



cooperation and working together
for health gain and social well being in border areas

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CAWT Annual Progress Report 2016



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Acknowledgement

Progress in cross border health and social care is reliant on the active engagement of the CAWT partner organisations. We acknowledge the substantial time and valuable expertise dedicated to cross border activity by the staff, managers and clinicians of the CAWT partner organisations. Those organisations are:



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Southern Health
and Social Care Trust



Western Health
and Social Care Trust



Health and Social
Care Board



Public Health
Agency



Foreword

Tom Daly, Director General, Cooperation and Working Together

2016 has been a year of challenges, with the added uncertainty created in the aftermath of the EU referendum held in June 2016. Despite this, the CAWT Partnership has managed to overcome the many challenges and is on course to move into a new and exciting phase for cross border health and social care. During the preceding year, 2015, CAWT submitted five large scale applications to the first stage of the EU INTERREG VA Programme's Health Measure which opened in Oct 2015 for applications. With the HSE as the Lead Partner, the five applications progressed to Stage 2 during 2016. A sixth project, with CAWT as a partner, is being led by NHS Scotland.

Much of 2016 has been dominated by the EU funding application process. The CAWT Development Centre and the CAWT Strategy Groups dedicated a huge amount of time and expertise to developing the detailed business cases required for each project. These business cases were submitted to the Special EU Programmes Body (SEUPB) by the end of February 2016. Between March and November 2016 CAWT responded efficiently and promptly to a steady stream of requests for clarifications and additional information from the SEUPB which was submitted for consideration by the EU INTERREG VA Steering Committee.

I would like to pay tribute to those Strategy Group members from the HSE, the Public Health Agency, the Health and Social Care Board, the Southern Health and Social Care Trust and the Western Health and Social Care Trust, who worked with the CAWT Development Centre during that time, to develop practical cross border projects which meet the exacting requirements of the EU INTERREG VA funding programme. As this was an open and competitive funding measure, it is very

gratifying that three of the five projects secured approval from the EU INTERREG VA Steering Committee meeting held in Sept 2016. The remaining two projects are due to go before the Steering Committee in early 2017.

In the light of the EU referendum result, the UK Treasury decision that EU structural and investment projects in Northern Ireland signed before the chancellor's autumn statement will be funded even if they continue after Brexit, provided considerable much needed reassurance to progress all approved EU funded projects.

I wish to put on record my gratitude to fellow members of the CAWT Management Board who are committed to the CAWT vision of 'realising opportunities and developing new ways to improve health and social care services for the well-being of people through collaboration across borders and boundaries.' In working toward the achievement of this vision, each member ensured that the CAWT cross border priorities were also reflected in their corporate and service-based activities. This has been a key factor in CAWT's success to date.



2016 Excellence in Cross Border Nursing Award winners. Pictured from left: Dr Siobhan O'Halloran, Chief Nursing Officer at the Department of Health, Republic of Ireland; Una Cardin, North West Cancer Centre Manager, WHSCT; Charlotte McArdle, Chief Nursing Officer at the Department of Health, Northern Ireland and Noreen Rodgers representing the Oncology Nursing Team at Letterkenny University Hospital.

During 2016 we said farewell to two long term members of the CAWT Management Board. Joe Lusby, Deputy Chief Executive, WHSCT retired in March and has been a staunch supporter of CAWT and its work, having first served on the CAWT Secretariat and latterly on the CAWT Management Board. Paula Clarke, Acting Chief Executive, SHSCT is taking up a new role with University Hospitals Bristol NHS Foundation Trust. I would like to sincerely thank Joe and Paula for their leadership and contribution to cross border activity and to wish them both well in their future endeavours. We welcomed Francis Rice,

Acting Chief Executive of the SHSCT to the Management Board in May 2016.

As always there are many people who have contributed their valuable expertise and time to cross border health and social care. I would like to pay tribute to my colleagues on the CAWT Management Board and Secretariat who direct and oversee our work programme. Furthermore, the progress achieved would not be possible without the commitment and enthusiasm of those on the CAWT Strategy Groups. The membership of these Strategy Groups, representing a broad spectrum of Health and Social

Care staff, are at the heart of the CAWT Partnership.

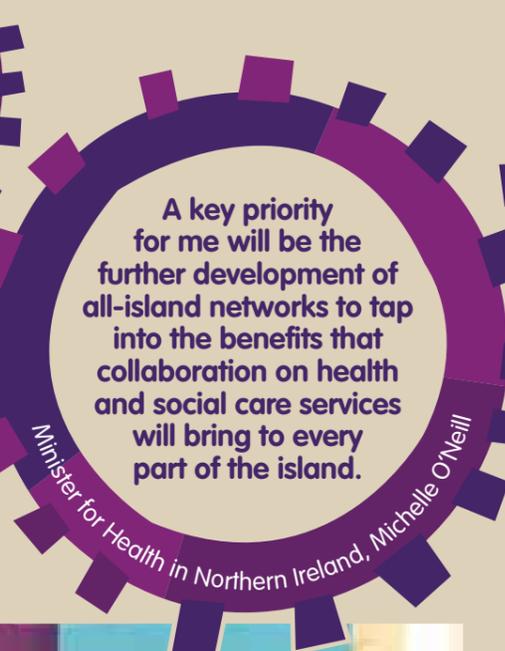
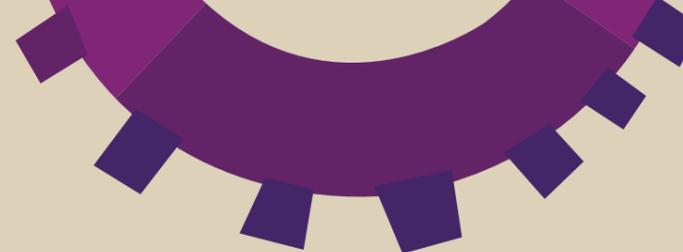
I want to thank the team at the CAWT Development Centre for their hard work during the year under the leadership of Bernie McCrory, CAWT Chief Officer.

In my role as Director General of CAWT, I have had the privilege of engaging with many inspirational people involved in developing new ways of collaborative working in healthcare and other sectors. The work which we take forward requires the support of many external agencies. In this regard I wish to acknowledge the continuing support of the Departments of Health in Northern Ireland, Republic of Ireland and Scotland, the Special EU Programmes Body and the Joint Secretaries and staff of the North South Ministerial Council (NSMC). In the research, advocacy and promotional fields, the Centre for Cross Border Studies provides a very strong focus on and advocacy role in relation to developing better collaborative ways of working on a North/South basis and internationally and I wish them well in their future work.



Overview

Bernie McCrory, Chief Officer, CAWT



During 2016, the CAWT Partnership moved into full preparation mode for the new INTERREG VA programme. Much of the year was devoted to developing business cases for submission to the EU INTERREG VA under the Health and Social Care objective and then dealing with follow-up clarifications and requests from the Special EU Programmes Body (SEUPB). During the preceding year, CAWT submitted five applications and all progressed to the second stage which required a full business plan to be submitted. A sixth Scottish-led project, in which CAWT is a partner, also progressed to the second stage.

The project applications are in the areas of acute hospital services, disability services, mental health, children's services, public health and primary care and older people's services.

For the first two months of 2016 the CAWT Development Centre and the CAWT Strategy Groups worked diligently to develop and submit detailed business cases for each project to the SEUPB by the end of February. Between May and November further clarifications and details relating to projects were supplied to the SEUPB as requested.

By December, the CAWT Partnership had received draft Letters of Offer for three of the five projects: MACE (children's services), Connecting Services, Citizens and Communities (acute hospital services) and I-Recover (mental health). The Scottish Lead Partner, NHS 24, also received a draft Letter of Offer in respect of mPower (primary care and older people).

This process involved a huge amount of work by the Strategy Groups and I would like to acknowledge the efforts of many health and social care staff who



Minister for Public Expenditure and Reform, Paschal Donohoe, who attending a briefing on cross border health activity at the CAWT Development Centre. Pictured (left to right): Bernie McCrory, Chief Officer, CAWT; Paschal Donohoe, TD Minister for Public Expenditure and Reform, Tom Daly, Director General CAWT (HSE) and Gina McIntyre, CEO, Special EU Programmes Body (SEUPB).

put their heart and soul into developing the projects and bringing them successfully through the rigorous application process. It is hoped that the remaining projects will similarly secure the go-ahead to the next stage. Our expectation is that successful projects will receive their final Letters of Offer and be given formal permission to commence in the New Year.

Our support for broader north south co-operation in health and social care and non-EU funded cross border activities continued during the year. For example a very successful cross border humanitarian disaster planning course was held in the United Nations Training School in the

Curragh, County Kildare in March. This course was attended by medical and nursing personnel from both Northern Ireland and the Republic of Ireland. May saw a significant milestone in the development of cross border cardiology services with the formal launch of Donegal patients having access to 24/7 primary Percutaneous Coronary Intervention (pPCI) Services at Altnagelvin Area Hospital. This progress was marked with the co-signing of a comprehensive cross border Service Level Agreement between the Western Health and Social Care Trust and Saolta University Health Care Group. CAWT

provided support in the development of this service, which will treat approximately 50 to 60 Donegal patients each year who suffer a heart attack.

CAWT also supported the development of the North West Cancer Centre at Altnagelvin Hospital which commenced radiotherapy treatment in November for patients both within Northern Ireland and also in Donegal.

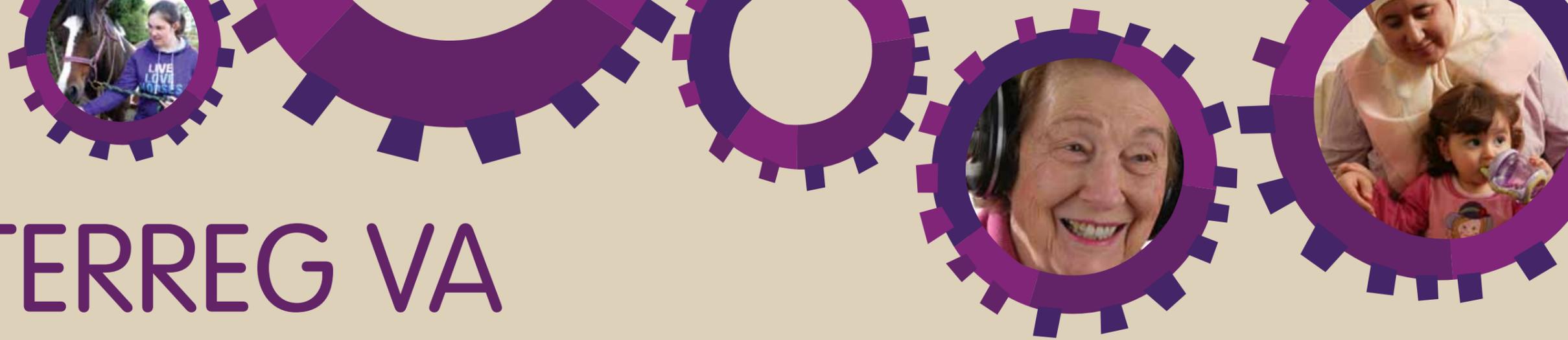
The outcome of the UK referendum on membership of the EU put current North South and cross border activity between Northern Ireland and the Republic of Ireland into the

spotlight. The CAWT Partnership responded to requests from a range of sources including media, government and research-based stakeholders on the potential impacts of Brexit on cross border health and social care activity. In October CAWT gave evidence at the House of Lords European Union Select Committee's Inquiry into the impact on the relationship between the United Kingdom and Ireland following the vote by UK citizens to leave the European Union.

Despite the uncertain climate, cross border health and social care continued to thrive during the year, both as part of the CAWT Partnership and indeed via other significant cross-border and North South initiatives. The practical benefits of cross border co-operation to citizens, particularly for those living in border regions, means that cross border health is likely to continue to thrive. The funding support from the EU has been vital to the development and growth of activities in cross border health and social care. I look forward to the successful suite of new INTERREG funded services being rolled out in coming months and years across the eligible area.

EU INTERREG VA

Project Application Process



Having successfully passed the first stage of the EU INTERREG VA application process in late 2015, the CAWT Partnership had a two-month timeframe to develop full business plans for each of the five projects by the end of February 2016. All EU INTERREG projects require a lead partner, which is the organisation which will act as the link with the Joint Secretariat and takes responsibility for the management of the project. The HSE is the lead partner for the three CAWT Partnership projects which have secured draft Letters of Offer for EU INTERREG VA programme funding by December 2016.

The CAWT Development Centre Team along with the Strategy Group members proceeded to complete the Business Plan template provided by the Special EU Programmes Body (SEUPB) and ensured that all were submitted by the February closing deadline. Subsequently the SEUPB requested clarifications and further information relating to individual projects. All timelines provided were met and subsequently by December draft Letters of Offer were issued for three CAWT-led projects plus the one Scottish-led project.

The funding available for all four projects in receipt of draft Letters of Offer in total amounts to a maximum grant of up to €29 million. Key aspects to be addressed by the projects include prevention & early intervention, tackling health inequalities, supporting independent living, building resilience and recovery within people & communities, technology as an enabler for change and to underpin services, partnerships with the community and voluntary sector, improved use of existing health and social care infrastructure, upskilling and building staff resilience and overcoming barriers to mobility on a cross border basis.

Summary of CAWT Applications to the EU INTERREG VA Programme

Projects in Receipt of Draft Letters of Offer by December 2016

Acute Hospital Services

Connecting Services, Citizens and Communities

The project will increase acute episodes of care to patients, through improved and reformed service delivery on a cross-border basis. This will include enhancement of cross border services in the areas of dermatology, urology and vascular etc. The project will also develop more efficient patient pathways during the pre-hospital phase by implementing community paramedic hubs to see, treat and transport patients to appropriate medical facilities.

Mental Health

'iRecover' Innovation Recovery

The project seeks to empower people with lived experience of mental illness to pioneer education on self-management and recovery. Clients and mental health practitioners will work together to co-produce and co-deliver a range

of educational courses in response to the needs of people with mental health problems. This includes establishment of cross border recovery colleges which will involve development of online education and support services.

Children's Services

'MACE' Multiple Adverse Childhood Experiences

The project aims to transform the lives of vulnerable children and their families who are most at risk from multiple adversities in their lives, by identifying, intervening early and providing nurturing and support within their own homes and communities on a cross border basis. MACE relates to the number of negative experiences to which a child is exposed e.g. parental alcohol or drug abuse, domestic violence in the home, parental mental illness, bereavement within the home, disability etc.

Primary Care and Older People

'mPower'

Note: NHS Scotland is the lead partner

The project seeks to create a modernised infrastructure for healthy ageing, access to personalised care services and

community support systems to ensure older people can live safely and independently in their own homes. This will include the facilitation of self-management of health and well-being through the use of digital e-health services. Remote access to health services using a virtual platform to bring services to the older person's home or local healthcare clinic will be enabled, thus reducing the requirement to travel significant distances to access care services.

Projects for which CAWT is awaiting feedback from the funding application process.

Population Health

'CoH-Sync' Community Health Sync

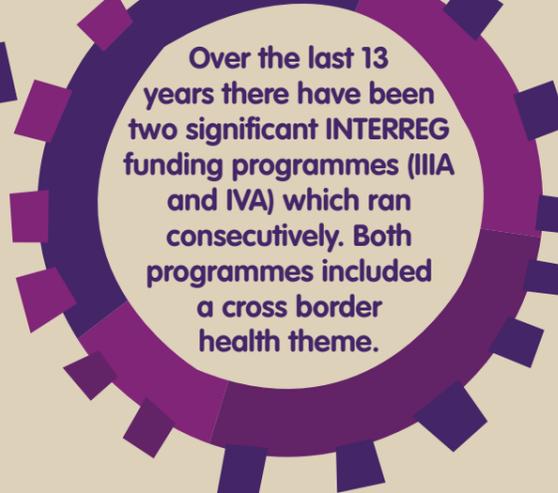
The focus of this project is on early intervention by reducing the impact of key risk factors in the development of Long Term Conditions. The project will manage the development of a network of eight Locality Health and Well-being Hubs in the border region of the Republic of Ireland, Northern Ireland and Western Scotland. The Hubs will be resourced with Health Facilitators who will support individuals and groups to become more active in improving their own health and

wellbeing. There will be an emphasis on making better use of existing resources, thus building sustainable resilience through a community assets based approach.

Disability Services

'Connect-Abil-ITy' Connecting Services, Citizens and Communities

The project seeks to develop two new cross-border area community support services for disabled people who are socially isolated (including the use of web based information outlining community assets). The project plans to deliver a framework of support to help people with disabilities (families/carers) understand the concept of a 'day opportunity', community services, improve engagement, independence and empower them to make informed consent (where possible) and become valued members of their communities being supported to live the lives they choose.



Governance

of the CAWT Partnership

The CAWT Partnership comprises five statutory organisations from two jurisdictions who have agreed to collaborate for the benefit of their resident populations. The core purpose of CAWT is to enable its partner organisations in the Republic of Ireland and Northern Ireland in their collective work to improve the health and wellbeing of the people living in the border region and to enable better access to health and social care services.

CAWT Partner Organisations

- **Health and Social Care Board**
- **Public Health Agency**
- **Southern Health and Social Care Trust**
- **Western Health and Social Care Trust**
- **Health Service Executive (HSE)**

Established in 1992, the CAWT Partnership's governance arrangements have evolved over the years to meet current needs. There are agreed processes in place for specific situations in order that each of the partner organisations can be assured that decisions made and activities undertaken are consistent with their own organisation's governance arrangements.

CAWT is currently implementing its Strategic Plan 2014 to 2019. This plan underscores the purpose of the Partnership and sets out strategic goals and actions.

CAWT has a particular responsibility for maximising opportunities for cross border activity and securing financial assistance from the European Union that would bring added value and extra resources to the health and social care sector. The CAWT partners have agreed to a shared liability arrangement in terms of the management of this funding. It also means that the risks and responsibilities are shared equally among the CAWT partners, embedding the principle that anything progressed by one partner on behalf of the others becomes the shared responsibility of all.

The governance structures for the CAWT Partnership are the CAWT

Management Board, the CAWT Secretariat, the CAWT Development Centre and the Corporate Support Groups. In addition, for any individual EU INTERREG funded project, a cross border Project Board is established to direct the project and to ensure the delivery of aims and objectives and to identify and manage risk. All Project Boards report to the CAWT Secretariat and CAWT Management Board via the CAWT Development Centre.

The CAWT Management Board

The CAWT Management Board provides overall guidance to the Secretariat, the Development Centre, and ultimately the individual cross border projects. The Management Board is responsible for strategic direction and also monitors and evaluates progress. The Management Board met three times during 2016 and held their AGM in June.

CAWT Secretariat

The CAWT Secretariat members enable the implementation of the decisions of the Management

In the 2003 to 2008 period of the INTERREG IIIA programme, a total of €10.45 million was invested in cross border health via the CAWT Partnership.

Board. Senior management representatives, who comprise the Secretariat, regularly meet to review progress and to resolve issues and challenges in developing and delivering cross border activity. The Secretariat members met three times during 2016.

CAWT Development Centre

The CAWT Development Centre has a specialised staff team providing dedicated support in the areas of cross border strategic development and operational guidance. Practical support is provided in the areas of project management, procurement, HR, finance, communications and publicity. The Development Centre has been centrally involved in developing and supporting cross border health and social care activity and also in applying for and successfully implementing EU funded and other cross border projects over many years. Additionally, team members contribute to consultations, research studies, provide expert information, make presentations and participate in and organise stakeholder and funder events as appropriate.

When managing cross border projects, CAWT is required to administer them in accordance with the criteria set out by the funding bodies, such as the

Over the last 13 years there have been two significant INTERREG funding programmes (IIIA and IVA) which ran consecutively. Both programmes included a cross border health theme.

Special EU Programmes Body and the Departments of Health. CAWT also meets the standards required by the partner organisations and other stakeholders.

Strategy Groups

There are six cross border Strategy Groups: Acute Hospital Services, Children's Services, Disability, Mental Health, Primary Care and Older People and Population Health. During the year the Strategy Groups worked closely with the CAWT Development Centre to develop 6 project applications for the Health and Social care theme of the new INTERREG VA programme for Ireland, Scotland and Northern Ireland.

Comprising senior health and social care managers, the Strategy Groups have devoted substantial time to identifying the needs of their populations and devising collaborative cross border solutions to fill gaps in service provision and pilot new ways of working. The projects developed by the Strategy Groups are focused on cross border solutions, adding value to health and social care, supporting current policy and practice, and bringing social and economic benefits to local border communities within both jurisdictions.

Corporate Support Groups

The CAWT Partnership is reliant upon the expertise of the Corporate Support Groups, which enable cross border projects to operate smoothly and efficiently. These Groups include Finance, Procurement and Contracts, Human Resources, Recruitment, and Communications and have representation from the HSE, the Southern and Western Health and Social Care Trusts, the Health and Social Care Board and the Business Services Organisation. As members of these Corporate Support Groups, senior health and social care staff provide the CAWT Partnership with professional support and guidance, thus contributing to effective governance. Group members provide advice and guidance in relation to their professional area and link with CAWT Development Centre specialist staff in the areas of Finance, HR, Communications and Procurement. A new group in the area of Ehealth and ICT is in the process of being established to support the future work plans of the CAWT Partnership.

In the 2009 to 2015 period of the INTERREG IVA programme, €30 million was secured by the CAWT Partnership for cross border health and social care initiatives.



Other

Cross Border Activities

Cross Border Nursing Award

This is the third year that CAWT has sponsored the Chief Nursing Officers' Award for Excellence in Cross Border Nursing. The Award was inaugurated in 2014 to recognise innovation and excellence in patient care, either within the border region or on an all-Island basis. The 2016 winner was announced at the annual All-Ireland Chief Nursing Officers' Conference in Dublin Castle in December which was attended by both Ministers for Health and attended by 350 plus delegates.

The joint winners were Una Cardin, North West Cancer Centre Manager at the Western Health and Social Care Trust and the Oncology Nursing Team at Letterkenny University Hospital, part of the Saolta University Health Care Group. Both winners played pivotal roles in bringing the new service to the North West

area. The North West Cancer Centre provides dedicated treatment and care to cancer patients in the North West border region of Northern Ireland and the Republic of Ireland.

Commenting CAWT's Deputy Chief Officer, Edel O'Doherty said: **"Both winners are most deserving of this Excellence in Cross Border Nursing Award for the important work they have undertaken to ensure that people on both sides of the border receive the best care possible at the new North West Cancer Centre. Many years of hard work and planning have gone into ensuring that patients who undergo cancer treatment will experience excellent standards of care in this state-of-the-art facility. On behalf of the CAWT Partnership I congratulate both Award winners."**



2016 Excellence in Cross Border Nursing Award winners. Pictured from left: Dr Siobhan O'Halloran, Chief Nursing Officer at the Department of Health, Republic of Ireland; Michelle O'Neill, MLA, Minister for Health, Northern Ireland; Noreen Rodgers representing the Oncology Nursing Team at Letterkenny University Hospital; Una Cardin, North West Cancer Centre Manager, WHSCT; Simon Harris, TD, Minister for Health, Republic of Ireland; Edel O'Doherty, Deputy Chief Officer, CAWT and Charlotte McArdle, Chief Nursing Officer at the Department of Health, Northern Ireland.



Organisers and some of the participants in the cross border Virtual Dementia Tour® held at Letterkenny General Hospital, Donegal.

Cross Border Dementia Training

The Virtual Dementia Tour® is a mobile simulated training initiative. This unique interactive training experience, which is aimed at bringing greater understanding and empathy for people living with dementia, was implemented for the first time on both sides of the border. 144 healthcare personnel from across the hospital, community and voluntary services and some family carers participated in the cross border Virtual Dementia Tour® training in Derry/Londonderry and Donegal. This very real, immersive experience enabled participants to gain a closer appreciation of the physical and mental challenges facing those with dementia. Feedback from many participants highlighted that this is the closest

experience they have had into how dementia actually impacts on a person and their carers and families.

One of the organisers responsible for bringing the initiative to the North West, Dr Randal Parlour, Assistant Director NMPD in the HSE Donegal commented: **"Our key objective, within this process, was to develop an infrastructure that will fundamentally support both staff and carers to increase their awareness around dementia. Ultimately we anticipate this initiative will complement measures within the Irish National Dementia Strategy designed to promote person-centred practice, raise public awareness, address stigma, and promote the inclusion and involvement in society of those with dementia."**



Cross Border Humanitarian Assistance Course

CAWT supported the co-ordination of another successful Humanitarian Disaster Assistance course which was held in the United Nations Training School, the Curragh, County Kildare in March 2016. This course was attended by medical personnel from both Northern Ireland and the Republic of Ireland and the specialised training can be utilised by the participants in a range of situations including having to attend to a major emergency situation or deployment to disaster zones worldwide.



Topics covered a range of health related issues associated with humanitarian response including risk assessments and communicable diseases, epidemiology and medical air evacuation of casualties. The course was delivered by the members of the Faculty of Conflict and Catastrophe Medicine of the Worshipful Society of Apothecaries of the City of London, all who have wide ranging experience in the field of humanitarian aid and disaster management.



Participants and organisers at the cross border Humanitarian Assistance Course held in the United Nations Training School, the Curragh, County Kildare.



Financial

Overview

CAWT Development Centre

The Departments of Health in both jurisdictions have allocated the CAWT Development Centre funding to their respective agencies. Thus, the HSE in the Republic of Ireland and the Health and Social Care Board in Northern Ireland, route this funding to the CAWT Development Centre, with equal contributions made by both on an annual basis. The Health and Social Care Board is the CAWT partner organisation that currently facilitates administration of payroll and non-pay services for the CAWT Development Centre. The following table contains an analysis of CAWT Development Centre expenditure up to 31 March 2016.

	Budget for year ending 31/3/16 (£)	Actual for year ending 31/3/16 (£)
Capital costs		
Plant and equipment	3,500	1,165
	3,500	1,165
Staff costs		
Senior Management	363,552	359,295
Functional support and administration	151,671	152,947
	515,223	512,242
Running costs		
General Administration	7,100	4,044
Travel and subsistence	17,960	17,016
Training and development	4,000	3,839
Printing and stationery	3,000	2,881
Conferences and events (Organised by the CAWT Development Centre)	10,968	9,523
Rent and rates	2,749	2,768
Management Board meetings	1,500	927
Marketing and publicity	2,000	1,371
Cross border project development activities	20,000	32,224
	69,277	74,593
TOTAL	588,000	588,000

I confirm that the above financial information provided is accurate.

Bernie McCrory (Mrs)

Bernie McCrory
Chief Officer, CAWT

Tom Daly

Tom Daly
Director General, CAWT

31 December 2016