



**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



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



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)

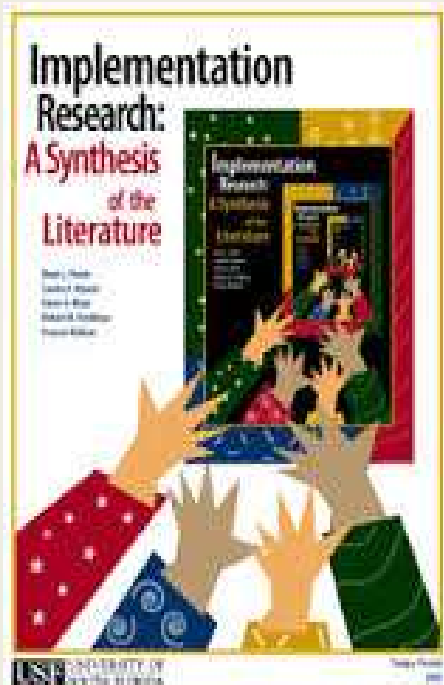
11 years

“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?

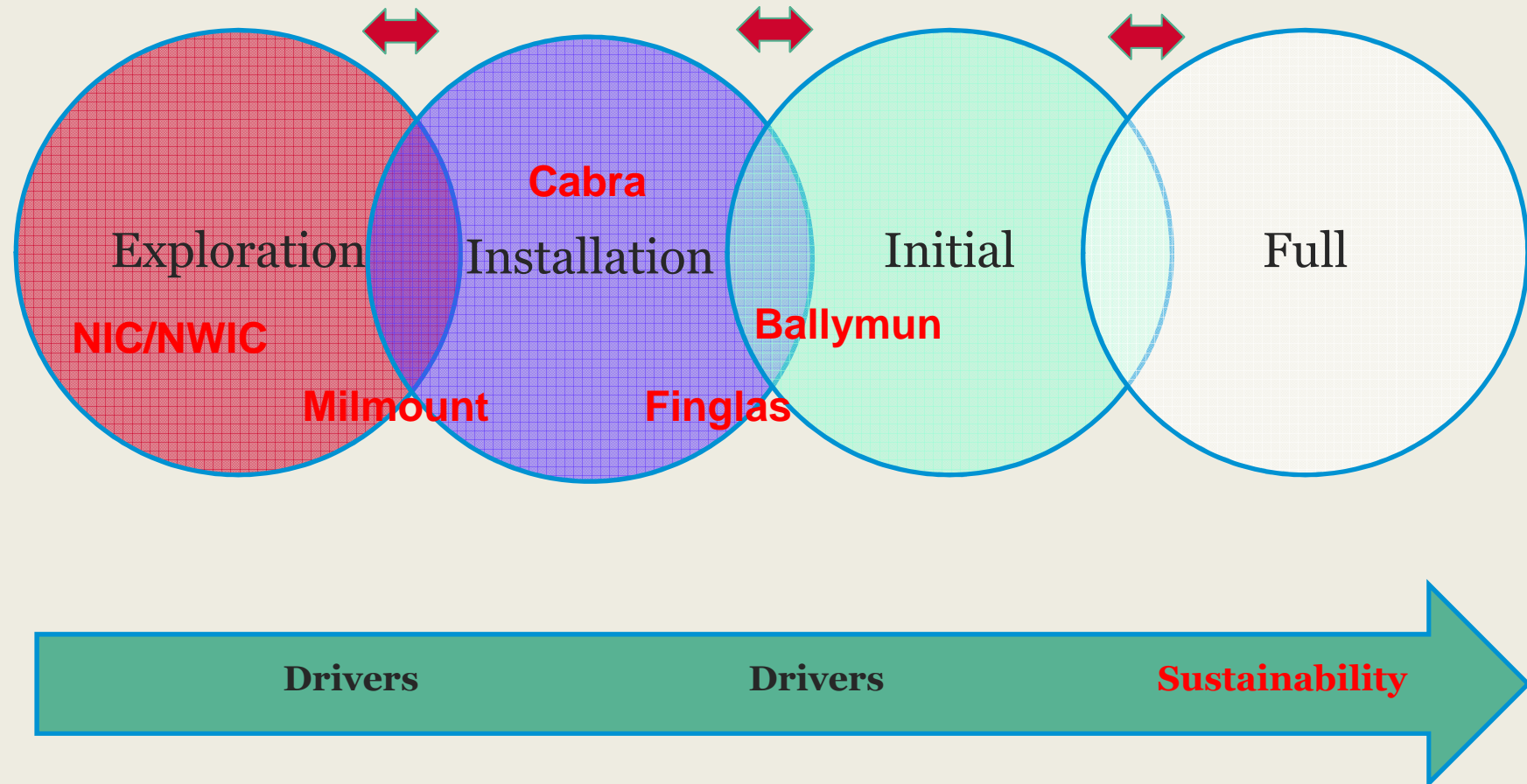


Implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions.
(Fixsen et al, 2005)

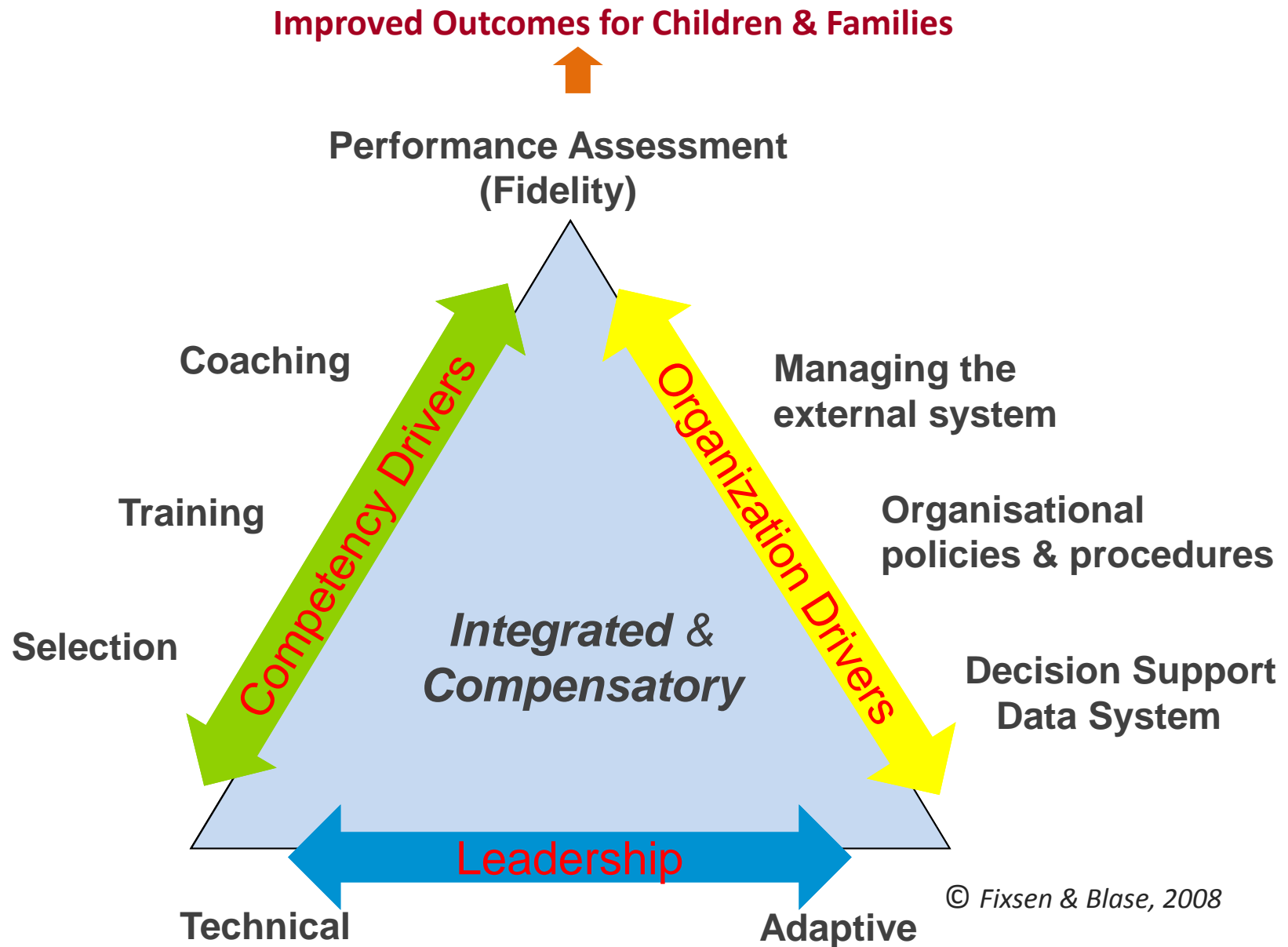
Successful implementation is a combination of:

- **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

Stages of Implementation

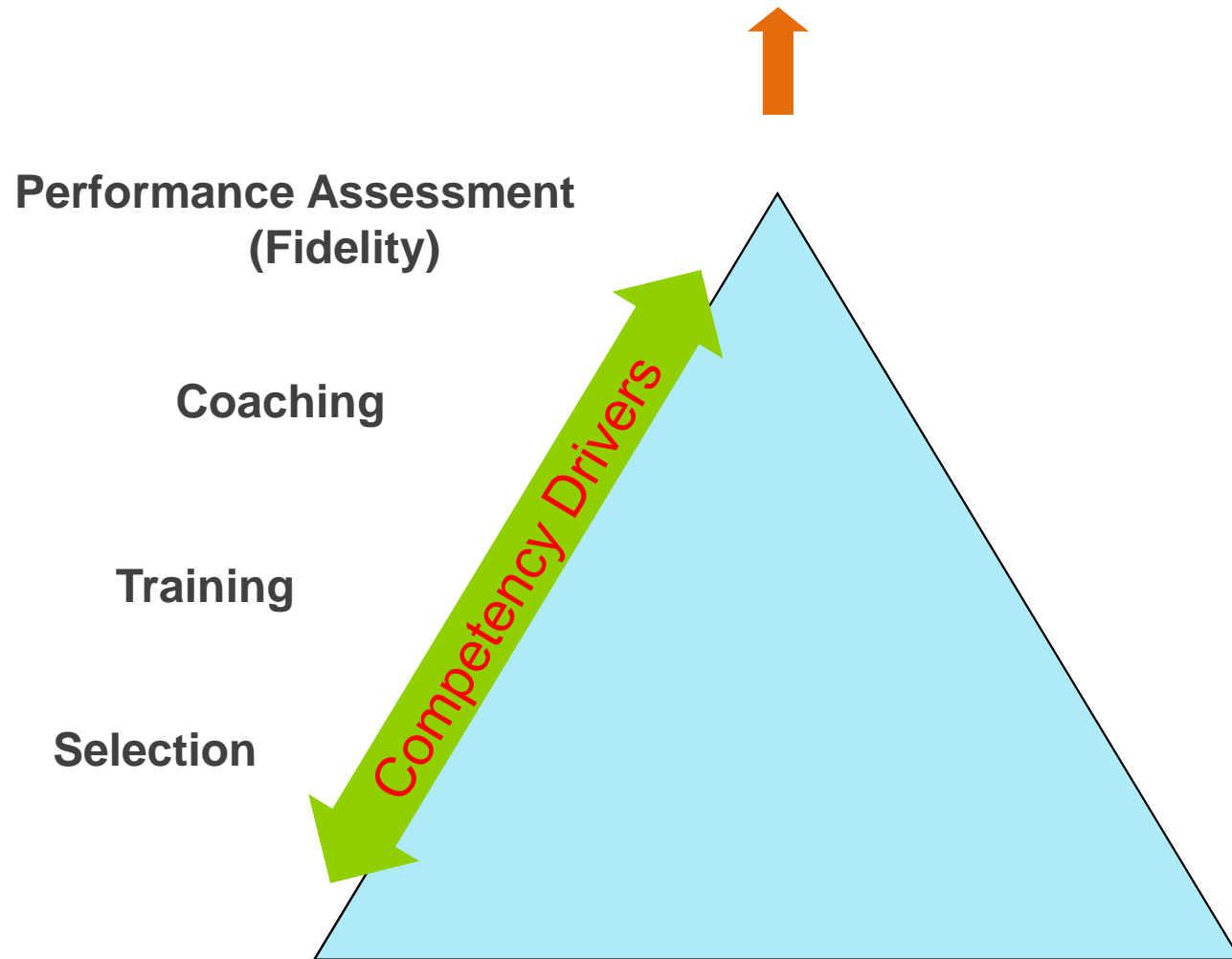


Implementation Drivers



Implementation Drivers

Improved Outcomes for Children & Families



Selection

CFSN

**CFSN
Coord.**

**Children
First**

Briefing



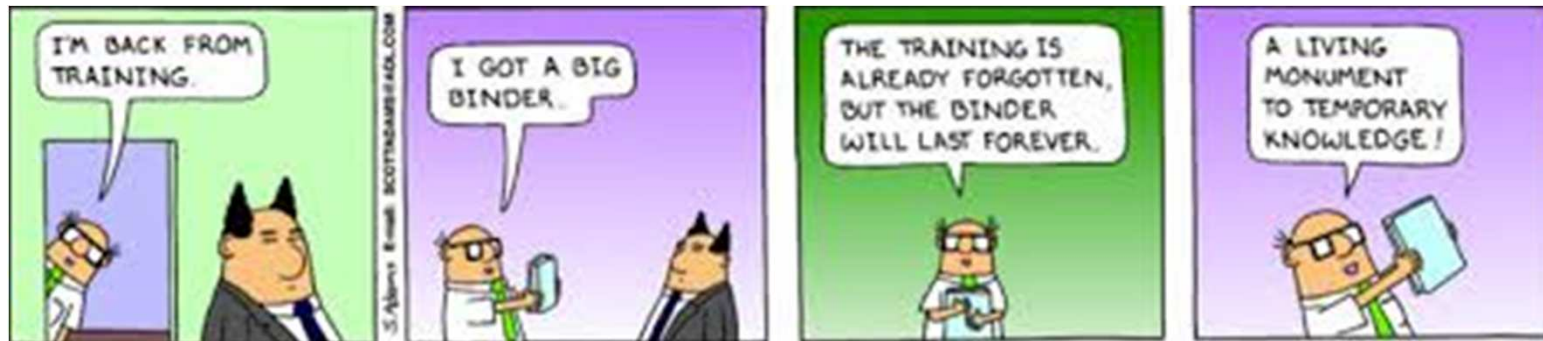
**Trust in
Tusla**

**Common
goal**

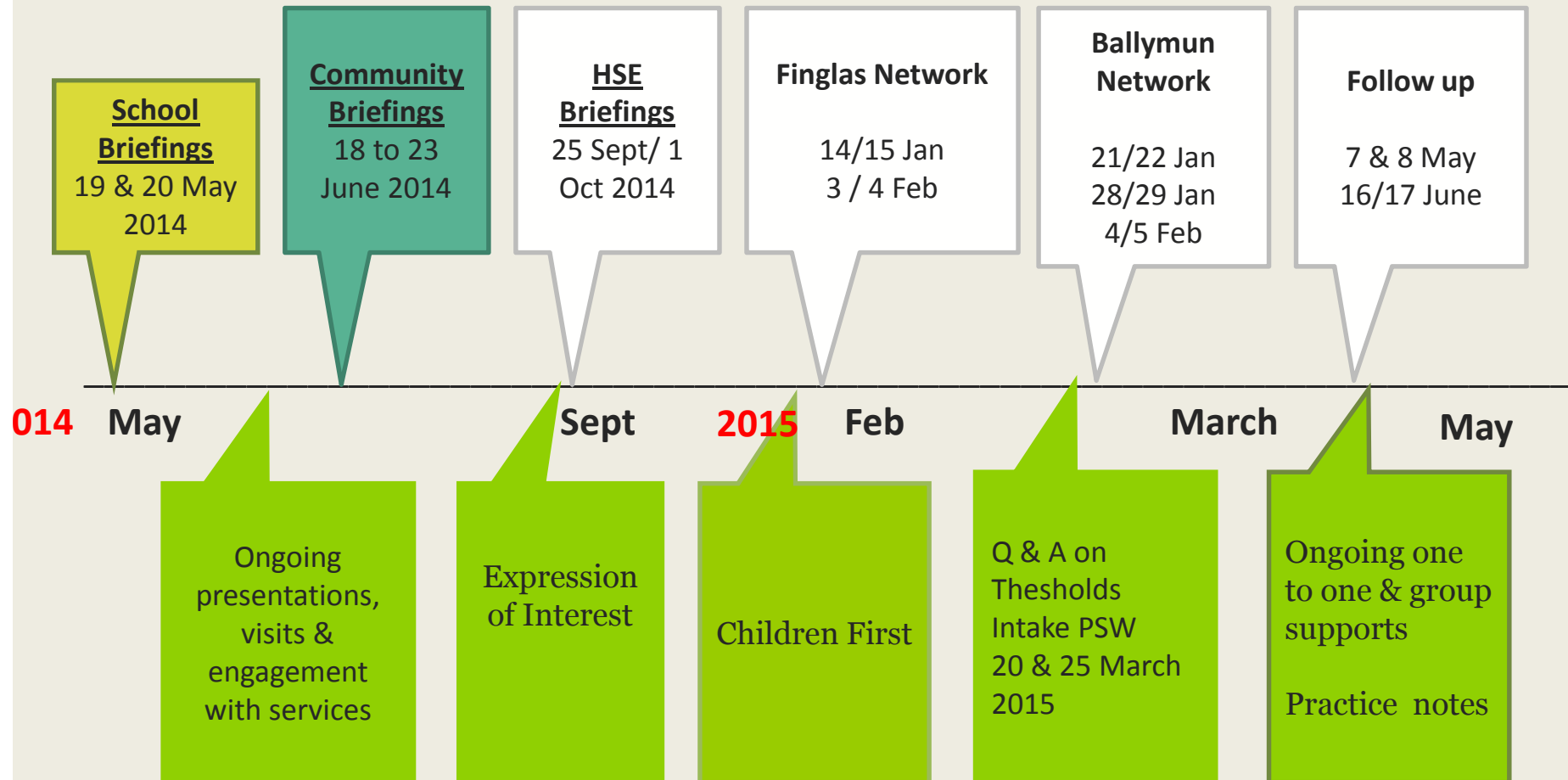
Agreement

**Pre
training
visit**

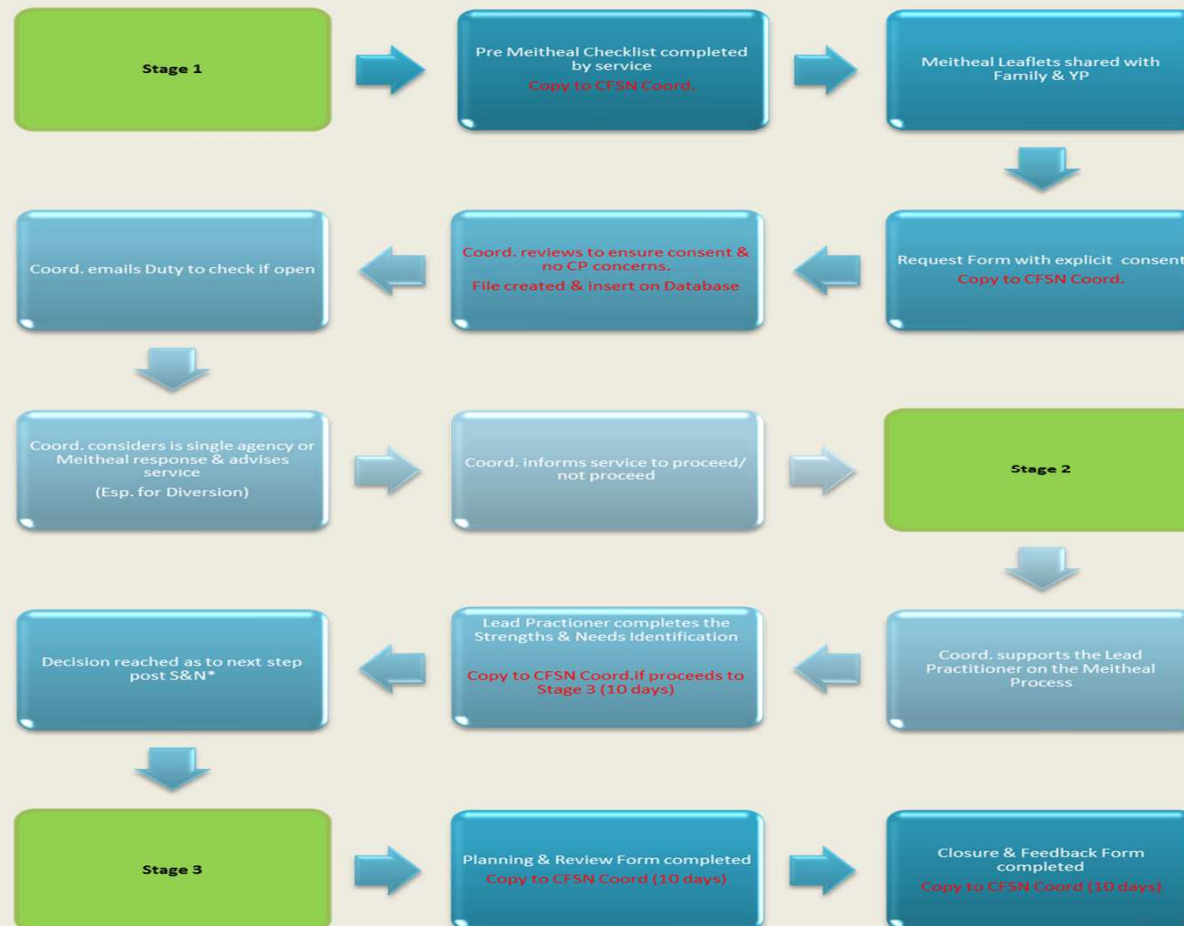
Training



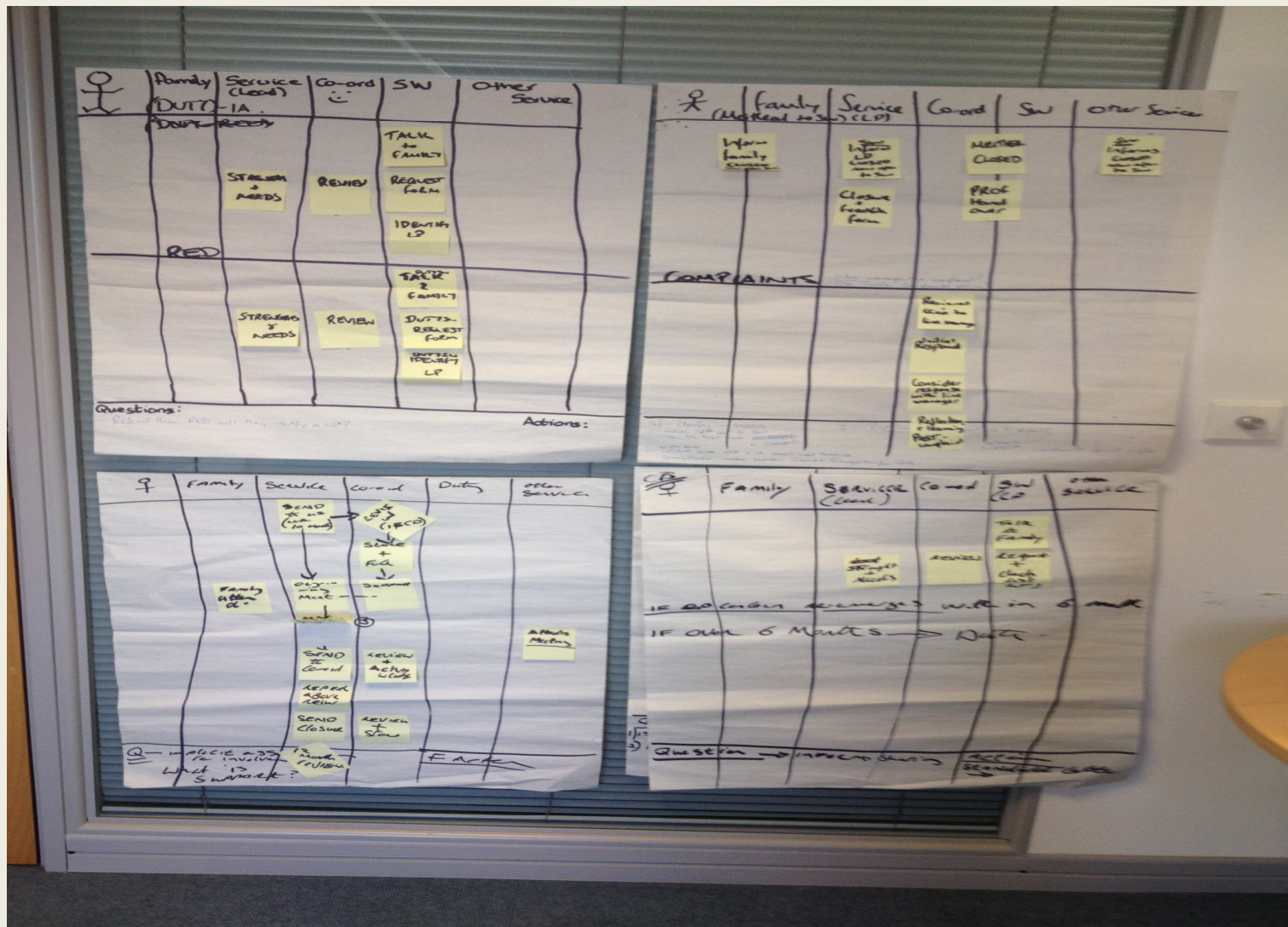
Coaching



Fidelity



Deployment Flow Charts



Implementation Drivers

Improved Outcomes for Children & Families

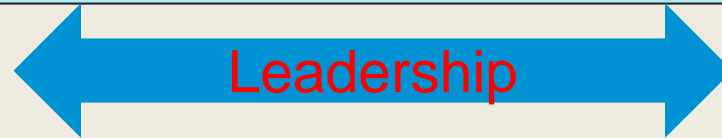
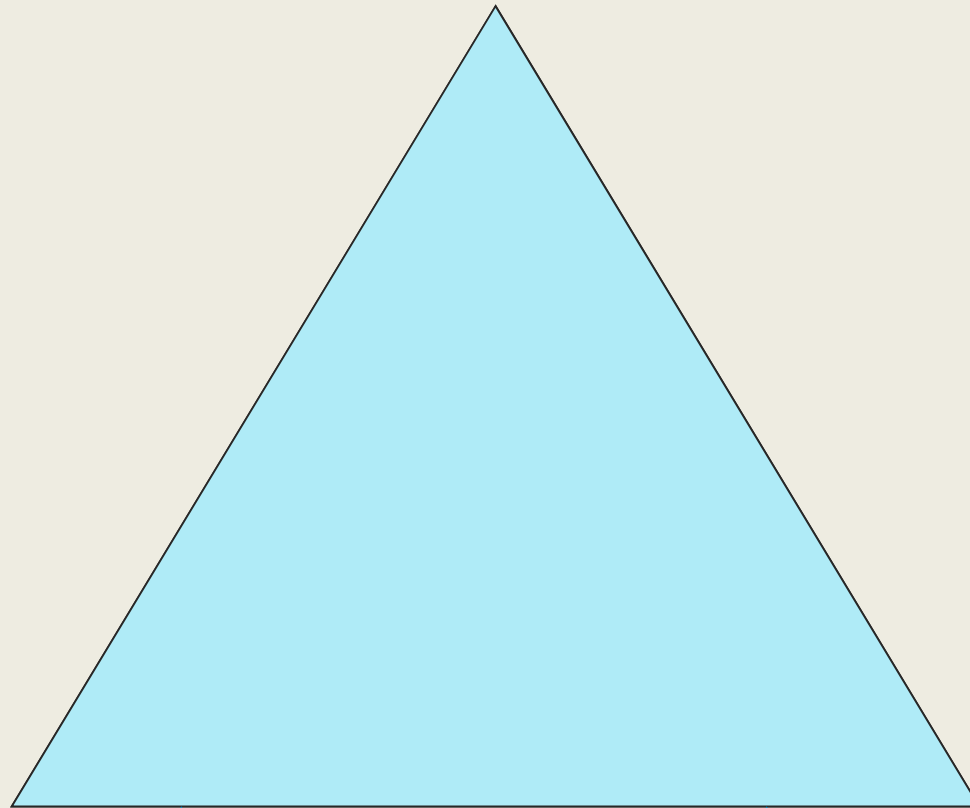


Organisational

- 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

Implementation Drivers

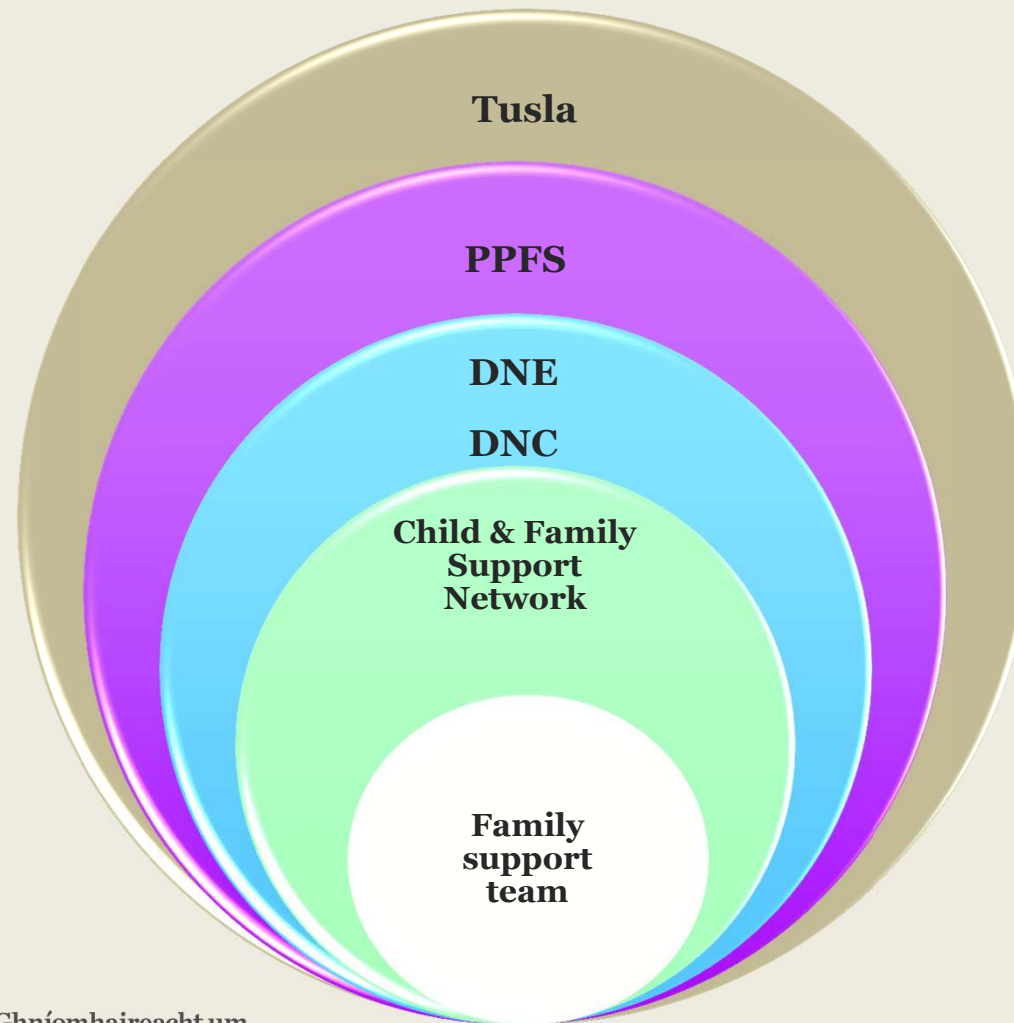
Improved Outcomes for Children & Families



Technical

Adaptive © Fixsen & Blase, 2008

Leadership



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

Implementation Tasks		Responsible (individuals or agencies leading)	Driver	Timeline											
				2014				2015				2016			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	EXPLORING AND PREPARING														
	Identify optimum catchment areas for the CFSNs and identify Network Coordinators. (Consideration will be given to child population, deprivation index, Social Work referral rates, existing networks, and primary care networks)	Grainne Sullivan	Organisational												
	Establish if pre-existing networks or hubs can be supported to become / fulfill functions of a CFSN	Grainne Sullivan	Organisational												
	Audit of all voluntary, community and statutory services operating in each network. This audit will include information such as Hardiker threshold levels, age, etc	Network Coordinator	Organisational												
	Schedule briefing for all services working with children and families per each network area	Grainne Sullivan	Competency												
	Realignment of the the CYPSC for DNC to support the development for the CFSN	Linda Creamer	Leadership												
	A comprehensive needs analysis of children and families in DNC will be undertaken	CYPSC	Organisational												
	Reassignment of Tusla Staff to CFSN Coordinators	Linda Creamer Grainne Sullivan	Organisational												
	Devise Communication strategy including branding for PPFS	PPFS Team	Organisational												
	Meeting with all HSE Service Heads	Grainne Sullivan	Organisational												
	Develop knowledge of and relationship with all Tusla funded services	Grainne Sullivan Pamela Cooper	Organisational												
	Establish PPFS Management meetings	Grainne Sullivan	Leadership												
2	INSTALLATION - PLANNING AND RESOURCING														
	Train all CFSN Coordinators in Meitheal Practice Model	PPFS National	Competency												
	Undertake IT audit of Tusla services and address capacity issues	Grainne Sullivan	Organisational												
	Provide feedback to all network areas in response to briefing	Grainne Sullivan	Leadership												
	Develop agreed protocols with the SW department in line with the Meitheal Toolkit	Grainne Sullivan Lisa Anderson Joy McGlynn	Organisational												
	Establish system for attendance & redirecting requests from RED	Grainne Sullivan Catriona Roche	Organisational												
	Develop clear & consistent referral pathway for receiving and distributing Meitheal Requests for each Network	Grainne Sullivan	Organisational												
	Devise local procedures & processes to operationalise the Meitheal Toolkit - SOP for Meitheal	Grainne Sullivan	Organisational												
	Establish Steering Committee for PPFS with CFSN & key agency representation. Devise TOR	Grainne Sullivan Steve Wren	Leadership												
	Invite and support all funded services to attend Meitheal Training	Pamela Copper	Competency												
	Develop Training & Coaching plan for each CFSN	CFSN Coordinator	Competency												
	Devise Training Schedule for the 6 CFSN depending on a set criteria of readiness	CFSN Coordinator	Competency												
	Audit all Tusla Funded services to ensure have Children's First Training	Pamela Copper	Competency												
	Undertake a programme of work on Thresholds in the CFSN	Grainne Sullivan Lisa Anderson	Competency												
	Design database for Meitheal	Grainne Sullivan	Organisational												
	Development of SOP for Family Support to include Meitheal	Catriona Roche	Leadership												
	Development of SOP for NYPs to include Meitheal	John Peel Anthony Cocoran	Leadership												
	Development of SOP for Family Resource Centres to include Meitheal	Teresa Nyland Thomas O'Donnell	Leadership												
	Design Meitheal leaflets for Professionals	Grainne Sullivan	Organisational												
	Development of unified, cohesive and integrated networks of support with experienced coordinators	CFSN Coordinator	Leadership												
	Work with PPFS to identify barriers to implementation	PPFS Steering Group	Leadership												
3	INITIAL IMPLEMENTATION														
	Phased implementation of Meitheal per CFSN	CFSN Coordinator	Competency												
	Review training evaluation and adapt as appropriate	CFSN Coord. Team	Competency												

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

- Allen, G (2011). Early Intervention: The Next Steps, London: The Stationary Office
- Metz, Allison & Bartley, Leah (2012). Active Implementation Frameworks for Programme Success. Zero to Three.
- Fixsen, D.L. et Al (2005) Implementation Research: A synthesis of the Literature. Tampa , FL: University of Southern Florida,