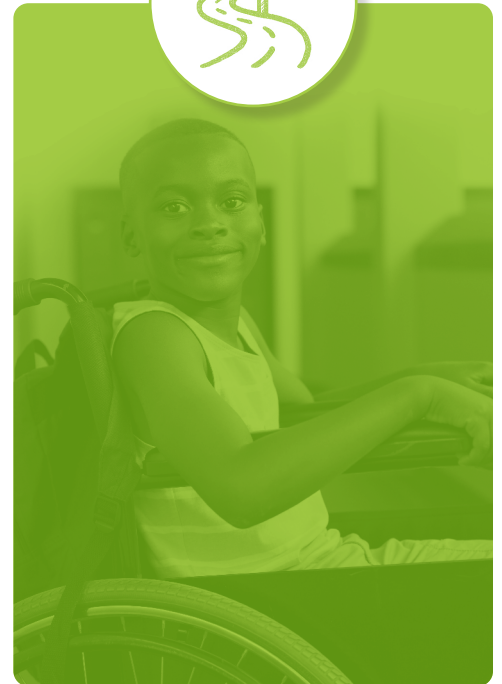




# Children's Disability Services

## Communications Plan



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## Background

The Health Service Executive's (HSE) Children's Disability Services Communications Plan is action 4.2 in the **Roadmap for Service Improvement 2023–2026, Disability Services for Children and Young People**. The Roadmap was designed to drive a substantial service improvement programme for children's disability services. In total, the Roadmap includes 60 actions, all of which are required to achieve the level of service access, quality and improvement that children and families need and that we want to provide.

This document identifies the goals or **objectives** of the HSE's Children's Disability Services Communications Plan. It outlines the **strategy** of how the HSE Children's Disability Services and its Partner Lead Agencies plan to achieve these objectives. The plan details the **activities** that will help us to achieve the objectives, and how we will measure the effectiveness of its implementation.

## Our Guiding Principles for Effective Communication

Our communications should:

- ✓ Be easy to understand
- ✓ Be in the right format for the people that we are communicating with
- ✓ Be inclusive
- ✓ Be timely and responsive to need
- ✓ Clearly explain the now and the next

## Objectives

- 1 To build trust and confidence in the service provided by Children's Disability Network Teams (CDNTs) by improving communications with our key stakeholder groups.
- 2 To provide families with the information they require at the right time on their journey with Children's Disability Services.
- 3 To increase public knowledge and understanding of children's disability services, and the progress and challenges including retention and recruitment of CDNT staff.

## Strategy

- 1 Develop quality assured, clinically approved information and communications for families of children with disabilities that are easy to understand, accessible, timely, transparent and useful at all stages of their engagement with children's disability services.
- 2 Develop a national online resources hub that works as a single point of information for families of children with disabilities while awaiting or receiving health services.



# Key Work Programmes – National Children’s Disability Services

Three critical strategic programmes of work underpin the delivery of the HSE Children’s Disability Services Communications Plan:

1 Development of **training, support, guidelines and standards** to enable all staff and services to communicate clearly and consistently with families through agreed communications channels.

2 Development of **communications material** such as videos, booklets, infographics, templates, and presentations to ensure there is a complete suite of relevant information available to all stakeholders as they need them.

3 Development of a **new national online resources hub** for children with disabilities and their families on HSE.ie

- a. Evidence informed, relevant online resources developed by CDNTs, Primary Care (PC) and others, and new content development as informed by families and staff.
- b. Content about health, wellbeing and services that is easy to find and easy to understand through HSE.ie.





## Delivery of our Communications Plan

The HSE's Children's Disability Services Communications Plan outlines key communications activities for delivery by National, Regional and Local HSE Children's Disability Services and its Partner Lead Agencies.

Several actions from the Communications Plan are already underway as of Q3 2025, such as:

**1** The development of a **National Online Resources Hub** that will initially include HSE and Partner Lead Agencies' existing quality assured information for families. The project will extend in 2026 to include new materials based on families' needs.

**2** The **revision of key information currently available on HSE.ie** regarding Children's Disability Services. The revisions are based on feedback from parent, Children's Disability Network Manager (CDNM) and management representatives.

**3** A **national communications lead** has been appointed for Children's Disability Services and will manage the co-ordination and delivery of the plan, ensuring consistency and alignment with a delivery timeline.

In addition:

**4** A **Single Point of Access (SPoA)** is being implemented by the HSE for referrals to children's Primary Care, Disability and Child and Adolescent Mental Health Services (CAMHS). This key structural reform is designed to **streamline referrals, reduce duplication, and enhance accessibility** by providing families and professionals with **one consistent entry point** into children's services. It supports early intervention, improved internal communication across services, and strengthened external communications with families.

**5** A standardised **Initial CDNT Pathway** has been approved for implementation by the Roadmap's Service Improvement Programme Board and will follow on from the Single Point of Access referral pathway being developed in each region for children's disability services. This Initial Pathway sets out the steps from point of receipt of referral to the CDNT to completion of the Initial Contact intervention to drive consistency across all teams.

**6** The rollout out of the CDNT Information Management System is targeted for completion in Q4 2025 and will help streamline processes and standardise CDNT administrative tasks.

## Measuring Success

We will measure implementation of the Children's Disability Services Communications Plan and its effectiveness by

- Successful delivery of its actions (see pages 9 to 19)
- Quantitative and qualitative feedback from families, service users and staff
- Usage reporting for online information

## Stakeholder Insights

The HSE and its Partner Lead Agencies have a wide range of stakeholders. Our most important stakeholders are people accessing the services and supports we provide - children with disabilities and their families. HSE and HSE funded organisations' staff are our greatest assets. The relationship between the HSE and the voluntary sector is one of interdependence and co-reliance. Supporting collaboration, integration and partnership will have a positive impact on the quality of services and the experience of those accessing services.



# Communicating with Stakeholders













The stakeholder mapping grid provides an analysis of the **impact of communications** activity on the individual or group and an assessment of **the influence of that individual or group**.

High Impact/ High Influence	High Impact/ Low Influence	Low Impact/ High Influence	Low Impact/ Low Influence
<b>Stakeholders</b> CDNT Governance Groups CDNMs Family representatives Section 38 & 39 Agencies Department of Children, Disability and Equality (DCDE) Family Advocacy Groups Discipline Managers Heads of Service (Disability, Primary Care, CAMHS) Minister for Children, Disability & Equality Unions Universities and Further Education Institutions	<b>Stakeholders</b> CDNT staff Individual family members Contracted providers (e.g. Assessment of Need (AON) sub-contractors) General Practitioners (GP)s, Public Health Nurses (PHN)s, Paediatricians, Hospital staff Other children's services staff National Council for Special Education (NCSE) Patient & service user forums Department of Education and Youth Professional Bodies National Education Psychology Services (NEPS)	<b>Stakeholders</b> Advocacy groups & DPOs (Disabled Persons Organisation) Clinical programmes General public Government officials (Health, Education) Hospital groups HSE Board, Chief Executive Officer (CEO), Regional Executive Officer (REO) Media Ombudsman for Children Political Representatives (TDs, Ministers) Tusla	<b>Stakeholders</b> CORU HSE Departments (Human resources (HR), Finance, Estates) National Appeals Office Nursing and Midwifery Board of Ireland (NMBI)
<b>Engagement Approach</b> <b>Key partners</b> Involve closely in planning and decision-making. Prioritise communication and collaboration.	<b>Engagement Approach</b> <b>Empower and inform</b> Actively communicate and support; ensure their voices are heard.	<b>Engagement Approach</b> <b>Maintain Connection</b> This stakeholder group influences decisions but aren't directly impacted. They should be kept informed and consulted as necessary.	<b>Engagement Approach</b> <b>Monitor</b> Minimal engagement needed. Keep informed as appropriate.



## Working Together

The HSE and its Partner Lead Agencies are committed to the development and provision of high quality, responsive and timely services to meet the needs of all children with disabilities and their families. There are 93 Children's Disability Network Teams across the country, each covering a specific geographical area and governed by one of the following Lead Agencies:

							
PROVIDER TYPE HSE	NUMBER OF TEAMS 43	PROVIDER TYPE S39	NUMBER OF TEAMS 20	PROVIDER TYPE S38	NUMBER OF TEAMS 6	PROVIDER TYPE S38	NUMBER OF TEAMS 5
							
PROVIDER TYPE S38	NUMBER OF TEAMS 4	PROVIDER TYPE S38	NUMBER OF TEAMS 4	PROVIDER TYPE S38	NUMBER OF TEAMS 3	PROVIDER TYPE S39	NUMBER OF TEAMS 2
							
PROVIDER TYPE S39	NUMBER OF TEAMS 2	PROVIDER TYPE S38	NUMBER OF TEAMS 2	PROVIDER TYPE S39	NUMBER OF TEAMS 1	PROVIDER TYPE S38	NUMBER OF TEAMS 1

## Implementation of Children's Disability Services Communications Plan – Local

### Stage: Pre-referral to services:



#### To whom

**Parents/carers<sup>1</sup>**

**Referrers including amongst others, Acute Services Paediatricians, PHNs, Primary Care, Health and Social Care Professionals (HSCP)**



#### What are we communicating on

##### Critical

Information about

- Services for children with disabilities from birth, once developmental delay has been identified and after diagnosis
- Paediatric Primary Care services
- Children's Disability Network Team (CDNT) Model of services, including assessment and intervention types depending on need
- Needs based, not diagnosis-based services
- How to access the right service – pathway to services
- Referral process and forms
- Link to Disability benefits
- Links to support agencies, helplines



#### Why: the purpose

Signpost parents and referrers to SPoA process  
Reduce parental anxiety  
Build trust in the services and organisations providing it  
Enhancing Public awareness  
Building service and organisation profile



#### Format

Written including

- Visuals
- Short videos



#### How (Medium)

HSE.ie  
New online resource and information service  
Presentations for referrer groups e.g.

- GPs
- PHNs
- Family Resource Centres
- Acute Services
- Community Support Groups

Social media



#### When

Quarter 4 2025 and maintain and update as required



#### By whom

National HSE Disabilities Lead via National Children's Disability Services website  
Referrers who have CDNT/Primary Care (PC) Information Leaflet



#### Resources required additional to existing Comms (staff, templates, guidance etc)

Implementation of the National CDS Communications Plan:

- Development, ongoing review and maintenance of required materials, templates for use at local, regional and national levels and for delivery of National Communication elements
- National Children's Disability Services website further developed to include information on CDNT referral process explaining pathway to the right service
- Guideline for appropriate use of social media when communicating with families and community partners about the service

<sup>1</sup> In this Communication Plan, all references to parents refers to parents and guardians.

## Implementation of Children's Disability Services Communications Plan – Local

Stage: Once referred to CDNT services from the Single Point of Access

### To whom

**Individual Parents**

### What are we communicating on

#### Critical

1. Update parents on:

- The referral has been received by the CDNT
- Estimated waitlist times
- Welcome pack with information on -
  - CDNT services and contact details
  - Other relevant services and supports
  - Links to entitlements
  - Family forums
  - Glossary of terms and acronyms

2. Follow up phone call five weeks after sending the welcome pack to:

- Confirm that the family received the welcome Pack
- Help them understand the CDNT model and clarify any issues or queries they may have
- Signpost to any universal or on-line supports that may be of assistance

#### Desirable

3. Face to face new parent group information sessions

### Why: the purpose

Inform parents of the new service and options for alternate services if they wish.

Reduce parent anxiety in relation to navigating a new service.

Support parents to navigate the journey of ensuring their child's needs are met.

Build trusting relationships with families

### Format

1. Written
2. Telephone call
3. Presentation

### How (Medium)

1. Letter and welcome pack with links to online information
2. Telephone call
3. In person meeting with parents of children newly referred

### When

1. Within two weeks of receipt of referral
2. Within five weeks of issue of letter and welcome pack
3. Quarterly

### By whom

1. CDNM/admin
2. CDNM/team member
3. CDNM and members of the team

### Resources required additional to existing Comms (staff, templates, guidance etc)

1. Standardised headings to be covered in all CDNT welcome packs including support structures e.g. family resource centres, parent support groups, national advocacy groups

Standardised letter templates

National CDNT information leaflet template for local CDNT specifics to be added

## Implementation of Children's Disability Services Communications Plan – Local

Stage: In preparation for the Initial Contact meeting



### To whom

**Individual Parents**



### What are we communicating on

#### Critical

- Appointment for Initial Contact Meeting with members of the team
- Information on what an Initial Contact Meeting is, what an Individual Family Support Plan is, setting goals, roles of parents and staff in supporting the child towards achieving their goals
- Expectations of the service and of parents in a CDNT.



### Why: the purpose

Developing an Individual Family Support Plan (IFSP)

Progressing parents understanding of child & family centred service model

Developing strategies with parents for implementing

Building trust and collaborative working



### When

Once decision made to open the referral to team service



### By whom

CDNM/admin



### Format

Written appointment with visuals of the pathway



### Resources required additional to existing Comms (staff, templates, guidance etc)

- Guide to Communicating effectively with children and families
- Regional Training Workshops on implementing the Guide in all CDNTs



### How (Medium)

Email

Hard copy in post

## Implementation of Children's Disability Services Communications Plan – Local



### To whom

Children and Young People



### What are we communicating on

#### Critical

Information on the service they will be accessing.



### Why: the purpose

Reduce anxiety attending new services

Inform about the services, staff working in them, how services work, to help them achieve their goals

Build trust



### Format

Age appropriate

1. Videos of a child & of a teenager accessing CDNT services
2. Social story relevant to clinic space and CDNT
3. Laminate pictures of buildings, rooms, clinicians in Child Friendly Welcome Pack



### How (Medium)

- Email
- In person orientation visit to their CDNT



### When

As required



### By whom

CDNM and team



### Resources required additional to existing Comms (staff, templates, guidance etc)

To be developed nationally for CDNT use

- Videos of a child / teenager accessing a CDNT (Social Stories)
- Social story template
- Child friendly version of the Welcome Pack



## Implementation of Children's Disability Services Communications Plan – Local

### To whom

**Family representatives  
(elected by their Family Forums)**

### What are we communicating on

#### **Critical**

Updates on:

1. Issues and recommendations made by the Family Forum and raised by family reps at CDNT/Operational Management Group/CDNT Governance Group level, and outcome of same
2. CDNT staffing levels, recruitment & waitlist
3. Progress of Roadmap actions, in particular recruitment and access to services and waiting list initiatives, ongoing challenges and activities in place to address them

### Why: the purpose

1. To give feedback on issues and recommendations raised at the Family Forum and the outcome of this.
2. To provide reps with the information needed to relay to families at the Family Forum
3. To inform families of the

### Format

Written  
Verbal

### How (Medium)

Email  
Online Meeting

### When

In advance of Family Forums

### By whom

Family Representative Group (FRG) reps on the Governance Group

Family reps on the Operational Management Group (OMG) if different

### Resources required additional to existing Comms (staff, templates, guidance etc)

Template for national sharing of quarterly updates with CDNTs collated from Roadmap Working Groups, and other National Children's Disability Services Improvement initiatives

## Implementation of Children's Disability Services Communications Plan – Local

### To whom

**Family Forum**

### What are we communicating on

#### **Critical**

1. Deliverables from last Family Forum
2. Waitlist times for CDNT services
3. Staffing levels / Progress on recruitment and ongoing national, regional and Lead Agencies activities to optimise filling of vacancies
4. Local resources / Family Support Groups
5. Available resources for those waitlisted (including HSE and HSE funded online resources and courses run by CDNTs).
6. Contact information for the CDNT
7. National Online Resources Platform
8. CDNT Model of Service – child and family centric model
9. The role of the Family Rep - limitations/ expectations.
10. National Advocacy Organisations.

### Why: the purpose

To keep parents informed about their likely wait time and the likely type of service available once a child becomes “Open” on caseload.

To highlight the supports that are available

To manage parents' expectations

### Format

Link to pack of information in advance of the Family Forum

Social media posts

### How (Medium)

In person

Offer hybrid approach to optimise participation.

### When

Quarterly

### By whom

CDNM

Supported by some CDNT staff, management and facilitator

### Resources required additional to existing Comms (staff, templates, guidance etc)

Clinicians' time

Nationally standardised template to guide CDNMs on what should be covered in the Forum and what should be circulated in advance

## Implementation of Children's Disability Services Communications Plan – Local



### To whom

**Public Representatives**



### What are we communicating on

#### Critical

- Current service provision for children and families
- Service demand
- Waiting times
- Recruitment initiatives and outcomes, ongoing challenges
- Evidence informed CDNT child and family centred model of service, and its dependencies



### Why: the purpose

To ensure formal feedback is given at a political level on the model of service, highlighting current wait times and staffing/recruitment challenges.



### Format

Formal/In writing



### How (Medium)

Written responses to reps  
Presentation to local and regional forums



### When

As required  
Proactively seek opportunities



### By whom

CDNM /General Manager/Head of Service/Lead Agency



### Resources required additional to existing Comms (staff, templates, guidance etc)

Training for relevant Lead Agency staff in responding to Parliamentary Questions (PQ), Public Representative etc queries on CDNT services – recorded for new recruits.

## Implementation of Children's Disability Services Communications Plan – Local

### To whom

**Media**

### What are we communicating on

#### Desirable

Proactively seek opportunities to showcase and promote good, innovative CDNT practices, and outcomes achieved for children and their families across the country

### Why: the purpose

Building

To promote service delivery in communities specifically new services or service changes

To inform communities of services available

### Format

1. Written
2. Spoken - interview

### How (Medium)

1. Paper article
2. Interview

### When

As required

### By whom

CDNM, Primary Care Manager, Regional and National Communications Team

### Resources required additional to existing Comms (staff, templates, guidance etc)

None

## Implementation of Children's Disability Services Communications Plan – Local



### To whom

CDNT Staff /CDNMs



### What are we communicating on

#### Critical

1. Update on
  - Health Region/Lead Agency recruitment and retention updates, Roadmap actions and Service Improvement initiatives, challenges and activities in train to address
  - Developing understanding of the community around the CDNT, other voluntary and community resources outside of the team available for families, support groups, parent groups, family resource centres, schools, inclusive clubs etc
2. Roadmap reports monthly report



### Why: the purpose

Effectively deliver clinical service to children and families  
Support and empower staff to deliver services locally  
Support families navigating services across disciplines



### Format

Post induction and access to National Team Development Programme resources:  
1. Regional Newsletter & Information sessions  
2. Reports accessible online



### How (Medium)

Email  
Children's Disability Services website  
In person



### When

Quarterly



### By whom

Lead Agency - senior level management  
CDNM



### Resources required additional to existing Comms (staff, templates, guidance etc)

Nationally standardised induction presentation to be developed for local and Lead Agency adaptation.



## Implementation of Children's Disability Services Communications Plan – Local

### To whom

**Family Support Groups & Local Community Partners e.g. family resource centres**

### What are we communicating on

1. How to refer to the service
2. What the service requires for referral
3. Information for families on how to contact the CDNT and follow up on appointment
4. Information on the CDNT child and family centred model of service

### Why: the purpose

Ensure efficient and effective pathways from one service to another

Avoid delay in referrals being received by having the correct clinical information

Ensure families are fully informed of services being referred to.

### Format

Written

- Children's Disability Services website
- Nationally standardised CDNT Information Leaflet

### How (Medium)

Email (information leaflets and links to online information)

Online (Children's Disability Services website)

In person presentations by CDNMs

Social media tagging various community groups and partners with videos and website links

### When

As required

### By whom

CDNM with Regional Comms support on social media elements

### Resources required additional to existing Comms (staff, templates, guidance etc)

Nationally standardised CDNT Leaflet

Development of National Children's Disability Services website to include all of this including visual pathways for access to services for children with disabilities (Primary Care and CDNT)

## Implementation of Children's Disability Services Communications Plan – Local

### To whom

**Primary Referrers**  
**e.g. GPs, PHNs**  
**Acute Consultants**  
**Paediatricians**

### Why: the purpose

Ensure efficient and effective pathways from one service to another

Avoid delay in referrals being accepted to service by having the correct clinical information

Ensure families are fully informed of services being referred to

### When

As required. Yearly update to manage new staff and staff changes

### By whom

CDNMs /Primary Care supported by Regional Comms

### What are we communicating on

#### **Critical**

1. How to refer to the service
2. What the service requires for referral
3. Information for families on how to contact the CDNT and follow up on appointment

### Format

Written

- Including nationally standardised CDNT information leaflet

Verbal

- Education sessions for referrers including GPs, PHNs

### Resources required additional to existing Comms (staff, templates, guidance etc)

Presentation Template

Nationally standardised CDNT Leaflet with space for local details

### How (Medium)

- Email
- In person presentations
- Children's Disability Services website

## Implementation of Children's Disability Services Communications Plan – Local

### To whom

**Contracted Staff**

### What are we communicating on

1. Assigned accountable individual within HSE/ Lead Agency structures for oversight and management of the Contracted Services
2. Referral pathways to and from their services.
3. Available services for families following on from intervention / assessment
4. Required Contracted Services monthly metrics in line with CDNT template as relevant and evaluation programme
5. Clear outline of the expectation from the hiring service of what is expected.

### Why: the purpose

Ensure safe, effective quality services are delivered to children and families.

Have a clear reporting mechanism to the organisation to ensure best practice services are delivered and families and children are receiving a good quality of service.

Regular review of metric returns and evaluations will enhance clarity, governance and quality of service provision by private contractors.

### When

As required and commensurate with level of service contracted.

### By whom

Disability Managers CDNMs, Primary Care Management

### Format

- 1-5.  
Online or in person Induction with private contractors
1. Ongoing Review meetings, sharing of metric returns and evaluations of service provision every 6 months

### Resources required additional to existing Comms (staff, templates, guidance etc)

- Lead Agency
- Induction pack
  - Presentation

### How (Medium)

- 1-5.  
Induction with Lead Agency at beginning of contract
- Information and review session, commensurate with level of service contracted

## Implementation of Children's Disability Services Communications Plan – Local



### To whom

**Schools/Preschools**



### What are we communicating on

#### Critical

- CDNT and Primary Care services and which service to refer to (in line with National Access Policy)
- CDNT model of service and how CDNTs deliver services
- CDNT role with schools
- Staffing levels, wait times and expectations of service.



### Why: the purpose

To inform schools

To build collaborative working relationships and open dialogue with schools/ preschools.



### Format

Written

Verbal (phone and in person)



### How (Medium)

1. Education/ awareness sessions with school within Networks
2. Continuous open dialogue with schools via phone /email/ letter
3. Social media - tagging schools and sharing links to websites



### When

Every 1-2 years for education /awareness sessions with local schools

CDNTs continuously link in with schools/ preschools on a regular formal basis



### By whom

CDNM, PDS lead, Primary Care Manager jointly delivered sessions

Regional Comms support on social media activities



### Resources required additional to existing Comms (staff, templates, guidance etc)

Nationally standardised PowerPoint

Education template for RHA / CDNT customisation

Guidelines for appropriate use of social media to communicate with community partners

## Implementation of Children's Disability Services Communications Plan – Local

### To whom

Primary Care HSCPs

### What are we communicating on

1. How to refer to the service
2. What the service requires for referral
3. Information for families on how to contact the CDNT and follow up on appointment.
4. Interteam networking. CDNT meeting and interacting with colleagues in both Primary Care and CDNT.
5. Interteam working model

### Why: the purpose

Ensure efficient and effective pathways from one service to another

Avoid delay in referrals being accepted to service by having the correct clinical information

Ensure families are fully informed of the services being referred to.

Interteam working allows the service to support families from one service to another seamlessly

### Format

Leaflets and written information

Education sessions for referrers and members on the Primary Care Team (PCT)

Networking events for primary care and CDNT staff

### How (Medium)

Email

In person

Children's Disability Services website

### When

As required.

Yearly update to manage new staff and staff changes

### By whom

CDNTs/Primary Care

### Resources required additional to existing Comms (staff, templates, guidance etc)



## Implementation of Children's Disability Services Communications Plan – Regional

### To whom

FRGs

### What are we communicating on

#### Critical

1. Quarterly Roadmap Progress Report
2. Regional info on W/Ls and numbers attending
3. Regional policy decisions

### Why: the purpose

Keep the FRG fully informed

Provide transparent, factual information, including progress on Roadmap Actions and the challenges, to support ongoing development of codesign practice

Identify challenges and progress

Collaboration

### Format

Written

Verbal

### How (Medium)

Email

Governance Group Meeting Notes

Published metric reports

Infographics

### When

In line with FRG meetings and as issues arise

### By whom

Head of Service/Chair of Governance Group

### Resources required additional to existing Comms (staff, templates, guidance etc)

Admin support from CDNTs where existing and adequate

## Implementation of Children's Disability Services Communications Plan – Regional

### To whom

**CDNT Governance Group**

### What are we communicating on

#### Critical

1. Monthly CDNT metrics and special schools' data – RHA collated return
2. Roadmap Actions under Regional/ CDNT Governance Group / Lead Agency responsibility to deliver
3. Regional issues
4. Emerging trends
5. Policy updates

### Why: the purpose

Seek insights into teams' performances and opportunities to share good practices across teams and Lead Agencies, driving optimal service effectiveness and efficiencies across all teams.

Track progress of Roadmap actions under Regional responsibility to deliver

Keep up to date with regional policies, emerging issues and population trends to plan

### Format

Written

Verbal

Face to Face

### How (Medium)

Email

Circulation of new policies and reports

### When

In line with Governance Group meetings and as issues arise

### By whom

Heads of Service Disabilities (HOSD) / Disability Lead

Lead Agencies CEOs

CDNM rep

Discipline Manager rep

### Resources required additional to existing Comms (staff, templates, guidance etc)

## Implementation of Children's Disability Services Communications Plan – Regional

### To whom

OMG - CDNMs

### What are we communicating on

#### Critical

1. Current Monthly CDNT metrics and special schools' data – RHA collated return
2. Regional policy changes
3. Topics raised by FFs
4. Clinical Advisory Group activities
5. Discipline Managers activities

### Why: the purpose

Inform decisions

Identify trends & opportunities for spread of good practices to optimise team efficiencies and effectiveness

Support and share

Mitigate risk

### Format

Written

Verbal

CDNT metrics

Reports

Memo

Policy docs

Presentations

### How (Medium)

Email

CDNM space on MS Teams/Sharepoint or other platform

Webinars

### When

1. Monthly

2-5. In line with OMG meetings and as issues arise

### By whom

1. HOSD

2. CDNM Rep on Governance Group

3. FRG reps

4. Clinical Advisory Group (CAG)

5. Discipline Manager rep

### Resources required additional to existing Comms (staff, templates, guidance etc)

Admin support from CDNTs where existing and adequate

## Implementation of Children's Disability Services Communications Plan – Regional



### To whom

**Clinical Advisory Group (CAG)**



### Why: the purpose

Ensure CAG is addressing current issues  
Reduce risk levels  
Consistency across regions



### When

Regular updates in line with CAG and OMG Meetings and as issues arise



### What are we communicating on

#### Critical

1. Two-way communication on clinical issues arising in CDNTs



### Format

Written  
Verbal  
Face to Face



### By whom

- CAG Chair
- Operational Management Group (CDNMs)
- CDNT Governance Group



### Resources required additional to existing Comms (staff, templates, guidance etc)

Admin support from CDNTs where existing and adequate



### How (Medium)

Email  
OMG meetings  
Updates to/from CAG  
Chair on clinical issues

## Implementation of Children's Disability Services Communications Plan – Regional



### To whom

Education i.e. school principals, Special Education Needs Organisers (SENO)



### Why: the purpose

Support collaboration and joint working  
Planning for future needs for services



### When

Quarterly updates and as issues arise



### What are we communicating on

#### Critical

Regional issues, policy updates and emerging trends



### Format

Written  
Verbal  
Face to Face



### By whom

Operational Management Group



### Resources required additional to existing Comms (staff, templates, guidance etc)

Admin support from CDNTs where existing and adequate



### How (Medium)

Email  
Reports and policies  
Relevant information from metrics  
Social media



## Implementation of Children's Disability Services Communications Plan – Regional



### To whom

Trade Unions



### Format

Written  
Verbal  
Face to Face



### By whom

HOSD  
Lead and Partner Agencies  
Human Resources



### What are we communicating on

#### Critical

Two-way communication with staff members on regional issues experienced



### How (Medium)

Email  
Meetings with Regional Union Reps



### Resources required additional to existing Comms (staff, templates, guidance etc)



### Why: the purpose

Listen to staff and provide support  
Raise morale  
Ensure information is high quality and correct/factual.  
Create a culture of consultation, transparency and trust  
Provide consistency  
Inform ongoing work regionally to avoid duplication



### When

As required

## Implementation of Children's Disability Services Communications Plan – Regional



### To whom

**Disability services  
(including Adults and Respite)**



### What are we communicating on

#### Critical

1. Emerging trends

#### Desirable

2. Regional issues in children's services



### Why: the purpose

Planning for transitions and future need for adult services

Develop wider understanding of model and level of service



### Format

Written

Verbal

Face to Face



### How (Medium)

Email

Reports

CDNT metrics

Meetings



### When

Quarterly updates and as issues arise



### By whom

Heads of Service Disabilities / Disability Lead

Lead Agencies CEOs

Operational Management Group (CDNMs and Children's Services Managers)

CDNT Governance Group



### Resources required additional to existing Comms (staff, templates, guidance etc)

Admin support from CDNTs where existing and adequate

## Implementation of Children's Disability Services Communications Plan – Regional

### To whom

**Primary Care, GPs, PHNs, CAMHS, Hospital Groups, other potential referrers**

### What are we communicating on

#### **Critical**

1. Regional issues, policy updates and emerging trends
2. Info on CDNT model AON and rationale for service delivery and updates
3. Where CDNTs are located and how to refer

### Why: the purpose

Support working relationships, collaboration and joint working  
Planning for future needs for services  
Develop wider understanding of the CDNT model  
Sharing of accurate information  
Ensuring appropriate referral pathways for children and families

### Format

Written  
Verbal  
Face to Face

### How (Medium)

Email  
Regional Webinars recorded and link circulated

### When

Regular updates and as issues arise

### By whom

Heads of Service Disabilities / Disability Lead  
Operational Management Group (CDNMs & Children's Services Managers)

### Resources required additional to existing Comms (staff, templates, guidance etc)

## Implementation of Children's Disability Services Communications Plan – Regional

### To whom

**Media**

### What are we communicating on

#### **Critical**

1. Responses to specific issues
2. Explanation for challenges in meeting targets
3. Info on CDNT model, AON and rationale for service delivery
4. Positive stories from families and CDNTs

### Why: the purpose

Develop wider understanding of model  
Proactive information sharing  
Accurate information  
Responses to issues in the media  
Transparency and accountability for public funding  
Improve morale and public opinion

### Format

Written  
Verbal  
Face to Face

### How (Medium)

Formal response via appropriate channel as per appropriate comm policy  
Email  
Social media

### When

On receiving journalists' requests  
Proactive submission of articles

### By whom

National Childrens Disability Services Team  
Heads of Service Disabilities / Disability Lead  
Lead Agency CEOs

### Resources required additional to existing Comms (staff, templates, guidance etc)

Support from RHA Communications staff  
National repository of descriptions of CDNT model, AON

## Implementation of Children's Disability Services Communications Plan – National



### To whom

**Families and FRGs**



### What are we communicating on

#### Critical

1. Roadmap Report and customised cover letter with explanatory background & relevance to this group
2. National collated CDNT Metrics
3. National standardised information on the CDNT Model and pathway to and through services
4. CDNT Story with link to new online information service once in place



### Why: the purpose

Being accountable to families  
Informing  
Enabling them to make informed decisions  
Building trust  
Opportunity to feed back



### Format

Report in Word and Excel – National Adult Literacy Agency (NALA) proofed

Easy Read version.

Infographics

Visual graphics

Video explaining CDNT Model, challenges, Roadmap objectives



### How (Medium)

Children's Disability Services website

QR/Link to be included in FF invites for parents to access the report

Instagram

Facebook

LinkedIn

Webinar on progress of Roadmap implementation with opportunity for families to raise questions



### When

1. Quarterly
2. Quarterly
3. Biannual webinar



### By whom

National Service Improvement Lead  
CDNMs



### Resources required additional to existing Comms (staff, templates, guidance etc)

National materials to enable Comms Plan implementation:

- National Repository of descriptions of CDNT service model, visuals, templates for monthly report and infographics, customised letter templates for each stakeholder group, PowerPoint templates
- Standardised templates for Health Regions, Lead Agencies, CDNTs
- Updates for Children's Disability Services website
- Guide on How to Communicate with families in ways that are respectful and easily understood

## Implementation of Children's Disability Services Communications Plan – National

### To whom

**Staff/CDNMs**

**Heads of Service**

**Lead Agencies CEOs**

**PDS Leads**

**National Clinical Programme for People with Disabilities**

**Discipline Managers**

### What are we communicating on

1. Roadmap Report and customised cover letter relevant to this group
2. National collated CDNT Metrics
3. Topics arising from National Policies, Standards, Audits and reviews
4. Annual review of Roadmap progress

### Why: the purpose

Accountability

Opportunity to feed into Roadmap WGs/SIPB through their reps

Staff feeling valued/heard

Staff morale, retention, recruitment

Informing team practice, service development, quality and safety

### Format

1. and 2.

Written

Infographics

Webinar for CDNMs on how they should use this info e.g. OMG review

3. Reports on policy reviews, audits

Webinars on National standards/

Periodic round table events on policy and practice

4. Biannual webinar for CDNT staff on progress of Roadmap

### How (Medium)

1 and 2.

- Email with link to website

- MS Teams/ Sharepoint or other platform for CDNT Staff and for CDNMs

- Quarterly newsletter showcasing innovative teams' practices and families' experiences

3. Email

4. Webinar

### When

1-2. Quarterly

3. As need identified

4. Biannual

### By whom

National Service Improvement Lead

### Resources required additional to existing Comms (staff, templates, guidance etc)

National materials to enable Comms Plan implementation:

- National Repository of descriptions of CDNT service model, visuals, templates for monthly report and infographics, customized letter templates for each stakeholder group, PowerPoint templates
- Standardised templates for Health Regions, Lead Agencies, CDNTs
- Updates for Children's Disability Services website
- Guide on How to Communicate with families in ways that are respectful and easily understood
- Cover letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National

### To whom

HSE CEO  
HSE Board

### What are we communicating on

#### Critical

1. Roadmap Report
2. National collated CDNT Metrics
3. Topics on request from CEO/Board/ Subcommittee

### Why: the purpose

Accountability  
Governance  
Assurance

### Format

- 1 & 2.  
Written with customised cover letter for this group  
Infographics
3. PPT as required

### How (Medium)

Email

### When

- 1 & 2. Quarterly
3. As required

### By whom

Assistant National Director & National Service Improvement Lead, Children's Disability Services.

### Resources required additional to existing Comms (staff, templates, guidance etc)

National materials to enable Comms Plan implementation:

- National Repository of descriptions of CDNT service model, visuals, templates for monthly report and infographics, customised letter templates for each stakeholder group, PowerPoint templates
- Standardised templates for Health Regions, Lead Agencies, CDNTs
- Updates for Children's Disability Services website
- Guide on How to Communicate with families in ways that are respectful and easily understood
- Cover letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National

### To whom

**Regional Executive Officers (REO)**  
**National Leads Primary Care & CAMHS**

### What are we communicating on

#### Critical

1. Roadmap Report
2. Topics arising from Roadmap Working Groups, National Policies, Standards, Audits and reviews etc

### Why: the purpose

Informing  
Influencing  
Building trust

### Format

1. Customised letter relevant to this group with link to Children's Disability Services website for full report
2. Infographics

### How (Medium)

Email

### When

1. Quarterly
2. As required

### By whom

National Service Improvement Lead

### Resources required additional to existing Comms (staff, templates, guidance etc)

National materials to enable Comms Plan implementation:

- National Repository of descriptions of CDNT service model, visuals, templates for monthly report and infographics, customised letter templates for each stakeholder group, PowerPoint templates
- Standardised templates for Health Regions, Lead Agencies, CDNTs
- Updates for Children's Disability Services website
- Guide on How to Communicate with families in ways that are respectful and easily understood
- Cover letter template customised for this group



## Implementation of Children's Disability Services Communications Plan – National



### To whom

DCDE  
Minister  
Minister of State  
Oversight Group  
Ombudsman for children



### What are we communicating on

#### Critical

1. Roadmap Report and customised cover letter relevant to this group
2. National collated CDNT Metrics
3. AON
4. Special Schools
5. Other Topics on request
6. Oireachtas Committee reports and attendances



### Why: the purpose

Accountability



### Format

1-6.  
Word/excel  
Infographics



### How (Medium)

1-6.  
Email  
Meetings  
Presentations



### When

1-4. Quarterly  
5-6. As required



### By whom

Assistant National Director & National Service Improvement Lead, Children's Disability Services



### Resources required additional to existing Comms (staff, templates, guidance etc)

Cover letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National



### To whom

**Unions**

**Professional bodies**

**Advocacy groups and Disabled persons orgs**



### What are we communicating on

#### Critical

1. Roadmap Report and customised cover letter relevant to these groups
2. National works outside of the Roadmap



### Why: the purpose

Informing

Influencing

Building trust

Collaboration Stakeholder engagement and input



### Format

1. Word/excel
2. Updates on other



### How (Medium)

1. Email
2. Meetings



### When

1. Quarterly
2. As required & currently monthly with FORSA



### By whom

Assistant National Director & National Service Improvement Lead, Children's Disability Services



### Resources required additional to existing Comms (staff, templates, guidance etc)

Cover letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National

### To whom

**NCSE**  
**Department of Education and Youth**  
**NEPS**

### Format

Word / excel  
Presentations  
Infographics

### By whom

Assistant National Director & National Service Improvement Lead, Children's Disability Services

### What are we communicating on

#### Critical

- Roadmap
- Special Schools - posts recruited and therapy hours delivered onsite
- AON: demand, source of demand, provision
- Topical items

### How (Medium)

Email  
Meetings

### Resources required additional to existing Comms (staff, templates, guidance etc)

Cover letter template customised for this group

### Why: the purpose

Engage  
Intersectoral, integrated work to optimise outcomes for children with disabilities

### When

Quarterly  
And  
As required

## Implementation of Children's Disability Services Communications Plan – National

### To whom

Higher Education Institutes (HEI)

### What are we communicating on

#### Critical

- CDNT Model of Service
- Roadmap summary progress report
- Student Placements provided per discipline per CDNT provided per academic year and target per academic year

### Why: the purpose

Increase student training places across all disciplines  
Build sustainable student placement programme

### Format

- Meeting Notes  
- CDNT Metrics - HR
- Annual Student Placements per discipline per team that were provided
- Target for each discipline per CDNT for each academic year
- Student sponsorship programme

### How (Medium)

Email  
HSE/HEIs Forum

### When

Quarterly HSE HEIs Forum  
In advance of each "Open Day" season (Jan/Feb)

### By whom

National Service Improvement Lead and  
National Clinical Programme for People with  
Disabilities (NCPD) lead

### Resources required additional to existing Comms (staff, templates, guidance etc)

Cover letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National



### To whom

**Other Government Departments**  
e.g. Health/ Other Ministers/TDs and Senators



### What are we communicating on

#### Desirable

- Letter relevant to this group with link to Children's Disability Services website for Roadmap Report
  - Information on the CDNT service model
- PQs, Leaders Questions
- FOI (Freedom of Information)



### Why: the purpose

Informing  
Building awareness  
Reduce demand for additional information



### Format

Infographics  
Word/excel  
Verbal



### How (Medium)

Email  
In person/online meetings



### When

Report quarterly  
Meetings as required



### By whom

National Service Improvement Lead



### Resources required additional to existing Comms (staff, templates, guidance etc)

Letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National



### To whom

Oireachtas Committees



### Format

Word/excel  
Infographics  
Verbal



### By whom

Assistant National Director & National Service Improvement Lead, Children's Disability Services



### What are we communicating on

#### Required

On request, children's disability services and Roadmap progress, challenges, targets



### How (Medium)

Emails  
In person meetings



### Resources required additional to existing Comms (staff, templates, guidance etc)



### Why: the purpose

Accountability  
Informing  
Influencing



### When

On request

## Implementation of Children's Disability Services Communications Plan – National



### To whom

HSE departments e.g. Finance, Estates.



### Format

Word/excel



### By whom

National Service Improvement Lead



### What are we communicating on

#### Desirable

Letter relevant to this group with link to Children's Disability Services website for Roadmap Report



### How (Medium)

Email



### Resources required additional to existing Comms (staff, templates, guidance etc)

Letter template customised for this group



### Why: the purpose

Keep informed



### When

As required

## Implementation of Children's Disability Services Communications Plan – National



### To whom

Media



### Format

Word  
Excel



### By whom

National Service Improvement Lead



### What are we communicating on

#### Critical

CDNT service stories  
Roadmap milestones achieved  
CDNT staff stories



### How (Medium)

Emails  
Seek interview  
Link recordings on Children's Disability Services website



### Resources required additional to existing Comms (staff, templates, guidance etc)



### Why: the purpose

Build positive image of CDNT service  
Promote traction strategy as good place to work  
Balance negative media



### When

As required



## Implementation of Children's Disability Services Communications Plan – National



### To whom

Tusla



### Format

Word



### By whom

National Service Improvement Lead



### What are we communicating on

#### Desirable

Letter relevant to this group with link to Children's Disability Services website for Roadmap Report



### How (Medium)

Email



### Resources required additional to existing Comms (staff, templates, guidance etc)

Letter template customised for this group



### Why: the purpose

Keep informed



### When

Quarter

## Implementation of Children's Disability Services Communications Plan – National



### To whom

**CORU (regulatory body of health and social care professionals)**  
**NMBI**



### What are we communicating on

#### Desirable

Letter relevant to this group with link to Children's Disability Services website for Roadmap Report



### Why: the purpose

Keep informed



### Format

Letter



### How (Medium)

Email



### When

Annually



### By whom

National Service Improvement Lead



### Resources required additional to existing Comms (staff, templates, guidance etc)

Letter template customised for this group

## Implementation of Children's Disability Services Communications Plan – National



To whom

General public



Format



By whom



What are we communicating on

Important

Informed through media stories



How (Medium)



Resources required additional to existing  
Comms (staff, templates, guidance etc)



Why: the purpose



When

## Abbreviations and Acronyms

<b>AON</b>	Assessment of Need	<b>IFSP</b>	Individual Family Support Plan
<b>CAG</b>	Clinical Advisory Group	<b>HSE</b>	Health Service Executive
<b>CAMHS</b>	Child and Adolescent Mental Health Services	<b>NALA</b>	National Adult Literacy Agency
<b>CDNT</b>	Children's Disability Network Team	<b>NCPPD</b>	National Clinical Programme for People with Disability
<b>CDNM</b>	Children's Disability Network Manager	<b>NCSE</b>	National Council for Special Education
<b>CEO</b>	Chief Executive Officer	<b>NEPS</b>	National Educational Psychological Service
<b>CORU</b>	Regulatory body for Health and Social Care Professionals	<b>NMBI</b>	Nursing and Midwifery Board of Ireland
<b>DCDE</b>	Department of Children, Disability and Equality	<b>OMG</b>	Operational Management Group
<b>DPO</b>	Disabled Persons Organisation	<b>PC</b>	Primary Care
<b>FOI</b>	Freedom of Information	<b>PCT</b>	Primary Care Team
<b>FRG</b>	Family Representative Group	<b>PDS</b>	Progressing Disability Services programme
<b>GM</b>	General Manager	<b>PHN</b>	Public Health Nurse
<b>GP</b>	General Practitioner	<b>PQ</b>	Parliamentary Question
<b>HEI</b>	Higher Education Institution	<b>REO</b>	Regional Executive Officer
<b>HOSD</b>	Head of Service Disabilities	<b>SENO</b>	Special Educational Needs Organiser
<b>HR</b>	Human Resources	<b>SPoA</b>	Single Point of Access
<b>HSCP</b>	Health and Social Care Professional		

