

Don't forget to join in the
conversations on twitter
Tweet us at [#quality2019](#)

F5 [#qff5](#)

Collaboration across National Borders – under threat from Brexit?

IHI Glasgow
29th March 2019

hello
my name is...

Dr. Philip Crowley

National Director Quality Improvement
Health Service Executive
Ireland

Dr. Mark Roberts

Clinical Director for Safety Forum
Health and Social Care
Northern Ireland

‘All improvement involves change
but not all change leads to
improvement’



Today

Explore barriers and enablers to collaboration and cross border working

Consider what role Brexit - the United Kingdom (UK) & Northern Ireland's (NI) departure from the European Union (EU) - has on current and future plans

Reflect on how the health and social care needs of the citizens on the island of Ireland can be protected and promoted

Declaration of Interests



Both committed to improving Safety and Quality of Health and Social care on the Island of Ireland

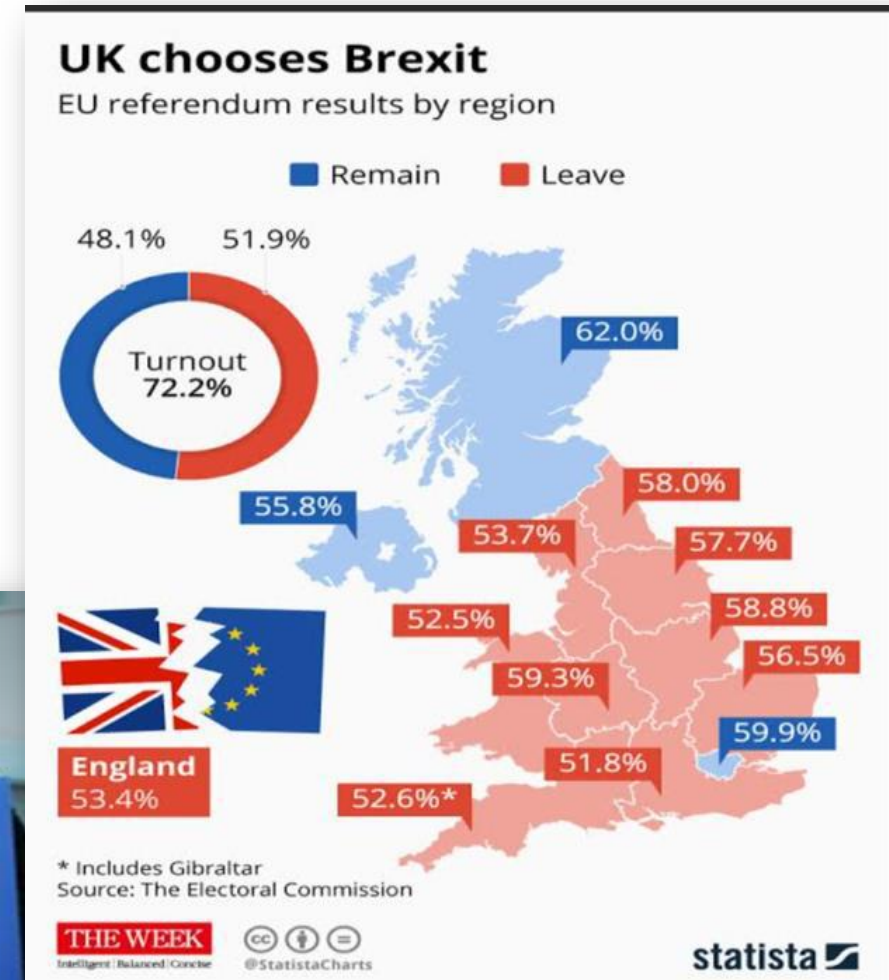
Philip was not eligible to vote in the UK's referendum in June 2016 as an Irish citizen

Opinions expressed are personal not necessarily the position of their respective health and social care services

Mark did not vote to leave the EU, but believes a democratic vote should be respected



What happened?



The lived experience

The past...





208 border crossings
137 on eastern flank of EU



The 'North West'?

Northern Ireland

**Population
North West
312,088**

Source - 2011 census



**Population
Northern
Ireland 1.8
million**

County	Population
Co. Donegal	161,137
Co. Sligo	65,393
Co. Leitrim	31,798
Co. Cavan (w)	1,293
(Co. Roscommon -part)	10,062
(Co. Mayo - part)	42,405

So why is this important?



Understanding the structures



Cross Border Healthcare The structures

Project

Acute Hospital Services



Children's Services
(MACE)



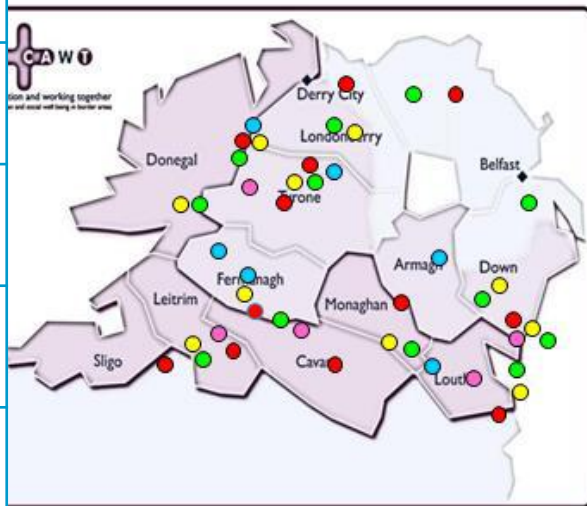
Mental Health
(Innovation Recovery)



Primary Care
(mPower)



Population Health
(Community Health Sync)



North South Ministerial Council (NSMC) Health Work Programme
(underpinned by the Good Friday Agreement)

Bilateral/Ministerial agreements (e.g. North West Cancer Centre, all-island Congenital Heart Disease Network)

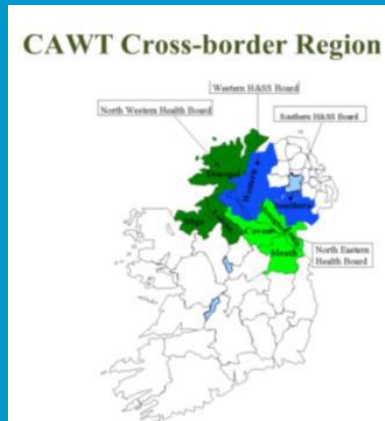
Provider/Commissioner agreements (e.g. Primary Percutaneous Coronary Intervention)

Co-operation & Working Together (CAWT) Programmes supported by EU Structural Funds (Interreg)

Emergency protocols (e.g. cross-border ambulance response, planning for mass casualty incidents).

CAWT

As established by the
Ballyconnell Agreement, 1992



• Why CAWT was established...

‘as their primary aim the improvement of health and wellbeing of their resident populations’

- Similar demographics and issues of lack of infrastructure, poverty etc.
- Economies of scale / joint training / shared facilities / sharing of best practice
- Joint sharing of expertise
- Combined populations ensure scarce skills of clinicians are protected
- Improve access to health and social care services

Western Health and
Social Care Trust (NI)

Public Health Agency
(NI)

Health and Social
Care Board (NI)

Health Service
Executive (Ireland)

Southern Health and
Social Care Trust (NI)

Healthcare on the island of Ireland... collaboration in action

Commissioned cross border / All-island projects

All-island Paediatric Cardiology service

Percutaneous Coronary Intervention Service (collaboration between HSE Donegal (Ire) and the Western Health and Social Care Trust (NI))

Cross border Emergency Planning and Humanitarian Assistance training

North West Cancer Centre at Altnagelvin Area Hospital in Derry/ Londonderry

Cross border Ear Nose and Throat (ENT) services between Monaghan, Cavan and Louth (Ire) and the Southern Health and Social Care Trust NI

Cross border GP Out of Hours - Donegal (Ire) to Derry (NI) and South Armagh (NI) to Castleblayney (Ire)

Our collaboration

**Common travel area -
protected by legislation**

**Mutual recognition of
qualifications**

**Paediatric organ
transplantation UK/Ireland**

**Ambulance transport
emergencies and major
incidents**

**GP out of hours and patients
cross borders**

**Years of positive collaboration
- administrative and clinical**



QI is a global issue for us:
Mozambique, Sudan and Ethiopia

NOCA National Office of
Clinical Audit



HRB Health
Research
Board



Quality
Improvement

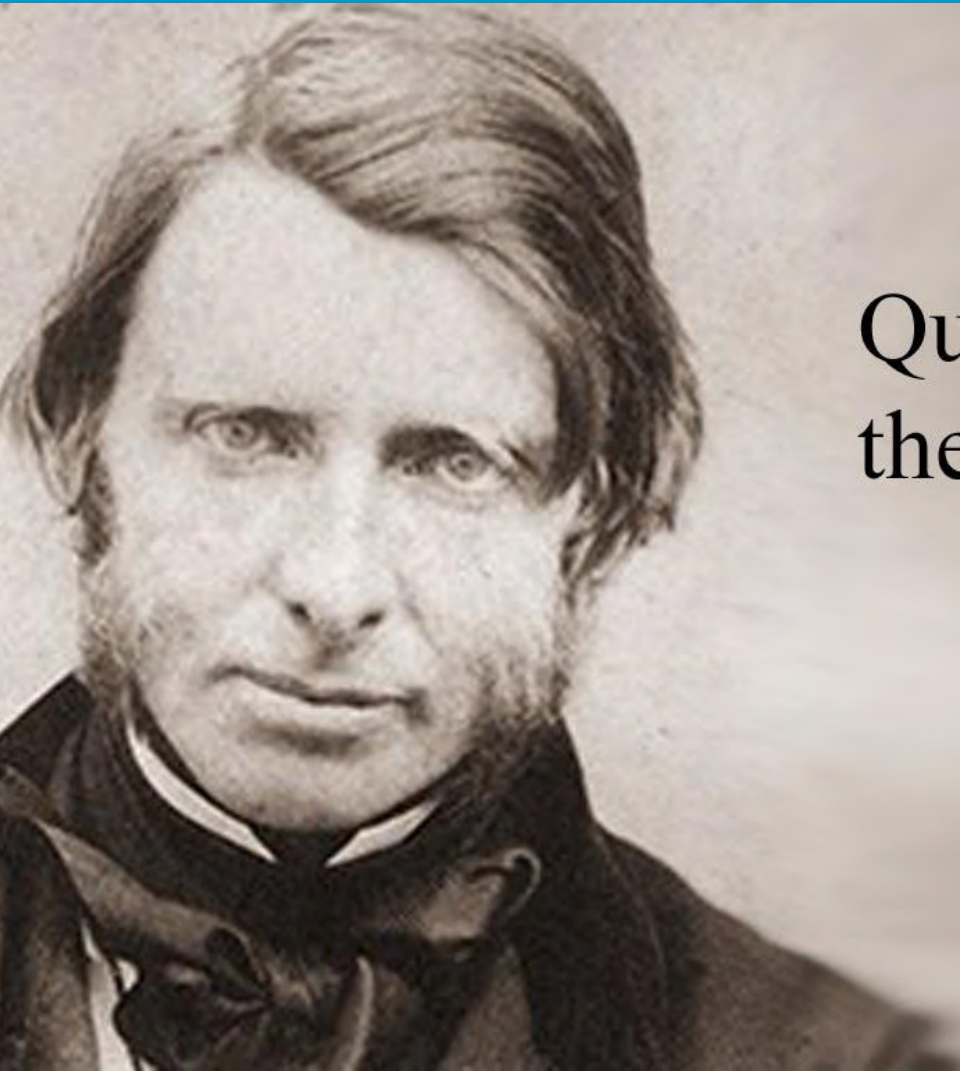


@NationalQI



@HSCNI





Quality is never an accident; it is always the result of intelligent effort.

John Ruskin

www.thequotes.in

Healthcare on the island of Ireland... collaboration in action

Example one: Cardiac Care...

Setting the context...

Acute Coronary Syndrome Report 2012

Hospital Groups report 2013

Public Health Report on ACS Programme and North West 2012

National Cancer Strategy

Competition, ambitions and conflict

Fundraising and expectations

Fear...

Sustainable services to meet local needs



Backing Needed for Letterkenny Cardiac Unit

Donegal News Derry
People

Monday April 22nd 2013



Baselines...

Separate single-handed units

Core services - excellent for patients in hospital and primary care

Angiography through Mobile Cath Lab

Primary Percutaneous Coronary Intervention (PPCI) Dublin/Galway

PPCI by helicopter for 10-20% of cases increasing

Subspecialised EP and devices in Letterkenny

Competing bids for permanent Cath Lab

In excess 70 patients from Donegal benefited from this service within 14 months



- 32km from Letterkenny by good road
- One of two designated PPCI centres for NI
- Capacity to absorb workload of much of Donegal

Healthcare on the island of Ireland... collaboration in action

Example two: Cancer care

Healthcare on the island of Ireland



"Unique geographical circumstances that relate to Donegal"

Donegal – WE ARE WHERE WE ARE!



What is the criteria & requirements for a Centre of Excellence?



= 8 Centres of Excellence



Satellite Unit of Centre of Excellence



THE IRISH TIMES



Cancer: the toughest journey

For cancer patients in the North West, treatment involves a very long road trip. Some will travel 600km in a week to get to the nearest cancer care centre and back. Eoin Butler boards a charity cancer bus in Letterkenny and talks to patients bound for treatment in Galway

© Sun, Mar 10, 2013, 16:18

Updated: Tue, Jul 22, 2014, 00:09

Eoin Butler

Concrete arrangements are required for good patient care

- Radiotherapy unit co-funded
- Work required to build consensus
- Could only progress with political approval



Convergence of political interests



Pictured above from left to right:
Jim Wells, Northern Health Minister, patient Christopher Dickie and
Taoiseach Leo Varadkar

Convergence of QI interests



@NationalQI



@HSCNI



Convergence of QI interests



2014 -2015

- Applied standardised key evidence based intervention guided by the QI lead
- Reduced falls by 58% and improved QI capability by 100%
- Total spending of €58,000 to reduce falls with total savings of €307,400 preventing falls across these services

2018

Growing a QI partnership

- Connect communities of improvers
- Creating sustainable links
- Sharing experiences
- Expanding the learning culture
- Agree to programmes of shared

Capacity building
Funded by EU Cross Border funding - what happens next?

What has the EU done for us?



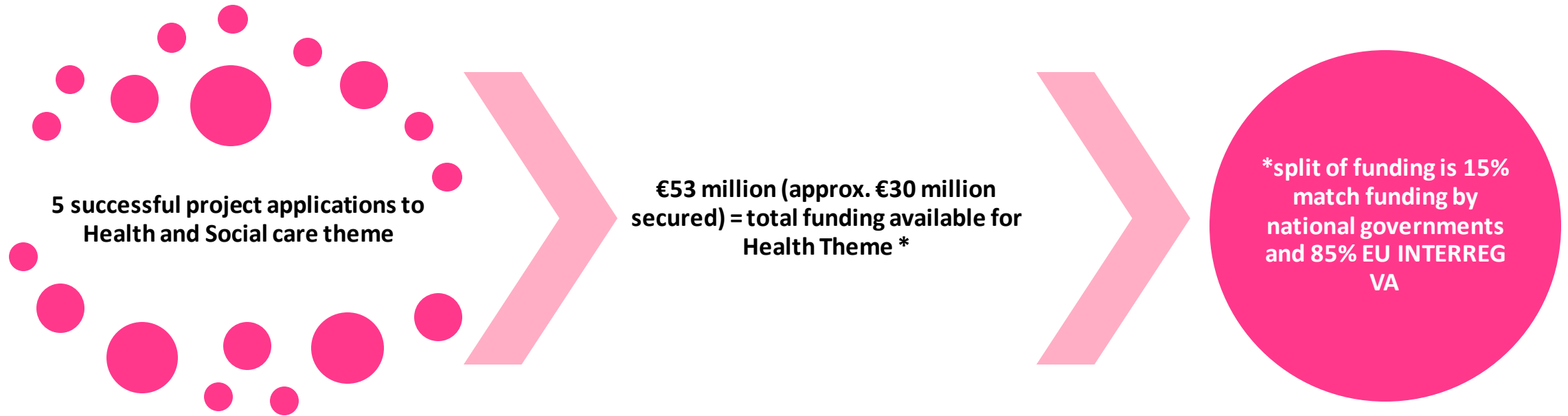
- A neutral platform to encourage dialogue & planning
- Financial stimuli
- Freedom of movement of people and services as a central feature of working across EU borders

Does it amount to anything?



- 80% of services (partially or in full) continued / mainstreamed after EU funding concluded
- Over 70 people alive today due to cross border PPCI (in the past year)
- Multiple cross border services

Work Programme to June 2022- EU INTERREG VA



Acute Hospital Services 'Connecting Services, Citizens and Communities' €8,810,775.20	Mental Health Innovation Recovery 'i-Recover' €7,614,750.66	Children's Services Multiple Adverse Childhood Experiences 'MACE' €5,010,240.11	Primary Care & Older People (Scotland leading) 'mPower' €8,708,617.82 CAWT €3,512,373.43	Population Health Community Health Sync 'CoH-Sync' €5,010,370.75
--	--	--	---	---

PRESENT



Building a
Better Health
Service

Seirbhís Sláinte
Níos Fearr
á Forbairt

National Quality Improvement Team



Champion • Partner • Enable • Demonstrate

www.qualityimprovement.ie

[@NationalQI](https://twitter.com/NationalQI)



[@NationalQI](https://twitter.com/NationalQI)



[@HSCNI](https://twitter.com/HSCNI)





**A team is not a group of
people that work together.
A team is a group of people
that trust each other.**

Simon Sinek

Trust and Teams



The elephant in the room

Northern Ireland's Local Government – Out of Office since January 2017



But to.....

Minimise harm

Ensure continuity of health services





DOWN WITH THIS SORT OF THING

CAREFUL NOW



Brexit high risk areas



75-80% of our products come through UK

Pharmaceutical supply

Pharmaceutical supply and contingency plans

Warehousing - stocks

Medical devices

Staffing our Health and Social Care system with EU nationals

Cross border directive

Environmental health

EU collaboration in university, research, biotech sphere

Public health

COST

Information Governance across UK/EU border

Continuity of Cross Border/Frontier Services





Brexit workstreams

Brexit ...
2 years
planning

ACCESS TO HEALTH SERVICES

- Treatment abroad scheme
- EU Cross border directive
- Special Arrangements

CROSS BORDER SERVICES

- Emergency services
- Joint MOU's and service level agreements are on a bi-lateral basis such as North West Cancer Centre

HEALTH AND SOCIAL CARE WORKFORCE

- Staff mobility across borders
- Qualification recognition
- Workforce supply and recruitment

EU FUNDING FOR HEALTHCARE IN BORDER REGIONS

- Interreg VA secured to complete current programme
- EU Interreg and Peace funding post Brexit

PUBLIC HEALTH

- Public health outbreaks
- Environmental health

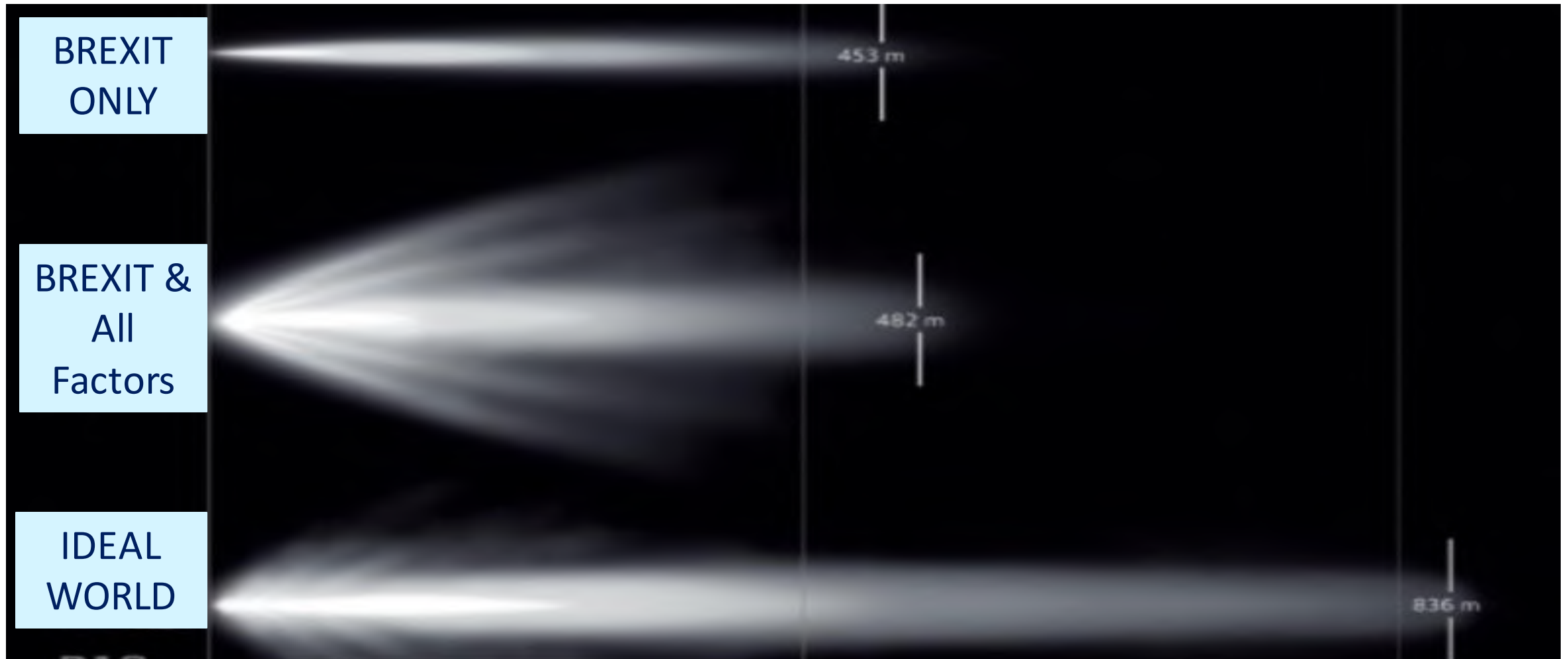
REGULATORY ISSUES AND EU STANDARDS

- Food safety, indemnity, movement of goods, Research

PROCUREMENT OF MEDICINES AND GOODS

- Supply, existing contracts, Taxation implications

Threats to Collaboration*



*with apologies to Audi headlights team

Building collaboration

Future collaboration can only grow in the patient interest

Trauma care,
specialist
services...

Graduate entry
medical school
for Altnagelvin

Training and
recruitment

Development of
new service design

Chronic disease,
frailty



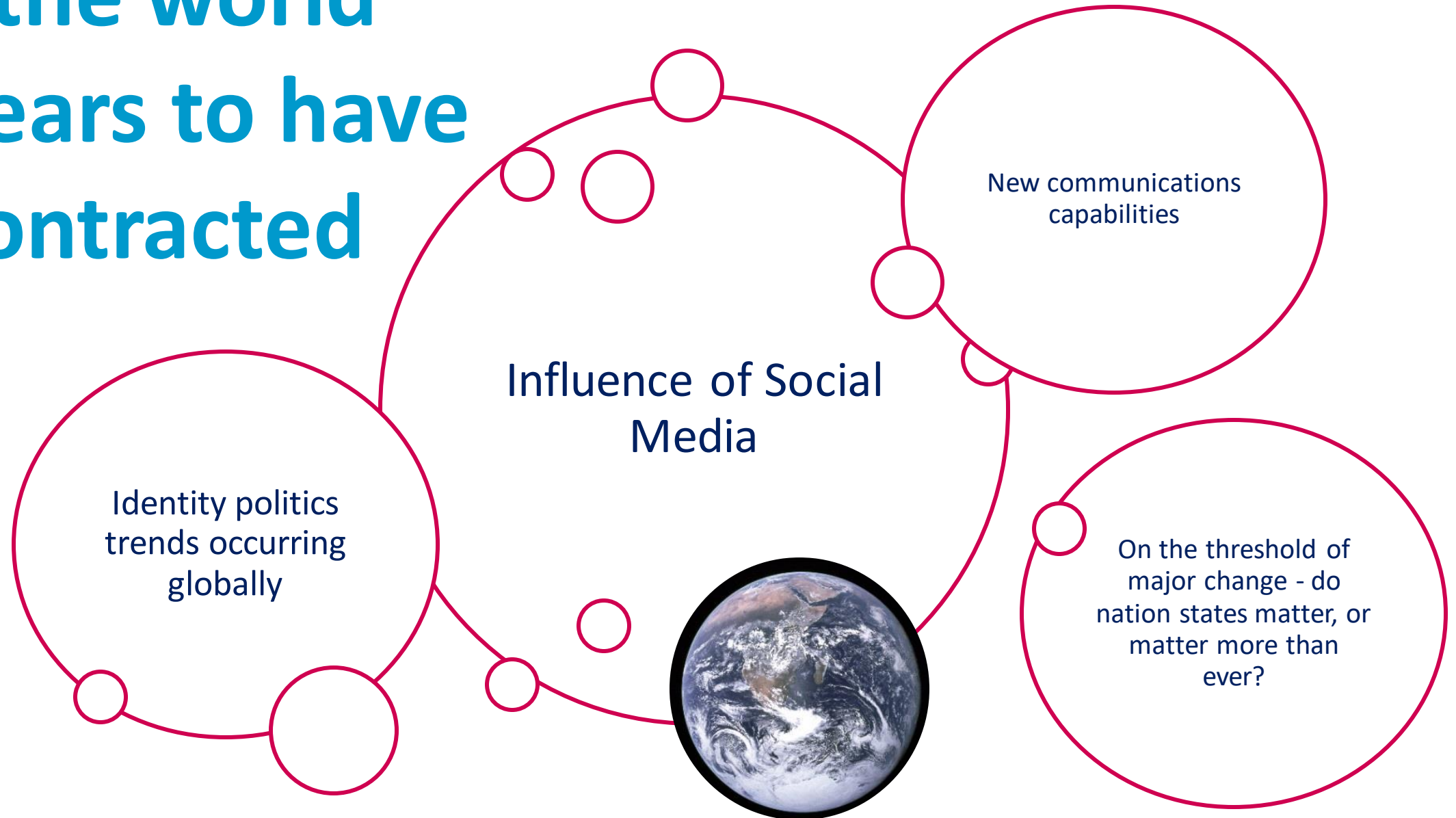
Citizen's sense of community is changing...



It is each single, enclosed locality that matters, and everything that happens within it is of passionate interest to those who live there. 'Do you have any news, any news?'. But once the news crosses a certain boundary, eyes that a moment ago were wild with curiosity will suddenly glaze; news no longer local is of no interest...'

John McGahern

...the world appears to have contracted



"A plan on a page"

Aim

In order to achieve this aim

Primary Drivers

We need to ensure...

Secondary Drivers

Which requires...

To maximise every opportunity for cross border collaboration where this benefits patients & clients

Bureaucracy helps not hinders

A will to work together

Incentivised to share resources

Outcomes driven by clients and citizens

Aligned Language

Communication & travel enabled

Machine of government supports not hinders

Shared purpose

Redefined silos

Issues requiring pooled effort (that ignore national boundaries)

A focus on areas where collaboration provides added benefit

Services developed guided by population need

Unintended consequences of Brexit?

Greater realisation on the vital need for collaboration - do we work harder?

A more explicit focus on the island of Ireland that meeting all citizen health needs should be placed higher than any other single consideration

Emphasis on improved relationships

A paradoxical effect of possible separation is a renewed value put on our collaboration

We are forced to reflect on the wide range of collaboration for the first time



@NationalQI



@HSCNI





**The
future?**

Closing message...

Brexit is significant: can be both

overestimated (distract from other factors impacting on collaboration)

underestimated (unseen future harm or barriers)

Borders start in people's minds

A will to collaborate is a key and timeless requirement

The island of Ireland...





Thanks for listening



...History says, don't hope
On this side of the grave,
But then, once in a lifetime
The longed-for tidal wave
Of justice can rise up,
And hope and history rhyme.

So hope for a great sea-change
On the far side of revenge,
Believe that a farther shore
Is reachable from here.
Believe in miracles
And cures and healing wells.

Seamus Heaney

Extracted from "from The Cure at Troy"