



Ceann Seirbhíse, Míchumais
Baile Átha Cliath Theas, Cill Dara &
Iarthar Chill Mhantáin

Teach Darach, Páirc na Mílaoise, An Nás,
Co. Chill Dara, W91 KDC

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20 July 2023

Mark Ward TD
Dáil Eireann
Leinster House
Kildare Street
Dublin 2

Ref: PQ 32506/23

Re: *“To ask the Minister for Children; Equality; Disability; Integration and Youth if exit interviews were being carried out with those leaving Community Disability Network Teams in CHO 7; the results of these interviews; and if he will make a statement on the matter.”*

- Mark Ward

Dear Deputy Ward,

I refer to the above Parliamentary Question which has been referred by the Minister for Children; Equality; Disability; Integration and Youth to the Health Service Executive for direct response. I requested that all the Children’s Disability Network Managers (CDNM) in Dublin South, Kildare & West Wicklow examine the matter and the following outlines the position.

Children’s Disability Network Team 1:

All exit interviews are carried out by the CDNM. This role is currently being covered since May by the Acting CDNM. They are not aware of the content of the interviews that have occurred prior to taking up the post and no staff have left since they have started so they cannot provide further details.

Children’s Disability Network Team 2, 7 & 10 (Lead Agency Enable Ireland):

Enable Irelands policy is following submission of a notice of resignation, we encourage employees to participate in an exit interview. This interview can take place with an employee’s Line Manager, another manager of their choice or a member of the Human Resources Team.

Over the past year feedback from these interviews have indicated that pay parity, career advancement and relocation are reasons for resignations.

Children's Disability Network Team 3:

All exit interviews are carried out by the CDNM. This role is currently being covered since May by the Acting CDNM. They are not aware of the content of the interviews that have occurred prior to taking up the post and no staff have left since they have started so they cannot provide further details

Children's Disability Network Team 4 (Lead Agency CRC):

All exit interviews are carried out

Feedback to highlight as per reasons leaving:

- Senior clinician - increase in salary by working privately
- New grad - found CDNT a very challenging place to work and has moved to acute care
- Senior clinician left due to distance travelling to home

Children's Disability Network Team 5 & 6 (Lead Agency Stewarts Care):

Only one person has engaged with the exit interview process from the CDNTs as they are not compulsory. This person gave overall positive feedback and advised they are leaving in order to gain experience outside disabilities. They advised that they would return to Stewarts and a CDNT in the future.

CDNM's do proactively encourage all Staff to engage in exit interviews prior to resignation in order to better ascertain what factors influence a staff members decision to leave a CDNT, in an effort to improve our staff recruitment and **retention**.

Children's Disability Network Team 8:

The CDNM has completed all exit interviews with all members of staff as a priority, which provides invaluable feedback. There have only been 2 exceptions where this was not possible.

Feedback given so far:

- All advised they enjoyed working with the people on the team and found this a positive experience
- Burden on team working within context of high vacancy rates
- The volume of severe and high risk needs of our population is often overwhelming. Other jobs available for same money which would not carry the same caseload demands.
- Want more flexibility of hours and options to work from home
- Feel ignored by Head of Service
- CDNM unable to spend more time with staff individually
- Commute too long and accommodation too expensive in the area
- Good time for travelling abroad
- Lack of career opportunities to progress
- Upsetting experiences from interactions with irate families
- Two more individual complaints in relation to a specific member of staff
- Suggestions made in terms of internal processes

Outcomes include

- Implementation of internal processes suggestions
- HR carer progression and temporary appointment concerns highlighted to General Manager
- Business Support requested for CDNMM
- Recruitment maintained as a CDNMM priority for follow up
- Timely responses to staff queries and ongoing opportunities to meet CDNMM 1:1
- Boundaries, caseloads, with ongoing review for sustainability
- Introduction of some flexible working options
- Cultural focus fostered within team on the importance of caseload balance between intense high support interventions and less intense, lower need interventions.
- Team meetings include a focus on individual and collective achievements
- Support mechanisms which allow staff opportunities to de-brief following upsetting interactions

Children's Disability Network Team 9 (Lead Agency KARE):

KARE conduct exit interviews and the common themes for staff exiting are in relation to career change and progression, personal reasons and location - moving nearer to home.

Children's Disability Network Team 11:

The following are the outcomes for exit interviews that were completed.

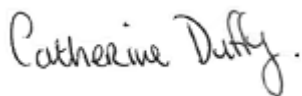
All identified:

- support and leadership of the team manager created a culture of safety on the team
- team work with supportive colleagues 'best team work I have experienced on any team' and similar quotes from staff
- working with children who have complex needs and the impact of this on families is very different to working in a non-complex environment and the focus of senior managers and parents does not always align with what is important for the child and have meaningful outcomes for the child
- All staff who are continuing to work in Ireland, continued to work in the area of children's disability or children's services

I trust this information is of use to you. If you require any further information, please do not hesitate to contact us.

Yours sincerely,

P.P



Deborah Jacob

Head of Service, Disability Services

Dublin South, Kildare and West Wicklow Community Healthcare.