



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

Co-operation and Working Together
(CAWT)

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Annual Progress Report 2017



 Health and Social
Care Board

 Western Health
and Social Care Trust

 Southern Health
and Social Care Trust

 Public Health
Agency

 Feidhmiúchacht na Seirbhíse Sláinte
Health Service Executive

 Interreg
Northern Ireland - Ireland - Scotland
European Regional Development Fund

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Acknowledgements

We wish to acknowledge the support and guidance received from a range of organisations including:

Special EU Programmes Body (SEUPB)

The CAWT partner organisations are grateful for the financial support received from the European Union’s INTERREG VA Programme which is managed by the Special EU Programmes Body.

**Department of Health, Northern Ireland and
Department of Health, Republic of Ireland**

The commitment and support of both Departments of Health to cross border collaboration in health and social care is greatly appreciated.

The CAWT partner organisations

Achievements in cross border health and social care are dependent upon the commitment and goodwill of those from the health and social care organisations that comprise the CAWT Partnership. We acknowledge the many members of staff, managers and clinicians who give time and expertise to cross border health and social care. The CAWT partner organisations are:

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





Foreword: Damien McCallion, Director General

I am delighted to have begun my term as Director General of CAWT during 2017 which has been a significant year as we celebrate the 25 year anniversary of the CAWT Partnership. In particular, I would like to acknowledge Tom Daly, the previous Director General of CAWT, for his unstinting and long-term commitment to cross border and North / South collaboration. Indeed, Tom was actively involved in the establishment and growth of the CAWT Partnership since its inception in 1992.



CAWT Partnership representatives meeting with SEUPB executives.

This year we embarked on the implementation of four large scale EU INTERREG VA projects and a fifth Scottish-led project with CAWT as a partner. We continue to make good progress despite the continued added uncertainty created by the result of the EU referendum held in June 2016. This progress has been enabled by the removal of the risk to the EU INTERREG VA projects by both Governments agreeing to underwrite the EU funding allocated, to ensure such projects are implemented within the full timescale as planned. This has been a welcome development as is the strong suggestion that both the UK and the Irish Governments are open to the continuation of EU funding in the future. The CAWT Partnership would consider it important that any post Brexit arrangements should not hinder existing cross border and all-island health and social care arrangements and future developments.

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 strategies and service-based activities. This embedding of CAWT cross border activity within mainstream services has been a key factor in CAWT's way of working and successes achieved to date.

As always there are many people who have contributed their valuable expertise and time to cross border health and social care. In particular I would like to pay tribute to my colleagues on the CAWT Management Board and Secretariat who direct and oversee our work programme. During 2017 we said farewell to five long term members of the CAWT Management Board: Mr Frances Rice from the Southern Health and Social Care Trust (SHSCT), Dr Eddie Rooney from the Public Health Agency (PHA), Ms Elaine Way from the Western Health and Social Care Trust (WHSCT), Mr Dean Sullivan from the Health and Social Care Board (HSCB) and the previous CAWT Director General, Mr Tom Daly, from the HSE. I would like to sincerely thank Frances, Eddie, Elaine, Dean and Tom for their leadership and contribution to cross border activity and to wish them well in their future endeavours. We welcomed Ms Valarie Watts, Chief



Left to right: Damien McCallion, HSE; Tom Daly, HSE; John Hayes, HSE; Paula Keon, HSE; Colm O'Reardon, Dept of Health and Tommie Gorman, RTÉ Northern Ireland Editor.

Executive Officer of the HSCB and the PHA and Dr Anne Kilgallen, Chief Executive Officer of the WHSCT to the CAWT Management Board during the year.

I want to thank team members at the CAWT Development Centre for their hard work in co-ordinating activities on behalf of the CAWT partner organisations during the year, under the leadership of Ms Bernie McCrory, 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 and cross jurisdictional working in health care and also in other sectors. This passion and commitment to cross border engagement and co-operation provides us with the encouragement and motivation to continue so that we achieve the vision for CAWT as set out in the CAWT Strategy to 2022.

The work we are taking 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).

We will continue to foster cross-border co-operation and to ensure our work is pioneering and brings added value to health and social care activity and benefits to service users. Thanks again to all those who continue to develop, support and implement cross border health and social care services, projects and initiatives. I look forward to working with all involved in CAWT's work in the months ahead.



Overview: Bernie McCrory, Chief Officer

As we continue on our mission to improve the health and well-being of the border populations, by working across boundaries and jurisdictions, I would like to highlight some of the key accomplishments during the year. Indeed, much of 2017 has been dominated by important activities to mobilise all of CAWT's EU INTERREG funded projects to enable them to commence, so that service users could benefit from the additional services planned, as quickly as possible.



CAWT Secretariat members from the Republic of Ireland and Northern Ireland.

By July 2017, the CAWT Partnership had received final Letters of Offer from the Special EU Programmes Body and formal permission to commence four projects: Multiple Adverse Childhood Experiences Project (Children's Services), Acute Hospitals Services Project, Innovation Recovery Project (Mental Health) and Community Health Sync Project (Population Health). The Scottish Lead Partner also received a final Letter of Offer in respect of the mPower Project (Primary Care and Older People) in which CAWT is a partner. The combined value of these EU INTERREG VA funded project amounts to €35 million euros. This highlights the high level of confidence and trust in the CAWT Partnership and in our health services delivering cross border health and social care, utilising significant EU funding.

To support the implementation of each EU INTERREG VA project, Project Boards have been formed with representation from all the CAWT partner organisations and other partners as appropriate. Each Project Board has agreed their Terms of Reference and schedule of meetings for the coming year.

Our Corporate Support Groups continue to provide specialist advice and guidance in the areas of finance, procurement and contracts, eHealth/ICT, human resources, recruitment and communications/publicity. These groups are comprised of specialist staff from the HSE, the SHSCT, the WHSCT, the HSCB, the PHA and the BSO. The guidance and support that these Groups provide to cross border activity is greatly appreciated and enables the effective governance of the CAWT Partnership.

Brexit continues to dominate within the media and at national and regional government levels. There is a sustained interest in the all-island and cross border activity between Northern Ireland and the Republic of Ireland and the likely impact of the UK leaving the EU. During the year the CAWT Partnership responded to requests for information 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. For example, in September 2017 the CAWT Development Centre assisted with the co-ordination of a Department of Health all-Island Civic Dialogue event in Dundalk to consider the likely day-to-day impact of Brexit on

health and social care. In November 2017, CAWT's Director General and I provided evidence to the House of Lords EU Home Affairs Sub-Committee's inquiry on Brexit and reciprocal healthcare.

Our work in other mainstream activities continued. For example, our 3-day intensive cross border Humanitarian Disaster Response Course in Co. Kildare was co-ordinated in partnership with a number of statutory and non-Governmental bodies, north and south, including the defence forces in both the Republic of Ireland and Northern Ireland with wider UK support. Among the participants are Irish Aid and emergency planning personnel and clinical staff from both Health Services. This is the fourth time the course has been held, and on this occasion was visited by HRH the Prince of Wales in the United Nations Training School Ireland. The Prince, who met with participants and defence services personnel, received a unique insight into practical cross border activity.

I wish to take this opportunity to record my sincere gratitude to the staff of the CAWT Development Centre, the EU INTERREG VA Project Managers and staff, Project Board members, Corporate Support Group participants and Management Board and Secretariat members and the many individuals throughout our partner organisations who have been so committed to cross border work, over and above their day to day roles.

Despite the uncertain climate, cross border health and social care continued to progress 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 expand, particularly with EU grant funding availability to pilot innovative ways of working and delivering services. Indeed, EU funding has been vital to the development and growth of activities in cross border health and social care to date and I look forward to new EU funded projects achieving their targets and bringing additional services to citizens within the eligible area.

New EU INTERREG VA programme of work

The Special EU Programmes Body has directly awarded grant funding, with a total value of approximately €26.5 million euros, to the CAWT Partnership to support four large-scale cross border health and social care projects up to 2022. The projects are in the areas of acute hospital services, mental health, children’s services and community health and well-being. A fifth project led by NHS Scotland, in which CAWT is a partner, supports primary care and older people’s services. This project has secured grant funding up to a total value of €8.7 million euros, of which €3.5 million is earmarked for the border region.

Collectively, these projects will focus on a range of aspects including 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.

Project Governance

Each of the EU INTERREG VA funded projects are managed by a Project Board, comprising nominated representatives from the CAWT partner organisations and other partners, and are chaired by an appointed representative from the Project Board. The Project Boards are responsible for ensuring that projects deliver their Project objectives and targets within the agreed time and budget and to a predefined quality standard. On an ongoing basis, the Project Boards update the CAWT Secretariat (through the CAWT Development Centre monitoring systems) on progress made within projects and flag any issues that require the input or direction of the Secretariat. Project Boards members are directly accountable to each of the CAWT partner organisations they represent and inform senior management of decisions impacting or likely to impact on their own organisation. Project Boards are ultimately accountable to the CAWT Management Board through the CAWT Development Centre and Secretariat.



CAWT Management Board members from the Republic of Ireland and Northern Ireland.

Key timelines for EU INTERREG VA project commencement



Summary of CAWT EU INTERREG VA Projects commenced in 2017

**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 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.

**Mental Health
'Innovation
Recovery'**

The project seeks to empower people with lived experience of mental illness to participate in 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.

**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 South West Scotland.

The Hubs will be resourced with Health Facilitators who will support individuals and groups in improving their health and wellbeing, particularly in the areas of physical activity, nutrition, smoking cessation, alcohol misuse and mental health.

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

**Acute Hospital
Services Project
'Connecting Services
Citizens and
Communities'**

The project aims to assess and treat higher volumes of patients more effectively both in scheduled and unscheduled care pathways through improved / reformed service delivery models on a cross border basis. Scheduled care will focus on the specialties of dermatology, urology and vascular services.

Unscheduled care initiatives include a new advanced community paramedic service, clinical decision unit, community cardiac investigations and a community geriatrician led service. In addition Specialist Training for staff will be delivered.

**Primary Care
and Older People
'mPower'**

Note: NHS Scotland
is the lead partner

The project will work within Primary Care to enhance services for older people aiming for improved self-management of Long Term Conditions and greater inclusion for those older people who are experiencing loneliness and isolation.

This will involve a combined approach to responding to the needs of older people by offering personalised support via a Community Navigator, who will facilitate development of a Wellbeing Plan which links the older person with local community activities.

The second strand of mPower will use digital technologies to improve access to a range of health and social care services including Home and Mobile Health Technologies, Virtual Consultations and Apps to enhance wellbeing.

EU INTERREG VA project update

(Jan 2017 to Dec 2017)

Children's Services: 'MACE'

(Multiple Adverse Childhood Experiences) Project

The Children's Services Strategy group were delighted to receive the final Letter of Offer for the MACE project in June 2017. INTERREG VA grant funding of up to a maximum of over €5m is available to the project which aims to transform the lives of vulnerable families with children in age categories 0-3 years and 11-13 years who are at risk from multiple adversities in their lives. The project proposes to do this by establishing appropriate Adverse Childhood Experiences (ACE) aware tools such as a questionnaire and a risk stratification tool which will allow for early identification of vulnerable families and by delivering appropriate interventions to those assessed using the tools.



Speakers at the Western Area Outcomes Group Conference in Omagh (l to r): Carmel McPeake, CAWT/MACE Project Link; Kieran Downey, MACE Project Chair (WHSCT); David Bolton, Conference speaker and Ann McDuff, WHSCT.

The Strategy Group have identified five cross border hub areas which will be developed into five cross border community networks of excellence utilising existing family hub infrastructure within the areas where the 3,125 universal, targeted and specialised interventions will be delivered.

Tusla, the Child and Family Agency in the Republic of Ireland are also a project partner within the MACE project alongside the CAWT Partner organisations. Recruitment began immediately for the Project Manager on receipt of the Letter of Offer.

Unfortunately the recruitment process which took place over the summer was unsuccessful and the post was re-advertised in October with an outcome due in early 2018.

Membership of the Project Board was finalised and agreed during the year with members focusing on activities to raise awareness of the project within their organisations and beyond. Such awareness activity

included the delivery of a number of presentations and workshops at regional and national conferences, highlighting the main aims and objectives of the project.

A high level of interest in the project has been reported to date and members hope to build upon this and on previous and current ACE related work and research. Members recognise the huge potential this project has to make a lasting impact on those families most in need and on how related services are delivered within the community to ensure that ACE aware and resilient communities are developed and established throughout the lifetime of the project.

EU INTERREG VA project update

(Jan 2017 to Dec 2017)

Mental Health: 'Innovation Recovery' Project

In July 2017 the Innovation Recovery Project Board was delighted to receive a Letter for Offer for grant funding up to €7.6 million euros from the EU INTERREG VA programme. The Innovation Recovery Project is designed to empower individuals and communities to take greater control over their mental and emotional well-being through participation in mental health recovery education programmes.



Attendees at the Cavan iRecovery Project workshop.

Targeting approximately 8,000 people, the project represents a radical shift from the medical model of treatment of mental health difficulties to a social/educational and collaborative model. The project offers an unprecedented opportunity to scale up and extend Mental Health Recovery education along the entire Irish border region and also including Belfast City.

The concept of recovery education is based upon robust evidence from across the UK and Ireland which emphasises the merit of co-production in engaging people in their journey of recovery. This approach combines the expert knowledge of patients, with the clinical skills of mental health practitioners. Working together, these groups co-produce and co-deliver a diverse range of educational courses in response to the needs of other service users and people with mental health problems.

Intensive planning for this large scale project was ongoing during 2017 to agree the Hub and Spoke delivery sites, and ensure that the project is closely aligned to the needs of people with lived experience of mental illness. The Project will recruit 24.5 staff and the first post, the Project Manager, was appointed during 2017.

Given the greater experience of recovery in Scotland, the Scottish Recovery Network has been appointed to work alongside the Innovation Recovery Project in a quality assurance role.

The Project Board has acknowledged the vital role which the Community and Voluntary sector have to play as part of the delivery of the project. To enable this, a

procurement exercise to involve the Community and Voluntary sector has commenced and will see local partnerships established in each of the Hub areas. A technical specification for a Virtual Recovery Learning Management System to enhance face to face course delivery is also being developed.

The CAWT Innovation Recovery College project will further enhance the approach with the inclusion of training for people working on the front line of service delivery.

The official Project Launch will be held in early 2018.



Front row (left to right): Eithne Darragh, HSCB; John McCormick, Scottish Recovery Network; Briege Quinn, PHA; John Meehan, HSE and Ger McCormack, HSE. Standing (left to right): Dr Owen Mulligan, HSE; Trevor Millar, WHSCT; Edel ODoherty, CAWT and Adrian Corrigan, SHSCT

EU INTERREG VA project update

(Jan 2017 to Dec 2017)

Population Health: ‘CoH-Sync’ (Community Health Sync) Project

After all the hard work and months of waiting, the ‘CoH-Sync’ project received a final ‘Letter of Offer’ from the Special EU Programmes Body in July. This enabled the Project to formally commence. The Project Planning Group, comprising the Population Health Strategy Group members, plus the Scottish Partner from Dumfries and Galloway Health and Social Care, continued to meet and support the interim CAWT Development Centre link person to progress key aspects.



Ballyshannon community engagement event for the CoH-Sync Project.

Two working groups were formed to provide guidance in the areas of data collection and monitoring and also training.

The development of the eight health and well-being hubs was a priority for the project, so to initiate this process, a series of Community Engagement Events was coordinated in central locations across the border region of the Republic of Ireland, Northern Ireland and South West Scotland. The Community Engagement Events enabled the project partners to inform and receive feedback from representatives of local groups and organisations and to take into consideration local views. In total 209 people attended a total of 10 events during June, three in Northern Ireland, 3 in the Republic of Ireland and four in SW Scotland.

During September and October, the tender specification was developed in partnership with the HSE’s Centre for Procurement Expertise (COPE) who agreed to manage the procurement exercise for the Hubs. By November, draft tender documents were forwarded to SEUPB for approval as per the ‘Permission to Start’ requirements and subsequently the tender was published on the eTenders website. The Hub tender closed on 21 December with the evaluation process due to commence in early January 2018.



Scotland community engagement event for the CoH-Sync Project.

Locality Health and well-being Hub Location

- Letterkenny/North Donegal, Republic of Ireland
- Ballyshannon/South Donegal, Republic of Ireland
- Co. Cavan/Co. Monaghan, Republic of Ireland
- Londonderry - Derry/Strabane, Northern Ireland
- Enniskillen/Fermanagh, Northern Ireland
- Armagh/Dungannon, Northern Ireland
- Dumfries, Scotland
- Stranraer, Scotland

The project looks forward to the appointment of project staff and the health and well-being hub providers, and the commencement of programmes and activities to secure beneficiaries from early 2018.



Strabane community engagement event for the CoH-Sync Project

EU INTERREG VA project update

(Jan 2017 to Dec 2017)

Acute Hospital Services: 'Connecting Services, Citizens and Communities' Project

The final Letter of Offer for the Acute Hospitals Services Project was received from the Special EU Programmes Body in July 2017. This development was warmly received by all the project partners who had been centrally involved in the development of the business plan and supporting the application process. This enabled work to begin across a number of acute services frameworks which include work streams in both scheduled and unscheduled care pathways across the Republic of Ireland, Northern Ireland and Scotland.

The Acute Hospital Services Project will develop and implement the following elements:

- A Clinical Decision Unit to manage patient flows which will meet the needs of patients who require evaluation, testing, treatment and medical management.
- A Consultant Geriatrician-led community based service based in the Sligo and South Fermanagh area that will develop a Community Outreach Pathway of care for frail older people over 75 years with the aim of admission avoidance and early supported discharge.
- A Community Based Cardiac Investigation Service which will facilitate direct GP referrals for Echocardiography and Holter Monitoring. This will include a community-based service for less complex diagnostic cardiology investigations.
- A Community Paramedic Service to enhance local provision of health advice to patients, and Community Paramedic Hubs with specialist paramedics to see/treat/transport to appropriate medical facilities using a range of paramedic skills.
- A&E Reform which will establish new ways of working including assessment/management of patients and will train and develop staff to support these changes.
- An initiative which will reform and modernise outpatient services and supporting diagnostic activities with relocation to outpatient settings for procedures currently performed in day theatre settings where appropriate for dermatology, urology and vascular initially.

- A complementary programme which will reform, modernise and deliver minor, intermediate and major operations and procedures across a range of surgical specialisms utilising day case, endoscopy and main theatre facilities to maximum efficiency.

The project anticipates a significant number of the work streams will be operational and yielding patient beneficiaries by early 2018, with many of the staff for the various service and programme areas appointed by mid-2018.

EU INTERREG VA project update

(Jan 2017 to Dec 2017)

Primary Care and Older People: ‘mPower’ Project

The CAWT Partnership is supporting NHS 24 in Scotland to plan and deliver the mPower Project. This €8.7million cross-border project was launched by the Scottish Cabinet Secretary for Health and Sport (Shona Robinson) at BT Murrayfield Stadium in Edinburgh on 23 November 2017. mPower is being rolled out within 7 deployment sites across Scotland, Northern Ireland and the border counties of the Republic of Ireland.



Member of the Scottish Parliament Shona Robison, Cabinet Secretary for Health and Sport, joined with partners and funders from Ireland, Northern Ireland & Scotland to formally launch the €8.7m mPower project in Edinburgh recently. CAWT is a partner in this NHS Scotland-led project. HSE, Southern and Western Health and Social Care Trusts and PHA representatives attended the launch event in Murrayfield.

Around 66% of people in Republic of Ireland, Northern Ireland and Scotland will have one or more long term conditions by the age of 65. Promoting self-care at home is an important step in alleviating the pressure the health service faces, while enabling people to better manage their conditions.

The mPower project has been designed to respond to the growing pressures within primary care and aims to empower and enable older people with long term conditions / chronic illness to take the steps needed to live well, safely and independently in their own homes. Over the course of the project, mPower will support 2,500 people through the development of well-being plans and 4,500 people through eHealth interventions.

Staff recruitment commenced during 2017 with the core project management team based within NHS24. From late 2017 onwards, mPower ‘Community Navigators’ are being employed to work with people referred from health and social care services to develop well-being plans connecting them to activities in their community. In addition, technical staff will work with primary care staff to identify opportunities to use new technology to enhance access to services.

mPower deployment sites within the CAWT area

Western Health and Social Care Trust
Lisnaskea / Southeast Fermanagh

Southern Health and Social Care Trust
Armagh / Newry

HSE Community Health Organisation
Community Health Organisation 1 (CH01)
Castlefinn / South Leitrim / Carrickmacross

HSE Community Health Organisation
Community Health Organisation 8 (CH0 8)
Drogheda

The project team look forward to pioneering new models of care for older people as part of the mPower project.

Other cross border activities

(non EU funded)

In addition to the substantial workload associated with EU funding, CAWT, on behalf of the partner organisations, assists in facilitating and implementing mainstream, non-EU funded cross border and all-island initiatives for the benefit of patients and clients in the border region of Ireland/Northern Ireland.



Organisers and participants in the 2017 Humanitarian Disaster Assistance Course.

Ongoing activity continues to strengthen working across jurisdictions, not only in terms of EU funded projects but also for a range of commissioned projects. Other non-EU funded activities where the CAWT Partnership has contributed to their planning and establishment include:

- NW Cancer Centre at Altnagelvin Area Hospital in Derry/Londonderry
- Percutaneous Coronary Intervention Service (collaboration between HSE Donegal and the Western Health and Social Care Trust)
- All-island Paediatric Cardiology service
- Cross border Emergency Planning and Humanitarian Assistance training

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 in the Curragh, County Kildare in April 2017. This course was attended by medical personnel from both Northern Ireland and the Republic of Ireland. The training was delivered by the Members of the Faculty of Conflict and Catastrophe Medicine of the Worshipful Society of Apothecaries of the City of London who are acknowledged as one of the leading training organisations in the field of humanitarian response training.

This is the fourth time the course has been held, and on this occasion was visited by HRH the Prince of Wales in the United Nations Training School Ireland as part of The Prince of Wales and Duchess of Cornwall visit to Northern Ireland and Ireland in May. The Prince of Wales commented: **“At the Curragh I greatly enjoyed meeting people from Ireland and the United Kingdom who were taking part in an initiative called Co-operation and Working Together which aims to strengthen the partnership between our defence forces and our emergency services to help protect everyone on the island of Ireland and to make a tangible difference in some of the most troubled parts of the world. It is a remarkable example of the good that can come from close co-operation between our two countries.”**



HRH the Prince of Wales meeting course organisers and participants.

Planning for the future

The pioneering work associated with the CAWT Partnership, which is more than 25 years in existence, continues to progress unabated.

The CAWT Partnership is committed to supporting the change agenda in both Northern Ireland and the Republic of Ireland. Health and social care developments, policies and plans at national level will continue to provide direction for future activities. The CAWT Partnership will continue to create ideas and exploit opportunities to support these policies through cross border initiatives.

UK EU referendum (Brexit)

Despite the UK EU referendum result, CAWT's EU INTERREG VA programme of work formally commencing in 2017. This has been enabled by the removal of the risk to the project funding by both Governments agreeing to underwrite the EU funding allocated, to ensure such projects are implemented in full as planned. This means that the CAWT Partnership can continue to deliver all EU funded projects as initially planned to their conclusion in 2021/22.

It is likely that Brexit will present challenges to both formal and informal working relationships and arrangements which characterise cross border health and social care activity. In the meantime, cross border health and social care work continues as normal, but with a sense that the landscape may change in coming months and years.

Throughout the year CAWT Development Centre facilitated various requests for information, mainly from researchers, media and government/departmental agencies, on the likely impact of the outcome of the EU Referendum (Brexit). Some examples of CAWT's support in this area are outlined here:



Bernie McCrory, Chief Officer of CAWT and Jenny Chapman, Labour Party.

Civic Dialogue event

CAWT Development Centre staff supported the event management of the All Island Civic Dialogue event 'Brexit – implications for cross-border health co-operation' held in September 2017 in Dundalk. The objective of the event was to deepen the understanding of the implications of Brexit in respect of health across

the island of Ireland by listening to the thoughts, concerns and experiences of stakeholders on the likely day-to-day impact of Brexit in the area of health, as well as any suggested solutions or measures to mitigate the impact of Brexit. CAWT's Director General provided an overview of CAWT cross border health and social care and how CAWT's role and remit has contributed to the progression of both cross border and all island activity.



Left to right: Joanne McDermott, CAWT, Danielle McLaughlin, CAWT, Joe Doyle, Dept of Health and Fiona Lafferty, CAWT.

House of Lords Inquiry

The CAWT Partnership provided evidence to the House of Lords EU Home Affairs Sub-Committee in November 2017, along with the Centre for Cross Border Studies, in relation to the inquiry into Brexit and reciprocal healthcare. At evidence session, held at the Palace of Westminster, members of the Sub-Committee asked a range of questions designed to better understand the implications of Brexit for Northern Ireland's cross-border healthcare arrangements. Representing the CAWT Partnership, Damien McCallion, Director General and Bernie McCrory, Chief Officer gave evidence along with Dr Anthony Soares from the Centre for Cross Border Studies.

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 of improving the health and well-being 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)

Current CAWT Management Board Members (as at Dec 2017)

John Hayes • Chief Officer, Community Healthcare Organisation • HSE
Angela Fitzgerald • Deputy National Director, Acute Hospitals • HSE
Damien McCallion (replaced Tom Daly as Director General-July 2017) • National Director and Director General of CAWT • HSE
Paula Keon • Acting Assistant National Director • HSE
Shane Devlin (replaced Frances Rice) • Chief Executive • SHSCT
Anne Kilgallen (replaced Elaine Way) • Chief Executive • WHSCT
Valerie Watts (replaced Dean Sullivan) • Chief Executive • PHA/HSCB
Ed McClean (replaced Eddie Rooney) • Deputy Chief Executive and Director of Operations • PHA

Established in 1992, the CAWT Partnership’s governance arrangements have evolved 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 2022. 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, to ensure the delivery of its 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 four times during 2017 and held their AGM in June.

Following Tom Daly’s retirement from the HSE and stepping down as Director General of the CAWT Partnership in July 2017, Damien McCallion, National Director has been elected to the role of Director General for the CAWT Partnership. The Director General, via the CAWT Chief Officer, oversees the work of the CAWT Partnership on behalf of all the partners and he/she works closely with the CAWT Chief Officer and Development Centre.

The CAWT Secretariat

The CAWT Secretariat members enable the implementation of the decisions of the Management 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 four times during 2017.

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.

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, eHealth, 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.

Members of these Corporate Support Groups, who are senior health and social care personnel, 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 & contracts.

CAWT Communications Group

The CAWT Partnership is committed to communicating effectively with its stakeholders and funders and also to keeping staff within the CAWT partner organisations updated on cross border developments. Therefore a range of internal and external communications activities are undertaken by the CAWT Communications and Governance Manager, which are implemented locally by the members of the CAWT Communications Group.

Meetings of the CAWT Communications Group recommenced in 2017 to coincide with the mobilisation of the EU INTERREG VA funded suite of projects. A Forward PR Planner has been developed which enables members to identify, plan and implement communications activity for cross border services and initiatives in a co-ordinated manner across the CAWT region. The CAWT Communications and Governance Manager is the identified person (Communications Lead) for EU INTERREG VA publicity and information activities. In this role, the Communications Lead attended all mandatory SEUPB Communication Network Meetings / Workshops during the year. Other communications tasks, as required by the EU funders, were completed during the year. This included the submission of a Communications Work plan for each project and leading on the communications activities which have been identified and scheduled.

CAWT Finance Forum

The CAWT Finance Forum comprises senior finance personnel from the CAWT Partner organisations. It is the responsibility of the project partners to ensure there are adequate systems and procedures in place which will ensure that only eligible expenditure is incurred within approved limits, on approved projects. It is the responsibility of each organisation participating in EU INTERREG VA projects to ensure that proper internal financial systems and procedures are in place for the management of the funds approved to be expended within its organisation.

The role of the CAWT Finance Forum is to provide assurances to the CAWT Management Board that the financial responsibilities of the CAWT partner organisations are being met. The Forum also oversees CAWT financial management arrangements in relation to CAWT Development Centre and EU INTERREG VA projects and updates the CAWT Management Board via the CAWT Finance Manager.

The Forum meets with the CAWT Finance Manager and CAWT Chief Officer normally meet three times a year but met twice in 2017 given the delay in Letters of Offer being issued until the second half of the year. Forum members attended workshop in September 2017 which summarised the projects, project partner roles and responsibilities and programme rules. In response to this, the Forum developed number of proposals regarding the handling of foreign exchange and budget management issues for the CAWT Management Board's consideration and approval.

Corporate Support Groups

CAWT Procurement and Contracts Group

Procurement support continues to be provided by the CAWT Procurement and Contracts Group. As part of this group, HSE Procurement in the Republic of Ireland and the Business Services Organisation in Northern Ireland facilitate cross border work by providing expertise and guidance to the EU INTERREG VA projects in particular. Additionally, procurement and contract staff within the Southern and Western Trusts supported the procurement of goods and services during the year. A range of tenders were coordinated and delivered in support of CAWT's new EU INTERREG VA range of projects. This support is greatly appreciated as it has enabled CAWT to progress projects in support of spend and beneficiary targets.

CAWT eHealth Group

The e-Health Group was established in 2017 as part of the CAWT Partnership infrastructure for the successful delivery of the EU INTERREG VA funded projects. The eHealth Group will provide specialist advice by bringing together strategic advisors; technical experts and representatives from Project Boards to oversee implementation of the eHealth activities associated with the CAWT's EU INTERREG VA funded services and activities.

The eHealth Group held their inaugural meeting during 2017 and is focusing on a number of key areas including the interoperability requirements of the Acute Hospital Services project in particular. In doing so, the Group is examining the strategic context for North South Interoperability in line with the EU Interoperability Framework and establishing systems for safe and efficient processes for transmission of data in the interest of patient safety.

In addition, the CAWT Development Centre team have begun to develop service requirement specifications for each of the EU INTERREG VA projects. The Innovation Recovery, MACE and CoH-Sync Projects

are planning the development of information systems to support staff and client information. There requirements will be further refined and finalised during 2018 in order to identify and procure solutions.

CAWT Human Resources / Recruitment Groups

The CAWT HR Strategy Group comprises Directors of HR in Northern Ireland and Assistant National Directors of HR in the Republic of Ireland from the CAWT partner organisations. CAWT's HR Manager works with group members to address recruitment and employment issues relating to cross border working. The HR Strategy Group provided leadership and guidance to enable the EU INTERREG VA programme of work to commence in 2017.

The Recruitment Sub Group, which comprises Recruitment Managers from the CAWT partner organisations, has worked closely with CAWT's HR Manager to provide advice from their respective teams. During 2017 the CAWT partner organisations provided significant support to ensure the recruitment of staff for EU INTERREG VA programme of work commenced. This practical hands-on support is greatly appreciated.

CAWT's HR Manager continues to provide project staff and project boards with on-going advice and support in the areas of cross border recruitment and selection, induction, absence management, employee relations issues and training.

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 Table here contains an analysis of CAWT Development Centre expenditure up to 31 March 2017.

CAWT Development Expenditure up to 31 March 2017

	Budget for year ending 31/3/17 (£)	Actual for year ending 31/3/17 (£)
Capital costs		
Plant and equipment	4,500 £4,500	4,307 £4,307
Staff costs		
Senior Management	353,630	352,537
Functional support and administration	149,954 £503,584	132,869 £485,406
Running costs		
General Administration	7,100	4,420
Travel and subsistence	19,700	17,865
Training and development	5,000	2,025
Printing and stationery	3,600	2,828
Conferences and events (Organised by CAWT Development Centre)	11,000	9,865
Rent and rates	3,000	2,730
Management Board meetings	1,500	1,250
Marketing and publicity	5,000	3,371
Cross border project development activities	24,016	53,933
Total	£79,916	£98,287
Overall Total	£588,000	£588,000

I confirm that the above financial information provided is accurate.

Bernie McCrory (Mrs)

Bernie McCrory, Chief Officer, CAWT.

I confirm that the above financial information provided is accurate.

Damien McCallion

Damien McCallion, Director General, CAWT.
31 December 2017