

# CAWT Annual Progress Report 2020



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

### Chairman's forward (2020 Annual Report)

I am privileged to perform the role of Chairperson of the CAWT Partnership and proud of the many achievements during 2020. Last year was an incredibly challenging time for all working in our health and social care services and the wider community. This Annual Report provides the opportunity to reflect back on our work over 2020 and look to the year ahead.

The early months of 2020 were dominated by the uncertainties associated with Brexit. From March onwards however the focus rapidly shifted to the COVID-19 pandemic and our emergency response. During this time, the dedication and tremendous efforts of the individual CAWT partner organisations in supporting our patients, clients and communities was truly inspiring. It is testament to the resilience of staff that we have been able to progress many important service developments, and sustain cross border activity, within such a difficult context. It was very gratifying to see some of the eHealth initiatives introduced through our programmes being used as part of the pandemic response.

I would like to extend my personal thanks to all of those teams who continue to implement the many work programmes which are ongoing as part of the EU INTERREG VA Programme. As COVID-19 continues to be a concern for all those who use our services, the requirement for more innovative and focused service delivery, particularly during the pandemic, is more important than ever.

### Implementation of EU INTERREG VA Projects

Despite such challenging circumstances, the CAWT Partnership stayed true to its purpose of delivering on cross border programmes, with a particular emphasis on the EU INTERREG VA funded projects. Progress was achieved across Acute Services, Mental Health, and Children's Services, Community Health & Wellbeing and Older People's projects, supported by a wide range of agencies. CAWT project staff reacted creatively to the pandemic, navigating many obstacles and transitioning quickly into new ways of working by



developing innovative solutions and implementing new patient and client pathways. Many examples of what these projects have delivered are included in our annual report.

While COVID-19 will remain part of our health and social care environment for the foreseeable future, the CAWT partners are preparing to deal with any challenges that may arise. We will continue in our endeavours to deliver on our EU INTERREG VA Programme of work and look forward to the new EU Peace Plus programme and the opportunities for cross border health and social care, which it will offer.

### **Peace Plus**

In the early part of 2020, the CAWT Strategy Groups met to discuss potential opportunities for cross border collaboration within the forthcoming Peace Plus programme (2021-2027). Members of the CAWT Management Board, Secretariat and Development Centre attended various PEACE PLUS consultation meetings held by SEUPB and made a submission to the initial consultation process in late February 2020. The CAWT Management Board met a number of times during May and June to review and distil the proposals received through the CAWT Strategy Groups and the separate internal HSE consultation. The CAWT Development Centre will continue to support our partner organisations by bringing these important initiatives forward for development into cross border programmes of work through our partnership structures.

### **Our Partnership**

We continue to focus on and embed a culture of honesty, integrity and responsibility throughout all CAWT structures. We expect the best from ourselves and are committed to putting in place excellent governance processes at all levels, which reflect our individual partner organisations' own governance protocols. While not a legal entity, the partnership aims to work to the best practice across the two jurisdictions. As such, the CAWT Management Board worked with an independent external partner to implement improvements in our governance arrangements. This was a useful exercise and one we are committed to repeating.

### **Changes within the Management Board**

I would like to express my gratitude to all of the outgoing members of the Management Board and Secretariat including Valerie Watts, CEO of the HSCB, Christine McMaster, Public Health Consultant with the PHA and Paul Cavanagh, Assistant Director Commissioning

HSCB. During their tenure, these members provided valuable contributions to the strategic and operational work of CAWT. I would like to welcome Olive MacLeod as CEO of the PHA to the CAWT Management Board, as well Ms Sophie Lusby, HSCB as a new member of the CAWT Secretariat. I look forward to working with each of them in the future.

### **Appreciation**

As always, my grateful thanks go to the members of the CAWT Management Board and Secretariat for their strategic oversight and guidance to the work of the CAWT Partnership. I would also like to thank the members of the CAWT Functional Groups, Project Boards and Strategy Groups for their very significant contribution to CAWT. I would like to pay tribute to the Chief Officer and staff of the CAWT Development Centre, Project Managers and teams for their excellent work particularly during an extremely difficult year. Your work in supporting and championing cross border collaboration deserves recognition and thanks.

My appreciation also goes to our many Community/Voluntary sector partners, who have added so much value to cross border collaboration and assisted the CAWT Partnership to deliver on its EU INTERREG VA objectives and targets within a constantly changing dynamic environment.

### **Looking forward**

I believe that the CAWT Partnership has built a solid foundation, which serves as an effective mechanism for strategic cross border collaboration. Established in 1992, our ongoing collaborative approach complements and adds value to core health and social care services and is translated into the delivery of practical healthcare interventions, which are valued by thousands of citizens, particularly those living in border areas.

Furthermore, the expertise we have gained from our leadership in delivering EU funded programmes stands us in good stead as we look to the future and the new Peace Plus programme. Whilst the COVID-19 pandemic has brought about a new landscape, which we continue to navigate, new learning and innovative practices have emerged which have become part of the new normal for the health and social care partners. As we deal with these uncertainties, we remain committed to forging ahead in our efforts to improve the health status of our population, by consolidating and scaling up cross border activity and extending our alliances with other stakeholders for the benefit of our combined populations.

## Overview: Bernie McCrory, Chief Officer

To say that 2020 was a year full of challenges and surprises would be an understatement!

### Challenges

The year has been dominated by the COVID-19 pandemic. Globally, the COVID-19 pandemic has had a major impact on the capacity of health systems to continue the delivery of essential health services. Notwithstanding the enormous disruptions, in Ireland and Northern Ireland, the Health Services are responding flexibly and showing resilience in the face of unprecedented challenges by adapting and transforming how services are delivered and using technology where feasible. I am also delighted to report that although the pandemic has presented enormous challenges to our EU INTERREG VA funded projects, each one has successfully adapted and continues to deliver on their objectives and targets.



Thankfully, when the COVID-19 emergency began, all of our EU funded projects had strong foundations and rose to the challenge of changing established delivery models in order to continue to provide services in acute hospital settings, mental health, children's services, community health and wellbeing as well as primary care and older people's services.

### Project Responses to COVID-19

I wish to commend the Project Board members, the Project Managers and their staff team for responding so swiftly and successfully to the changes presented by the pandemic. Some highlights include:

With the onset of the Covid-19 pandemic, all acute hospital services, including CAWT cross border services, were required to introduce additional processes and alter their traditional working arrangements including greater use of virtual and telephone consultations. Health professionals are continuing to learn how to live with Covid-19 in their practise to allow services to be continued even though the threat of Covid-19 remains. 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 regular hospital services, bringing benefits to both the patients and the health services across jurisdictions.

The CAWT CoH-Sync Project has made great strides in tackling health inequalities and improving population health through prevention and early intervention. Despite the challenges faced by Covid-19, the CoH-Sync Health and Well-being Hubs have shown how responsive, innovative and adaptable they can be in a time of crisis. For example, many of the Hubs designed bespoke online interventions to ensure that they continue to meet the needs of the local population and have adapted the ways in which they work to maintain delivery of CoH-Sync. In line with planning for the post EU funding phase, I was delighted to hear about efforts to build the capacity of the Hubs and the Community Health Facilitators who do the client engagement. This included the development of new training in order to broaden the types of interventions offered to clients. This training, accredited 'Chair-based Activity' training course and 'Chi-me' training courses, can be delivered either online or face-to-face as circumstances allow.

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. A decision was made at the outset of the Covid-19 pandemic to replicate the work being delivered in face-to-face settings as much as possible on line. Thus, all courses previously delivered face-to-face are now delivered live on line. The Innovation Recovery Project staff adapted their training to suit online delivery and upskill themselves in delivering courses online. The fact that high number of participants are returning repeatedly to the Recovery College courses demonstrates that the courses are of benefit to many people during these difficult times. The Project has huge potential to contribute practical learning and experience of implementing mental health recovery education to the mental health strategies and activities currently being planned in both jurisdictions.

Our MACE Project aims to transform the lives of vulnerable children and families, most at risk from a range of challenges in their lives, by identifying, intervening early and providing support within their own homes and communities. A highlight for 2020 was the appointment of a Provider to develop the Trauma Informed Practitioner Toolkit. Plans are being put in place to roll out practitioner training for which there is already a strong demand. This will lay the groundwork for interventions to be delivered, once the competitive procurement exercise for providers of interventions are appointed in early 2021.



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. During the year, the mPower teams, throughout the three jurisdictions, focused on connecting those who were at risk of becoming the most isolated and they successfully managed to roll out technology based solutions in many areas. The announcement of the Project winning the 'Innovation Organisation of the Year' Award during year in the Causeway Ireland Scotland Business Exchange annual awards was a highlight for the project and well-deserved.

### **North/South Co-operation**

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 2020. A further virtual course was organised and delivered in the autumn of 2020. This course focused on the Pandemic with early experiences and lessons learned shared on a multi-agency basis and included focused inputs from the HSE, BSO, PHA, Worshipful Society of Apothecaries, London and many more accounts from those working in front line positions in the health services across Ireland, Northern Ireland and the UK.

### **Appreciation**

My sincere thanks also goes to our Corporate Support Groups who support and 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 governance and eHealth.

In spite of the continued uncertainty that the EU Exit presents combined with the COVID – 19 pandemic, cross border health and social care activities adapted well and this has meant that citizens of the border regions could continue to receive quality services in an accessible way. I wish to acknowledge the responsiveness of the Special EU Programmes Body (SEUPB) during this difficult time. SEUPB's support and flexibility has been vital in enabling the CAWT Partnership to continue to successfully deliver the EU INTERREG VA funded cross border services.

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, as well as our

Scottish partners, for their contribution. 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. 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.

## **Farewell**

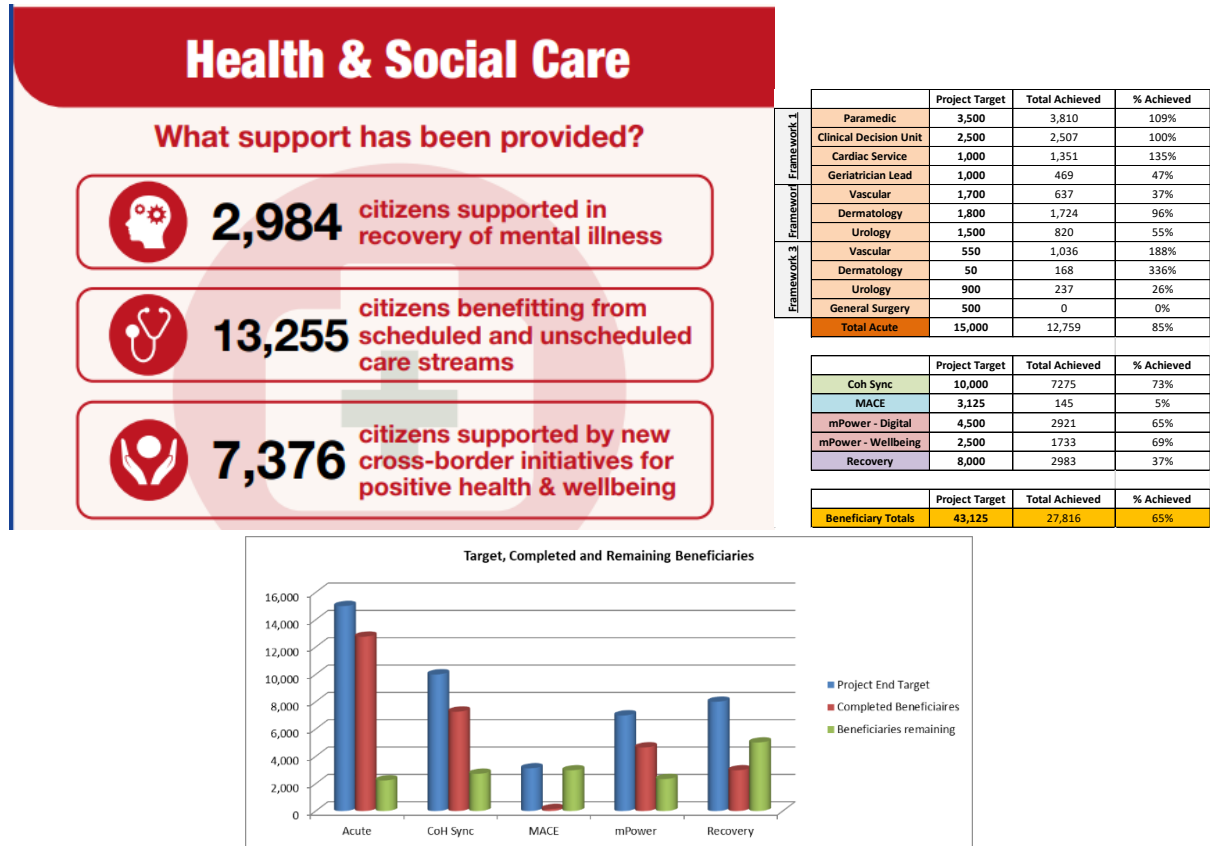
As my Chief Officer tenure nears completion, let me begin by saying how privileged I feel to have had the opportunity to serve the CAWT Partnership and to have worked with so many agencies and organisations. As well as having built strong networks and indeed friendships more locally across Ireland, Northern Ireland and the UK, my work has meant I have met people from diverse cultures and backgrounds. This included people from many countries across Europe and beyond. Some of these engagements involved learning from first nation people in Greenland and the remotest parts of Canada. These rich and varied experiences, as part of EU funded programmes quite often, demonstrate how health and social care can be delivered in even the most challenging of environments and this learning has been translated to some of the new ways of working such as virtual clinics for patients.

I can look back with great pride on the many achievements associated with the CAWT Partnership, not least bringing quality services to thousands of patients and clients. For example, during the previous INTERREG measure (INTERREG IVA), 53,000 citizens benefited from CAWT EU funded health and social care services. In addition, 43,628 staff engaged in a broad range of training and development opportunities. Notably under the current INTERREG VA measure, a further 25,000 people have received care or an intervention to date. As well as the vital investment from successive EU funding programmes, this would not have been possible without the dedication of staff from the CAWT Development Centre, as well as the many other staff across the CAWT partner organisations. I truly feel that the last fifteen years have been fulfilling, and have given me the opportunity to gain valuable experience in the workings of both cross border and international cooperation.

Looking to the future, I have great belief that cross border and north south engagement is more important than ever. The relationships been built over the years, since the establishment of the CAWT Partnership in 1992, will sustain and support services whatever the health, environmental and economic challenges present. It only remains for me to wish the new Chief Officer and the Partnership continued success in everything they do.

# EU INTERREG VA Project Update (January 2020 to December 2020)

## Overview of Project Progress During 2020



During 2020 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 2022/23.

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



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

The CAWT Acute Hospitals Services Project which comprises 3 different frameworks and 11 sub-strands worked intensively during 2020 to support our partners in the response to the COVID-19 global pandemic. During this time, all acute hospitals services were dealing with huge pressures in planning for and managing the care of both Covid-19 and non-Covid patients in their facilities. Great credit is due to the Acute Project Board members who, despite having to deal with unrelenting challenges in their main roles, also worked effectively with the CAWT Acute Project Team to devise solutions so services could continue as planned. This necessitated changes to work practices and greater use of technology to enable clinical staff employed in the project to deliver high quality safe services to patients. From the outset of the Acute project there was as focus on accelerating the update of new technologies which subsequently minimised the potentially negative impact of Covid-19 on project outputs. In addition, the Acute project provided a valuable forum for broader cross border collaboration and co-operation, which proved to be very useful during the Covid-19 crisis in discussing and developing resolutions to shared challenges and issues.

## 2020: 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 services provided by the **Clinical Decision Unit / Direct Access Unit** at Daisy Hill Hospital in the Southern Trust area continued to operate during 2020 and met the target of 2,400 patients benefitting from the service before the end of year. Management in the Southern Health and Social Care Trust have confirmed this service will be mainstreamed at the end of the funding period. This initiative clearly demonstrates how reforming and modernising the delivery of hospital services within a busy Emergency Department (ED) can be achieved, resulting in greater efficiency in relation to emergency admissions of those patients with high acuity conditions.

The **Discharge Lounges** established at Sligo and Letterkenny University Hospitals in 2019 continued to play a vital role in 2020. Specifically it has enhanced the ability of both hospitals to achieve earlier discharge dates and times, which has been greatly appreciated by patients. This reform initiative supports more efficient patient flows by allowing an increased number of patients awaiting bed allocation to be transferred to a ward, thus improving patient flows throughout both hospitals. These Discharge Lounges remain in place so the benefits they offer to both patients, hospital management and staff continue.

CAWT's highly successful cross border **Community Paramedic Service** ceased in 2019 as planned. All three ambulance services involved in the provision of this initiative, the National Ambulance Service in the Republic of Ireland, the Northern Ireland Ambulance Service and the Scottish Ambulance services have continued / mainstreamed the service in their respective jurisdictions. For example, Community Paramedics are being rolled out throughout the eligible area and more widely in the Republic of Ireland.

The investment in the training and skills development of these health care employees during the project is proving to be of great value to the overall delivery of health care on the Island of Ireland and in Scotland.

The EU funding for the **Community-based Cardiac Diagnostic Service** ceased in November 2020 as planned. However, community-based diagnostics are now established in a number of villages in counties Sligo and Leitrim. An evaluation of the service highlights many benefits to patients receiving this service – in particular, patients were appreciative of being able to access more locally provided services with reduced travel times and greater convenience. As a result of this success, other community based diagnostics are being examined to determine if such services could be provided more locally. This strand of the Acute Project proved the success of having the right people, in the right place, at the right time in providing high quality health services in the community.

In early April 2020, the final Framework 1 Strand was established by way of the appointment of a **Community Respiratory Consultant** providing much needed respiratory expertise to patients hospitalised with respiratory conditions, including those impacted by the COVID-19 virus. This Strand also saw the appointment of a Case Manager, reporting to the Geriatricians in Sligo hospital who will be contributing to managing elderly patients with long-term conditions, including respiratory health issues, to keep well and avoid hospital admission. Early indications reveal how invaluable this funding has been in the light of number of COVID-19 surges experienced by all three jurisdictions in 2020.

**By December 2020, three out of the four Framework 1 Strands had achieved the targets set out in the Letter of Offer for the INTERREG VA Acute Hospital Services Project.**

## **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 is focused on scheduled or planned care, specifically for Dermatology, Urology and Vascular specialties. Examples of activities undertaken in this Strand 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. All of these activities continued throughout 2020 and enhanced and added value to mainstream health service delivery by applying innovative solutions through cross border and cross jurisdictional approaches.



### 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.

The Cross border **Vascular Services** are being provided to patients in both the Western Trust area and at Letterkenny University Hospital. This initiative continued during 2020 with new practices in place to overcome the challenges COVID-19 presented.

This strand was used as the pilot for the **Interoperability** project within the overall Acute funding which focused on the electronic transfer of patient information safely across borders. This pilot now offers a valuable blueprint for use by those involved in planning and delivering services on a cross border basis in the future.

Within the cross border **Dermatology Services** strand of the Acute Hospitals Services Project, patients are receiving a service in the Western Trust, at Letterkenny University Hospital and in the West Coast of Scotland. All strands are progressing well with the training and education of all nursing dermatology staff (qualified and unqualified) in the 3 jurisdictions being developed and delivered by the National Improvement Nurses in Scotland. This will ensure all nursing personnel are trained to the same high standard throughout the eligible area. Discussions on mainstreaming this provision have commenced and it is envisaged that this education/training resource will continue after the funding ceases.

At the end of 2020, a consultant-led cross border **Urology Service** was established with the appointment of a Consultant Urologist in the Western Trust. The Urology Consultants in both Letterkenny and Western Trust will work hand in hand to deliver cross border services that will see patients and consultants crossing the border. It is envisaged this initiative will see Urology Services future proofed in the North West border region.

### 2020 and Beyond

- Maintain progress on achieving the Acute Hospital Services Project patient target with the delivery of a minimum of 15,000 patient episodes of care by November 2021.
- Continue training provision in both Dermatology and in Quality Improvement in both hospital and community care settings.
- COVID-19 continues to be a risk for the Project, which will continue to carefully monitor the progress of the virus and adapt to any changes such as a significant increase in infection rates.
- Supporting the project partners in their efforts to continue to maintain and integrate services developed with EU funding.
- Continue to share project experiences with stakeholder and partners.
- Continue developing cross border relationships and conclude the 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.



Pictured are the Letterkenny University Hospital staff within the newly established Phototherapy Services in LUH as part of the CAWT Acute Project (left to right): Staff Nurses Bridin McDaid and Colette Patton, Lisa McGovern, CNS and Tracey McVeigh Admin support.



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

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 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.

<b>Health and Wellbeing Hub Location</b>	<b>Hub Provider</b>
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 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. By December 2020, 7,363 unique clients had availed of the CoH-Sync service via trained Community Health Facilitators. These Facilitators provided them with their free Health and Wellbeing Plan and supported them to achieve their goals set. The support centred around improving health and well-being in relation to physical activity, nutrition, smoking cessation, alcohol misuse and mental health.

### 2020: Key Achievements

Despite the impact of Covid-19, CoH-Sync Hubs continued to thrive throughout 2020 with a growing number of people availing of their services. With Covid-19 restrictions in place, Hubs successfully transitioned to providing support on-line and via telephone to replace previous face-to-face interventions.

All eight Hubs developed creative and innovative ways to engage clients, creating bespoke community health interventions to support the growing needs of local populations throughout the pandemic. Support services ranged from online book clubs, creative writing classes, art and craft tutorials, to a wide range of physical activity classes, online cookery classes, mindfulness and life coaching.

Hubs also offered food parcels, pharmacy pick-ups and befriending services. Additional efforts were made to reach those most vulnerable during the pandemic, including the elderly, people with a disability and people living alone or in isolated areas.

Throughout 2020, the CAWT CoH- Sync Project Team supported Hubs to achieve their targets by focusing on a number of key priority areas including:

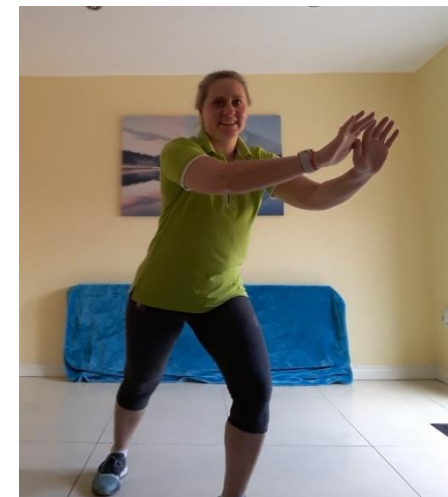
- The integration of the Data Collection Recording System (DCRS) into all Community Partner Hubs, providing an effective data collection, management and reporting system for the project.
- Provision of quality publicity materials to support the marketing of Hub Services to local communities.
- Provision of a bespoke health and well-being plan (Covid-19 Participant Support Form) to enable Hubs to better engage and meet the needs of participants during the pandemic.
- Provision of training in Chi-Me and Chair based Activity Training for Community Health Facilitators to deliver within communities.



CoH-Sync Online Art Classes: Selection of Art Work from Cavan-Monaghan class



Food Parcel Delivery in Armagh-Dungannon: CoH-Sync Connected Health Lead Sinead Donnelly organising food parcels to vulnerable members of the community.



Online Chi-Me Class: CoH-Sync Community Health Facilitator, Faye Chisnall delivering Chi-Me Class online.

## 2020 and Beyond

With the deadline for Hubs fast approaching to reach the 10,000 beneficiary mark by 30<sup>th</sup> September 2021, the main drive for the coming year will be to fulfil this key output of the project by the deadline date. Given the on-going impact of Covid-19, CoH-Sync Community Hubs remain focused on finding creative and innovative ways to engage local participants and meet their beneficiary targets.

2021 will also see a continued focus on training of CoH-Sync Community Health Facilitators (CHF's) to best meet the health and well-being needs of local communities and increase the capacity and reach of CoH-Sync Community Hubs. Extensive training for CHF's in Chi-Me and Chair Based Activity Training is planned for the coming months.

After successfully implementing the new DCRS, system across the project the focus now is on the longer-term benefits of Community Health Synchronisation. For the first time ever our community partners are working to a common Health and Wellbeing plan across the Island of Ireland and are using the one DCRS system to record and report on data health trends. 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 has been integrated into system reporting in 2020 / 2021. In September 2021, once final data has been gathered from CoH-Sync Hubs, we will be in a position to develop standardised performance management reports for our wide range of key stakeholders.



Project Branding: Jackets were provided to CoH-Sync Community Health Facilitator to increase visibility of CoH-Sync Hubs and promote the health and well-being supports on offer to local communities.

## Selection of CoH-Sync Participants' Feedback

“Very professionally organised and facilitated, I felt connected to my community and I still use the Mindfulness I learned to sustain me in these difficult times”.

### **DLDC CoH-Sync Participant feedback on Mindfulness classes on-line.**

“Hi, I am one of the participants in your online health and wellbeing course. I'm taking the online tin whistle class. Many thanks for the whistle, it's getting some use, I need to keep it up! I'd like to really thank you for accepting me onto the program and giving me the opportunity to blow the whistle again. It's been like therapy for me, especially in these challenging times. You ran the program really well from the 1st day you called me on the phone, the follow up call, the emails with the music both written notes and audible form. It's all been really appreciated.”

### **E-mail feedback from Donegal participant to Community Health Facilitator, Pat Meehan.**

“I would like to thank all the people from Oak Healthy Living Centre for being there for me in the last couple of years, but especially the last months when I got a call from (CHF) to see if I was ok, that meant so much to me. I then got the chance to do the colour breathing with (Tutor). OMG all I can say is it is amazing and it's done on WhatsApp, so I don't have to leave the house. It really has brought me out of a dark place and all so for (CHF) always being there for me”

### **Extract from letter to CoH-Sync Hub by participant.**

“Although this period has been challenging, it has also been rewarding and has allowed us to gain a wealth of experience in a new way of learning and teaching. It has been fascinating to see all generations adapt to a new world of Zoom. We have witnessed clients using ipads and laptops for the first time and have had the privilege to see a child take their first steps.”

### **Sinead, Donnelly CoH-Sync Hub Lead**



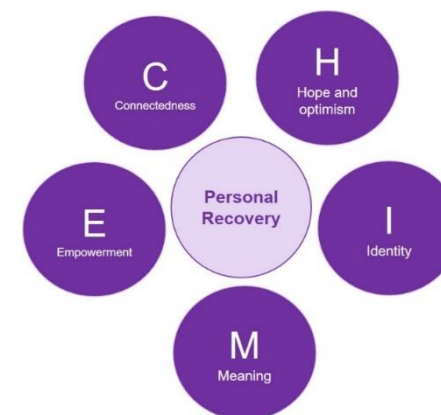
<b>Innovation Recovery Project</b>	<b>Education for Mental Wellbeing</b>
<b>Commenced: November 2017</b>	<b>Scheduled end date: August 2021</b>
<b>EU INTERREG VA grant funding:</b>	<b>€7.6 million</b>

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 2020 over 2,983 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 health professionals to co-produce and co-deliver training and support programmes to enhance mental well-being 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 known as ‘CHIME’: 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 interventions. These principles underpin the development of all of Innovation Recovery’s mental health and wellbeing workshops and courses. These include; Daily Maintenance planning; Living with and Managing Anxiety; Getting a Good Night’s Sleep; Mindfulness and many more.



### 2020: Key Achievements

In January 2020, the Innovation Recovery Project was beginning to gain strong momentum in many areas. This was particularly evident in the South hub where a specific programme of mental health and wellbeing courses was delivered to over 500 employees.

Other examples of the successful engagement by the Innovation Recovery Project through its partnership and co-production approach includes:

- A 4-week art course in partnership with a Traveller Women’s Group “The Easel Way to Recovery” produced fabulous artwork that was later displayed in an art exhibition in Cavan library.
- A 2-day in-depth course on co-production for all staff from the CAWT partner organisations was held in Omagh and resulted in a wider understanding of the ethos of co-production, sharing of knowledge and stronger cross border connections across the project team.

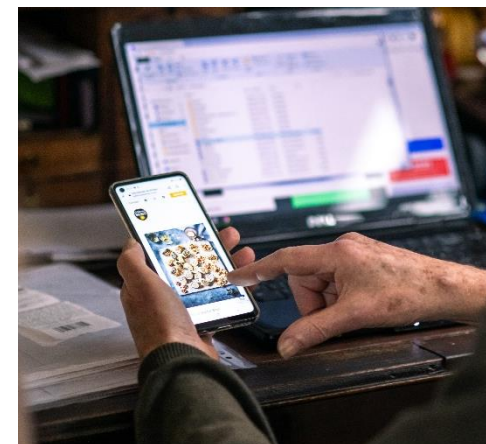


In March, the project team recognised that levels of anxiety were beginning to increase as the COVID-19 pandemic took hold. This prompted the Innovation Recovery Project to adapt its approach and switch to free online and interactive learning via Zoom. Within four weeks, staff had upskilled themselves on the use of Zoom to deliver training, adapted course materials and course duration to suit online delivery and reviewed content to include addressing the fears associated with living through COVID-19.

The Innovation Recovery Project managed 239 mental health and well-being courses in 2020. The provision of the online courses were so important throughout the pandemic and allowed more people across the border counties to attend from the comfort of their own home. The courses also gave people the sense that they were not alone, even if they sometimes felt that way, as such courses offered a connection to those who were in isolation or going through a difficult time.

During the year, the Innovation Recovery Project teams delivered mental health and well-being training to 913 students in face-to-face courses and 2,154 students via online courses resulting in a total number of 3,067 students attendance (1,483 unique beneficiaries).

The teams across the three hubs delivered a series of virtual educational support workshops to schools in Northern Ireland, Cavan and Monaghan. The Project teamed up with schools across the border counties and developed workshops designed to address the potential impact that life in lockdown was having on the young people, and to ensure they had access to essential support during the pandemic. Following a consultation with local teachers, students and local health professionals, it was clear that a course to build mental health resilience and well-being in young people, to help further prevent distress and anxiety, was essential. The sessions gave pupils tips on managing stress and social exclusion, understanding changes in emotions, as well as how to look after their well-being and mental health at home. One school advised: *“Many of our students have referenced the feeling of being ‘boxed in’ at home and only seeing the same people each day. Many are also battling feelings of guilt over not seeing elderly relatives, and we wanted to give them reassurance that this will not last forever, and to give them hope by planning for life after lockdown. We have found the course extremely beneficial and are now armed with the tools to navigate our changing feelings and emotions, not only now but*



*through challenging and uncertain times in the future.*” The Innovation Recovery team also delivered separate courses to teaching staff who were working throughout the pandemic in order to support the staff to manage their own health and well-being through difficult times.

In addition to working with schools, the project team worked with a number of colleges including St. Angela’s College Sligo, Cavan Institute, Monaghan Institute of Further Education and Training, to pilot the new ‘Staying Connected’ online educational support programme for students. This joint programme gave students the opportunity to attend an online evening programme where the students could connect with their fellow students and share some of the challenges and personal difficulties they were experiencing at this time. These programmes were facilitated by our peer educators and young student volunteers, who were there to offer support from a lived experience perspective.

The programme aimed to address the potential impact that the Level 5 Covid-19 restrictions may have been having on students attending third-level colleges in Ireland and Northern Ireland. This aim of this programme was to break some of the stigma and silence that prevents young people getting support when they desperately need it. Staff wanted to reach out to vulnerable communities to advise on suitable preventative measures and to provide mental health promotion resources to support them.

An exciting and new initiative of working in partnership with GP practices was developed by staff in the North-West and strong working partnerships were developed between the GP Federation based in Derry/Londonderry and the West Hub staff. Patients from partner GP practices were invited to attend courses that were co-delivered by peer educators and health professionals from the GP practices. GPs also referred patients to the Recovery College for support. The pilot was so successful that this work will be extended across all project areas.



Innovation Recovery team hosting the ‘Recovery through Art’ event in Cavan County Council. Pictured Back Row: Edel O’Doherty, Padraig O’Beirne, Cathy McCloskey, Lorraine Kirwan. Front Row: Eunice Skinnader, Zara Doherty, Kevin Curran and Margaret O’Leary.

In late 2020, staff in the East Hub focused on providing support to carers who were having to provide full time care to family members throughout the pandemic. They delivered courses that were specific to their needs and held focus groups with carers to revise course content.

Work with Community and Voluntary organisations continued through 2020 and both staff and clients availed of support through the project.

Another key element of the Innovation Recovery Project is to provide support and upskill health professionals working with the hubs. 114 staff from the project partner organisations in Northern Ireland and the HSE border counties received training in mental health and well-being courses. Staff attended training on Peer Support and Healing from Trauma, Wellness Engagement, Wellness Recovery Action Plan (WRAP) Level 1 and Level 2. Evaluations have been glowing, with 100% of participants rating the course content and facilitators very highly. Health professionals from the project partner organisations have all agreed to work with the Innovation Recovery Project in the coming year to co-deliver courses.

### **2021 and Beyond**

- Development and launch of the Online Recovery College, which will host 24 E-learning courses.
- 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 QQI level 6 or equivalent Train the Trainer
- Health professionals to avail of WRAP level 2 facilitator training
- Development of partnership working with GP practices across all project areas
- Courses will continue to be delivered online via ZOOM and face-to-face as covid-19 restrictions are eased.



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

**Commenced: November 2016**

**Scheduled end date: July 2022**

**EU INTERREG VA grant funding:**

**€9.2 million in total (€4.1 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. mPower works with communities to enable people to take the steps needed to live well, safely and independently in their own homes. Within the project implementation areas, Community Navigators are employed to work with people to develop wellbeing plans and link them to activities in their community. Implementation Leads are employed to connect services and people to technology, which enhances support for their Long Term Conditions and overall health and wellbeing.

At various times in the year, CAWT mPower staff were redeployed to support the COVID-19 response and were involved in delivering interventions which simultaneously contributed towards meeting the project objectives. HSE staff were at the forefront of training and implementing Attend Anywhere nationally. Other teams staffed COVID-19 helplines; provided additional support to social care services and worked closely with care agencies in the provision of food parcels and the distribution of wellbeing packs for our elderly population. As the pandemic evolved, staff managed the transition from face to face visits and actively undertook telephone wellbeing plans.

Despite the initial challenges faced with Covid-19 deployments sites on the island of Ireland continued to maintain regular contact with beneficiaries particularly during lockdown periods, which had heightened experience of loneliness and social isolation. The work of mPower during this time is encapsulated and showcased in the following short film – <https://mpowerhealth.eu/news/2020/11/17/a-short-film-to-showcase-our-work>

<b>Performance Targets</b>			
<b>2020 only</b>	<b>Digital Interventions</b>	<b>Wellbeing Plans</b>	<b>Learning &amp; Development</b>
HSE CHO 8	119	36	212
Western Trust	65	170	3
Southern Trust	206	201	26
HSE CHO 1	221	102	267
<b>CAWT Total</b>	<b>611</b>	<b>509</b>	<b>508</b>
Project Total	1,359	969	600

<b>So far to date</b>	<b>Digital Interventions</b>	<b>Wellbeing Plans</b>	<b>Learning &amp; Development</b>
CHO 8	134	62	302
Western	70	228	4
Southern	282	287	30
CHO 1	237	176	444
<b>CAWT Total</b>	<b>723</b>	<b>753</b>	<b>780</b>
Project Total	2,921	1,733	973

## **2020: Key Achievements**

### **General**

- Four Project Board meetings were held in 2020: due to on-going COVID-19 restrictions, all were held via video conference.
- In February 2020, mPower hosted an in-person Project Assembly in Stranraer, Dumfries and Galloway, which was well attended by all Irish Partners. The year's three remaining Project Assemblies were held virtually: highlight sessions included HSE teams providing an update on their excellent work with Attend Anywhere and SHSCT detailing their support to Care Homes through the provision of video enabled care.
- CAWT officers and the Development Centre team collaborated regularly with the Lead Partner, identifying how best to support Irish partners to maximise their return from and contributions to mPower during a challenging year.

## HSE

- mPower staff in the HSE were instrumental in the national rollout of Attend Anywhere and were heavily involved in the setup, trouble shooting and delivery of the training to clinicians and staff. By December 2020, the HSE celebrated over 70,000 consultations since it began in February 2020. An exemplar of shared learning with Scotland openly sharing material for HSE adaption and providing 1:1 expertise as required. The collaboration was awarded the Causeway Innovation Organisation of the Year Award in October 2020.



*HSE D.I.S.H. service taking delivery of eHealth equipment*

## WHST

- Western Trust staff developed an asset map containing details of local volunteers, shops providing deliveries, local transport companies etc. and disseminated this across Primary Care and Older People's (PCOP) teams. The team also supported local community and voluntary agencies in identifying vulnerable and isolated individuals who could benefit from ready meal provisions and food hampers. Staff in the team also supported The B-friend Hub with putting together and delivering 40+Christmas gifts and activity packs across County Fermanagh.

## SHSCT

- Southern Trust staff facilitated “garden gate visits” with beneficiaries and partnered with local post primary schools initiating over 40 pen pal connections between beneficiaries and local students. This intergenerational initiative also supported the creation of well-being plans as part of the holistic approach to community at home and combatting social isolation, loneliness with a very personal touch. A complimentary activity in Southern Trust was its ‘iPads within care home’ initiative connecting citizens in over 10 care homes.



*1 SHSCT setting up tablets for care home residents to stay connected*



## mPower Learning Events in the CAWT Region

- Due to travel restrictions, the project took the lead of Northern Ireland colleagues by adopting the Project ECHO platform. This partnership will facilitate the delivery of shared learning events for a range of thematic topics and again exemplified the value of cross border projects. At the year-end mPower supported Scotland's digital health and care event "Digifest"; 5 staff from CAWT deployment sites contributed to sessions.

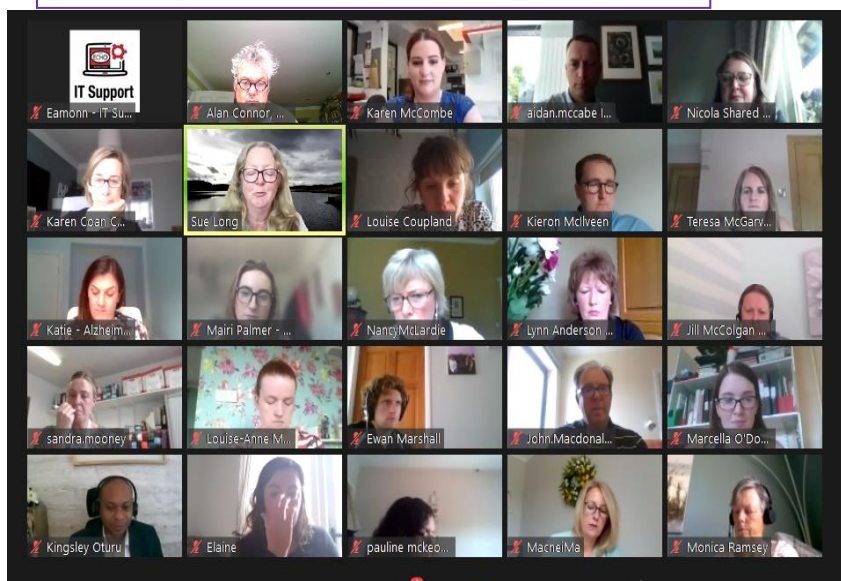
## 2020 and Beyond

- Ensure the extended Project, to July 2022, is successful and allows mPower to exceed its deliverables, outputs and outcomes.
- Support the introduction of project Quality Improvement officers to maximising benefits realisation of mPower in its final year and beyond.
- Monitor and review the impact of COVID-19 and decide the best method of delivery for the mPower festival intended for Belfast in March 2022.
- All partners on the island of Ireland will be supported by CAWT and the Lead Partner to exploit all the possibilities available from mPower- financial, resources, and shared learning.
- Provide guidance and support, references too, for all project team members looking to apply for substantive roles in their organisations. The experiences and skills gained by all project staff in Interreg VA projects provide significant added value to the workforce of all CAWT partners.

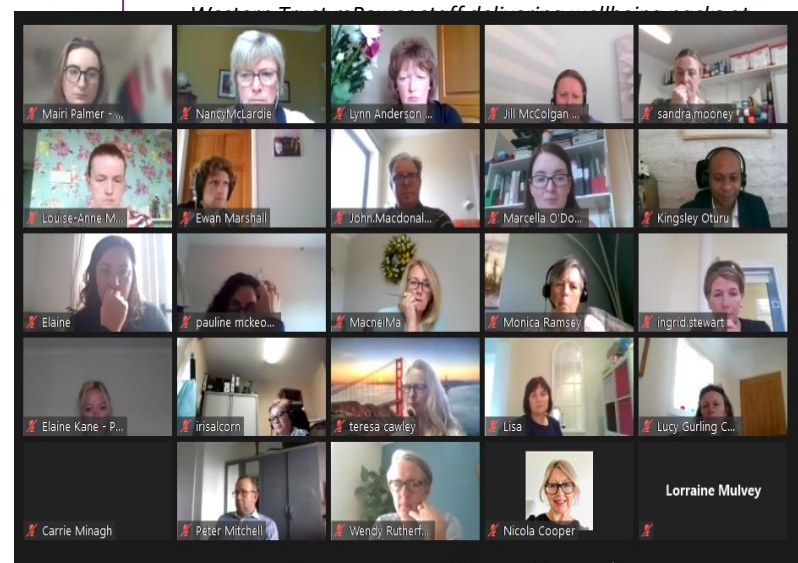




*mPower staff at the centre of HSE's Attend Anywhere service*



*mPower Project Team 1/2 ECHO Session*



*mPower Project Team 2/2 ECHO session*



<b>Children's Services</b>	<b>Multiple Adverse Children Experiences (MACE)</b>
<b>Commenced: November 2017</b>	<b>Scheduled end date: December 2021</b>
<b>EU INTERREG VA grant funding:</b>	<b>€5.01m</b>

Launched in September 2018, the MACE Project continued to make steady progress throughout 2020. 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) are negative experiences, which may occur in childhood and 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



2020 was a challenging year for everyone because of the COVID-19 global pandemic and the MACE project was also impacted adversely by the pandemic. Critical elements of the project delivery that rely on the expertise of specialist procurement staff in BSO's Procurement and Logistics Services in Northern Ireland and the HSE's Health Business Services in Ireland, were delayed due to the

pandemic. In March 2020, just as the EU tenders for MACE Interventions were getting ready to be advertised, all organisational procurement staff were temporarily redirected to work on Covid-19 priority procurements relating to PPE, vaccines and other Covid-19 critical goods and services required by the two Health systems. Consequently, the tenders for both jurisdictions were not published until the Autumn of 2020 and thus it will be early 2021 before the frameworks developed as a result of the tenders, can be used for purchasing approved interventions. Critically, due to recruitment delays, the Project was also without a dedicated Project Manager for the first six months of 2020. A new Project Manager commenced in July 2020.

Each MACE Project Co-ordinator is responsible for delivery of the MACE project 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

Before the COVID-19 outbreak, the MACE Project Co-ordinators trained in, and delivered, a range of workshops and awareness raising sessions in relation to multiple adverse childhood experiences, trauma informed practice and coercive control. In each of the five project areas, MACE Project Co-ordinators continued to facilitate Trauma Informed Cross Border Networks of Excellence and training needs analysis working groups. In response to the pandemic, the Project Co-ordinators adapted to new ways of remote working which has enabled them to continue to work with their local partner agencies, including Child and Family Support Networks and Sub Groups and engaging with Family Support Hubs and CYPSP.

### **2020: Key Achievements**

- Following a procurement process, a contract was awarded in August 2020 to ASCERT, for the development and delivery of the MACE assessment toolkit for practitioners. By December 2020, the prototype was developed and rollout of pilot training planned for early 2021.
- Advertisement and evaluation of tenders in both Northern Ireland and the Republic of Ireland for the delivery of trauma informed interventions, though later than planned due to COVID-19.

- As part of the COVID-19 community response effort, MACE Project Co-ordinators provided direct support to families in their local communities. This included the delivery of food parcels and providing telephone support to families. Furthermore, support was provided to specific Tusla-led services in Donegal, Sligo and Leitrim. This provided an opportunity for Project Co-ordinators to support and work collaboratively with families experiencing adversity, using a trauma informed approach, and to ensure provisions were in place when children's needs could not be met within their family.

## 2021 and Beyond

- The focus for 2021 is primarily to deliver €2.6 million worth of universal/targeted/specialist interventions to vulnerable families in the CAWT border region.
- Winning providers of interventions for the MACE tenders will be announced in early 2021 as part of two frameworks created: the Bespoke Panel Arrangement for Trauma Informed and Trauma Specific Interventions in the Rep of Ireland and the Dynamic Framework Agreement for Trauma Informed and Trauma Specific Interventions in Northern Ireland.
- There will be further opportunities in the coming months for additional providers to apply to deliver programmes.
- Initiate roll out of training on the Adversity Matrix and Risk stratification frameworks i.e. the MACE assessment toolkit to 300 practitioners
- Development of a data collection system to capture the activity of the project and its progress and impact over the life of the project.
- Development of systems to ensure rigorous record keeping of MACE beneficiary targets and to ensure effective and efficient management of future project procurements, budgets, contracts, raising of orders and processing of invoices associated with the project.
- Continue to share experiences and learning emerging from the project.
- Supporting Project Board members in the plans for the project after the EU funding period concludes.

## Governance of the CAWT Partnership

During 2020, the CAWT partners remained committed to good governance in the operation of the partnership and to making improvements as necessary. As a result of the 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. This Group is now taking 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 identifying and maximising opportunities for joint working which seeks to improve access to health and social care services and reduce health inequalities in the border region. The CAWT partnership has benefitted from securing financial assistance from the European Union to bring added value and extra resources to the health and social care sector in the border

region and beyond. 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 2020)		
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 2020)		
Shane Devlin	Chief Executive	SHSCT
Anne Kilgallen	Chief Executive	WHSCT
Valerie Watts	Chief Executive	HSCB
Olive MacLeod	Interim Chief Executive	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 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 2020 the Management Board met four times, the CAWT Annual General Meeting was held in Nov 2020 and one exceptional meeting held in May 2020 to agree prioritisation of themes for future Peace Plus submissions.

### **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 2020, 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 2020.

### **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 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 2020, the Development Centre's small, 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. It provides 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

The focus of the CAWT Human Resources Strategy Group was very different during 2020 due to the COVID-19 pandemic. Organisational pressures to support delivery of front line services inevitably resulted in the CAWT HR group being unable to meet collectively until November 2020. Members continued to provide HR leadership to the CAWT partner organisations, as required, throughout the year.

Following a review of governance by the CAWT Partners in late 2019/early 2020, the CAWT HR Strategy Group membership was revised with new members added and a new Chair being appointed during the meeting in November 2020. The HR Strategy Group are committed to providing effective management of cross border HR issues through collaboration and 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. Directors of HR in Northern Ireland and Assistant National Directors of Recruitment in the Republic of Ireland, working with the CAWT HR Manager, are reviewing the existing CAWT HR Policy and bespoke arrangements for posts appointed to CAWT projects to ensure they satisfy the requirements of each partner organisation and that appropriate HR governance arrangements are in place.

### **CAWT Communications Group**

Throughout 2020 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 departments were focused on dealing with COVID-19 related matters during the year. Despite this, a small number of key procurements for CAWT projects were progressed early in 2020, which was greatly appreciated, considering the huge pressures procurement colleagues were experiencing. In particular, CAWT Procurement and Contracts Group provided excellent support and managed to progress a number of key procurements in the second half of 2020.

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. Whilst meetings of the Group were stood down due to COVID-19, during the year, 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 2020, 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 the online Recovery College.

## Financial Overview

### EU INTERREG VA Projects

Total EU INTERREG VA funding allocated to each project and total project expenditure claimed by the end of 2020 is summarised in the table below.

Project	Total Project Budget (€)	Total Expenditure claimed on EMS by Dec 2020 (€)
Acute Hospital Services Project**	10,252,676.21	4,103,275.66
Mental Health: Innovation Recovery Project	7,614,750.66	2,081,288.14
Population Health: CoH-Sync Project	5,010,370.75	3,085,596.44
Children's Services: MACE Project	5,010,240.11	1,069,915.81
Primary Care Older and People's Services: mPower Project	3,512,373.45	1,145,927.17
<b>TOTAL</b>	<b>31,400,411.18</b>	<b>11,486,003.22</b>

\*\*Acute Project Budget increased from €9,752,676 in 2019 to €10,252,676 in June 2020 as a result of additional funding awarded for capital equipment.

### 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 2020.

### CAWT Development Expenditure up to 31 March 2020

	Budget for year ending 31/3/20 (£)	Actual for year ending 31/3/20 (£)
Capital costs		
<b>Plant and equipment</b>	3,078	6,019
	<b>£3,078</b>	<b>£6,019</b>

<b>Staff costs</b>		
<b>Senior Management</b>	402,249	394,230
<b>Functional support and administration</b>	190,440	179,124
	<b>£592,689</b>	<b>£573,354</b>

Running costs		
General Administration	6,799	2,876
Travel and subsistence	19,182	14,426
Training and development	7,178	135
Printing and stationery	3,694	5,243
Conferences and events (organised by the CAWT Development Centre)	6,148	40,758
Rent and rates	3,176	3,903
Management Board meetings	2,052	1,213
Marketing and publicity	1,022	0
Cross border project development activities	8,200	5,291
	<b>£57,451</b>	<b>£73,845</b>
<b>TOTAL</b>	<b>£653,218</b>	<b>£653,218</b>

I confirm that the above financial information provided is accurate.

*Bernie McCrory (Mrs)*

**Bernie McCrory, Chief Officer, CAWT**

*Damien McCallion*

**Damien McCallion, Director General, CAWT**



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

**CAWT Development Centre**

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