

Local Integrated Service Delivery

Organisational Reform & Impact on PPFS



Integrated Reform Programme

Better for families | Better for staff

Document Purpose

What is objective the of this presentation?

The purpose of this presentation is to inform staff currently working in PPFS about the changes for them arising from the development of and implementation of the Local Integrated design Model

Subject to negotiation and approval with FORSA

Introduction and Acknowledgment

Key Message 1:

- **Acknowledgment of Importance:**

Recognize the critical importance of the PPFS programme and value the dedication and expertise of individuals in this programme.

- **Commitment to Strengthening Work:**

- The intention of proposed changes is to strengthen and build on the current work and integrate the principles and values underpinning PPFS across all response pathways.

Reform Goals: Placing Early Intervention & Family Support at the centre of the LISD delivery Model

Key Message 2:

Upcoming Changes and Objectives-

• **Holistic and Integrated Service:** aim to provide a holistic and integrated service to children and families, focused on early intervention, prevention, family support, safety and care.

• **Key Objectives:**

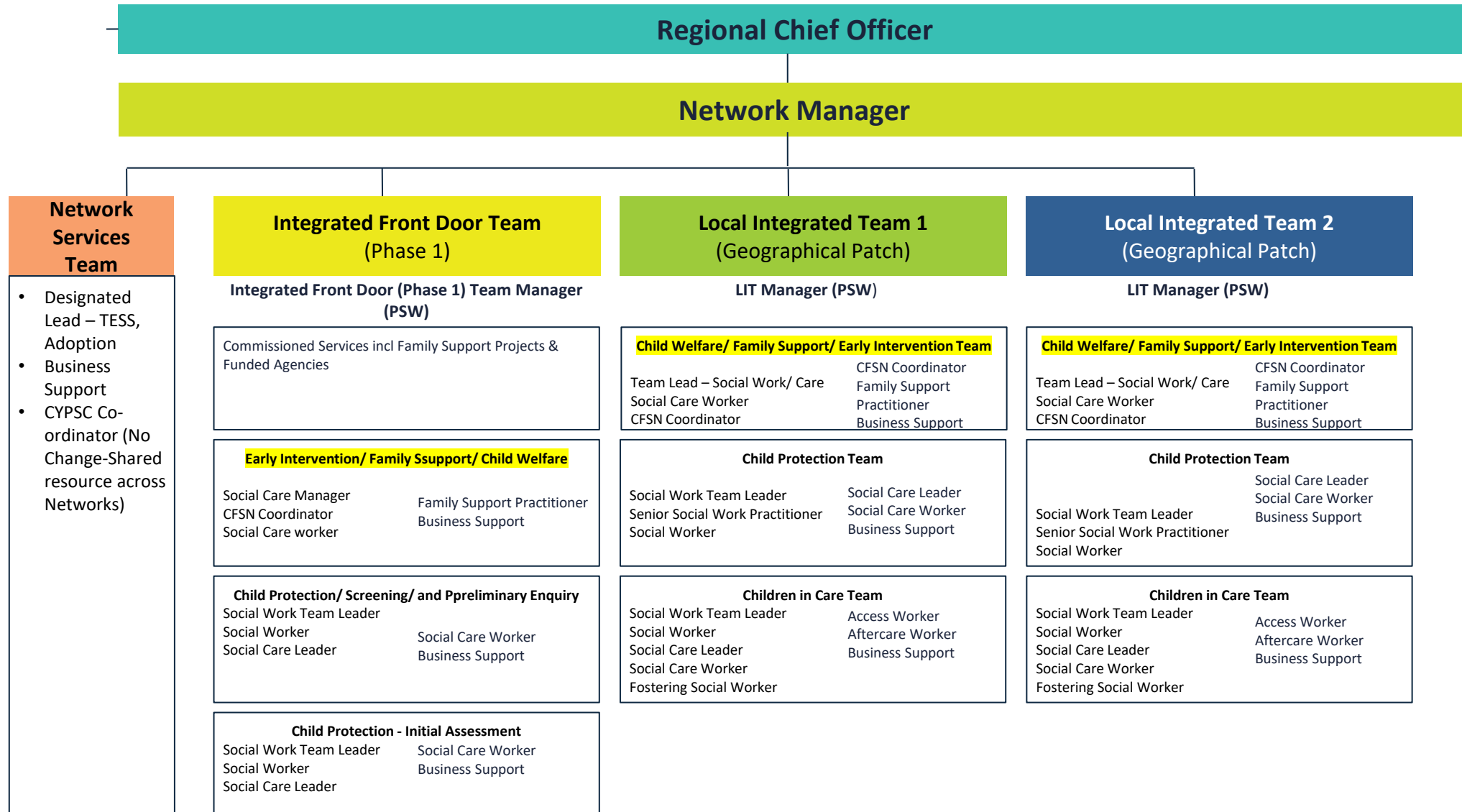
- Strengthen early intervention and prevention services.
- Enhance community-based family support services.
- Foster better collaboration among Tusla staff across response pathways.
- Provide timely, proportionate, and accessible services to children and families.
- Streamline processes, reduce duplication, and enhance overall efficiency.
- Develop family support provision across all response pathways.
- Strengthen relationships with funded partners and commissioned services, aligning them with strategic goals and the evolving needs of the organization and the children and families it supports.

Transition to New Structure; Integrated Service Delivery

Key Message 3:

- Current Challenges:** Current service delivery framework and management system do not promote effective integrated working across the organization
 - Transition** to a new integrated service delivery structure supported by an integrated management approach.
 - Unified Approach:** Creation of a cohesive and unified work environment to support strategic objectives and meet the evolving needs of communities, children, families and staff/teams.
 - Integration of Service delivery** :Early Intervention, Prevention, Family support, Child Protection and Alternative Care, will be integrated into the new operating model structure and become part of the Network structure. All teams will be making changes to support the implementation of the new model.
- Network Manager's Role:** responsibility for establishing and overseeing the development integration and delivery of all services including prevention and early intervention or family support services and leading any government-funded initiatives in collaboration with the Network management team.

Full Network Structure



Key Features of Prevention Partnership and Family Support

Feature	
Meitheal	No Change-Meitheal will continue to be a National approach to practice. Meitheals requests will be facilitated to come through IFD via portal.
Child and Family Support Networks	CFSN will form the bedrock of the IFD and local Integrated team. CFSN will continue to develop and sustain collaboration and integration both within Tusla and with its external partners Some alignment may be required between CFSN and LIT boundaries
Government funded initiative(S)	Continue to be managed through the National Office under the direction of the Director of Services and Integration
Early Intervention work	Non- case work related initiatives will continue to be delivered and will be strengthened by the inclusion of dedicated team for early/intervention family support in each IFD and each LIT. The IFD manager with this team will be facilitating ongoing community engagement and supporting children and families in a timely way. Evidence based practice will be enhanced by facilitating collaboration with other colleagues ensuring key learnings inform practice e.g. Hidden harm
Family Support	A new record set for family support is being developed for TCM and requests for family support can come through the Portal and the IFD to ensure a proportionate, timely response to children and their families. Reflecting the significant number of family support interventions provided by Tusla staff
Partnership and participation	The values underpinning the design and implementation of the all work undertaken with children and families reflect the ongoing work to embed partnership and participation across all response pathways
CYPSC	Ongoing engagement with National CYPSC office and CYPSC co-ordinators who will report directly to Network managers

Portal/TCM

Key Message :

Portal Development and TCM Family Support Record Set

- **Unified Entry Point:** Communicate that all requests for Meitheal and family support will come through a single integrated front door, managed and supervised by one IFD Manager.
- **Governance and Collaboration:** LISD have responsibility for the establishment of governance group in collaboration with representatives from the existing PPFS teams to design the Portal, request for Meitheal and develop Family Support Data record set for TCM.

New Management and Team Structure

Key Message 4:

Management : IFD Managers and LIT Managers, each supported by team leads and staff working in dedicated response pathways. The IFD and LIT will work beyond a case management perspective to be **proactive in engagement with community building on work with CFSN and local partners**

Realignment of PPFS Staff:

The realignment of PPFS staff to either the IFD team or LIT team, **designated to the early intervention/prevention family support pathway**. Reporting into Team Lead

•Response Pathways:

- Early Intervention/Prevention/Family Support/
- Child Welfare
- Child Protection/Safety Planning
- Children in Care

New Management and Team Structure

Impact on PPFs Managers: Role Adjustments/Integration into New Structure

Managing the IFD or LIT

- PPFs managers with a social work qualification will have the option to transition to managing the IFD or LIT manager positions. IFD/LIT will manage staff working in dedicated response pathways such as Early Intervention/Prevention/Family Support, Child Welfare, and Child Protection (for IFD) or Safety Planning and Children in Care (for LIT).

Alternative Roles:

- **Commissioning and Management of Third-Party Contracts:** For PPFs managers who do not join the IFD or LIT teams, there will be opportunities to take on roles related to the commissioning and management of third-party contracts pending the outcome of the current work in that programme.
- **Specific Functions and Responsibilities:** These roles will involve aligning third-party services with Tusla's strategic goals and commissioning services to meet the evolving needs of children and families, ensuring effective partnership and service delivery.

New Management and Team Structure

Impact on CFSN Staff: Role Adjustments/Integration into New Structure

Team Lead on LIT/IFD

- CFSN Staff or PPFs staff with a relevant qualification and experience will have the option to transition to leading a team across the early intervention /family support response pathway reporting into the IFD/LIT Team Manager.

Maintain existing roles :

- All CFSN Staff and PPFs area Staff will be able to maintain their existing roles and will be reassigned to the early intervention Family support response Pathway within the LIT/IFD
- CFSN & PPFs Staff will now report to a team lead on the Local Integrated Team (LIT) manager or a team lead on the Integrated Front Door (IFD)
- Parenting Support Advisor roles in all 30 Tusla Networks and assigned to the IFD (Pending)
- Domestic Violence Support worker IFD

Community Based Projects:

- Existing community-based Project leaders with a relevant qualification and experience will have the option to transition to leading a team across the early intervention /family support response pathway reporting into the IFD/LIT Team Manager.
- Community based Projects will be aligned to the IFD or LIT and Project leads will report into either the IFD or

LIT Manager

Importance of Maintaining Non-Case Related Work

We recognize and deeply value the significant non-case related work carried out by all staff including PPFS (Prevention, Partnership, and Family Support) and CFSN (Child and Family Support Network). Our commitment to maintaining these important activities remains strong, ensuring that they continue to play a vital role in our service delivery under the guidance and direction of the relevant Team lead and Team Manager

Key Commitments: Including but not exclusive to:

- CFSN Meetings:** Continued support for regular CFSN meetings to foster collaboration, coordination, and information sharing among stakeholders.
- Parent Support Champions:** Ongoing support for Parent Support Champions who provide invaluable guidance and assistance to parents and caregivers.
- Ukraine and IPAS:** Sustained efforts to support the needs of Ukrainian families and those within the International Protection Accommodation Services (IPAS).
- Early Talk Boost:** Commitment to the Early Talk Boost program, which enhances language development and communication skills in young children.
- Traveller Parent Support Project:** Continued dedication to the Traveller Parent Support Project, providing tailored support and resources to Traveller families.
- Linking with **Parenting HUBS**
- Other **Government funded Initiatives**

- **Recognizing Change:** Acknowledge the significance of the change and the personal adjustments required
 - for staff members.
- **Support Systems:** We will Provide robust support systems, including one-on-one engagement, training programs,
 - and peer learning opportunities, to help all staff members adapt to the new structure.
- **Supporting Transition:** Empower LIT and IFD managers to guide their teams through the transition, ensuring a smooth and successful implementation.

Staff Member	Nature of impact	Supports
PPFS Managers	<ul style="list-style-type: none"> • Structural Change • Role Change • Direct Report Change • Integrated Management (Matrix Management) • Span of control change • Local Team Changes • Managing BAU during transition • Leading for Change 	<ul style="list-style-type: none"> • 1:1 engagement and support from Line Manager • Engagement with RCO and RMT in advance of LISD staff webinar engagement • Ongoing communication and engagement • 1: 1 support from P&C/OD Participation and Engagement Team • Training and bespoke programme for PPFS (SW) managing across functions • Peer Learning- currently managing across functions sharing learning • Communications Training • Team Coaching • Mentoring
CFSN (Senior & Co-ordinators)	<ul style="list-style-type: none"> • Structural Change • New Team Structure and Governance • New ways of working 	<ul style="list-style-type: none"> • 1:1 engagement and support from Line Manager • 1: 1 support from P & C/OD Participation and Engagement Team • Engagement with RCO and RMT in advance of LISD staff webinar engagement • Training on IFD & LIT practice and process • Ongoing Communi1:1 engagement and support with Line Manager • Communication & engagement • Mentoring
PPFS Area-Based workers	<ul style="list-style-type: none"> • Structural Change <p>New Team Structure and Governance</p> <p>New ways of working</p>	<ul style="list-style-type: none"> • 1:1 engagement and support with Line Manager <p>Engagement with RCO and RMT in advance of LISD staff webinar engagement</p> <p>1: 1 support from P & C/OD Participation and Engagement Team</p> <p>Employee relations</p> <p>Training on IFD & LIT practice and process</p> <p>Ongoing Communication & engagement</p>

New Management and Team Structure Supports

Recognizing the Enormity of the Change: We understand that this transition represents a significant shift in how services are delivered. The move to a new integrated model will be challenging, and we acknowledge the personal and professional adjustments required. We are committed to providing supports for staff to transition

Personal Loss: We also recognize the personal loss that some staff may feel as their teams transition to work with new managers. The bonds and relationships built over time are deeply valued, and we deeply appreciate the dedication and commitment that managers have shown to their teams.

New Management and Team Structure

Support and Leadership:

Empowering Leadership: PPFS managers will be at the forefront of implementing and overseeing the new changes. We are committed to providing the necessary resources, training, and supports to empower them to lead confidently and effectively and to support them to transition successfully into a new role within the new structure.

Ensuring Smooth Transition: By offering one-on-one support, training programs, employee relation support and ongoing engagement, we hope to ensure that PPFS managers are well-prepared to navigate the complexities of the transition. This support helps mitigate challenges and fosters a positive environment for change.

Importance for PPFS Managers in Supporting Their Staff

Guiding Through Change: As senior managers in Tusla , PPFS managers play a critical role in guiding their staff through the transition. Their leadership and support are essential in helping staff understand and adapt to the new integrated service delivery model.

Building Trust and Confidence: By actively supporting their staff, PPFS managers can build trust and confidence. This support fosters a sense of security and assurance, enabling staff to embrace the changes with a positive mindset.

National PPFS Office: Key Area Of work- No Change

Current Functions

Administration of Government Funded Initiatives

Traveller Parent Support Project

Early Talk Boost

Ukraine and IPAS

Parent Support Champions

Area based Childhood Programme

National Child Care Scheme

Tusla-HUB & Website –Content development & Oversight

Local Area Child Poverty Action Plan pilots

National Home Visiting Programme

Parenting HUBS/Parenting lead

Next Steps

- Time to reflect and respond to DoSI
- RCO meeting with PPFS managers in advance of webinar on Wednesday
- Engagement with FORSA
- Workshops on Data Set & Portal will progress : Delivery Lead Padraig O'Driscoll, Project lead, Michelle Sheehan (RCO will arrange nominees form areas and one nominee from National office)
- Work will align with FS Group in DCEDIY- Cormac Quinlan Steering Group-Link
- Ongoing work through implementation plan to support integration across the system