUNITY**

Understanding my family's history, background & belief

Knowing what is going to happen and when

Guidance, supporting me to make the right choices

Everyday care and help

Play, encouragement and fun

Keeping me safe

Being there for me

School

Enough money

Local resources

Work opportunities for my family

Support from family, friends and other people

Comfortable and safe housing

Belonging

**Meitheal**
A **TUSLA** led national practice model

**TUSLA**
An Ghníomhaireacht um Leanaí agus an Teaghlach
Child and Family Agency

# Role of Utilizing Data and Relevant Research to build and refine implementation efforts
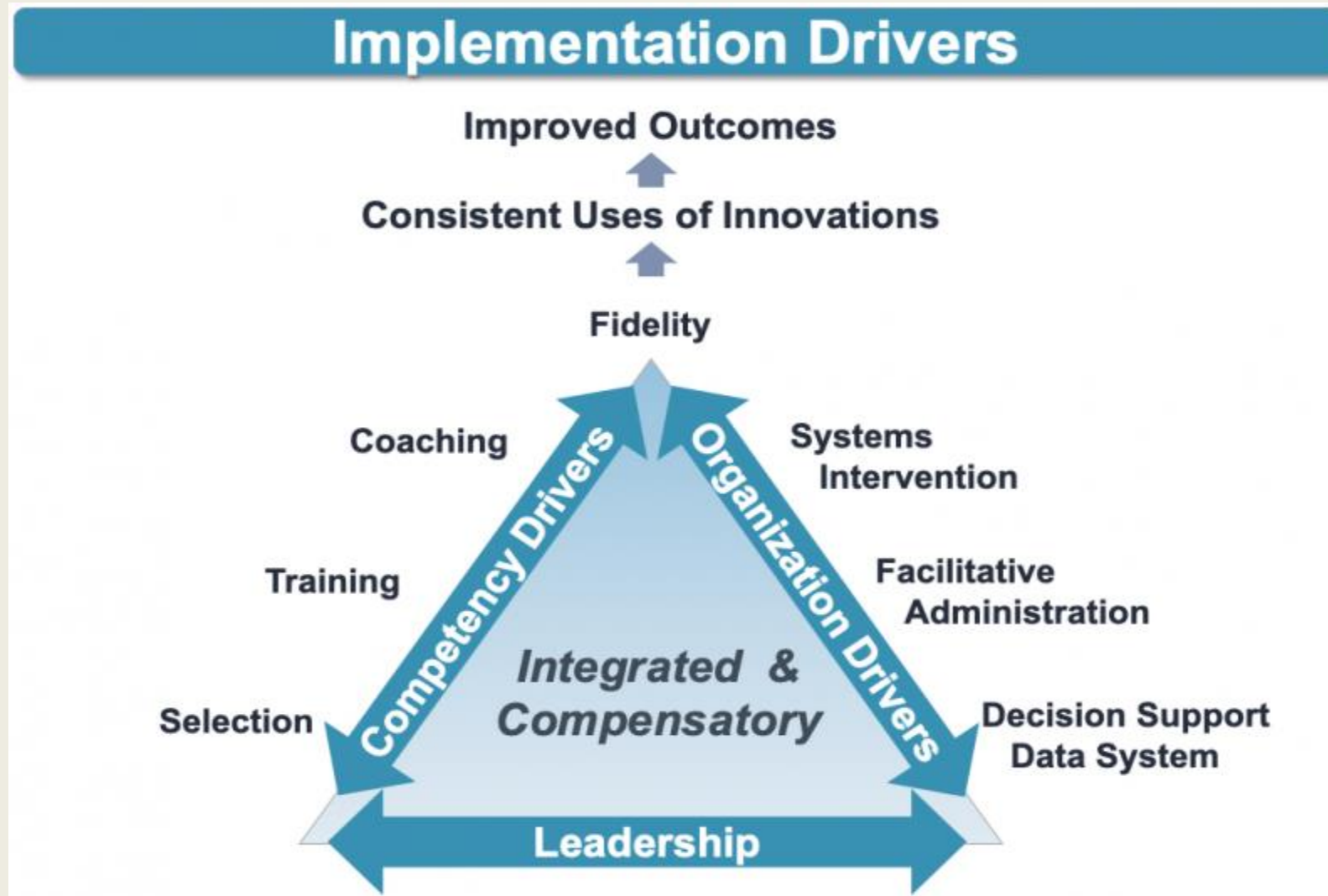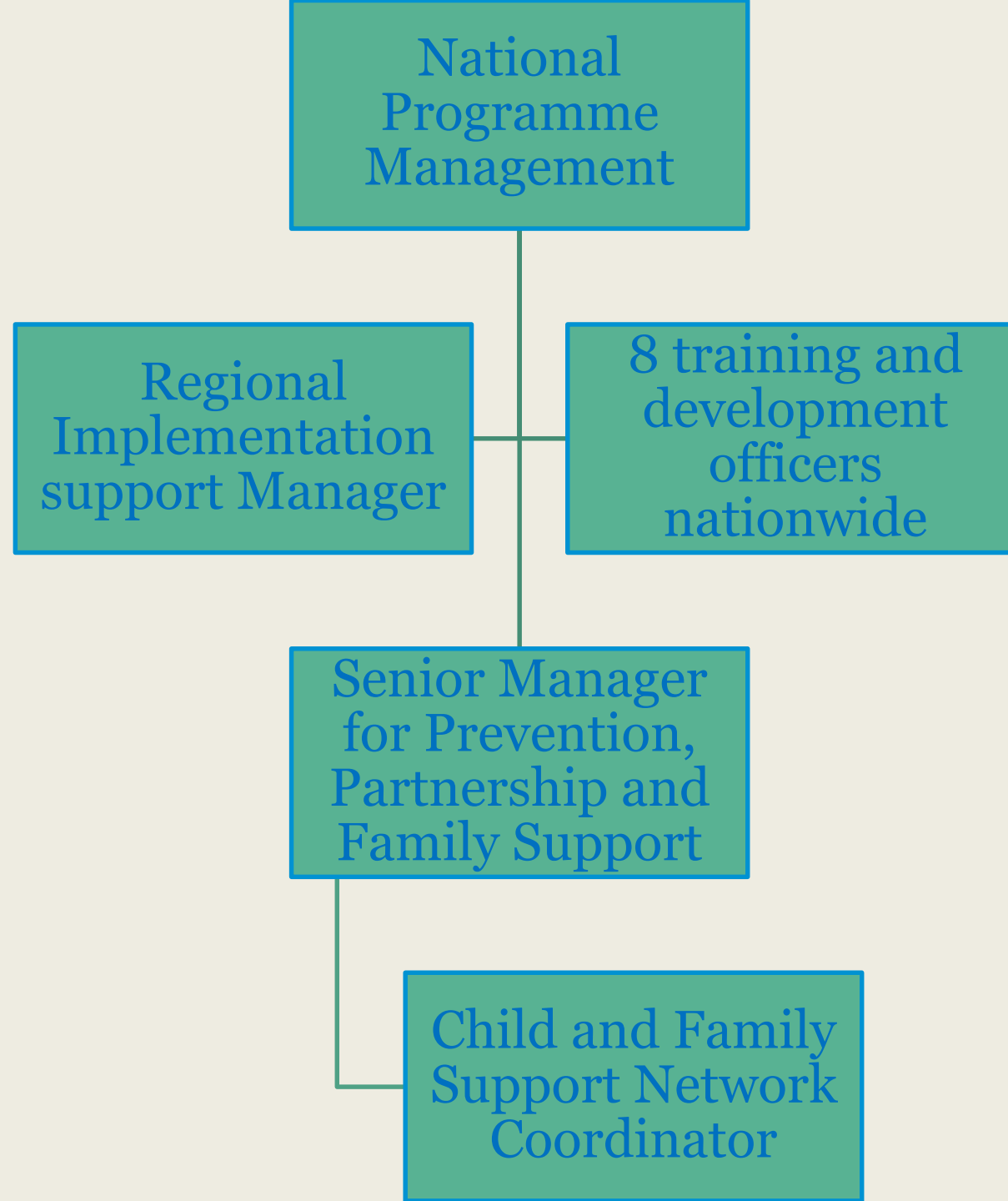
- A consultative detailed design process led to a suite of documentation that was informed by a combination of international literature, domestic small scale research and practitioner and service user views.

- During early implementation, adaptations were made based on practitioner feedback and early evaluation feedback. – eg. Meitheal Forms

- Data feedback was supported by information management personnel, regularly presented to national management and a working group and was used to inform ongoing implementation – although the data system was also in formation….

# The workforce and their Capacity and Readiness to Support Implementation and the Promotion of Quality Practice
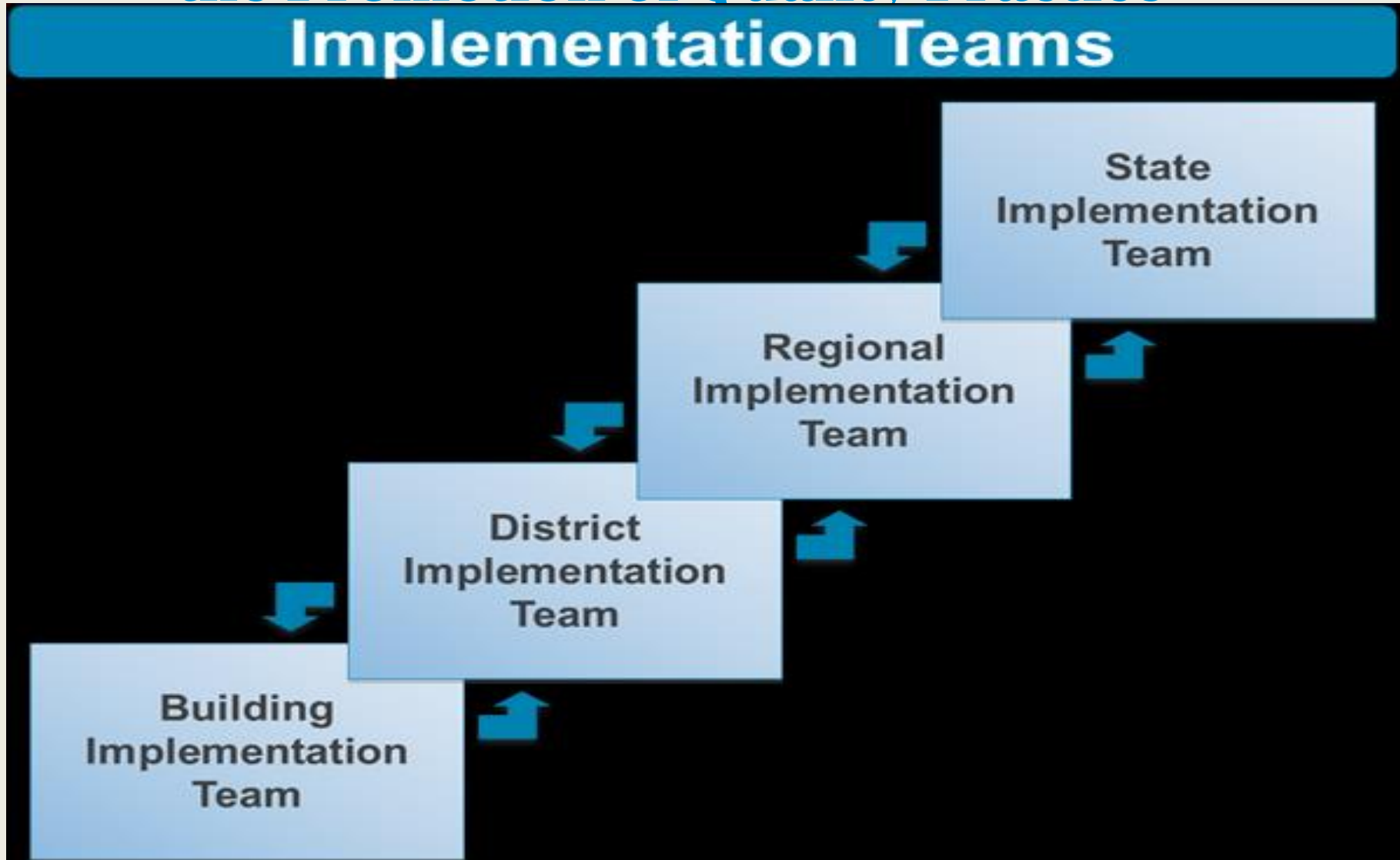
- The philanthropic investment allowed for the recruitment of 8 new training and development officers.
- Building on a decade of developmental work – mainly focused on 3rd sector.
- Very positive and enabling policy context.
- Child and Family Support Networks facilitates a child and family workforce approach
- Senior Child and Family Support Network Coordinators as a implementation support

National Programme Management

Regional Implementation support Manager

8 training and development officers nationwide

Senior Manager for Prevention, Partnership and Family Support

Child and Family Support Network Coordinator

# Role of Organizational Culture and Policies in Supporting Quality Implementation and Sustainability
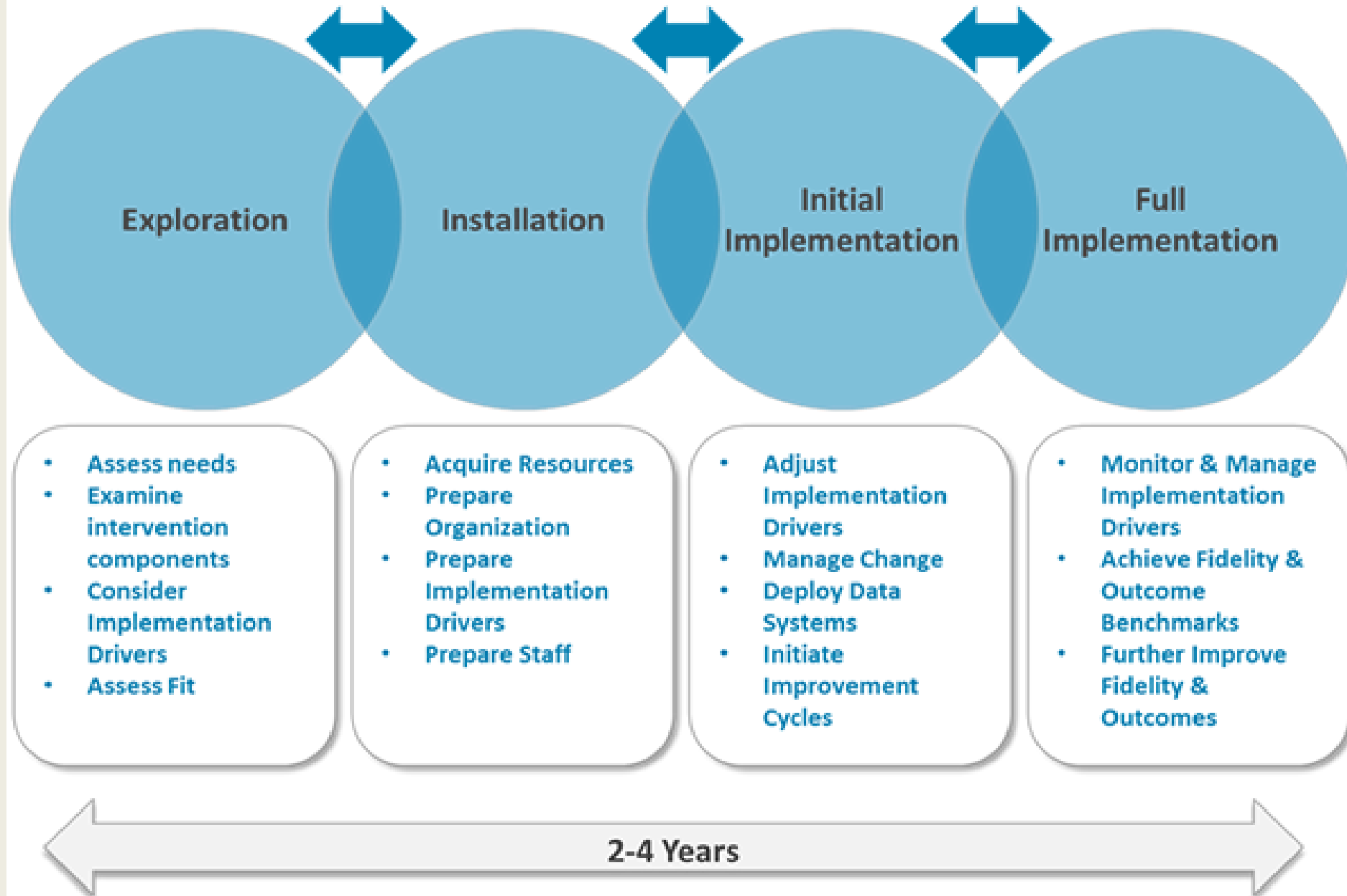
- Especially challenging, newly developed organisation – no coherent culture

- Incongruence between policy and culture – participation and prevention well established in policy but not in culture.

- Key question within the evaluation research.

- Role of training, conferences and implementation support meetings in setting cultural tone.

- Power of co-production is key – it is children, young people and parents who will change the culture, not us!
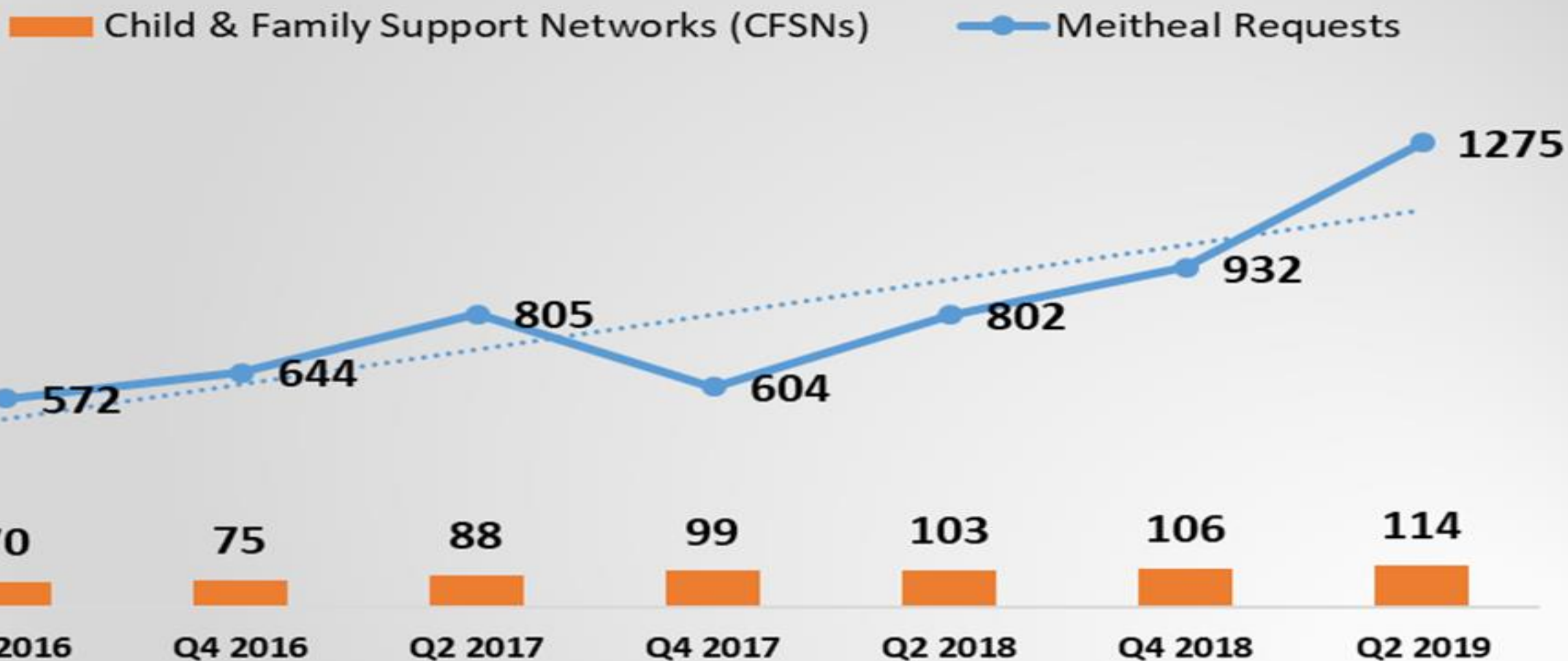
# Implementation Stages

**Exploration**

**Installation**

**Initial Implementation**

**Full Implementation**

- Assess needs
- Examine intervention components
- Consider Implementation Drivers
- Assess Fit

- Acquire Resources
- Prepare Organization
- Prepare Implementation Drivers
- Prepare Staff

- Adjust Implementation Drivers
- Manage Change
- Deploy Data Systems
- Initiate Improvement Cycles

- Monitor & Manage Implementation Drivers
- Achieve Fidelity & Outcome Benchmarks
- Further Improve Fidelity & Outcomes

2-4 Years

# Implementation of Meitheal and CFSNs

*(01.01.2016 to 30.06.2019)*

Child & Family Support Networks (CFSNs) — Meitheal Requests

| Period | Meitheal Requests | CFSNs |
| --- | --- | --- |
| Q2 2016 | 572 | 70 |
| Q4 2016 | 644 | 75 |
| Q2 2017 | 805 | 88 |
| Q4 2017 | 604 | 99 |
| Q2 2018 | 802 | 103 |
| Q4 2018 | 932 | 106 |
| Q2 2019 | 1275 | 114 |

Period

# Lessons

- A mandated change agent drives implementation- National Programme Manager and sponsored by CEO and DCYA

- Philanthropic resources available to secure access to the necessary expertise & direct hands-on support needed to build business cases and capacity – National and Regional teams and Outcomes Imp and Accenture

- Formative research programme for feedback and evaluation appropriate research questions.  - UNESCO CFRC

# Dilemmas

- Learning by doing to assess implementation barriers across multiple system actors, settings, and layers

- Data Matters: Develop capacity for strategic use of data to drive the initiative- what works and for whom? The case for investing in early intervention

- Whole system approach – new Agency, new roles and processes for Implementation teams – how to apply theory of change and improvement cycles at national level, regional and local level

# Successes

- System change – Our strong conclusion is that the organisational culture of Tusla is changing such that it is becoming more preventative in focus and inclusive of parents and children (UCFRC, 2018).

- DCYA decision to align ABC programme and support PPFS programme funding.

- Meitheal is improving family outcomes particularly from the perspective of mothers, showing the potential of Meitheal to improve and sustain improvement in outcomes over time.

- Multiple examples of child, youth and parental participation and testimony as to the value of the work.

# The Prevention, Partnership and Family Support Programme

*Collaborative leadership for better outcomes*

# Q&A

*12.00 – 12.30*

# Lunch

*Reconvene at 13.15*

# Panel Discussion and Q&A:
## Capacity Building for Implementation

- **Cathy Galway**, Director of Youth, Early Years and Childcare, Department of Education (Chair)

- **Lorraine Brown**, Head of Early Years - Learning to Learn Team, Department of Education

- **Ailish Glennon**, Deputy Director, The Probation Service

- **Melanie Stone**, Project Specialist, Centre for Effective Services

# Group Discussion

**Building capacity for implementation:**

**successes and challenges**

*13.55 – 14.25*

# Group Discussion

Join a group and discuss the following questions:

1. What **learning from today could you apply** to your own work?

2. What do you have to **add from your own work** and experience?

*Please spread out and sit with people you haven't met before*

As a group, decide the **2 most important insights** to feed back

You will have **15 minutes** to discuss as a group, and then we will take feedback (2 insights) from the groups, in a plenary session

# Thank you!

Please complete **the feedback form** – *the Steering Group pays attention to your feedback!*

To **join the Implementation Network** of Ireland and Northern Ireland
- Email snevin@effectiveservices.org