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Child Youth and Family Services child care strategy 2002-2006

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CHILD, YOUTH & FAMILY SERVICES

Child Care Strategy 2002-2006

Building Quality and Fair Services for Children, Youth and Families.



**EAST
COAST
AREA
HEALTH
BOARD**

Bord Sláinte
Limistéar an
Chósta Thoir

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CHIEF EXECUTIVE'S FORWARD

This strategy is the culmination of a comprehensive consultation process undertaken in 2001. This included a detailed analysis, both of the components of a strategy designed to improve the health and social well being of children and their families, and also the barriers to developing optimum services for this care group. The analysis has revealed that a series of actions need to be taken to address issues such as recruitment and retention, training and support, communication, internally and externally, organisational processes, procedures, structures and facilities.

The action plan set out in the strategy presents a considerable challenge to the Board. However, it is one we are addressing actively and with a high level of priority. This will ensure that our clients have a service of optimum quality available to them and that staff delivering the service, have the necessary resources and supports in place.

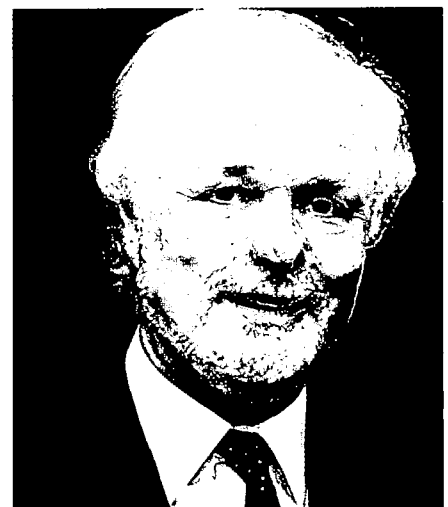
Child Care is a very dynamic area of service provision. It is also complex and demanding. Increased expectations, difficulties in recruitment, new standards and legislation pose very real challenges for the Board and it's staff in delivering high quality services to Children and their Families. The East Coast Area Health Board identified the need for specific leadership and structures at an early stage in its inception. The Assistant Chief Executive-Child Care was appointed in October 2000 and a management structure was identified and implemented to provide a supportive framework in order to deliver services that were effective, efficient and child centred.

The National Children's Strategy (2000)-'Our Children their lives' provides an integrated framework as well as a broader policy context for the delivery of services to all children. The Strategy advocates a 'whole child' approach which is central to shaping our goals and objectives.

The Strategy is also placed within the context of The National Health Strategy Quality and Fairness-a Health System for You. The four principles identified within the National Health Strategy of Equity, People-centeredness, Quality and Accountability are reflected in the principles adopted in this document.

I would like to thank Cate Hartigan, Assistant CEO for her leadership in developing this document with the assistance of Prospectus Consultants and the Child Care Strategy Group.

Michael Lyons - Chief Executive Officer





Acknowledgements

Child care is a very complex and demanding area, and it is often difficult to find time to reflect and plan for the future. My sincere thanks to all the staff for making the time to contribute to the development of this strategy.

A particular word of thanks to Prospectus Strategy Consultants, especially Breetta Allen, for their guidance, focus and determination to keep to us to the agreed timescales. Sincere thanks also to the external agencies and individuals who took part in this process, their time and contribution is greatly appreciated.

The Child Care Strategy Group shaped the overall strategy and I am indebted to them for their continuing advice and support. The East Coast Area Health Board acknowledges and is proud of the level of expertise and commitment to providing the best possible services for our children and their families.

My sincere thanks to Michael Lyons, Chief Executive Officer, for his support in developing this strategy. Michael's leadership and commitment sets the standard for the East Coast Area Health Board in delivering high quality services by an organisation we all can be proud of.

Special thanks also to the Board of the East Coast Area Health Board, who have shown great interest and commitment to the further development of services for children and their families.

Cate Hartigan - Assistant Chief Executive



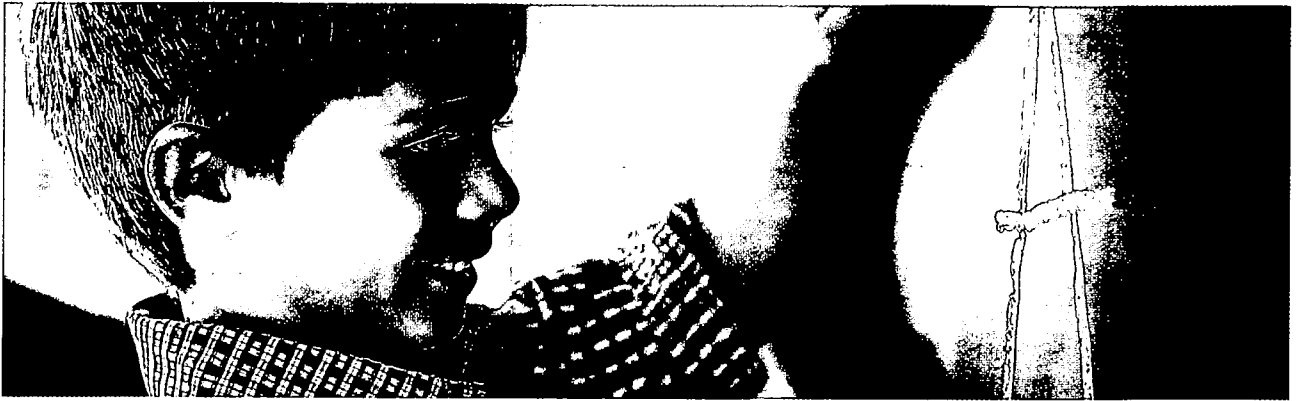


OUR VISION

We are aspiring to provide a high quality service, which will be guided by a clear strategic focus and will be delivered by highly skilled and motivated staff. We are proud to be part of a team contributing to enhancing the quality of people's lives

OUR MISSION

To enhance the quality of children's lives by working in partnership with children, families, communities and other providers to create a high quality, responsive service that will meet local needs



INTRODUCTION & BACKGROUND

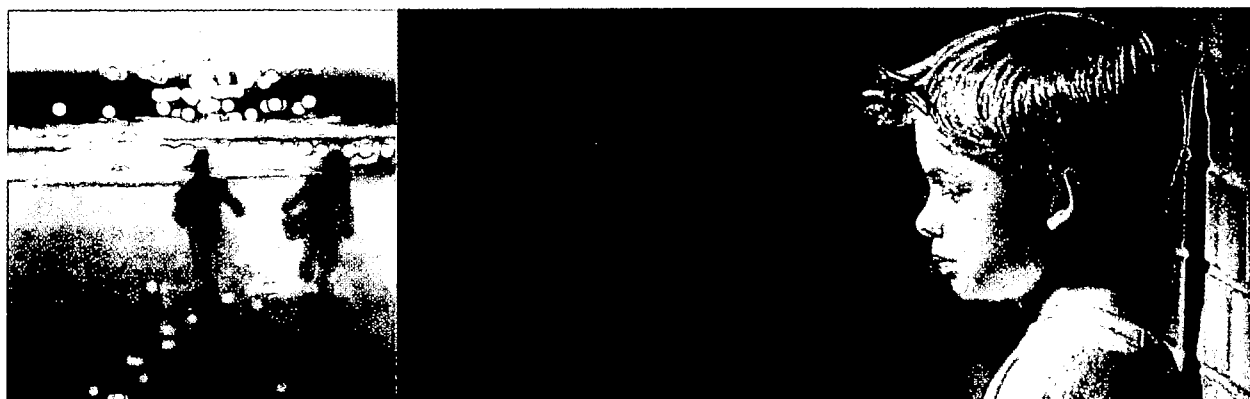
The East Coast Area Health Board was established on March 1st, 2000 as a result of the restructuring of the Eastern Health Board. The East Coast Area Health Board covers the Pembroke electoral area in Dublin city, Dun-Laoghaire-Rathdown County and County Wicklow except for the Baltinglass electoral area.

The new structures were introduced to cope with the vastly increased population of the Eastern region, the scale and complexities of the health and social service issues and the historic fragmentation of services between statutory and voluntary providers. They are aimed at providing an integrated, seamless and co-ordinated service for the local population.

To reflect the volume and complex range of child care issues the post of Assistant Chief Executive (ACEO) with sole responsibility for Children and Family Services was created in October 2000. A management structure was then implemented to provide a robust framework from which to support existing staff and structures in providing high quality, efficient and effective services. (Appendix 1)

The delivery of services for children and their families is an ever - evolving process, and this is compounded by a time of great change both within society and the Health Board. Additionally, the Health Board is facing increasing demand for high quality solutions for complex needs. The delivery of a quality service for children and their families is influenced by the following key issues:

- **Legislation and National Policy:** The implementation of Children First, Best Health for Children guidelines and the Children Act 2001 will create additional challenges for the Health Board.
- **Existing legislation and policy** greatly influences all service planning and delivery. These include the National Children's Strategy, the National Health Strategy, the UN Convention on the Rights of the Child and the Child Care Act 1991.
- **Team-working:** There is increasing demand for a co-ordinated and integrated service, delivered via a multi-disciplinary and interagency team in response to individual community needs
- **Service mix:** The Health Board needs to focus on preventative and family support services and reduce reliance on intervention.
- **Societal changes:** Increasing cases of substance misuse, teenage parents and youth homelessness, in addition to the diminution of traditional extended family supports influence service delivery and will continue to do so into the future.
- **Staffing:** Recruitment and retention of staff at all levels in addition to large numbers of temporary staff and a consequent high turnover are a potential hindrance in the Health Board's efforts to deliver a quality service.
- **Media attention:** Heightened media interest in the residential care area.



In December 2000, the Chief Executive, in conjunction with the Assistant Chief Executive-Child Care, identified the need to develop a Child Care Strategy for the ECAHB, in order to meet the challenges presented by all the above issues. The strategy provides a framework within which the Board will deliver its services, to agreed principles, over a specific timescale. Prospectus Strategy Consultants were retained by the ACEO to conduct a review of the issues surrounding current service provision, develop a vision for the future, agree service objectives and develop an action plan for the Children and Families service.

The strategy was developed throughout 2001 and an internal working document was approved by the Board in September of that year. This document included an action plan consisting of 51 agreed actions, with agreed time-scales and identifies a designated lead for implementation of each action.

The Child Care Strategy Group will review the implementation of the strategy and a report will be published each September to identify progress to date. The strategy deals with 'Care and Protection' in the main. A residential strategy is currently being developed by the Board, which will be based on the mission/vision statements and organisational objectives and principles and will incorporate the findings in this strategy. Further

work will be undertaken with the Eastern Regional Health Authority with regard to the development of 'Child and Adolescent Psychiatry'. Future actions for 'Child Health' will be dealt with under the 'Best Health for Children' report.

Many of the issues identified for action, will require input from outside the Children & Family group but are critical to the delivery of a quality child care service. These include, human resource policies, communication structures, estate management and facilities, and information technology. These issues are being addressed through the Organisational Development and Change Programme. This has involved staff in identifying the key issues they feel need addressing. These range from an induction programme to a mentoring scheme.

The process also takes into account the Eastern Regional Health Authority strategy for children and families. The Operations Manager, Child, Youth and Family Services, is the Board's liaison person with the Authority on the Regional strategy and facilitates communication between both organisations.



CURRENT SERVICE PROVISION - CHILD CARE & FAMILY SUPPORT SERVICES

The East Coast Area Health Board is responsible for providing health and personal social services for the population (approximately 325,000), from just south of Ringsend to Arklow in the south, from the east coast of Wicklow to the borders of west Wicklow, through Rathfarnham, Dundrum, Ballinteer and South County Dublin.

The area is divided into three distinct geographic localities, called Community Care Areas. Each Community Care Area is managed by a General Manager. Community Care Area 1 provides services in South-East County Dublin, Community Care Area 2 provides services in inner city and South Dublin. Community Care Area 10 provides services in East Wicklow.

The Board has a statutory responsibility 'to promote the welfare of children who are not receiving adequate care and protection' and 'to provide child care and family support services' (the Child Care Act 1991). In each Community Care Area a Principal Social Worker manages the child care services and reports to the General Manager. Public Health Nursing has a child welfare role and in addition manages the Community Mother's Programme which provides support to vulnerable new mothers. Around 90,000 of the total population of the Board's Area are under the age of eighteen.

Child Care and Family Support Services provided and funded by the Board include;

- Day nurseries
- Neighbourhood youth projects
- Family Support Centres and Springboard Project
- Parent support schemes
- Family Support Programme
- Child Welfare and Protection Services

- Alternative Care (Foster Care, Supported Lodgings and Residential care)
- Domestic Violence supports
- Pregnancy Counselling
- Child and Adolescent psychological and psychiatric services
- Family Welfare Conference Project
- Crisis Intervention Service, Youth Homelessness
- Inter Country Adoption
- Sexual abuse assessment and validation
- Unaccompanied minors

Day Nurseries

The main purpose of these Day Nurseries/Pre-schools is the provision of day care and/or early pre-school education for children under five years of age. The target group of these services are children who are considered vulnerable, living in a disadvantaged area or, who are at risk of experiencing disadvantage.

Neighbourhood Youth Projects

The main purpose of these Neighbourhood Youth Projects is to provide social, recreational and educational support for young people who are considered to be at risk or whose families are experiencing difficulties.

Family Support Centres/Springboard Project

The main purpose of these Family Support Projects/Centres is to offer practical assistance to families within and outside the home and/or which focus on intervening therapeutically to strengthen family function.

The target group of these services is families under stress, families living in disadvantaged areas and families referred from Area Health Boards.



Some of the services specify families with children under certain ages, for example, families with children aged 0-5 years.

Parent Support Schemes

The Board provides a support to parents in the Eastern Region through participation in the Community Mothers Programme.

This programme is a Parent Support Programme for first and second-time parents, in which local volunteers, known as Community Mothers carry out monthly visits to parents in their own home. The Community Mothers are trained and guided by Family Development Nurses.

Family Support Programme

The Family Support Programme is a Social Work/Childcare Department service. The aim of the Family Support Programme is to provide an intensive input into families in need and to co-ordinate a range of supportive services and activities which will facilitate the maintenance of children in their own homes. The home-based service is provided by Family Support Workers.

The referral pathway to the service includes self-referral, G.P's, voluntary groups, Public Health Nurses, Social Worker, Child Guidance Clinics, Teachers and Psychiatric Services.

Child Welfare and Protection

The main activities of the service are – assessment of need, risk assessment, referral to appropriate service, provision of care for children deemed to be in need of alternative care, court work, after school provision, family support and preventative family programmes to support families to care for their children, outreach work for vulnerable adolescents, advisory and counselling role, advocacy and community development supports.

The staff involved in Child Protection and Welfare Duties in the Eastern Region include, Child Care Managers, Principal Social Workers, Area Medical Officers, Public Health Nursing Staff, Psychologists and Speech and Language Therapists.

Alternative Care

The placement of children in appropriate foster care and supported lodgings is facilitated and managed by Social Work Departments in each of the 3 Community Care Areas. In order to arrange suitable foster care placements for children who are unable to live at home, Fostering Teams assess and provide counselling for children prior to placement. They are also responsible for the recruitment, assessment and review of foster carers. Post-placement support for foster parents is also provided by this service. The Board has established a foster care committee which approves foster carers, matches children's needs to appropriate carers and has a quality assurance role on placement practice and development.

The Board is currently undertaking an audit of our current provision. Future recruitment initiatives will be targeted to facilitate identified needs within current provision. The Board is working with the national report 'Fostering-a child centred approach', which will influence future service delivery. Supported Lodgings refers to alternative care situations where young people live within a family home as a 'lodger' but receive support from Social Work departments. The target group for this service is young people whose care arrangements have broken down, lone parents, young people leaving care who may not be ready for independent living.



Residential Care

The policy of the East Coast Area Health Board is to enable children to live with their own families wherever possible and to support families where necessary to fulfil their parenting role. However, residential care is a valuable option where children cannot be cared for in their own home, or in foster care. The service aims to provide the closest approximation to family life as possible and is provided both directly by the Board and on their behalf by a number of voluntary agencies.

Residential High Support and Special Care are provided and managed by the South Western Area Health Board on our behalf.

Young Mother's Unit

This facility can provide services for 13 young mothers and their babies at any one time. The main activity of the Unit is the provision of residential care, counselling services, parenting skills, training and education courses are also available.

After Care Services

This facility provides after care services for young mothers and adolescent girls. There are four residential places and outreach services are offered to twenty five young mothers

Domestic Adoption

Domestic Adoption applications are facilitated by the Social Work Departments who also deal with requests for assistance with tracing and re-union of adopted children with birth parents.

Domestic Violence Supports

These services provide support for women and children who have experienced Domestic Violence.

The activities of these supports vary and include, hostel accommodation, telephone help-lines,

counselling, advocacy, training, child and family support, housing, health advice, medical support, financial advice, and assistance with legal actions.

Pregnancy Counselling

Pregnancy Counselling Services in the ECAHB are delivered by the area based staff and also a number of voluntary organisations based in Dublin who provide information and advisory services on a national basis.

The main activities of the voluntary organisations involved in pregnancy counselling are; telephone help-lines, counselling services, advisory and information services and educations and training initiatives. The majority of services are centre based but some of the services operate from outreach locations.

Child and Adolescent Psychiatric

The Psychological Service for Children and Adolescents is a regional service run by the Department of Psychology that operates from a number of different service point locations. The service operates in the three Area Health Boards and a regional service is also provided for Children with Autism and Children in Residential Treatment Units.

Psychological Services

Child and Adolescent Psychological/Psychiatric Service are provided by the St John of God Lucena Clinic and Cluain Mhuire Services.

Family Welfare Conference Project

The Family Welfare Conference Project provides a service to the three Area Health Boards. This initiative concerns the planning of care and welfare of children through Family Welfare Conferences. The purpose of the Family Welfare Conference is to provide a forum in which children, families and professionals can work in partnership in the interest of the child thus empowering families to draw up a plan for the child's care and protection.



Services for Young People out of Home/Crisis Intervention Service

The Crisis Intervention Service (C.I.S.) provides a range of services for children and young people aged twelve to seventeen years who are out of home. The service includes an Out of Hours Service, a Day Service Team, three Health Board residential units, four voluntary units, a Day Service and a reception unit. The referral pathway to the service is through Garda Stations who refer children/young people to the Crisis Intervention Service Social Work Teams (Day and Night).

The service provides emergency and short-term residential care in seven facilities, in addition to this there are two Day Facilities based in the city centre. The Crisis Intervention Service operates on a regional basis serving all Area Health Boards.

The Board plan is to offer locally based out of hours services aimed at providing young people a resource within their own communities.

Inter-Country Adoption

The South Western Area Health Board on behalf of all Area Health Boards in the Eastern Region, currently manages this service. Plans are in place to devolve this service to each Area Health Board.

The main activities of this service are assessment of potential applicants, preparation group training for adoption and post placement for parents and reports on children placed for inter-country adoption. The service also deals with a small number of tracing cases.

Sexual Abuse Assessment and Validation

St Louise's Unit is a specialist unit with Our Lady's Hospital for Sick Children, Crumlin, which provides this service on behalf of the East Coast Area Health Board. Children suspected of having being sexually abused are referred through the Board's social work services for assessment and validation.

Unaccompanied Minors

Health Boards have legal responsibilities under the Refugee Act 1996 Amended 1999) and the Child Care Act 1991, to provide services to unaccompanied minors seeking asylum. The East Coast Area Health Board provides this service on behalf of the three Area Boards in the Eastern region. The Board is responsible for the total care needs of the young people and the service includes care placements, social, medical and psychological care, and liaison with educational and youth services. The Board is also responsible for decisions to make applications for asylum.



DEVELOPING THE STRATEGY

An extensive consultation exercise was undertaken by Prospectus Strategy Consultants. Previous reports in relation to children and family services, were also reviewed by Prospectus and the Child Care Strategy Group to inform the development of the Strategy.

This included an audit of the issues within the existing service. Individual interviews were held with senior staff within the East Coast Area Health Board, the Northern Area Health Board, the South Western Area Health Board, the Eastern Regional Health Authority, a number of Voluntary organisations and IMPACT. (Appendix 2)

A series of workshops were undertaken with staff from the Child, Youth and Family Services. Five workshops were arranged across the three Community Care Areas. Approximately one hundred and twenty persons attended. The findings of the individual interviews were discussed at these workshops. Staff also reflected on particular aspects of the service and how they could be delivered in the future. These topics were;

- Early intervention
- Client centred services
- The provision of after hours services
- Development of aftercare
- Community development

As part of planning the future service for Child, Youth and Family Services, the Child Care Strategy Group (CSG), membership is set out in Appendix 3, sought a clear picture to help both management and staff focus on achieving a common goal.

This was achieved over a number of meetings and workshops with the CSG and the following outputs were developed for the Board's Children and Families Services.

- Mission statement
- Vision statement
- Key objectives
- Guiding principles
- Action plan and timescales

These are set out in the remainder of this document.



VISION / MISSION

Key Objectives

- High Quality and Timely Services
- Client Centered
- Review Existing Structures
- Develop Collaborative Working
- Develop Clear Strategies and Framework
- Provision of Staff Training and Support

Guiding Principles

- Client Centered
- Holistic
- Needs Driven
- Empowerment
- Community Centered
- Partnership
- Accessibility
- Equity
- Advocacy
- Transparency
- Realism
- Innovation
- Accountability
- Effectiveness
- Managing Expectations

Implementation, Monitoring and Evaluation

The strategy will be implemented over a four year timescale.

The clearly defined actions will be delivered in a timely fashion.

All members of staff will be kept informed of the progress of the strategy by their representative.

The strategy is reviewed quarterly by the Child Care Strategy Group.

An annual update will be formally reported to the Child Care Advisory Committee and to the Board each September.



KEY OBJECTIVES

To provide and/or support high quality and timely services that impact positively on the health and social well being of children and families in the Boards area.

To create a client centred service through enhanced consultation, better access to information and services and client involvement at the planning, delivery and evaluation stages.

To carry out a review of the existing structures in order to optimise the programmes resources.

To develop collaborative working relationships with all the parties involved in providing a holistic service based on client need.

To continue to develop clear strategies and policy frameworks defined by key actions and timescales which we will endeavour to adhere to, during the lifetime of this plan.

To provide management and staff with the skills, training and support necessary to assist them in delivering a quality service of which they are proud.



GUIDING PRINCIPLES

Client Centered

Clients will be defined as children, up to the age of 18 years, and their families, taking into account the different forms that families can take in Irish society today. Children and their families will be encouraged to participate in making decisions regarding the provision and development and review of services. This reflects the ethos of the United Nations Convention on the Rights of the Child and the National Children's Strategy.

Holistic

This applies across all services and within individual services and includes integration and co-ordination between them.

Needs Driven

Emphasis on prevention and early intervention to support children and families, ensuring the appropriate level of intervention in order to meet needs without being overly interventionist or creating dependencies.

Identification of needs by the user of the service, the ECAHB, the ERHA and other agencies involved in the provision or research into health and social services.

Identifying covert needs, where the individual is unaware of having a particular need.

Being innovative in meeting needs.

Ensuring that all services cater for various multi-cultural, literacy and disability levels

Empowering

Moving from dependency to independence.

Empowering the individual to reach his/her full potential.

Community Centered

Enabling bottom up actions.

Providing supporting structures.

Facilitating community development.

Partnership

Includes internal as well as external partnership.

Based on respect for the dignity of individuals and mutual trust

Accessible

Taking account of the broad range of issues; - physical, geographical, structural, service provision, financial, communications and cultural. Ensuring people know their entitlements.

Equity

Enshrining the UN Convention on the Rights of the Child in all policies and procedures.

Equity of access across the service for all users.

Advocacy

It is the responsibility of every member of staff to advocate for their client's best interests at all times and to uphold the human rights and dignity of each individual.

Particular emphasis is placed on advocacy for children in care and at community level.

Balancing the level of advocacy with professional and organisational boundaries; service and resource realities, and individual and group needs.

Transparency

Openness, honesty and confidentiality will be maintained at all times within the bounds of professional responsibility. This includes interaction between professionals as well as with clients.



Realism

The organisation and individual staff must take the following into account in planning and providing services.

- Legislation and policy
- Resource constraints
- Needs based rather than demand led services
- Being realistic about organisational difficulties and acknowledging the need for cooperation and partnership.
- Review of current services, their adequacy and appropriateness and further development of successful projects.

Innovation

The Board will develop a culture of creativity and innovation. Staff at all levels will be encouraged and facilitated by management to develop innovative practice.

Managing Expectations

The Board will develop public awareness regarding the services being provided. This will include the development of appropriate and informed referral routes. All staff working in the service and those in other agencies need to understand each other's roles and work collaboratively to ensure the provision of best quality services.

Accountability

Accountability applies to both the organisation and the individual staff members. All staff will be encouraged to take responsibility for the part they play in the organisation.

The Board will provide frameworks to accommodate any shortfall between resources and identified needs.

Effectiveness

All services will be of a high quality will be cost effective and efficient and will be formally monitored and evaluated.

Evaluation will be an integral part of all new service developments. Current service provision will be retrospectively evaluated over a period of time.



KEY ISSUES

A number of key issues were identified through the review process undertaken as part of the development of this strategy. Some of the issues identified are national ones, such as the current recruitment difficulties. Many such as health and safety, communication and positive profile of the board are corporate issues and affect the wider organisation. Finally specific areas to the Child, Youth and Family services, are policy development, review and clarification of specific roles and responsibilities.

The key issues also break down into specific areas of Structural/Organisational, Policies and Supports as follow:

Structural & Structural & Organisational

- Current organisational structure
- Reporting relationships
- Clarity of roles
- Multi disciplinary working
- Delegation to appropriate levels
- Positive profile for services

Policies

- Strategic planning of individual services
- Legislation
- Monitoring and evaluation for quality outputs
- Clear procedures, policies and protocols for all internal services and operations
- Managing multi-sectoral working

Supports

- Process review
- Communications
- Staffing - recruitment, retention development and job satisfaction
- Information technology

IMPLEMENTATION

At the beginning of this process, it was agreed that an action plan with timescales and a designated person to lead on specific actions would be an integral part of the strategy. Altogether 51 actions were identified. To a greater or lesser degree each of the actions affect and interlink with each other. The implementation of the strategy will be monitored through the Child Care Strategy Group, which will meet at least quarterly. Many of the actions have already been addressed with a number completed, and action has commenced on the remainder. The first review of progress took place in November 2001 and further refinement and identification of roles and responsibilities were addressed. An annual update will be formally reported to the Child Care Advisory Committee and the Board each September.

CONCLUSION

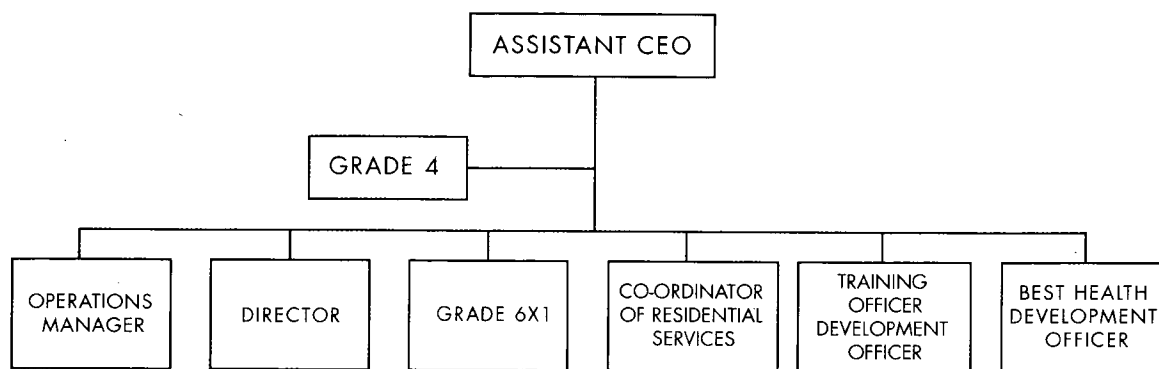
The East Coast Area Health Board was established in March 2000 and it was therefore appropriate to develop this strategy, including the development of a vision and mission statements, guiding principles and key objectives for Child, Youth and Family services, within that context.

The aim of this strategy is to provide a framework for the East Coast Area Health Board from which to deliver its services in a planned and systematic fashion. The strategy also incorporates the broader policy context of the National Children's Strategy and the National Health Strategy.

The strategy builds on the current strengths of the East Coast Area Health Board and helps to create a more pro-active management culture. The implementation of the strategy presents a considerable challenge to the Board, however it is one that we are addressing with commitment and enthusiasm.

The strategy will provide a framework which will deliver very real benefits for the children and families in our Board's area.

ORGANISATIONAL CHART - CHILD, YOUTH & FAMILY SERVICES



APPENDICES

Consultation

27 people were consulted during the course of this assignment through interviews. These people can be grouped under the following headings:

- 14 East Coast Area Health Board staff
- 5 Eastern Regional Health Authority, South Western Area
- Health Board, Northern Area Health Board
- 2 IMPACT
- 6 Voluntary bodies service providers

Interviews with ECAHB staff

Cate Hartigan	Assistant Chief Executive Officer Child, Youth & Family Services
Bob Templeton	Director of Childcare
Dr. Brian Redahan	General manager CCA – 10
Gerry McKiernan	General Manager CCA-2
Nora Cummins	General Manager CCA – 1
Mary Egan	Principal Social Worker CCA 1
Marilyn Roantree	Principal Social Worker CCA 2
Dermot McMahon	Principal Social Worker CCA 10
Imelda Keogh	Principal Social Worker /Acting CCA
Colette McAndrews	Childcare Manager CCA 1
Diane McHugh	Childcare Manager CCA 2
John Quin	Childcare Manager CCA 10
Eileen Weir	Director of Public Health Nursing CCA 1
Marion Greene	Director of Public Health Nursing CCA 2
Grace Fraher	Director of Public Health Nursing CCA 10
Linda Duggan	Manager, Aislinn Aftercare Services

ERHA/Area Boards

Alice O'Flynn	Director of Homelessness ERHA
Yvonne O'Neill	Service Planner ERHA
Brid Clarke	Ass. CEO SWAHB
Hugh Kane	Ass. CEO SWHAB
Paul Harrison	Director of Childcare NAHB

Unions – IMPACT

Pat Bolger
Adrienne Byrne

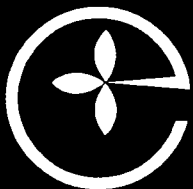
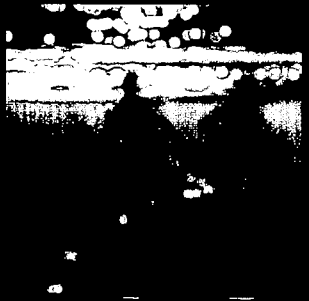
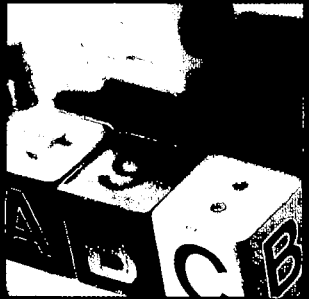
Voluntary Bodies/Service Providers

Grainne Burke	Barnardos
Orla Barry	Focus Ireland
Keith Henderson	Irish Foster Care Association
Pat Whelan	Irish Foster Care Association
Sr. Judith	Daughters of Charity
Sr. Goretti	Daughters of Charity

The Senior Area Medical Officers and the Area Administrators also attended key meetings as part of the Childcare Strategy Group.

Membership of Child Care Strategy Group

Assistant Chief Executive-Child, Youth and Family Services
 Director of Services, Child, Youth and Family Services
 Operations Manager, Child, Youth and Family Services
 Co-ordinator of Residential Care, Child, Youth and Family Services
 Training Officer, Child, Youth and Family Services
 General Managers
 Principal Social Workers
 Directors of Public Health Nursing
 Child Care Managers
 Area Administrators
 Senior Area Medical Officers



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