



Oifig an Cheannaire Oibríochtaí,
Na Seirbhísí Míchumais/An Rannán Cúram Sóisialta,
31-33 Sráid Chaitríona, Luimneach.

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25th July 2023

Deputy Verona Murphy,
Dail Eireann,
Leinster House,
Kildare Street,
Dublin 2.
E-mail: verona.murphy@oireachtas.ie

Dear Deputy Murphy,

The Health Service Executive has been requested to reply directly to you in the context of the following parliamentary questions, which were submitted to this department for response.

PQ: 33941/22

To ask the Minister for Children; Equality; Disability; Integration and Youth to outline in detail the recommended staff-to-patient ratio for CDNTs; and if he will make a statement on the matter. -

PQ: 33943/22

To ask the Minister for Children; Equality; Disability; Integration and Youth what current measures his Department has undertaken to address staffing shortages across the CDNTs in order to meet recommended staffing levels; the initiatives currently in place; and if he will make a statement on the matter.

HSE Response

91 Children's Disability Network Teams (CDNTs) are aligned to 96 Community Healthcare Networks (CHNs) across the country and are providing services and supports for children aged from birth to 18 years of age.

CDNTs are teams of health and social care professionals, including nursing, occupational therapy, psychology, physiotherapy, speech and language therapy, social work, dietetics and others. The team works closely together in a family centred model, focusing on the child's and family's own priorities.

In addition to the five most common health and social care professionals on CDNTs nationally i.e. occupational therapists, physiotherapists, psychologists, speech and language therapists and social workers, there are a varied range of other disciplines on the teams, following reconfiguration of existing posts in disability service providers to CDNTs under PDS. The HSE is commissioning an independent review of the CDNT service model that will consider the competencies and skill mix required to inform CDNT composition.

Since 2019, more than 610 development posts have been allocated to children's disability services across the country. These posts have been assigned to teams based on a number of factors, including the existing ratio of staff to the number of children with disabilities in each area. This figure includes 190 posts provided in 2022 as well as an additional 136.3 WTEs to restore pre-existing services in 104 special schools.



The HSE completed its second annual Children's Disability Network Team Staff Census and Workforce Review in October 2022. The resulting report was finalised in February 2023 and has been circulated to relevant stakeholders. An overall analysis of the data from 2021 and 2022 demonstrates an increase of 11% in the number of approved posts and a 2% increase in the CDNT workforce. This increase has been achieved in a context where there is an average turnover rate 9.6% in health and social care professionals each year.

The census indicates over 707 posts vacant out of 2103 at this time across all CDNTs. Disability services, similar to all other areas of the Irish health services are experiencing enormous challenges in recruiting Health and Social Care Professionals (HSCP) at this time.

Actions to address Staffing of the CDNTs

RETENTION of STAFF

The HSE and Lead Agencies are operating in a very competitive global market for healthcare talent as there are significant shortages of qualified healthcare professionals across the globe. In partnership with our CDNT Lead Agencies, the HSE continues to explore a range of options to enhance the recruitment and retention of essential staff into CDNTs. These are as follows;

Learning & Development

A comprehensive Team Development Programme 2020/2021 has been provided for CDNMs and cascaded to all team members. This programme, which was designed to support the establishment of the new CDNTs and the implementation of the new model of service, will also support staff retention. All resources from this Programme are available online for CDNMs.

Delivery of an extensive CDNT Training and Development Programme 2022/2023 will be completed by Q1 2024. This is supported with dedicated funding of €660m and based on the current competency gaps identified across the 91 CDNTs and prioritised by the National CDNMs Forum. This is in addition to local CHO and Lead Agency commissioned and funded training as CDNT competency gaps arise.

The HSE and Lead Agencies are committed to providing ongoing training and development supports for CDNT staff supporting their professional development and retention.

Establishment of the CDNMs Forum

This community of practice, established in Jan 2022 for and led by CDNMs, is to drive consistent development and implementation of CDNT service models across all 91 CDNTs.

Confined Recruitment Campaign - Senior Therapy Grades for CDNTs

A confined recruitment campaign was negotiated and signed off with Fórsa on 14th March 2023. This initiative sought to retain staff within the 91 CDNTs. This recruitment process has now been completed.

Engagement with staff representative bodies regarding CDNTs

There is ongoing dialog with the staff representative bodies to troubleshoot the issues that are challenging for staff working in our CDNTs. A partnership approach between HSE, Section 38 and Section 39 representatives ensures clear management messaging and allows for the development and smooth implementation of initiatives. The confined recruitment campaign to support retention in the sector is a product of this forum.

Culture and Engagement Session

The HR Social Care Team in collaboration with HSE Communications have developed a Culture and Engagement workshop. The purpose of this engagement is to meet CDNT staff, articulate the actions of the Children's Disability Services Roadmap, review the current culture on the teams by CHO areas to allow a targeted response and finally to enhance the communication skills on the teams.

The stakeholder engagement session required to initiate this work will take place in Q3 led by Disability Operations. A subgroup will be developed to review and agree the content developed by HR and Communications.

Marketing Disability Services - specifically CDNTs as an workplace of choice

The HR Social Care Team have worked with colleagues in HSE communications and National Children's Disability Team to develop material for dissemination to candidates on all HSE recruitment panels. The information developed



seeks to create a new narrative promoting children's disability services as an area where job satisfaction is linked to the positive impact of service delivery to children and their families.

In addition, an advertising campaign with a fresh creative concept has been developed. This will be used as part of all future recruitment campaigns.

Work is ongoing with colleagues in Corporate HR to establish a recruitment pathway for all vacancies in CDNTs regardless of employer i.e. HSE, Section 38 and Section 39 Service Providers.

Engagement with Graduates by HR Social Care Team

There has been significant face to face engagement with both potential employees at the Healthcare Job Fair in the RDS and graduates in colleges.

In Q1, 2023 HR Social Care Team partnered with colleagues in Recruitment Reform and Resourcing to visit / present at a number of Higher Education Authorities to promote Disability Services and specifically CDNTs as a workplace of choice. Connections were made with the following:

- National University Galway
- University of Limerick
- Cork University College.
- Technical University Dublin

These graduates were offered a full insight into the opportunities in the CDNTs together with support to help them to apply and prepare for interview. This was followed up with significant on line support material.

Career Hub

In Mid-April the HSE launched an on-line initiative to harness the details of potential and future candidates, i.e. the Career Hub. This hub creates a database of potential employees who will be notified of roles as they are advertised together with the ability to directly engage with individual cohorts. In the first 6 weeks since its inception, over 10,000 individuals have registered.

A significant enhancement has now been developed to particularly support the resourcing into the CDNTs. This service spotlight page, which went live the week commencing 26th June, will be aggressively promoted through social media, providing a fresh marketing approach to CDNTs. This will allow for candidates to register their interest for roles in the CDNT but will also signpost candidates to section 38 and section 39 Lead Agencies, demonstrating our commitment to partnering with our colleagues in the not for profit sector.

Campaign to Target Irish candidates abroad

Whilst not specific to the population of the CDNTs, the HSE, over the next 2 weeks will commence a direct targeting of Irish trained HSCPs who travelled abroad. This will be a social media campaign working with the Regulator, the Colleges and the Professional Bodies. These candidates will be directed to the Career Hub above with CDNTs spotlighted in the first instance.

Student Sponsorship Programmes

A proposal has been developed by the HR Social Care Team in collaboration with National Disability Operations. This proposal is with the Head of Disability Operations for sign off and dissemination to CHOs. If adopted this student sponsorship programme for 2023 costing circa. €2.7m will see 91 students supported for between one and three years (2023 – 2026). The CDNT is acutely aware of the importance of expanding the overall candidate pool and therefore this sponsorship initiative is considering the sponsorship of Irish students training abroad. This is already at an advance stage of implementation with our service colleagues in Donegal.

RECRUITMENT of STAFF

Recruitment of staff is the responsibility of the employing agencies where vacancies exist. The HSE, Section 38, Section 39 continue to recruit and in 2022 managed to increase staffing in CDNTs by 2% while also managing a 9.6% turnover in Health and Social Care Professionals.

Targeted Recruitment Campaign – Senior Therapy Grades for CDNTs

A targeted recruitment campaign was launched the week commencing 3rd July 2023 for the remainder of vacant senior therapy grades on the 91 CDNTs.



Staff Grade Recruitment

The HSE is acutely aware of the importance of early engagement with the HSCP Graduates and to this end 2023 graduates of programmes for Occupational Therapy, Physiotherapy, Speech and Language Therapy, Dietetics and Social Work have been offered an opportunity to apply for employment through the National campaigns. All of these have now been interviewed and recruitment panels prepared. Permanent job offers will be issued prior to their professional registration. Some professions will also be offered an opportunity to take positions as Therapy Graduates in advance of their registration. Opportunities in the CDNTs have been given priority in job offers and these offers have been accompanied by significant marketing material to promote CDNTs as a workplace of choice.

There will also be an opportunity later in the year for those who, for whatever reason, chose not to apply or weren't successful to apply / reapply.

Student / Clinical Placements

HR Social Care Team have undertaken an analysis of the staff levels by discipline in each CDNT and have made recommendations using a 4:1 ratio of filled WTE: student, based on the CDNT Staff Census and Workforce Review 2022. This will require clinical oversight and is with National Disability Operations for implementation.

Retirees

To address identified gaps on our CDNTs, the HSE is writing to all HSCPs who have retired over the past three years inviting them to return to the workplace, giving due cognisance to pension abatement rules.

International Recruitment

Despite all of the above, CDNTs will require significant recruits from overseas in addition in order to fill current team vacancies. The lead in time for this will be 6 months plus and will require significant supports in relation to clinical supervision, and cultural competence.

WORKFORCE PLANNING

Working Groups

The HR Social Care Team are contributing to multiple workforce planning projects and working groups set out below in the context of Disability Services:

- Cross Sectoral Employers Working Group for Social Workers
- DCEDIY - Supply Issues for Disability Grades – Stakeholder Group
 - DCEDIY – Sub Group for Social Care Workers
- ESRI - Workforce projections in Disability services
- Recruitment & Retention Forum HSE and Disability Umbrella Bodies

In addition there a number of internal initiatives within HSE and / or Disability Operations that the HR Social Care Team are supporting, to address challenges in recruitment to specific roles, these include:

- Review of the Person in Charge (PIC) role
- Review of behaviour support requirements in the Disability Sector
- Healthcare Assistant (HCA) review of the role and function for disability services based on a social care model of delivery.

Projections

As outlined earlier the CDNT Staff Census & Workforce Review 2022 demonstrated that the overall staffing on our teams nationally had increased by 2%. In addition the service managed a turnover rate of 9.6% for Health and Social Care Professionals.

The target for recruitment of graduates in 2023 and 2024 is set out in table 1 below. This is based on the approximate number of new graduates in 2023 / 2024. Disability Operations will target 10% of graduates in 2023 but expect that workforce planning initiatives and marketing will increase the profile of CDNTs and have adjusted the target in 2024 to 20%.

HSCP Graduates	Graduates	Targeted 2023	Targeted 2024	Total
Dietetics Total	69	7	14	21



Occupational Therapy Total	123	12	25	37
Physiotherapy Total	228	23	46	68
Psychology Total	75	8	15	23
Social Work Total	252	25	50	76
Speech and Language Therapy Total	119	12	24	36
	866	87	173	260

It is expected that international recruitment will yield 20 WTE by year-end 2023. A target of 91 will be explored in collaboration with HR and Service colleagues for year-end 2024.

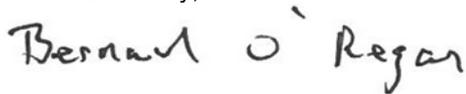
In addition, our student sponsorship programme will target 91 individuals each year for four years.

In summary, the Recruitment Plan is 462 HSCP staff by Q4 2024.

There are other initiatives ongoing that are dependent on an increase in the number of graduate places on recognised courses. The HSE as part of their workforce planning initiatives are working to influence in this space and if successful this could see an increase in the number of graduates available and an upward revision on 2024 figures.

The requirement for innovation in a regulated environment continues to be a challenge, however we are committed to working with all stakeholders, internal and external, to reimagine disability services and ensure that we close the gap between our allocated and filled WTE.

Yours Sincerely,



Mr Bernard O'Regan,
Head of Operations - Disability Services,
Community Operations

