

2019

CAWT Annual Progress Report



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



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive



Public Health
Agency



Southern Health
and Social Care Trust



Health and Social
Care Board



Western Health
and Social Care Trust



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

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Acknowledgements

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

Special EU Programmes Body (SEUPB)

The CAWT partner organisations are grateful for the financial support for cross border health and social care activity, received from the European Union's INTERREG VA Programme which is managed by the Special EU Programmes Body.

The CAWT Partner Organisations

Progress in cross border health and social care is reliant on the commitment of the CAWT Partner Organisations. We acknowledge the valuable time and expertise dedicated to cross border health and social care by the clinicians, managers and staff of the CAWT partner organisations:

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

Project Partners

We recognise the collaborative effort of our project partners in the delivery of the EU INTERREG VA programme. These include the Scottish Government, NHS Scotland (NHS Dumfries, Galloway, Glasgow and Tayside and Clyde), the Scottish Ambulance Service, Northern Ireland Ambulance Service, National Ambulance Service, Tusla Child and Family Agency, and Belfast Health and Social Care Trust.



Foreword: Damien McCallion, Director General

As I reflect on a seminal and productive year, I am pleased to report that 2019 has proved to be another year of success and achievements for the CAWT Partnership. Over the past year, the CAWT partners have shown resolute commitment, to the development and delivery of practical solutions, in meeting the health and social care needs of the citizens of the border region of Ireland, Northern Ireland, and Scotland.

The challenges involved in delivering strategic cross border health and social care projects across different jurisdictions, and across a diverse range of partner organisations and rural locations, should never be underestimated. Undoubtedly the CAWT Partnership's wealth of experience, amassed from managing successive EU funding allocations, has established the cross border systems and honed the expertise required to generate positive impacts on the lives of people, particularly those who are socially isolated or who live farthest from services.

The INTERREG VA Programme is the fourth EU funding stream that the CAWT Partnership has successfully secured. This significant EU grant funding, totalling €31.1m across all projects, has enabled the CAWT partnership to demonstrate how investment in cross border health and social care services improves access to health services and enhances care, particularly for people living in rural or remote areas. I wish to acknowledge the invaluable contribution of the Special EU Programmes Body and the consistent backing of the Departments of Health in Northern Ireland and Ireland. Their continued support is crucial to cross border service development.

Throughout 2019 both the NI and RoI Departments of Health have engaged in the preparations for the UK's withdrawal from the EU. Last year both Governments' agreement to underwrite the INTERREG VA EU funding allocations was warmly received by all CAWT partners. As a result, despite the uncertainty surrounding Brexit developments, the CAWT Partnership remains cautiously optimistic that post-Brexit arrangements will not obstruct existing cross border and all-island health and social care service provision or limit future service developments. Indeed this assurance bolstered confidence ensuring that CAWT EU funded projects' implementation advanced as planned. I am pleased therefore to report that significant progress has been achieved this year.



Five projects, funded under the EU INTERREG VA Health Theme, are currently underway; four led by CAWT and one led by NHS National Services Scotland. These include: improving accessibility through the development of acute hospital services pathways; tackling health inequalities and improving population health through prevention and early intervention; supporting older people in managing their health and wellbeing more effectively in their community; establishing a cross border Mental Health Recovery College Network which builds resilience and recovery within people and communities; and transforming the lives of vulnerable children and families through early intervention and support. This report highlights the progress made in the individual projects through partnerships developed between traditional health and social care services, the community and voluntary sectors and with the benefit of service user involvement. In addition, the CAWT Partnership has continued to support other, non EU funded cross border/North South activity including the delivery of Humanitarian Disaster Assistance/Leadership in Extremis training.

Underpinning the success of the CAWT Partnership is the shared focus of all partners in co-operating to improve services and initiatives, in line with national government and health department priorities. I wish to thank my fellow Management Board members for their consistent support and commitment to cross border collaboration and for ensuring that our CAWT cross border projects complement and add value to health and social care services provided in their respective organisations. Their willingness to seek opportunities to mainstream and embed services when the EU funding period lapses will ensure a lasting legacy is created from the CAWT Partnership's innovative approach to health and social care provision.

Furthermore, I wish to acknowledge the significant contribution of CAWT Secretariat members and thank them for their support and assistance to our Management Board members in ensuring cross border services support their priorities in day-to-day operations in health and social care delivery.

CAWT holds a unique position as a cross border partnership comprised of many diverse partner organisations. The CAWT Partnership relies on the support and commitment of their many staff, from both statutory and non-statutory sectors, who demonstrate their commitment to the delivery of cross border health and social care services day and daily. I recognise that this work is often in addition to the duties of their key roles. With this in mind, I would like to extend a genuine thank you to them for their dedication and willingness to go the extra mile.

Fundamental to the effective working of the CAWT Partnership and structures is the Development Centre. This small team has provided essential specialist support, co-ordinating activities on behalf of the partner organisations, throughout 2019. I wish to thank Bernie McCrory, Chief Officer, and her team for their professionalism and support. I would also like to acknowledge the work of our many Project Board representatives, Project Managers and staff who work hard, on behalf of the wider CAWT network, to improve service provision and provide much needed cross border treatment and care.

Overview: Bernie McCrory, Chief Officer

2019 proved a formative year for the CAWT partnership as our EU INTERREG VA funded projects have evolved and embedded. Building on the foundations laid in the development work of last year all CAWT projects, and our Scottish partner project, are now delivering services in acute hospital settings, mental health, children's services, community health and wellbeing as well as primary care and older people's services.

Our Acute Hospital Services Project demonstrates how cross border co-operation can improve service accessibility and patient flows enabling more efficient access to assessment, diagnostics and treatment. EU funded services create additional capacity within traditional hospital services bringing benefits to both the patients and the health services across jurisdictions. This contributes to the reform and modernisation of acute hospital care which remains a key priority in the transformation of services for the Departments of Health in Northern Ireland and the Republic of Ireland. The Community Paramedic Service went from strength to strength in 2019; this was reflected in their success at the Irish Health Awards 2019 winning the 'Sustainable Healthcare Project of the Year' in November. This accolade recognises the project's contribution to enhancing the health and social care of citizens living in more rural and isolated areas. From a service perspective the project helps effect the transition from traditional institution-based service provision to a more community-based approach.

The CAWT CoH-Sync Project has made great strides in tackling health inequalities and improving population health through prevention and early intervention. CoH-Sync Health Facilitators are now working in communities providing people with personalised Health and Wellbeing Plans and support with accessing community-based health interventions. This CoH-Sync project highlights how added value is gained from building effective partnerships between statutory services and our excellent community and voluntary sector partners. I was delighted in November 2019 to congratulate the first cohort of community health facilitators to achieve their Open College Network (OCN) qualification in Community Health Facilitation. Through collaboration between CAWT and North West



Regional College this course programme was developed to provide community health facilitators with an accredited pathway in their work supporting health improvements within their communities.

The cross border Mental Health Recovery College Network, established by our Innovation Recovery Project, is now active in 12 counties across the Republic of Ireland and Northern Ireland and supports people in their recovery from mental health difficulties. The project highlights the valuable role of co-production in mental health service development. People with experience of mental health services are working alongside mental health practitioners to develop and co-deliver training and support in mental wellbeing and personal resilience. I must commend their generosity of spirit and their willingness to share their own experience of mental health in the design of these powerful and impactful courses.

A highlight of 2019 was the MACE Project Team's cross border, multi-agency conference which focused on the impact of coercive control. Over 350 delegates from both jurisdictions had the opportunity to learn from a range of experts on the issue of coercive control, domestic violence legislation and its impact on children and young people.

The mPower Project, led by our partners in NHS National Services Scotland, is now well established within communities enabling people aged 65+years to live well and independently in their own homes. Through the innovative use of personalised wellbeing plans and technology people are enabled to access better support for managing their Long Term Conditions and improve their health and wellbeing.

CAWT's support for broader North/South co-operation in health and social care, and non-EU funded cross border activities, continued this year with another very successful cross border humanitarian disaster planning course held in the United Nations Training School in the Curragh, Co Kildare in March 2019.

In spite of the uncertainty the implications of the EU Exit present, cross border health and social care activities continued to grow during the past year. The demonstrable benefits of cross border co-operation, for citizens of the border regions, underline the need for cross border health to not only continue, but to be enabled to thrive and innovate. Fundamental to all of this is the funding support

and consistent guidance provided by the Special EU Programmes Body who play a vital part in the development of cross border services.

As always, to make great work happen, many great people have contributed their valuable expertise and time to cross border health and social care. I would like to pay tribute to CAWT Strategy Group and Project Board members from the HSE, the Public Health Agency, the Health and Social Care Board, the Southern Health and Social Care Trust and the Western Health and Social Care Trust, and our Scottish partners, for their contribution. Their commitment creates cross border services which satisfy the requirements of our funders and ultimately, and most importantly, benefit the residents of the eligible area. I wish to thank all of our CAWT Management Board and Secretariat members for their continued leadership, guidance and goodwill despite the many priorities they manage daily in their respective organisations.

Thanks must also go to the members of our five Corporate Support Groups who facilitate the smooth and efficient operation of our cross border projects. They provide professional advice and guidance on essential corporate functions including finance, procurement and contracts, human resources, communications and eHealth.

This has been another busy year for my team at the CAWT Development Centre who provide vital support to the CAWT projects advising on project management, procurement, governance, finance, communication and human resource management.

As I look forward to 2020 I have no doubt we will face many challenges. I remain confident however that, given the commitment of our many excellent partner organisations and the continued support of our funders, we will further strengthen cross border co-operation and add value to the work of our health and social care partners and bring practical benefits to our service users.

EU INTERREG VA Project Update (January 2019 to December 2019)

During 2019 all four of the CAWT Partnership's cross border health and social care projects have made significant progress. This is made possible with the continued support of the Special EU Programmes Body and EU grant funding of €31.1m made available from the INTERREG VA Programme up to 2022.

The INTERREG VA Programme aims to overcome issues which arise from the existence of a border through greater levels of cross border co-operation. This includes access to health and social care services within the eligible area and serves Northern Ireland, the Border Counties of Ireland and Western Scotland. This geographic and cross-jurisdictional diversity is demonstrated across all four health and social care projects delivered by the CAWT Partnership under the INTERREG VA Health theme. CAWT is a partner on a fifth project which is led by NHS Scotland:

- Acute Hospitals Services Project
- Population Health: Community Health Synchronisation (CoH-Sync) Project
- Mental Health: Innovation Recovery Project
- Children's Services: Multiple Adverse Children Experiences (MACE) Project
- Primary Care and Older People: mPower Project

CAWT projects focus on improving the health and wellbeing of people living in the eligible region by enabling them to access health and social care services in a setting most appropriate to their needs. Successful implementation of these projects relies on effective partnership working across a range of thematic areas:

- Prevention and early intervention
- Tackling health inequalities
- Supporting independent living
- Building resilience and recovery within people and communities

- Technology as an enabler for change and to connect services
- Partnerships with the community and voluntary sector
- Improved use of existing health and social care infrastructure
- Upskilling and building staff resilience
- Overcoming barriers to mobility on a cross border basis

CAWT Acute Hospital Services Project



Projects supported by the European Union's INTERREG VA Programme, managed by the Special EU Programmes Body.

CAWT Acute Hospital Services Project



Bringing care and treatment nearer to you

Acute Hospitals Services Project:	'Connecting Services, Citizens and Communities'
Commenced: June 2017	Scheduled end date: December 2021
EU INTERREG VA grant funding:	€10 million

During 2019 the Acute Hospital Services Project continued to make great progress with the implementation of a range of scheduled and unscheduled care initiatives. By year-end 2019 the Acute Hospitals Project had delivered services to more than half of the 14,500 patient target with 7,830 patients having received a service. The project, aimed at assessing and treating more patients more effectively through improved or reformed service delivery models, is enabled by the establishment of cross border frameworks for scheduled and unscheduled care across Northern Ireland, the border counties of the Republic of Ireland and the west coast of Scotland.

2019: Key Achievements

Framework 1: Reform and Modernisation of the Management of Unscheduled Pre-Hospital Care

Framework 1 aims to reform and modernise unscheduled/pre-hospital care services by ensuring that the assessment and treatment of patients is delivered more effectively at the point of contact and if appropriate a referral made to an alternative care pathway. It also involves training staff in emergency response and where possible utilising technology to deliver these services.

The opening of the **Clinical Decision Unit(CDU)/Direct Access Unit (DAU)** at Daisy Hill Hospital in the Southern Trust area in early 2019 demonstrates how reforming and modernising how hospital services are delivered within a busy Emergency Department (ED) can be achieved. Conveniently located in Newry the CDU/DAU treats cross border patients from Cos. Louth and Monaghan as well as Armagh and South Co. Down. Fast and efficient access to assessment and diagnostics is facilitated by the new unit via direct referrals from GPs and other health care professionals. This in turn enables greater efficiency for emergency admissions for those patients with high acuity conditions.



Letterkenny University Hospital staff working in the Discharge Lounge (from L to R): Grainne Nic Ruairi, Health Care Assistant; Martin McFadden, CNM2 and Tess McLoughlin, Staff Nurse.

Commencing in Spring 2019 **Discharge Lounges** were established at Sligo and Letterkenny University Hospitals. Latterly by August 2019 work to improve patient flows at South West Acute Hospital in Enniskillen was implemented. Local hospital staff, with support from Acute Hospitals Project staff, implemented innovative changes which enabled them to deliver an improved service to their patients.

Introduced to accommodate speedier discharge of patients, this service reform supports more efficient patient flows allowing an increased number of patients awaiting bed allocation to be transferred to a ward. In November 2019 the Discharge Lounge at Letterkenny Hospital made the shortlist for the Irish Health Awards 2019.

From the outset the Discharge Lounges demonstrated improvements in patient flow within these Emergency Departments. In Autumn 2019 this strand of the CAWT Acute Project completed as planned however the modernised patient flow systems, with further refinement, remain. Benefit gains are experienced by both the patients and the ED staff at these hospitals.

CAWT's cross border **Community Paramedic Service** went from strength to strength during 2019. Community Paramedics (CPs) are highly trained Ambulance staff who have undertaken specialised training to enable them to see and treat patients in their

communities and their own homes, rather than having to transport patients by ambulance to await treatment in busy hospital Emergency Departments. The project is a collaboration between the three national ambulance services: the Scottish Ambulance Service (SAS), the Northern Ireland Ambulance Service (NIAS) and the National Ambulance Service (NAS) in Ireland. The Community Paramedic Project serves patient populations in rural border areas of the Republic of Ireland, Northern Ireland and in Scotland within four pilot localities:

- Buncrana, Co. Donegal (Ireland)
- Clones, Co. Monaghan (Ireland)
- Castleberg, Co. Tyrone (Northern Ireland/UK)
- The Mid Argyll region of Western Scotland (Scotland/UK)

With the support of the Acute Hospitals Services Project, the three ambulance services developed a standardised scope of practice for Community Paramedics to deliver similar care in each jurisdiction, under the governance of one project. Patients can access care and treatment which would have previously been delivered in a hospital Emergency Department. This often involved travelling long distances for the patient who may then have experienced long waiting times on arrival. The Community Paramedic Service delivers treatment to patients in a much more acceptable timeframe, particularly for frail elderly patients, whilst easing the pressures on busy hospital emergency departments. A key positive outcome to date is the consistently high volumes of patients being seen and treated at home or in their communities.

In April 2019 Caroline French a Community Paramedic in NIAS, employed in the INTERREG VA cross border project won the NIAS 'Paramedic of the Year 2019' Award. The CAWT Community Paramedic project's nomination in July 2019 for a RegioStars 2019 Award under the 'Modernising Health Services' category was enthusiastically welcomed by the three ambulance services and all partners involved in the project's establishment and ongoing management. The EU Commission's annual RegioStars Awards



CAWT Project Community Paramedics pictured in 2019 (from L-R): Brendan Finan, Clones GP Practice; Damian Muldoon, Castleberg Primary Care Centre; Ann McDermott, Buncrana Primary Care Centre; Keith Cameron - Lecturer at Glasgow Caledonian University and Specialist Paramedic in the Scottish Ambulance Service; Declan Smith, Clones GP Practice; Caroline French, Castleberg Primary Care Centre and Mark Sheerin, Buncrana Primary Care Centre.

recognise the most original and innovative Cohesive Policy projects highlighting EU funded projects which demonstrate excellence and new approaches in regional development. Furthermore, the cross border Community Paramedic Service was shortlisted for the Irish Health Awards 2019 and was awarded 'Sustainable Healthcare Project of the Year' at the award ceremony in Dublin in November 2019.



Staff from the CAWT cross border Community Paramedic Project pictured receiving the 'Sustainable Healthcare Project of the Year' at the Irish Healthcare Awards 2019 ceremony in Dublin in November 2019.

“This project is enhancing the health and social care of citizens living in more rural and isolated areas and is enabling the transition from traditional institution-based service provision to a more community-based approach. The valuable EU funding investment provided by the Special EU Programmes Body is supporting the health services to implement joint cross border solutions to issues that affect citizens living in the border region.”

Bernie McCrory, Chief Officer of
CAWT

From January 2019 a new **Community-based Cardiac Diagnostic Service** was established as part of the reform and modernisation of pre-hospital care within the eligible area. To date EU INTERREG VA funded staff provide this community service to patients in various local towns and villages throughout Cos. Sligo, Leitrim and Donegal to date. Patients currently on a waiting list for cardiac diagnostic services receive this service in their local community reducing the need for them to present to an acute hospital.

Framework 2: Reform and Modernisation of Outpatient Services and Supporting the Relocation of Specific Diagnostic Activities to Outpatient Settings

This strand of the Acute Hospitals Project focuses on scheduled or planned care, specifically the Dermatology, Urology and Vascular Specialties. Examples include the transfer, where appropriate, of activity currently undertaken in day theatres to an outpatient setting, the establishment of an integrated clinical Dermatology Network using telehealth/digital technologies and additional technology solutions enabling clinicians to communicate with patients outside of acute hospital settings.

Framework 3: Reform and Modernisation of the Delivery of Minor, Intermediate, Major Operations and Procedures

This framework is focused on supporting a range of surgical specialisms to utilise day case, endoscopy and main theatre facilities to maximum efficiency. It aims to achieve better access to surgical interventions for patients outside their normal jurisdiction and the development of more efficient patient pathways with better use of the physical, human and financial infrastructure available.

Cross border **Vascular Services** are being provided to patients in both the Western Trust area and at Letterkenny University Hospital. In March 2019 nursing staff commenced providing Nurse Led Vascular Service in Letterkenny University Hospital. This service involves Donegal patients being initially assessed by a Western Trust consultant at Letterkenny University Hospital. Subsequently, patients requiring treatment travel across the border to access their surgery in the Omagh Hospital and Primary Care Complex in Northern Ireland. The commitment of staff at both hospitals ensured that the many challenges involved in establishing the cross border Vascular Service were overcome. Services continue to work extremely well with citizens accessing Vascular Services closer to where they live. In support of this strand, project staff are engaged in an 'Interoperability Project' aimed at achieving the safe and effective transfer of patient records. The solutions and approaches adopted by the Interoperability Project in the Vascular stream serve as a blueprint for all future services of this nature.



Mr Zola Mzimba, Consultant Vascular Surgeon, at the Western Trust who led on the development of the cross border Vascular Service.

Within the cross border **Dermatology Services** strand of the Acute Hospitals Services Project, patients are receiving a service in the Western Trust and in the West Coast of Scotland. In February 2019, development of a new Phototherapy Service commenced at Letterkenny University Hospital for patients from within this geographical area. The cross border Phototherapy Project nursing team commenced clinics at Letterkenny University Hospital in June 2019.

The EU-funded Phototherapy Service enables patients with skin conditions to access phototherapy treatment closer to home; more than 100 patients benefited from the service during 2019. Discussions with the HSE and Scotland to establish a Photo-triage service continued throughout 2019. This service would result in fewer referrals to secondary care ensuring better use of valuable consultation time for clinicians.



Cross border staff from Acute Hospitals Services Dermatology Sub Group pictured in May 2019.

The Dermatology strand of the Acute Project facilitated the development of education and training resources for dermatology nurses in the EU funding eligible area. Since August 2019 the e-learning platform, developed through the Scottish partners within the Acute Project, enables access to further learning opportunities. Led by two National Dermatology Improvement Nurses in Scotland, online training was developed for practitioners of Dermatology throughout the eligible area using technology to deliver training and education at a time and place suitable to health care professionals. It has been agreed that the Dermatology Nurse education strand will continue after EU funding has concluded. This supports the standardisation of dermatology nurse education and training from Level 1 (basic skills) to Level 4 (Masters level). Where possible, e-learning and other technologies will be employed to improve accessibility for dermatology clinical staff, including nurses in the rural border areas on the island of Ireland.

By Summer 2019 a consultant-led cross border **Urology Service** had been established at Letterkenny University Hospital. More than 500 patients have had their initial outpatient appointment many of whom have subsequently received day case and inpatient interventions. Significant progress has been made in the collaboration with the Western Health and Social Care Trust; this will support both Urology Departments to provide services for the patient catchment populations of both jurisdictions. The Trust will move towards the recruitment of their Urology Team in 2020.

2020 and Beyond

- Maintain progress on achieving the Acute Hospital Services Project patient target with the delivery of a minimum of 10,000 patient episodes of care by December 2020.
- Continue training provision in Dermatology and in Quality Improvement in both hospital and community care settings.
- Develop the use of technology where possible to deliver both services and training.
- Continue developing cross border relationships and plans in preparation for making a submission to PEACE PLUS, the new cross border EU funding programme for the 2021-2027 period, which succeeds the current INTERREG VA Programme.



Population Health:	Community Health Synchronisation (CoH-Sync) Project
Commenced: July 2017	Scheduled end date: December 2021
EU INTERREG VA grant funding:	€5.01 million

The EU INTERREG VA Community Health Synchronisation (CoH-Sync) Project leads on the implementation of a cross border, collaborative, community-based approach to promote healthier lifestyles targeting the risk factors associated with Long Term Conditions. People aged 18+years living in targeted geographical areas are supported to manage their own health needs through access to local health improvement initiatives. The project has established a network of eight locally based Health and Wellbeing Hubs in the border region of Northern Ireland and the Republic of Ireland and Western Scotland.

Health and Wellbeing Hub Location	Hub Provider
Letterkenny, North Donegal, Republic of Ireland	Donegal Local Development Company
Ballyshannon, South Donegal, Republic of Ireland	Donegal Local Development Company
Co. Cavan and Co. Monaghan, Republic of Ireland	Donegal Local Development Company in partnership with Monaghan Integrated Development and Breffini Integrated Development (Cavan)
Derry and Strabane, Northern Ireland	Bogside and Brandywell Health Forum

Health and Wellbeing Hub Location	Hub Provider
Enniskillen, West Fermanagh, Northern Ireland	ARC Healthy Living Centre
Armagh and Dungannon, Northern Ireland	Connected Health
Dumfries, Nithsdale, Scotland	NHS Dumfries and Galloway in partnership with third sector
Stranraer - Wigtownshire, Scotland	NHS Dumfries and Galloway in partnership with third sector

A key output target for CoH-Sync is to secure 10,000 unique beneficiaries who have received a personalised Health & Wellbeing Plan and support to access community-based health interventions. The Project is well on track to achieve the beneficiaries target by the end of 2021; by December 2019 4,574 unique clients had availed of the CoH-Sync service via trained Health Facilitators who provided them with their Personal Health and Wellbeing Plan and assisted them in reaching the goals set.

2019: Key Achievements

The CoH-Sync Project started 2019 on a positive note with the launch of the Bogside and Brandywell Health Forum Hub in Derry in January. The launch events, organised to raise awareness of the work of the CoH-Synch Hub providers, encouraged people living in local communities to access the services. Monaghan Integrated Development, with the support of Breffini Integrated Development (Cavan), followed with their launch in Carrickmacross in March 2019 at their Annual Health Fair. Similarly in June 2019, Connected Health held a launch event in Dungannon for their Hub in the Armagh and Dungannon area. The final of the Hub launches took place in



Pictured at the Bogside and Brandywell local launch in Strabane (from L-R): Sam Duncan, Waterside Neighbourhood Partnership; Aoife Balfour, CoH-Sync Project Team; Brigid McGinty, CoH-Sync Project Team; Aileen McGuinness, Bogside & Brandywell Health Forum; Anne Ferguson, Strabane Health Improvement Project; Jayne Lecky, Derg Valley Health Living Centre and Lorraine Kivelehan, Bogside & Brandywell Health Forum. Seated (from L-R) Dr. Maura O'Neill, Western Trust and Emmett Lynch, CoH-Sync Project Team.

Summer 2019 marking ARC Healthy Living Centre’s success in securing the contract for delivery of the CoH-Sync Hub project in Co. Fermanagh. These local events provided a great opportunity for the Hub providers to publicise their services more widely and assist with client recruitment. All cross border launch events were attended by representatives from other Hub areas; this created networking and engagement opportunities for both local and regional representatives.



Representatives from ARC Healthy Living Centre, Oak Healthy Living Centre, Lakeland Community Care, Fermanagh Rural Community Network, the CoH-Sync Project Team and the Western Health and Social Care Trust at the launch of the Fermanagh CoH-Sync Hub.



Pictured at the launch of the Monaghan and Cavan Hub launch in Carrickmacross are stakeholders from the SEUPB, HSE, CAWT Partnership, Monaghan Integrated Development Ltd, Breffini Integrated Development (Cavan) and Donegal Local Development Company.

Throughout 2019 the CAWT CoH-Sync Project Team supported the Hubs to achieve their targets focusing on a number of priority areas including:

- Providing quality publicity material such as leaflets, posters and banner stands to support the marketing of Hub services to local communities.
- Reviewing and refining personal Health and Wellbeing plan based on experiences and feedback received.
- Completion of a review of core data measures collected as part of the project in order to maximise the quality of future reporting.
- Development of an online IT solution to support the activities of the Hub network by enabling the effective data collection, management and reporting system for the project.

“We are delighted to be working with partners in Oak Healthy Living Centre, Lakeland Community Care and Fermanagh Rural Community Network delivering this new project within the Fermanagh area. At ARC we believe the only way to address health problems is to start from the bottom up, not by dictating what needs to happen but by encouraging and supporting people to take control of their own health and in doing so, their own lives.”

Jenny Irvine, CEO, ARC Healthy Living Centre

Following a competitive procurement exercise, in Spring 2019 North West Regional College were appointed to **deliver accredited training** to all Hub Health Facilitators. This training enabled participants to develop the knowledge, skills and confidence to undertake the Community Health Facilitator role. Throughout 2019 course participants gained knowledge in relevant legislation and policies and consolidated their understanding of the factors which affect health and wellbeing specifically the five key thematic areas of alcohol, smoking, physical activity, nutrition and mental health.



Celebrating their Graduation at a ceremony organised by CAWT's CoH-Sync Project Team in November 2019 are Community Health Facilitators from all CoH-Sync Hub Providers across the cross border area.



Pictured at the Graduation Ceremony for CoH-Sync Project Community Health Facilitators are (Front Row, L-R): Geraldine Lavery, Head of Department of Health and Sport, North West Regional College; Emmett Lynch, CAWT CoH-Sync Project Worker; Edel O'Doherty, Deputy Chief Officer, CAWT; Seamus Donnelly, Health and Social Care Lecturer, North West Regional College; Margaret McCrystal, Deputy Head of Department of Health and Sport. (Back Row, L-R): Jessica Fields, CAWT CoH-Sync Project Administrator; Brigid McGinty, CAWT CoH-sync Project Manager; Janet Swinburne, CAWT CoH-Sync Project Worker; Roisin Wilson, Health and Social Care Lecturer, North West Regional College; Aoife Balfour, CAWT CoH-Sync Project Worker; Clare Gallagher, North West Regional College.

In total 34 people from across Northern Ireland, the Republic of Ireland border counties and Scotland were the first to secure an Open College Network (OCN) qualification in Community Health Facilitation. This NVQ Level 3 (equivalent to Level 5 in the Republic of Ireland and Level 6 in of the European Qualifications Framework) Certificate in Community Health Facilitation provides participants with an accredited pathway in their work of supporting health improvements within their communities.

Community Health Facilitator Graduates' Course Feedback

"I have enjoyed my experience of undertaking this course learning from the tutor and also sharing knowledge and experiences with other Community Health Facilitators. I look forward to using all these skills in my role as a Community Health Facilitator."

Frances Spence from Lakeland Community Care

"The Community Health Facilitation course prepares people to create healthier communities, it gives participants confidence in motivating communities to become healthier, fitter and happier and makes a positive impact on community health."

Catherine Weitbrecht from Donegal Local Development Company

"From completing the OCN Level 3 Health Facilitator Course, I feel I have gained more professional and personal skills. This new skill set allows me to approach my work with a new found confidence."

Sarah Harkin, Bogside and Brandywell Health Forum

2020 and Beyond

CoH-Sync is entering an exciting period in 2020 after carefully developing its common cross border standards; the focus now is on the longer term benefits of Community Health Synchronisation. For the first time ever people are working to a common Health and Wellbeing plan across the Island of Ireland and parts of Western Scotland. With the December 2019 rollout of the CoH-Sync DCRS IT system (Data Collection and Reporting System), for Hubs in the Republic of Ireland and Northern Ireland, the project has created a single comprehensive and accessible health information database. Measuring the impact of health improvement initiatives, the data contained will be based on real people who have participated in the project (10,000+ by end of 2021). The data collected covers information on 'before and after' scores for participants across the thematic areas of the project (Nutrition, Mental Health, Smoking, Physical Activity, Mental Health). There is also a cross cutting theme of Health Literacy which will be integrated into system reporting in 2020.

Traditionally, commissioners have struggled to evidence the benefits of relatively short term/temporary funded health improvement initiatives, with experts arguing that it is not possible to evidence sustainable behaviour change during short term funded projects. The CAWT CoH-Sync system provides a solution to this for future commissioners; uniquely, the CoH-Sync Project provides a tried and tested system for costing a per head Community Health 6-week programme, with a dedicated Community Health facilitator, across up to six areas (Mental Health, Physical Activity, Nutrition, Alcohol, Smoking, Health Literacy). This IT system, a standardised data collection system, adheres to all the necessary NHS client data standards. If this same data collection system could be used for all future Community Health Improvement initiatives, the database would grow and grow allowing better, more accurate evidence-based measurement of outcomes for investment in community health improvement initiatives.

CoH-Sync Participants' Feedback

"The support given by the health facilitator helps in many ways, the 'check-ins' from my health facilitator focus me more and keep me motivated to achieve my goals. They also let me see how far I've come since the beginning. It's been a great help to me."

"I used to say CoH-Sync has changed my life but on reflection it has empowered me to change my life and I will be forever grateful for that."

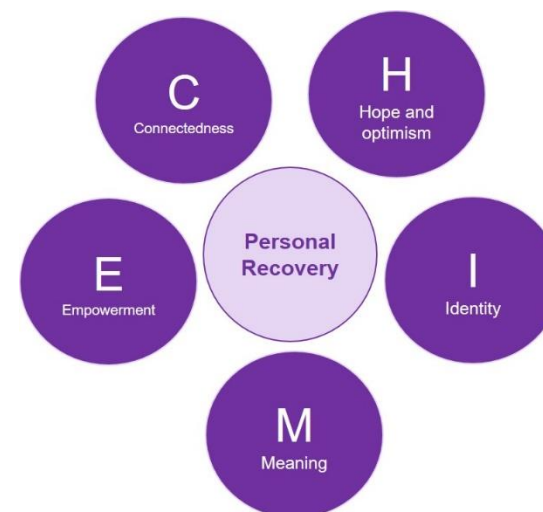


Innovation Recovery Project	Education for Mental Wellbeing
Commenced: November 2017	Scheduled end date: August 2021
EU INTERREG VA grant funding:	€7.6 million

Since its launch in 2017 the Innovation Recovery Project has established a cross border Mental Health Recovery College Network covering 12 counties across the Republic of Ireland and Northern Ireland, to support people to recover from mental health difficulties. By December 2019 over 1,500 people had benefited from Innovation Recovery’s innovative approach to improving mental health and wellbeing. By participating in the Recovery College process, people who have experienced mental illness come together with mental health staff to co-produce and co-deliver training and support programmes to enhance mental wellbeing and personal resilience. A wide range of free, local educational courses, which promote mental health wellbeing and recovery, are delivered by people with their own experience of mental health issues, alongside those with professional experience and knowledge; 14 of the 24 staff currently working on the project have lived experience of mental health issues. The project is delivered across three cross border regions.

Location	Innovation Recovery Hubs	
Area 1: West (Western)	WHSCT: Derry, Limavady and Strabane	HSE CHO Area 1: Letterkenny and West Donegal
Area 2: South (Southern)	WHSCT: Fermanagh	HSE CHO Area 1: Cavan, Monaghan, Sligo and Leitrim
Area 3: East (Eastern)	BHSCT: Belfast City SHSCT: Armagh and Newry	HSE CHO Area 8: Dundalk and Louth

The ethos of recovery education is based on five interrelated processes: Connectedness, Hope and optimism, Identity, Meaning in life and Empowerment. Using the 'CHIME' model allows students to tap into their personal resilience and strengths and to become experts in self-care. Working within the CHIME framework brings the principles of recovery into the learning environment and provides an evidence base which facilitates measurement of the effectiveness of Innovation Recovery's interventions. These principles underpin the development of all of Innovation Recovery's mental health and wellbeing workshops and courses. These include: Learning to Like Yourself; Living beyond Depression and Low Mood; Towards Wellness and Recovery; Living with and Managing Anxiety; Getting a Good Night's Sleep; Steps to 'Appiness' (how to select and use health Apps effectively); Write to Recovery and many more.



2019: Key Achievements



Pictured at the Recovery College Spring Prospectus Launch in Area 1 West (from L-R): Dr Caroline Kenny, Siobhan Toorish, Victor Carruthers, Olive Young and Tracy Gray representing the CAWT Innovation Recovery Project.

In January 2019 the Innovation Recovery Project had already made significant progress across all three cross border areas. The project held its first Project Assembly in Omagh. Attended by all Innovation Recovery staff, supported by Recovery Managers from within the CAWT partner organisations, the Assembly enabled project staff to exchange knowledge and receive support. Staff from the CAWT Development Centre shared advice and guidance on delivery on all aspects of EU INTERREG VA project requirements; training on co-production and facilitation of recovery courses was provided.

The Western Hub was already operational and collaborating with the Western Trust Recovery College to expand recovery education provision in the Western area and in Donegal. The project team also provided support to Derry Wellness Café. The Wellness Cafe in Derry (and latterly Donegal) provides people with a

relaxed, informal space to connect and socialise providing opportunities to participate in workshops and other activities which support their wellbeing, and to learn what is happening in their local area.

The Innovation Recovery Project complements and enhances mental health services delivered by statutory mental health services and Community and Voluntary sector providers. With this in mind, early engagement with the Community and Voluntary sector in the Derry, Limavady and Donegal areas was undertaken to raise awareness and to consult with local communities. Feedback was overwhelmingly positive. At the Southern Hub in Cavan, Recovery Peer Educators were taking up post with good progress made on the establishment of a base within the Cavan Institute of Education. A number of Peer Educator staff were appointed to take up post at a base in St Angela's College in Sligo. In Belfast, the Innovation Recovery Peer Educators were in post and undergoing induction and mentoring training. In Newry, Peer Educator staff had taken up premises in Ballybot House and had met with community and voluntary organisations on both sides of the board to identify training programmes for development and delivery. Eastern Hub staff also engaged with HSE Mental Health representatives and Dundalk Institute of Technology with a view to delivering programmes in the Co Louth area.

Between January and June 2019 considerable inroads were made. The majority of Innovation Recovery staff were in post and 75 mental health and wellbeing courses had been co-produced. Engagement with Community and Voluntary Sectors continued with 70 individual meetings and presentations taking place across all Hub areas across 12 counties. Following this, the interest generated amongst service users, carers and the general public in the work of the Innovation Recovery Project was evident in the subsequent increased demand on the project's services. Additionally, project staff held 50 awareness raising meetings within the statutory sector to ensure all health and social care professionals and partners were aware of the project and its activities.

The Summer Project Assembly, held in Sligo in July 2019, proved a resounding success with feedback indicating that 100% of participants found the event very



Innovation Recovery Project staff from Northern Ireland and the Republic of Ireland pictured at the Project Assembly in Sligo in July.



Attendees at the Letterkenny Wellness Café and launch of the Innovation Recovery Project Prospectus (fromL-R): Edel O'Doherty, Deputy Chief Officer, CAWT; Cathy McCloskey, Innovation Recovery Project Manager; Raymond Guthrie, Assistant Director of Nursing, Donegal Mental Health Services, HSE; Tina Duffy, Recovery College Coordinator and John McCardle, Director of Nursing Donegal Mental Health Services, HSE.

beneficial. The purpose of the day was to share knowledge, update colleagues on activity within each hub area, network with colleagues across borders and share good practice in Innovation Recovery.

October 2019 saw the launch of the first Wellness Café in Donegal at An Grianan Theatre in Letterkenny established by HSE Mental Health team. This event also provided the opportunity to launch and promote the Innovation Recovery Colleges' Autumn/Winter prospectus.

During Autumn 2019 Innovation Recovery Project team members worked closely with the 'Suicide or Survive' organisation to offer health professionals from the project partner organisations in the Northern Ireland Health Trusts and the HSE border counties the opportunity to attend evidence-based training in Wellness Recovery Action Planning (WRAP). Consequently, staff were able to commence delivery of Wellness Recovery Action Planning WRAP Level 1 and 2 courses across the three Hub areas. Learning evaluations have been glowing with 100% of participants rating the course content and facilitators very highly. Partner organisation health professionals have all agreed to work with the Innovation Recovery Project in the coming year to ensure colleagues get the opportunity to attend these much sought after WRAP courses.

2020 and Beyond

- The Easel Way to Recovery, Art Exhibition will launch in Cavan in January 2020; participants will attend to share the benefits of this 4-week course and showcase the impressive work they completed.
- The Innovation Recovery Project Team is planning to co-produce and co-deliver new mental health and wellbeing courses with health professionals from the partner organisations.

- Health professionals to avail of evidence based training on Trauma that will support them in their daily practice.
- Staff are planning to work with young people from 16+years to support them with their mental health and wellbeing.
- Staff and other health professionals will participate in Coaching and Train the Trainer courses in order to strengthen and develop their facilitation skills.
- Mental Health and Wellbeing courses will continue to be delivered across 12 counties by Peer Educators and Health professionals.

“It is great to see the progress which has been made in helping people to recover from mental illness and take control of their own wellbeing through an empowering education model, rather than relying on traditional therapeutic interventions alone. Experience from Recovery Colleges in other regions shows that this education model has a vital role to play in helping people to move forward on their journey of mental health recovery, alongside therapy where appropriate.

“It is clear that a more collaborative, innovative approach is required if we are to successfully address the increasing mental health issues in today’s society. This education model effectively enables people with their own experience of mental health conditions to shape mental health education for others, equipping the students with the knowledge, skills and confidence to maintain mental wellness and resilience.”

John Meehan, Assistant National Director Mental Health, HSE and Project Chair of the Innovation Recovery Project



Primary Care and Older People: mPower Project (led by NHS National Services Scotland)

Commenced: January 2017

Scheduled end date: September 2021

EU INTERREG VA grant funding:

€10.1 million in total (€4.2 million for the NI/ROI border region)

Focused on stimulating transformation in Primary Care and Older People’s Services, the mPower Project is a cross border service for older people (age 65+years) living with Long Term Conditions. The project supports people in self managing their health and wellbeing more effectively in the community. It operates at seven sites across Scotland, Northern Ireland and the border counties of the Republic of Ireland.

CAWT Partner Area	Deployment Site in the CAWT region
Western Health and Social Care Trust	Lisnaskea/Irvinestown/ Southeast Fermanagh
Southern Health and Social Care Trust	Armagh/Newry
HSE Community Health Organisation: Community Health Organisation 1 (CHO1)	Finn Valley/South Leitrim
HSE Community Health Organisation: Community Health Organisation 1 (CHO8)	Carrickmacross/Drogheda
Scottish Deployment Sites: NHS Western Isles, NHS Ayrshire & Arran, NHS Dumfries and Galloway	
Other Scottish Project Partners: National Services Scotland; University of Highlands and Islands and Scottish Council for Voluntary Services	

Health policies and strategies from across all three regions served by the mPower project advocate for increased care delivery in people's homes and in their communities. Many people will have one or more Long Term Condition by the age of 65 years. Promoting self-care at home by enabling people to better manage these conditions is therefore a significant step in alleviating the pressure health and social care services face. Throughout 2019 mPower worked with communities to enable people to take the steps needed to live well, safely and independently in their own homes. Within the project pilot areas, Community Navigators were employed to work with people to develop wellbeing plans and link them to activities in their community. Implementation Leads were employed to connect people to technology which enhances support for their Long Term Conditions and overall health and wellbeing.

Performance Targets			
2019 only	Digital Interventions	Well Being Plans	Learning & Development
HSE CHO 8	15	21	90
Western Trust	5	58	1
Southern Trust	75	74	4
HSE CHO 1	13	55	177
CAWT Total	108	208	272
Project Total	720	583	373
So far to date	Digital Interventions	Well Being Plans	Learning & Development
CHO 8	15	26	90
Western	5	58	1
Southern	76	86	4
CHO 1	16	74	177
CAWT Total	112	244	272
Project Total	1,562	764	373

2019: Key Achievements

- The mPower Project submitted an application to the Special EU Programmes Body in response to the call for additional Shared Learning interventions. Consequently the project is the successful recipient of €1.4m additional funds; CAWT partners were allocated €655,000 of this funding.
- Four Project Board meetings were held throughout 2019: two in person and two by video conference.
- In May 2019 a very successful Project Board and Project Assembly, hosted by the HSE at Carrickmacross, brought together 50 project staff and local stakeholders to work collaboratively over two days.
- In September 2019 the Western Trust hosted a Project Assembly and All-Ireland Respiratory Workshop at Fermanagh House, Enniskillen. Over 50 people attended the Project Assembly with an additional 70 people participating in the Respiratory Workshop. Having exceeded the 2018 SEUPB digital health intervention target by 20% the partners aimed to build upon these efforts and fully establish the project.
- By the end of 2019 there remained implementation vacancies across HSE and technical vacancies across all three RoI partners.
- CAWT's Chief Officer and Deputy Chief Officer were supportive in engaging with the Lead Partner NSS in exploring how Irish partners could be supported to increase their contributions in 2019. A lack of implementation staff had been a barrier to delivery across the eligible region with a significant time period lost.

mPower Learning Events in the CAWT Region

The mPower Project hosted a number of Learning Events in the CAWT region during 2019. Over 80 people, from community and voluntary organisations and a wide range of health and social care professional, attended the mPower learning event hosted by the Western Trust in Enniskillen in Spring 2019. Guest speakers shared their experiences of how local projects can empower older people to live more independent lives in rural areas and how Technology Enabled Care can support older people to remain in their own homes for longer.



Pictured at the mPower Project learning event in Enniskillen (from L-R): Pauline McKeown, WHSCT; Vincent Ryan, WHSCT; Myrtle Harron, WHSCT; Soo Hun, PHA; Dr Anne Kilgallen, WHSCT; Allison Forbes, SWAP; Alan Connor, mPower Project; Prof James Ferguson, NHS Grampian; Dr Miriam Dolan, Maple Group; Anne Clark, NHS Ayrshire & Arran and Elaine Aughey, WHSCT.

In October 2019 the mPower team in Dumfries and Galloway hosted over 80 guests at a two-day event where they learned how improved health and wellbeing impacts clinical outcomes. Attendees participated in practical workshops looking at how best to implement the key learnings. Key speaker Professor Peter Gore, a leader in the field of how to age well and increase vitality, introduced the LifeCurve™ and spoke about the role and impact of different interventions in moderating age-related decline, focusing on digital interventions. Attendees also had the opportunity to see how a range of health and social care technology solutions enable people to live well and independently.

Previous learning events hosted by HSE in their Community Health Organisation (CHO) areas 1 and 8 and the Southern Health and Social Care Trust, saw over 300 guests attend. These successful events held in Sligo, Letterkenny, Drogheda and Newry generated great enthusiasm about the project.

“It is vital that older people are supported to live happily at home for as long as possible. We are delighted to be working with mPower. We hope that by working together we can reduce the challenges older people face and enable them to age with confidence, security, and dignity”.

CEO of ALONE, Sean Moynihan, CEO of ALONE speaking at an mPower Learning Event



Representatives from the project partner organisations at the November 2019 mPower Project Assembly hosted by NHS Western Isles in Scotland.

2020 and Beyond

- Robust comprehensive plans have been submitted to mPower's Project Board by all CAWT partners outlining how they will increase their pace of delivery. Implementing and supporting these proposed plans is critical to success in 2020.
- Agreeing any proposals to formally request an extension to the end date of the project of SEUPB will be a key activity in the first half of 2020.
- Implementing the enhanced Shared Learning work package and its additional 600 beneficiaries will add to the year's outputs especially planning the Festival in Belfast for 2021.
- Exploring mitigation for the lack of Procurement Framework evidence in Northern Ireland needs to be discussed, especially with the CAWT Procurement and Contracts Group and the CAWT Finance Forum.





Children's Services

Commenced: November 2017

EU INTERREG VA grant funding:

Multiple Adverse Children Experiences (MACE)

Scheduled end date: December 2021

€5.01m

Launched in September 2018, the MACE Project continued to make steady progress throughout 2019. The aim of the project is to transform the lives of vulnerable children and their families who are most at risk from a range of challenges and difficulties in their lives, by identifying, intervening early and providing nurturing and support within their own homes and communities on a cross border basis. Adverse Childhood Experiences (ACEs), negative experiences which may occur in childhood, include:

- domestic violence
- bereavement within the home
- being the victim of abuse (physical, sexual and/or emotional)
- being the victim of neglect (physical and emotional)
- parental alcohol or drug abuse

2019: Key Achievements

By early Spring 2019 the full complement of Project Co-ordinators were in post and undertaking preliminary work in planning and managing the delivery of a range of universal interventions in partnership with local communities to meet local needs. Each MACE Project Co-ordinator is responsible for a network area in the following geographic locations:

- Derry/Londonderry and Letterkenny and Inishowen, Co. Donegal
- Strabane and West Donegal
- Fermanagh and Sligo and Leitrim
- Armagh and Monaghan and Cavan
- Newry, Co. Down, and Louth



The MACE Project Co-ordinator Team

Commencing in February 2019, in preparation for the roll out of MACE project interventions and framework, the MACE Project Co-ordinators hosted a range of workshops, awareness raising and networking events to inform the development of Trauma and ACE aware communities, and build connections, partnerships and cross border working. Building on infrastructure that already exists

within each community network area, the project facilitates local communities to build local capacity by working together and learning from each other. Managed jointly by the CAWT Partnership and TUSLA (the Child and Family Agency in the Republic of Ireland) the MACE project had established all five Trauma Informed Cross Border Community Networks during Spring 2019.

Following a procurement process in March 2019, a contract was awarded for the completion of a review into assessments/screening tools and practices relevant to childhood adversity; in September 2019 this Evidence Review, investigating these assessment/screening tools and practices was completed. The Evidence Review information, used alongside Scoping Reports from each of the Trauma Informed Cross Border Community Network areas, informed the content of a competitive tender process, to commission community based trauma informed and trauma specific interventions to support families with children aged 0-3 and 11-13 years, during October 2019. Work commenced on commissioning a framework and training (complementary to existing family support assessment processes) to support practitioners in identifying families who could benefit from trauma informed interventions.

The MACE Team's commitment to consolidating cross border partnership working and relationships was demonstrated on 11 December 2019 when they hosted a major cross border conference which focused on the impact of coercive control. The collaborative event, held in Letterkenny, was organised by CAWT's MACE Project and Donegal Children and Young People's Services Committee, was supported by Donegal Domestic Violence Service, An Garda Síochána and Tusla.

Coercive control, a persistent pattern of controlling, coercive and threatening behaviour, includes all or some forms of domestic abuse. On 1st January 2019 the Domestic Violence Act 2018 came into effect in Ireland, improving the protections available to victims of domestic violence under both the civil and criminal law. Under the Act a new law was introduced making coercion of a spouse, civil partner or intimate partner a criminal offence. Over 350 delegates from both jurisdictions learned from a range of experts on the issue of coercive control, domestic violence legislation, how to recognise the signs of coercive control and its impact on children and young people.

Key note speakers at the conference included: Michelle Alonso, Fermanagh Women's Aid; Superintendent Clive Beatty District Commander-PSNI; Marie Brown, Director, Foyle Women's Aid; Detective Sergeant Laura Sweeney, An Garda Síochána; Dr Marie Hainsworth, Manager, Donegal Domestic Violence Service; Janique Burden, Principal Social Worker, Tusla.



Pictured at the multi-agency Coercive Conference in Letterkenny (from L-R): Ann Timony Meehan (CYPSC Coordinator); Clive Beatty (Supt and District Commander PSNI); Garda Donna Campbell; Aisling Gillen (Regional Director TUSLA); Donna Mc Gee (MACE – Multiple Adverse Childhood Experiences Co-ordinator)



Organisers and speakers at the cross border Coercive Conference in Letterkenny. Pictured are representatives from CAWT's MACE Project, Foyle Women's Aid, Police Service of Northern Ireland, TUSLA, Fermanagh Women's Aid, Donegal Domestic Violence Service and An Garda Síochána.

2020 and Beyond

- Continued development of cross border relationships engaging with Trauma Informed Cross Border Community to identify the types and levels of interventions required in each of their areas. This will inform the specifications for the public procurement exercise planned to commence in 2020.
- Procurement of a bespoke induction programme focusing on Adverse Childhood Experiences and trauma informed practice.
- Development of a data collection tool to capture the activity of the project and its progress and impact over the life of the project.
- Continuing to share experiences and learning emerging from the project.

Governance of the CAWT Partnership

During 2019 the CAWT Partnership continued to demonstrate its commitment to high standards in governance in the operation of its cross border working arrangements. The CAWT partners remained committed to good governance in the operation of the partnership and to assessing internal processes making improvements as necessary. Demonstrating this commitment the Director General, as agreed by CAWT Management Board, commissioned an independent external review of the CAWT Partnership's governance arrangements in July 2019.

A Governance Sub Group chaired by the Director General and comprised of Management Board representatives from both jurisdictions was established to oversee the external review. Overall the interim review report completed by Board Excellence concluded that CAWT governance structures demonstrated a very strong commitment to, and implementation of, good corporate governance. Findings recognised that standards of corporate governance were generally very solid across the partnership. Opportunities were identified, through a number of recommendations to improve the effectiveness of the Partnership. The Governance Sub Group, established to oversee the review, agreed to take forward the implementation of the recommendations across CAWT's operating structures including Management Board, Secretariat and the Development Centre.

A primary function of the CAWT Management Board is to set the strategic direction for the CAWT Partnership and to oversee the delivery of the CAWT Strategic Plan. The current CAWT Strategic Plan (2014 to 2022) states CAWT's purpose, vision and goals and details the actions required to support achievement of its strategic goals.

The governance structures for the CAWT Partnership are:

- CAWT Management Board
- CAWT Secretariat
- CAWT Development Centre
- Corporate Support Groups

CAWT EU INTERREG VA Project Boards

Cross border Project Boards, established for the individual EU INTERREG VA funded projects, are responsible for ensuring that projects deliver their objectives within the agreed time and budget and to a predefined quality standard. On an ongoing basis the Project Boards report to the CAWT Secretariat, via the CAWT Development Centre, on progress made within the projects.

CAWT is responsible for maximising opportunities for joint working and securing financial assistance from the European Union to bring added value and extra resources to the health and social care sector. In managing the current INTERREG VA funding, the CAWT partners have agreed to a shared liability arrangement in the management of this funding. 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 CAWT partner organisations share equal status on the Management Board with respective CEOs/Senior Personnel responsible jointly and equally for all CAWT partnership activity.

Current CAWT Management Board Members (as at Dec 2019)		
John Hayes	Chief Officer, Community Healthcare Organisation	HSE
Angela Fitzgerald	Deputy National Director, Acute Hospitals	HSE
Damien McCallion	National Director and Director General of CAWT	HSE
Paula Keon	Acting Assistant National Director	HSE

Current CAWT Management Board Members (as at Dec 2019)		
Shane Devlin	Chief Executive	SHSCT
Anne Kilgallen	Chief Executive	WHSCT
Valerie Watts	Chief Executive	PHA/HSCB
Ed McClean	Deputy Chief Executive and Director of Operations	PHA

CAWT Director General

The Director General is nominated by the CAWT partner organisations to directly manage the work of the CAWT Partnership on behalf of all partners and he works closely with the CAWT Development Centre in all aspects of its work. The Director General chairs the CAWT Management Board meetings ensuring members make an effective contribution to the governance of the Partnership. During 2019 the Management Board met three times; the CAWT Annual General Meeting was held in June 2019.

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 2019 the Secretariat provided consistent support to the CAWT Chief Officer on the delivery and performance of INTERREG VA Projects maximising potential for cross border co-operation across all programmes of care in both jurisdictions. Additionally, Secretariat members provided support within their respective partner organisations, to their Management Board representative, facilitating the implementation of the decisions of the Management Board in their partner organisations. Secretariat members met four times throughout 2019.

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 partners, for ensuring that European Union funded and other cross border projects are administered in accordance with the standards, conditions and procedures set out by the EU funders, CAWT partner organisations and other funders such as the Departments of Health. The Development Centre is centrally involved in facilitating, developing and supporting cross border health and social care activity, including applying for and successfully implementing EU funded and other cross border projects.

Throughout 2019 the Development Centre's small and highly specialised staff team provided support in the areas of cross border strategic development and operational guidance. Practical support was provided in the areas of project management, procurement, HR, finance, communications and publicity and eHealth. Team members provided expert information, engaged in consultations and research studies, developed and delivered presentations and participated in and organised stakeholder and funder events as appropriate.

CAWT Corporate Support Groups

CAWT Finance Forum

The CAWT Finance Forum has oversight of CAWT financial management arrangements and reports on such matters to the CAWT Management Board. In 2019 the Finance Forum provided financial assurance control, on behalf of the CAWT Management Board, ensuring that proper financial regulations, processes and procedures were adhered to in line with those of the individual CAWT partner organisations.

Each organisation participating in CAWT, and in specific CAWT projects, is responsible for ensuring that proper internal financial systems and procedures are in place for the management of EU funding which has been approved for expenditure within its organisation. It is the responsibility of the CAWT partnership to ensure there are adequate systems and procedures in place which ensure that such spend is incurred within approved limits, on approved projects.

CAWT Human Resource Strategy Group

During 2019 the CAWT Human Resources Strategy Group continued to provide HR leadership to the CAWT partner organisations. Effective management of cross border HR issues relies on negotiation and collaboration between partner organisations, particularly in relation to staffing and arrangements required to facilitate staff to be employed and work in a cross border/cross organisational context. Directors of HR in Northern Ireland and Assistant National Directors of HR in the Republic of Ireland, working with the CAWT HR Manager, agreed bespoke arrangements for posts appointed to CAWT projects which satisfy the requirements of each partner organisation and ensure that appropriate HR governance arrangements are in place.

The CAWT HR Manager co-ordinated the development of policies and procedures which enabled partners to co-ordinate approaches to the delivery of cross border HR services. These solutions acknowledged the perspectives of all partner organisations across both jurisdictions; they included shared agreement on job requirements, issuing of contracts of employment, arrangements for staff

employed in one jurisdiction and working across both. As in other years CAWT's HR Manager routinely provided project staff and project boards with ongoing HR advice and support in the areas of cross border recruitment and selection, employee relations, induction, absence management and training.

CAWT Communications Group

Throughout 2019 the CAWT Communications Group co-ordinated cross border communications activity ensuring the processes and protocols of the CAWT partner organisations were followed. The CAWT Communications Group is comprised of communications representatives from all CAWT partner organisations; throughout the year these representatives received regular updates on both internal and external cross border communications matters.

CAWT's Communications and Governance Manager, as designated lead on promoting and raising awareness of EU INTERREG VA funded health and social care cross border projects, ensured that the health and social care communication and information regulations in both jurisdictions, and of the EU funders, were met. This involved regular liaison and engagement with SEUPB Communications and Marketing Team on CAWT submissions to EU publications, events, consultations and the continued growth of digital media channels with support from and engagement with partner Communications colleagues when appropriate.

CAWT Procurement and Contracts Group

Procurement support continued to be provided by the CAWT Procurement and Contracts Group in 2019. The Procurement Group members represented the interests of their organisations in developing the potential for cross border co-operation across all programmes of care. Through strengthening collaboration members ensured that all funding requirements were met maximising the benefits of the EU funding and other funding streams' spend with external suppliers.

The group is comprised of nominated senior officers from each CAWT partner organisation's Procurement and Contract department, as well as senior representatives from other organisations that provide procurement services centrally to any of the CAWT Partners.

During 2019 the members regularly provided advice to Project Boards on procurement matters and updated the CAWT Finance Forum, Secretariat and Management Board on procurement and contract work undertaken.

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 systems and products are aligned with CAWT partner organisations ICT and eHealth strategic objectives.

Throughout 2019 the eHealth Steering Group supported the INTERREG VA Project Boards in planning and implementing relevant eHealth initiatives identifying opportunities for shared approaches and efficiencies across the projects. Initiatives included solutions to enable interoperability for sharing of patient records, home and mobile health monitoring, virtual clinics and videoconferencing and digital communications development.

Financial Overview

EU INTERREG VA Projects

Total EU INTERREG VA funding allocated to each project and total project expenditure claimed by the end of 2019 is summarised in the table below.

Project	Total Project Budget (€)	Total Expenditure claimed on eMS by Dec 2019 (€)
Acute Hospital Services Project**	9,752,676.22	2,649,253.34
Mental Health: Innovation Recovery Project	7,614,750.66	888,974.23
Population Health: CoH-Sync Project	5,010,370.75	1,811,926.82
Childrens Services: MACE Project	5,010,240.11	592,140.99
Primary Care Older and People's Services: mPower Project	3,512,373.45	594,357.18
TOTAL	30,900,411.19	6,536,652.56

****Acute Project Budget increased from €8,810,775 in 2018 to €9,752,676 in June 2019 as a result of additional funding awarded to extend the Community Paramedic strand.**

CAWT Development Centre

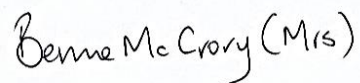
The Departments of Health in both jurisdictions have allocated the CAWT Development Centre funding to their respective agencies. Thus, the HSE in the Republic of Ireland and the Health and Social Care Board in Northern Ireland, route this funding to the CAWT Development Centre, with equal contributions 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 below contains an analysis of CAWT Development Centre expenditure up to 31 March 2019.

CAWT Development Expenditure up to 31 March 2019

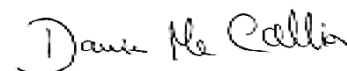
	Budget for year ending 31/3/19 (£)	Actual for year ending 31/3/19 (£)
Capital costs		
Plant and equipment	3,000	599
	£3,000	£599
Staff costs		
Senior Management	337,375	324,226
Functional support and administration	191,362	196,275
	£528,737	£520,501

Running costs		
General Administration	6,600	4,075
Travel and subsistence	18,700	20,109
Training and development	7,000	1,701
Printing and stationery	3,600	4,942
Conferences and events (organised by the CAWT Development Centre)	6,000	11,077
Rent and rates	3,100	2,816
Management Board meetings	2,000	1,182
Marketing and publicity	1,000	250
Cross border project development activities	8,000	20,474
	£56,000	£66,626
TOTAL	£587,737	£587,726

I confirm that the above financial information provided is accurate.



Bernie McCrory, Chief Officer, CAWT



Damien McCallion, Director General, CAWT



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

CAWT Development Centre

Riverview House
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www.cawt.hscni.net



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