

# CAWT Annual Progress Report

April 2023 to  
March 2024



Department of  
**Health**

An Roinn Sláinte  
Mánnystrie O Poustie



An Roinn Sláinte  
Department of Health



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

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## 1.0 ACKNOWLEDGEMENTS

The CAWT Partnership wish to acknowledge the guidance and support from key stakeholders including:

### **SPECIAL EU PROGRAMMES BODY (SEUPB)**

Our collaborative cross border health and social care work would not have been possible without the essential funding support received, most recently 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, IRELAND**

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

### **THE CAWT PARTNER ORGANISATIONS**

Achievements in cross border health and social care are dependent upon the commitment and resilience of those from the health and social care organisations that comprise the CAWT Partnership. We acknowledge the many frontline teams, managers and staff who give time and expertise to cross border health and social care, across the various CAWT Partnership groups and structures. The CAWT partner organisations are:



## **PROJECT PARTNERS**

We also acknowledge the co-operation of various project partner organisations involved in the implementation of the most recent EU funding programme, the EU INTERREG VA, which concluded in June 2023. These include delivery partners in the community and voluntary sector. Other delivery partners include Northern Ireland Ambulance Service, National Ambulance Service, Tusla Child and Family Agency, Belfast Health and Social Care Trust, the Scottish Government, NHS National Services Scotland, NHS Dumfries and Galloway, NHS Greater Glasgow and Clyde, NHS Tayside, and the Scottish Ambulance Service.

## 2.0 CHAIRMAN'S FOREWORD: NEIL GUCKIAN, DIRECTOR GENERAL



Since 1992, the CAWT Partnership organisations have been collaborating and working together in the border region of Ireland and Northern Ireland. That's nearly 32 years of partnership working and relationship building, as we seek to reduce health inequalities and improve the health and social well-being of people living within the border region. As the current Director General of the CAWT Partnership, I'm delighted to report that we are continuing to collaborate, as strongly as ever, in the provision of practical solutions to the health and social care needs of local populations across the border region of Ireland / Northern Ireland.

Indeed, it has been a privilege to work alongside CAWT Management Board colleagues, as we seek to identify and prepare for future opportunities and collaborate in the interests of our collective populations that we serve.

A highlight of the year has been the successful closure of all our EU INTERREG VA funded projects. Collectively, these projects represent the largest EU funded work programme ever undertaken by the CAWT Partnership. The significant achievements of this programme are summarised in this report. I am proud to be able to report that the CAWT Partnership's reputation in planning and managing collaborative cross border activity, has been greatly enhanced by the tangible outcomes achieved in this latest EU funded programme of work, and gives us a solid foundation for the future.

The progress made, however, would not have been possible without the contribution, dedication and commitment of many health and social care colleagues. Furthermore, the relationships and networks developed with other stakeholders, ranging from the Department of Health in Ireland, Department of Health in Northern Ireland, through to the community and voluntary sector, has enabled and enhanced the impact of the cross border activity undertaken.

I wish to acknowledge the essential support of EU structural funds, administered by the Special EU Programmes Body, as well as the backing of the Departments of Health in both jurisdictions, whose direction and oversight has contributed significantly to progress made to date.

## **EU INTERREG VA PROJECT CELEBRATIONS**

All five CAWT EU INTERREG VA funded projects; the CoH-Sync (Population Health), mPower (Primary Care and Older People), Innovation Recovery (Mental Health), MACE (Children's Services) and 'Connecting Services, Citizens and Communities' (Acute services) projects have now closed during this period, having achieved their overall target outputs. Celebration events were held for all five projects to mark their completion and achievements, to hear directly from project funders and to give voice to service users and participants about their experiences and impacts.

As a result of this significant grant funding investment from the Special EU Programmes Body (SEUPB) for these five projects, via the EU's INTERREG VA Programme, a total of 50,736 citizens received interventions and services. I wish to commend the many health and social care professionals, along with partners in the community and voluntary sector, for their dedication to manage and deliver these projects, which spanned acute, mental health, children's, older people's services to community-based health and well-being programmes.

There is no doubt, that the CAWT Partnership's reputation for planning and managing collaborative cross border activity has been greatly enhanced by the tangible outcomes achieved in this latest EU funded programme of work, and bodes well for future cross border activity. We are now firmly focused on maximising opportunities from the EU PEACEPLUS Programme, specifically Investment Area 4.1 - Collaborative Health & Social Care, as well as planning for the medium to longer term future of cross border health and social care.

## **EU PEACEPLUS PROGRAMME**

PEACEPLUS is designed to support peace and prosperity across Northern Ireland and the border counties of Ireland. The objective for the EU PEACEPLUS Programme Investment Area 4.1 - Collaborative Health & Social Care is to '*ensure equal access to health care and fostering resilience of health systems*' which will '*result in an increase in the number of episodes of care*

*delivered on a cross-border basis. This will support positive health and wellbeing and the prevention of ill-health, through an integrated approach designed to reduce health inequalities within the Programme Area'*

This is an open and competitive measure for which the CAWT partner organisations have been actively preparing. We scaled up our preparations for the new EU PEACEPLUS Programme as the year progressed. Our approach has been to build upon the solid cross border relationships, governance processes and networks already in place, as a result of our considerable experience of planning and managing a wide range of cross border projects and services. Specifically, CAWT's Strategy Groups have been meeting regularly to develop cross border projects, which will bring added value and benefits to the border region. A particular focus of PEACEPLUS funding applications is embedding peace and enhancing prosperity across the border region, with a particular emphasis on contributing to reducing health inequalities.

SEUPB provided all prospective applicants with the opportunity for feedback on project ideas via their PEACEPLUS pre-application assistance and public workshops. CAWT availed of these opportunities to help determine the suitability of projects for development into full scale PEACEPLUS applications/business plans. This feedback, alongside stakeholder engagement activity, informed the ongoing refinement and further development of potential PEACEPLUS submissions. Thus, when Investment Area 4.1 opened, applications were submitted within the required timeframes.

Thanks to all those who contributed their time and expertise to the process, which for many, is additional to their day-to-day duties.

## **CROSS BORDER EMERGENCY PLANNING**

Over the years, the CAWT Partnership has supported and assisted with the organisation of a variety of joint military/civilian initiatives, with a focus on emergency planning and Humanitarian Disaster Assistance Courses (HDAC). In October 2023, the 10th annual cross border Humanitarian Disaster Assistance Course, hosted by the United Nations Training School Ireland (UNTSI) took place in the Curragh Camp in Co. Kildare. Support and expertise was

provided by a wide range of organisations, including the Royal Society of Apothecaries, Defence Forces Ireland, 2nd Medical Brigade, United Nations Training School and the Irish Air Corps, all who have wide ranging experience in the field of humanitarian aid and disaster management.

This intensive, 3-day joint military/civilian training, is particularly relevant to those with responsibility for responding to major emergency situations on the island of Ireland, or to those likely to be deployed to disaster zones worldwide. This successful course is helping to foster cross border relationships and better understanding of roles and processes, as well as building the skills and knowledge of those who may need to be part of an emergency response.

This annual training event is also contributing to the building of strong and resilient partnerships and networks across a wide range of agencies in both jurisdictions.

## **GOVERNANCE OF THE CAWT PARTNERSHIP**

Our CAWT Partnership governance manual is a key resource for use by staff, management and other stakeholders. The manual documents the governance arrangements for all publicly funded resources used in the course of CAWT Partnership business, and sets the standards for our collective operation and behaviours. We continue to work collaboratively to ensure that the CAWT Partnership's governance and accountability frameworks complement and support each partner organisation's own governance processes and activities. As required on an annual basis, we reviewed and updated the governance manual for ratification at the CAWT Management Board AGM in June 2023.

## **APPRECIATION**

I would like to extend a warm welcome to Joanne McKissick from the Strategic Planning and Performance Group (SPPG), who joined as a CAWT Secretariat member during the year, replacing Sophie Lusby.

As always, I wish to convey my gratitude to the members of the CAWT Management Board and Secretariat for their commitment and dedication to cross border health and social care, and oversight of the work of the CAWT Partnership. I would also like to acknowledge members



of all groups, who collectively ensure the CAWT Partnership is effectively governed. These include members of CAWT Corporate Functional Groups, Project Boards and Strategy Groups.

Central to the Partnership is the CAWT Development Centre which provides specialist support in coordinating activities on behalf of the partner organisations. I wish to thank all team members and Chief Officer, Cathy McCloskey, for their professionalism and support during the year.

We cannot deliver cross border healthcare in isolation, and therefore acknowledge the important contribution of our many community and voluntary sector stakeholders, who have added considerable value to CAWT's cross border activity. In particular, tackling health inequalities can only be achieved by partnership working with the community and voluntary sectors, and we will continue to seek opportunities to work with community and voluntary organisations, in recognition of their vital role in enabling and supporting people to improve their health.

## **LOOKING FORWARD**

As we all deal with the challenge of ongoing financial and resourcing deficits, we know that continued practical cross border collaboration will help to strengthen future resilience, and at the same time benefit our service users and populations. The CAWT Partnership will continue to further deepen and strengthen cross border engagement and co-operation, for the benefit of the citizens we serve.

Finally, the CAWT partners are committed to working with the Departments of Health in both jurisdictions, the North South Ministerial Council, Health Agencies and other stakeholders in facilitating and implementing cross border services for the benefit of patients and clients in the wider border region. As CAWT looks to the future and anticipates the challenges ahead, we will continue to be at the forefront of person-centred cross border health and social care, building on the vision of the signatories of the Ballyconnell Agreement.

**NEIL GUCKIAN**

**DIRECTOR GENERAL**

### 3.0 OVERVIEW: CATHY MCCLOSKEY, CHIEF OFFICER



As another year passes, I would like to acknowledge the support and guidance received from an extensive network of partners and staff. This includes the CAWT Development Centre staff through to the Management Board, Secretariat, Corporate Functional Groups, Project Boards and Strategy Groups. Their support is greatly appreciated and is a key factor in the development and success of the CAWT Partnership to date.

#### **EU INTERREG VA FUNDED WORK PROGRAMME**

During 2023 we entered the final phase of our EU INTERREG VA funded work programme, We continued in our task of ensuring the smooth administrative closure of all five completed projects and supported the process of transitioning any services or project outcomes continuing within core health and social care services. We celebrated their achievements and acknowledged challenges overcome. Importantly, we have used project evaluation activity and the celebration events to share experiences and lessons learned during the EU INTERREG VA development and implementation phases, to inform future cross border health and social care planning and delivery.

At the time of closure of all CAWT's EU INTERREG VA projects during 2023, 83% percent of services / resources developed have been incorporated into mainstream services, either in full or adapted, or has led to new service development. Impressively, 50,736 people have availed of services under the five CAWT Projects as a result of the vital €30.6 million investment from the EU's INTERREG VA programme. This investment includes match funding provided by the Department of Health in Ireland, the Department of Health in Northern Ireland, and also NHS Scotland in relation to the mPower project.

It has been clearly demonstrated that all of these projects have resulted in positive impacts on the health and wellbeing of service users. A selection of impacts evidenced include improvements in healthy lifestyles, such as increases in healthy eating and exercise, as demonstrated by the CoH-Sync (Community Health and well-being) project. The Innovation

Recovery (Mental Health) project offered participants a more flexible learning experience through a range of recovery support, training and practical tools, both face-to-face and online. The MACE (Children's Services) project developed a trauma informed practice toolkit for practitioners who work with families, which is used to identify 'risks and strengths' and in turn help to identify appropriate support interventions for children and their families. Furthermore, thousands of patients benefited from a healthcare intervention delivered by the 'Connecting Services, Citizens and Communities' (Acute) cross border project work streams. The mPower (Primary Care and Older People) project used technology to good effect to enhance support for health and well-being and to deliver activities which reduced loneliness and social isolation. Considerable efforts were made by projects to target areas of disadvantage, by working in partnership with local communities, in order to address health inequalities.

## **PEACEPLUS PREPARATIONS**

Preparations for the opening of the new EU funding programme, PEACEPLUS, has been ongoing within the CAWT Partnership over the past two years. In early 2023, the CAWT Partnership moved into full preparation mode for the new programme, and devoted considerable time to developing and refining project models, suitable for submission to the EU's PEACEPLUS Programme.

This process involved a huge amount of work by the Strategy Groups, with the guidance and support of the CAWT Development Centre Team. I would like to acknowledge the efforts of the many health and social care staff who worked so diligently in developing proposals.

## **APPRECIATION**

I would like to thank CAWT Management Board and Secretariat members for their leadership and guidance in directing and overseeing our work programme. As leaders from our five partner organisations, these members have contributed significantly to ensuring these EU PEACEPLUS project submissions by the CAWT Partnership, complement and support current policy and practice, and add value to existing services.

Equally important has been the expertise provided by the Corporate Support Groups. There are six such groups, including finance, procurement and contracts, human resources, e-health,

communications and governance. I am grateful to members for the professional advice and guidance they continue to provide.

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 to date has been vital to the development and growth of activities in cross border health and social care. Subject to successful assessment, I look forward to the suite of new EU funded services being rolled out in coming months and years.

Finally, I wish to commend strongly the work of the members of our CAWT Partnership structures and those who supported projects as project staff or project board members. Their enthusiasm and passion for cross border solutions and ensuring practical benefits to our border populations, is greatly appreciated. Over many years, the achievements and successes in cross border work have been achieved through teamwork and true partnership across jurisdictions, which I and colleagues will seek to strengthen as we continue our journey.

**CATHY MCCLOSKEY**

**CHIEF OFFICER**

# APRIL 2023 TO MARCH 2024 – A SNAPSHOT OF KEY ACTIVITY

## **Completion of implementation of CAWT's EU INTERREG VA funded suite of projects, achieving:**

- **50,736** client/patient beneficiaries
- **83%** of services mainstreamed / continued in full, in part or adapted
- **62** community, voluntary, business and other partners involved
- **181** employment opportunities
- **3,909** staff received training
- **Strengthened cross border and cross jurisdictional relationships & networks**

**Significant preparatory work undertaken for additional future cross border and north south practical engagement opportunities**

## 4.0 EU INTERREG VA PROJECT UPDATE



By the second quarter of 2023, the full suite of CAWT's EU INTERREG VA funded cross border health and social care projects, had concluded operationally as planned.

The focus during the final months was on bringing the remaining projects to a successful conclusion and activating mainstreaming plans so that, where feasible, services could continue or be integrated into core activity of the CAWT partner organisations. The diagram below is an 'at a glance' summary of the scale and achievement associated with this €30.6 million euro investment in the border region over the EU INTERREG VA timeframe.



The focus of CAWT's EU INTERREG VA projects has been on improving the health and well-being of people living in the eligible region by enabling them to access services as close as possible to where they live and in a setting most appropriate to their needs. Successful implementation of these projects relied on effective partnership working across a range of thematic areas:



Despite significant challenges experienced during the implementation phases of these projects, for example, the constraints on health and social care budgets in both jurisdictions, the general economic downturn and the negative impacts of COVID 19 pandemic, the majority of services were able to be maintained or have influenced the development of new services, thus demonstrating their longer term sustainability. This is due to the fact that all projects demonstrated their compatibility with current health care policy and practice and were in line with the core, mainstream services provided by the CAWT partner organisations.

The following diagram notes the high level objective set for each CAWT INTERREG VA Project and details how that particular objective has been met. Each of the projects fully engaged with the SEUPB evaluation processes and provided regular updates to both CAWT Partnership and SEUPB monitoring systems. Additionally, further evaluation activity was undertaken by projects to provide a more comprehensive picture of experiences, challenges and broader impacts.

Acute  
Hospitals  
Services:  
'Connecting  
Services,  
Citizens and  
Communities'

**Objective:** Assess and treat significantly higher volumes of patients more effectively in the most appropriate setting. This was to be achieved by utilising technologies, developing new ways of working to improve patient access to acute services and sharing of best practice care models through collaborative working across borders.

**Result:** The target number of beneficiaries was surpassed, with the project achieving a total of 17,818 patient beneficiaries during its five-year lifecycle. This includes patients receiving both scheduled and unscheduled care.

**Key impacts:** Many of the project's services have been absorbed into ongoing mainstream acute services activity. The project delivered across a range of specialties including dermatology, urology, vascular and general surgery, and initiatives such as the community paramedic service, clinical decision unit / direct access unit, community cardiac investigations and community respiratory service. Notably, the implementation of the community paramedic service has demonstrated that high volumes of patients with chronic illness can have their care safely delivered outside of hospitals in their homes and communities by trained community paramedics. During peak Covid, this service proved invaluable in reducing attendance and admissions to hospital, particularly among frail elderly.

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

**Objective:** Assist people to sustainably improve their health and well-being within a supportive community framework.

**Result:** 10,000 plus participants received tailored, place-based support to improve their health and well-being in the areas of physical activity levels, nutrition, tobacco and alcohol consumption, mental health, and health literacy. This service was provided by eight Hubs, led by locally-based organisations, with established connections within their communities and local health systems.

**Key impacts:** The Royal Society for Public Health evaluation report commended the project, noting: *"Even amidst the Covid-19 pandemic, the CoH-Sync Project helped people see a significant improvement in their emotional wellbeing; and even under strict lockdowns, people's physical activity and diets both saw marked improvements. Under such circumstances, many projects would have come to a sudden halt. It is testament to the support from the central team and the commitment of the Hubs and Community Health Facilitators involved that the CoH-Sync programme both continued to operate and achieved impressive outcomes for beneficiaries, project staff, institutions, and communities."*

On conclusion of the project, all of the project partners highlighted that the CoH-Sync project was already informing future activities to improve health and well-being and that the learning from the project has been invaluable.



Mental Health: Innovation Recovery Project

**Objective:** A cross-border area community and voluntary sector infrastructure developed to support clients who have recovered from mental illness. Such clients will receive a mental illness recovery service.

**Result:** 3 cross border recovery hubs/networks established, operating in 12 counties, with a total of 9,043 people receiving support to prevent and self-manage mental health conditions. 1,006 staff received training in recovery orientated skills.

**Key impacts:** The project provided an unprecedented opportunity to scale up and extend mental health recovery education. The project evaluation notes that: *“Furthermore, the greater than expected achievement of the quantitative targets set, reinforce the multi-faceted success of the [Innovation Recovery] Project. The feedback received for this evaluation focused on the benefits of co-production, localised delivery and co-facilitation. This approach, alongside consideration of the recommendations set out, could enhance the effectiveness of further programmes offered.”* Each of the project partners are in the process of utilising the project’s infrastructure and approaches as they seek to further enhance and develop recovery education within their respective areas. The online platform, [mymentalhealthrecovery.com](http://mymentalhealthrecovery.com), the first of its kind to be developed within the island of Ireland, continues to provide a flexible learning experience with a range of courses and practical tools available to people virtually, wherever and whenever needed.

Children’s Services: Multiple Adverse Childhood Experiences (MACE) Project

**Objective:** Deliver a range of interventions to those children and families who received an assessment, utilising the adversity matrix and/or risk stratification tool developed by the project.

**Result:** In total, 5,556 families, within the five cross border hub areas, received at least one universal, targeted or specialist support intervention from community and voluntary providers.

**Key impacts:** The MACE project developed a trauma informed practice toolkit for practitioners who work with families, which has continued to be available for training. This toolkit complements existing professional assessment processes by providing an easy-to-use system to identify ‘risks and strengths’ and in turn ‘appropriate support interventions’ for the individual family. Additionally, the project established two new and innovative purchasing frameworks, one operating in Ireland and one in Northern Ireland. These frameworks contain a wide ranging menu of almost 200 different support interventions, which can be purchased by health and social care professionals for vulnerable families in need of support. Both frameworks have been extended for use after the project concluded.

Primary Care  
and Older  
People:  
mPower  
Project

**Objective:** Support people to self-manage their health and well-being more effectively in the community. Deliver eHealth interventions increasing awareness of their benefits in supporting sustainable service delivery.

**Result:** mPower achieved its target with 5,550 plus digital interventions, 2,700 plus wellbeing plans and 1,300 plus learning & development experiences delivered.

**Key impacts:** According to the Project Impact report: *“The mPower project is a real success story. The project over-achieved the targets set and the learning that has been achieved paves the way for future opportunities for service transformation and for potential future cross-border collaborations.”* Reflecting on the project legacy, it is noted: *“mPower leaves a strong legacy across all of our partners and services. We’ve demonstrated that the main approach of mPower can be adopted more broadly and sustainably, in the community and at home, in health and care, and by beneficiaries, carers and services. We’ve also proven the benefits of cross-border collaboration and that each jurisdiction has so much to bring to the table. We are proud of what mPower has achieved and feel excited about what might come next. The impact the project has had, is paving the way for future work across all related areas within relevant health and social care settings.”*

## **INTERREG VA PROJECT CELEBRATION EVENTS – SOME COMMENTARY**

### **Mental Health: Innovation Recovery Project**

Reflecting on the importance of the project, Peter May, Permanent Secretary, for the Department of Health in Northern Ireland said:

*“Those who participated in the Innovation Recovery Project, a first of its kind on a cross border basis, should be very proud of what they have achieved. The innovative approach of learning online and service user engagement will encourage people to communicate and get involved more directly. I know it will inspire work in other areas and contexts as we work together to address the common mental health challenges both North and South. This project will also serve to enhance and complement a number of key strategic objectives currently being delivered by the Department of Health and its key partners including the ten-year Mental Health Strategy which I know was a key focus for all Executive Ministers.”*

### **Children’s Services: Multiple Adverse Childhood Experiences (MACE) Project** **Minister Stephen Donnelly TD, Minister for Health Ireland said:**

*“The MACE project shows the value of cross-border co-operation across a number of agencies to help our most vulnerable children & young people. We know that multiple adverse childhood experiences can have significant health-related impacts on young people growing up. This EU INTERREG VA project facilitated early intervention and a family, community-based approach, thus creating a real pathway for the future for children and families. I wish to compliment all the partners involved in this very worthwhile project.”*

### **Primary Care and Older People: mPower Project**

**Robin Swann, Northern Ireland Minister for Health said:**

*“Collaboration has been instrumental to the success of this project. This would not have been possible without significant partnership working by a wide range of stakeholders within and across the project areas in Northern Ireland, the Republic of Ireland and Scotland. This has included joint working between the statutory sector, the community and voluntary sector, local communities and programme beneficiaries in the project areas. I commend all those who have contributed to the development and implementation of mPower; their hard work and dedication ensured it did not just meet but exceed its objectives.”*

## **Population Health: Community Health Sync (CoH-Sync) Project**

**Minister Donnelly, from the Department of Health Ireland, said:**

*“I am delighted to have the opportunity to contribute to the Project Celebration Event for the ‘CoH- Sync – Synchronising Health across Borders and Boundaries INTERREG project’. This project, like other INTERREG projects, provides a great opportunity for us to work together across jurisdictions and to learn from each other, as we are often facing the same health challenges in our populations. CoH-Sync’s emphasis on enabling local people to take ownership of their health and wellbeing aligns well with Sláintecare and the Healthy Communities Programme. This community focus is reflected in the excellent co-operation we see through the CAWT Partnership, the Health and Social Care Board, and the Public Health Agency in Northern Ireland. This project really demonstrates what we can achieve together and I commend all involved.”*

## **Acute Hospitals Services: ‘Connecting Services, Citizens and Communities’**

**Northern Ireland Minister for Health Robin Swann MLA, said:**

*“The scale, reach and outcomes of the Acute Hospital Services’ Project are impressive. During its five-year life-cycle three new cross-border pilot frameworks for patients accessing acute services were established. An initial target of 15,000 beneficiaries has also been exceeded with over 17,000 patients in scheduled and unscheduled care pathways benefitting from innovative new healthcare delivery models.*

*“A significant factor in facilitating the project’s achievements has been the excellent partnership working with colleagues in Ireland and the West of Scotland. Input and support from patients and service users have similarly played a vital role in the project’s success. I look forward to ongoing co-operation with partners through the PEACE PLUS Programme which will enable us to build on the admirable legacy of previous PEACE and INTERREG programmes.”*

## 5.0 EU PEACEPLUS PREPARATIONS

PEACEPLUS is an open and competitive EU funding measure, for which the five CAWT partner organisations, the HSE, PHA, SPPG, SHSCT and WHSCT, have been actively preparing, with the direction and support of the CAWT Development Centre.



Via cross border Strategy Groups, our staff from a range of service areas have engaged with the CAWT Development Centre Team, to prepare and submit applications to the EU PEACEPLUS Programme. The CAWT Strategy Groups have ensured that all applications, if successful, will lead to new services being developed which will bring added value and direct benefits to our populations.



These CAWT submissions were made specifically to the PEACEPLUS theme 4 'Healthy and Inclusive Communities' and to the associated Investment Area 4.1 - Collaborative Health & Social Care. This Investment Area 4.1 is about 'Ensuring equal access to health care and fostering resilience of health systems, including primary care, and promoting the transition from institutional to family and community-based care.'



The development of these funding bids has been undertaken, with an enormous cross border team effort underpinning the work. Thanks to all our health and social care service staff and also to those from commissioning, finance, HR, procurement, ICT, e-health, and communications, who contributed their time and expertise to the PEACEPLUS application process. The securing of EU PEACEPLUS funding, will support the CAWT Partnership's vision to continue to strengthen and further consolidate cross border and North/South relationships and co-operation in health and social care.



## 6.0 GOVERNANCE OF THE CAWT PARTNERSHIP

Ensuring effective governance of the CAWT Partnership has continued to be a priority during the year. In particular, the CAWT Governance Group, comprising representation from both jurisdictions, continued to provide oversight of the CAWT Partnership governance, ensuring practice is in line with the existing statutory governance and accountability policies and processes of the CAWT partner organisations. This ongoing focus on managing and reviewing governance processes, provides assurance to our funders, statutory partner organisations and stakeholders.

### **CAWT Governance**

- CAWT Management Board
- CAWT Secretariat
- CAWT Development Centre
- CAWT Finance Forum
- CAWT HR Strategy Group
- CAWT Governance Group
- CAWT Procurement and Contracts Group
- CAWT Ehealth Group
- CAWT Communications Group
- CAWT Strategy Groups
- CAWT Working Groups
- CAWT Project Boards

The CAWT Management Board is responsible for the strategic direction of the CAWT Partnership and has commenced the process of developing CAWT's next Strategic Plan, which is intended to set out the Partnership's focus and direction for the medium to long term. The CAWT Partnership will continue to create ideas and identify opportunities to support health and social care developments, policies and practice, and reduce health inequalities. This will be achieved by cross border and cross jurisdictional initiatives with a wide range of stakeholders, including the voluntary and community sector, statutory agencies, academia and private industry.

The CAWT partners have agreed to a shared liability arrangement in the management of any project funding allocated. Consequently, risks and responsibilities are shared equally among the CAWT partner organisations, embedding the principle that anything progressed by one CAWT partner on behalf of others becomes the shared responsibility of all.

## CAWT MANAGEMENT BOARD

The CAWT Management Board is the policy and decision-making forum responsible for providing strategic direction to the Partnership. All of the CAWT partner organisations share equal status on the Management Board with respective CEOs/Senior Personnel responsible jointly and equally for all CAWT Partnership activity. Between the 1st April 2023 and the 31st March 2024 the Management Board met six times, and the CAWT Annual General Meeting was held in June 2023.

### Current CAWT Management Board Members (as at 31st March 2024)

Neil Guckian	Chief Executive and Director General of CAWT	WHSCCT
Damien McCallion	Chief Operations Officer	HSE
Dermot Monaghan	Chief Officer, Community Healthcare Cavan, Donegal, Leitrim, Monaghan, Sligo	HSE
Tony Canavan	Chief Executive Officer, Saolta University Health Care Group	HSE
Paula Keon	Assistant National Director	HSE
Dr Maria O’Kane	Chief Executive	SHSCCT
Sharon Gallagher	Deputy Secretary for Strategic Planning and Performance Group	Dept. of Health NI
Aidan Dawson	Chief Executive	PHA

## CAWT DIRECTOR GENERAL

The Director General is nominated by the partner organisations to directly manage the work of the CAWT Partnership on behalf of all partners and works closely with the CAWT Development Centre in all aspects of activity undertaken. The Director General chairs the CAWT Management Board meetings, ensuring members make an effective contribution to the governance of the Partnership.

## **CAWT SECRETARIAT**

The CAWT Secretariat has oversight responsibility for the performance and delivery of the Project Boards and reports directly to the Management Board. The Secretariat is delegated to provide detailed oversight, review progress and resolve operational issues and challenges in developing and delivering cross border activity. During the year, the secretariat members provided support within their respective partner organisations, to their Management Board representative, facilitating the implementation of the decisions of the Management Board. The CAWT Secretariat met four times between 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024.

## **CAWT DEVELOPMENT CENTRE**

The CAWT Development Centre undertakes the administrative functions underpinning cross border co-operation in health and social care. The Development Centre is responsible, on behalf of the CAWT Management Board, for ensuring that project funding is administered in accordance with the standards, conditions and procedures set out by the funders, the CAWT partner organisations and other key stakeholders such as the Departments of Health in both jurisdictions.

The Development Centre is centrally involved in facilitating, developing and supporting cross border health and social care activity, including applying for and managing the implementation of EU funded and other cross border projects. Throughout the year, the Development Centre Team provided support in the areas of project management, procurement, HR, finance, communications/publicity and eHealth. Team members provided expert information, coordinated the development of funding applications and businesses cases, engaged in consultations and research studies, developed and delivered presentations and organised stakeholder and other cross border events.



## **CAWT PROJECT BOARDS**

Our cross border Project Boards specifically established for the management of the EU INTERREG VA funded projects, supported the successful conclusion of these projects during the year. The Project Boards, with the support of the Project Manager, ensured that projects delivered their objectives, within the agreed time and budget, and to a predefined quality standard. The Project Boards reported to the CAWT Secretariat, via the CAWT Development Centre, on progress made within the projects.

## **CAWT STRATEGY GROUPS**

The CAWT cross border Strategy Groups comprises senior representatives from the CAWT partner organisations, as nominated by the CAWT Management Board. CAWT Strategy Groups are charged with identifying services and initiatives suitable for development into cross border projects, which are consistent with the strategic direction of the organisation that they represent, and in line with national and local priorities of their service area. Strategy Group members engage with colleagues in the CAWT partner organisations in both jurisdictions, to ensure that collective expertise and resources are maximised and that best practice is shared to improve services in the border region.

During the year, Strategy Group members from a range of service areas, including mental health, children and young people, older people's services, integrated care, population health, primary care, nursing, geriatrics, acute services etc. have established working groups where necessary and engaged with the CAWT Development Centre Team, to prepare and submit applications to the EU PEACEPLUS Programme. The CAWT Strategy Groups have ensured that submissions, if successful, will lead new accessible services which add value and improve the health and well-being of our populations.

## **7.0 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.

### **CAWT FINANCE FORUM**

The CAWT Finance Forum comprises senior finance representatives of the partner organisations. It is the responsibility of the CAWT Partnership to ensure there are 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 the CAWT Partnership and in specific CAWT projects to ensure that proper internal financial systems and procedures are in place for the management of the funds approved to be expended within each organisation. The role of the CAWT Finance Forum is to provide assurances to the CAWT Management Board that the financial responsibilities, as outlined above, are being met. The Finance Forum met eight times between 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024.

### **CAWT HUMAN RESOURCE STRATEGY GROUP**

The CAWT Human Resource (HR) Strategy Group members provide HR leadership and guidance to the CAWT HR & Workforce Mobility Manager and the CAWT Partnership to ensure effective delivery of HR provision to CAWT's programme of work.

During the year, the HR Strategy Group members continued to work collaboratively to consider and manage cross border HR issues through working together, particularly in relation to staffing and arrangements required to facilitate staff to be employed and work in a cross border/cross organisational context. The members supported the work of the cross border Strategy Groups in preparation for PEACEPLUS submissions, to ensure the HR requirements are achievable and deliverable within the governance of their respective organisations and to also meet funding requirements. The HR Strategy group members, working with the CAWT HR & Workforce Mobility Manager, have reviewed the existing CAWT HR processes and bespoke arrangements for posts appointed to CAWT to ensure they satisfy the requirements of each

partner organisation and that appropriate HR governance arrangements are in place. The HR Strategy Group met twice between 1st April 2023 and 31st March 2024.

## **CAWT COMMUNICATIONS GROUP**

The CAWT Partnership is committed to communicating effectively with its stakeholders, the general public and funders and also to keeping staff within the CAWT partner organisations updated on cross border developments. In support of this, a range of internal and external communications activities are implemented locally by the members of the CAWT Communications Group. This included the issuing of news releases to the media and other stakeholders, and ensuring the CAWT Partnership activity is profiled internally. The CAWT Communications Group continued to support and provide guidance on cross border communications activity, ensuring the processes and protocols of the CAWT partner organisations were followed.

CAWT's Communications and Governance Manager, as the designated lead on promoting and raising awareness of EU funded health and social care cross border projects, ensured that the appropriate communication and information regulations in both jurisdictions, and of the EU funders, were met. Where necessary, advice and guidance was sought from the SEUPB Communications team to ensure adherence to good practice in the execution of events, issuing of project media releases and delivery of printed and digital material. During the year, Group members were updated on PEACEPLUS project proposals in development and the general communications requirements of the EU funders. The CAWT Communications Group reconvened meetings formally in 2023 and met once between 1st April 2023 and 31st March 2024.

## **CAWT PROCUREMENT AND CONTRACTS GROUP**

The Procurement and Contracts Group is co-chaired by the Assistant Director of Procurement and Logistics Service (PaLS) NI and the National Director of Procurement at the HSE, and comprises senior representatives from the CAWT partner organisations who provide procurement/contract services.

Timely and professional procurement support has been provided by both procurement departments. This included tendering for new services for EU INTERREG VA projects and establishing processes for projects to purchase from existing procurement frameworks and contracts which meet EU funder requirements for claims and audit purposes. Various team members supported CAWT EU INTERREG VA project procurements and also provided important input to claims and audit activity.

Both procurement departments have indicated their strong support for efforts to secure new EU funding (PEACEPLUS) and will continue to collaborate at a cross border level in order to maximise the level of funding that can be secured for the eligible areas and border communities.

The group regularly updated the CAWT Finance Forum, Secretariat and Management Board on procurement and contract work progress and developments. The Procurement and Contracts Group met three times between 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024.

## **CAWT EHEALTH STEERING GROUP**

The eHealth Steering Group is comprised of senior eHealth representatives from the CAWT partner organisations who provide strategic leadership and co-ordination of eHealth initiatives within the CAWT EU INTERREG VA funded projects. Co-chaired by senior eHealth specialists from the HSCB/PHA and the HSE, the eHealth Group ensures that all eHealth and ICT systems and products are aligned with CAWT partner organisations ICT and eHealth strategic objectives.

Throughout the period, the eHealth Steering Group continued to support the INTERREG VA Project Boards in planning and implementing relevant eHealth/digital initiatives, identifying opportunities for shared approaches and efficiencies across the projects.

Furthermore, eHealth group members have engaged with CAWT Strategy Groups as required to support PEACEPLUS project submissions. Where appropriate, the eHealth Steering Group will ensure that any new projects developed are harnessing appropriate and effective eHealth/digital solutions which add value and are aligned to the ICT/digital strategies and

systems in both jurisdictions. The eHealth Steering Group met twice between 1st April 2023 and 31st March 2024.

## **CAWT GOVERNANCE GROUP**

Chaired by the Deputy Director General, Group membership comprises senior representatives from the partner organisations in both jurisdictions. The CAWT Governance Group provides advice and assurance to the CAWT Management Board on its governance responsibilities, ensuring compliance with CAWT's Governance Manual. The Governance Manual is a resource which documents the governance arrangements for publicly funded resources used in the course of CAWT Partnership business, and details the decision-making processes and associated procedures to be followed. The Manual is reviewed and updated on an annual basis for ratification at the CAWT Management Board AGM.

Reflecting the standards established in the partner organisations, the Governance Group monitors the implementation of documented governance policies and procedures, ensuring these are observed by all those involved in the management and implementation of the work of the CAWT Partnership. The CAWT Governance Group met three times between 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024.

## 8.0 FINANCIAL OVERVIEW

### EU INTERREG VA PROJECTS

Total EU INTERREG VA funding allocated to each project and total project expenditure claimed by the 31<sup>st</sup> March 2024 is summarised in the table below.

Project	Total Project Budget Awarded (€)	Total Expenditure claimed on eMS <sup>1</sup> by 31/03/24 (€)
Acute Hospital Services Project	10,485,220	8,322,270
Mental Health: Innovation Recovery Project	6,057,591	5,712,324
Population Health: CoH-Sync Project	4,913,167	4,720,304
Children's Services: MACE Project	5,010,240	4,246,495
Primary Care Older and People's Services: mPower Project	4,116,544	3,358,748
<b>TOTAL</b>	<b>€30,582,762</b>	<b>€26,360,141</b>

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<sup>1</sup> eMS is the SEUPB's monitoring/verification/project management system for EU funded projects

## CAWT DEVELOPMENT CENTRE

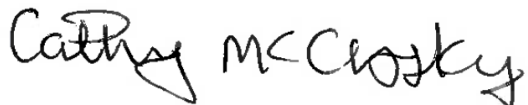
The Departments of Health in both jurisdictions have allocated the CAWT Development Centre funding to their respective agencies. Thus, the HSE in Ireland and the Western Health & Social Care Trust in Northern Ireland, route this funding to the CAWT Development Centre, with equal contributions made by both on an annual basis. The Western Health & Social Care Trust is the CAWT partner organisation that currently facilitates administration of payroll and non-pay services for the CAWT Development Centre. The table below contains an analysis of CAWT Development Centre expenditure up to 31st March 2024.

## CAWT DEVELOPMENT EXPENDITURE UP TO 31st MARCH 2024

STAFF COSTS	Budget for year ending 31/03/24 (£)	Actual for year ending 31/03/24 (£)
Senior Management	403,304	368,722
Functional support and administration	214,225	206,889
	<b>£617,529</b>	<b>£575,611</b>

<b>RUNNING COSTS</b>	<b>Budget for year ending 31/03/24 (£)</b>	<b>Actual for year ending 31/03/24 (£)</b>
General Administration	9,880	683
Travel and subsistence	8,000	4,155
Training and development	5,000	1,449
Printing and stationery	4,200	1,744
Conferences and events <i>(organised by the CAWT Development Centre)</i>	6,160	4,941
Rent and rates	3,600	3,399
Management Board meetings	2,000	238
Cross border project development activities	30,000	22,968
	<b>£68,840</b>	<b>£39,577</b>
<b>TOTAL</b>	<b>£686,369</b>	<b>£615,188</b>

I confirm that the above financial information provided is accurate.



**Cathy McCloskey, Chief Officer, CAWT**



**Neil Guckian, Director General, CAWT**