

# Charter for International Health Partnerships in Wales:

## An implementation toolkit



# Foreword



The International Health Coordination Centre (IHCC) is a whole of NHS Wales programme of work, established in 2013 following recommendations set out by the Welsh Government policy document 'Health Within and Beyond Welsh Borders: an Enabling Framework for International Health Engagement' (Welsh Government, 2012).

It serves as a focal point for information sharing, knowledge exchange, collaboration and networking for NHS Wales across the UK, Europe and the world. It promotes, facilitates, and enables international partnerships, capability and capacity building, and good governance. Through these operations, the IHCC aims to maximise potential gains for Wales, to reduce duplication of efforts and resources, and to support a health system which is globally responsible, as well as more equal, resilient, and prosperous.

The IHCC has a distinct position, sitting between government, the health system and other relevant sectors. From this distinct position, it works to support forward-looking international networking and collaboration, good governance, system insight, and contribution to global health and sustainable development. Its work is enabled by Public Health Wales, in collaboration with the Welsh Health Boards and NHS Trusts.

In partnership with national and international stakeholders, the IHCC developed the [Charter for International Health Partnerships in Wales](#) (the Charter) (IHCC, 2014). The Charter sets out common values and principles for international work across the NHS.

In 2014, all Health Boards and NHS Trusts pledged to implement the Charter, committing to improve organisational responsibility, reciprocal partnership working, good practice, and sound governance in international health partnerships.

The IHCC and the unique pan-NHS Wales pledge to implement the Charter has since received attention from across the UK, Europe and beyond. Wales is gaining an international reputation for the strength and achievements of our health partnerships across the globe. Implementing the Charter also supports actions towards the Well-Being of Future Generations (Wales) Act 2015.

Sound governance is essential for the successful implementation of the Charter and the International Health Strategy. In working together on International Health, Health Boards and Trusts in NHS Wales have developed tools, guidance and documents which we now share, along with useful links in the form of the Charter Implementation Toolkit. We hope this will provide useful materials for all those involved in encouraging international health links through Wales for Africa Health Links Network and other key partnerships.

This toolkit is a living web-based resource which will be added to by all partners through the Charter Implementation group, which has wide representation from all Health Boards and Trusts in Wales and key partners. Please join us on its development and help strengthen the framework for international health partnerships in Wales.

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**Jan Williams OBE FRSPH**

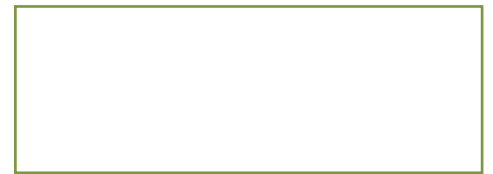
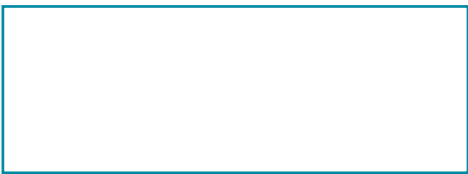
Chair, Public Health Wales

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# Developing this Toolkit

## Implementing the Charter for International Health Partnerships in Wales

Sound governance is essential for the successful implementation of the Charter. In working together on International Health, NHS Health Boards and Trusts in Wales have developed tools, guidance and documents, along with useful links in the form of the Charter Implementation Toolkit to assist with the implementation cycle (Figure 1)

The toolkit is designed to assist signatories to the Charter to successfully and consistently implement it, delivering on the promise made by Health Boards and Trusts.

It is divided into four sections, encouraging health boards and trusts to demonstrate:

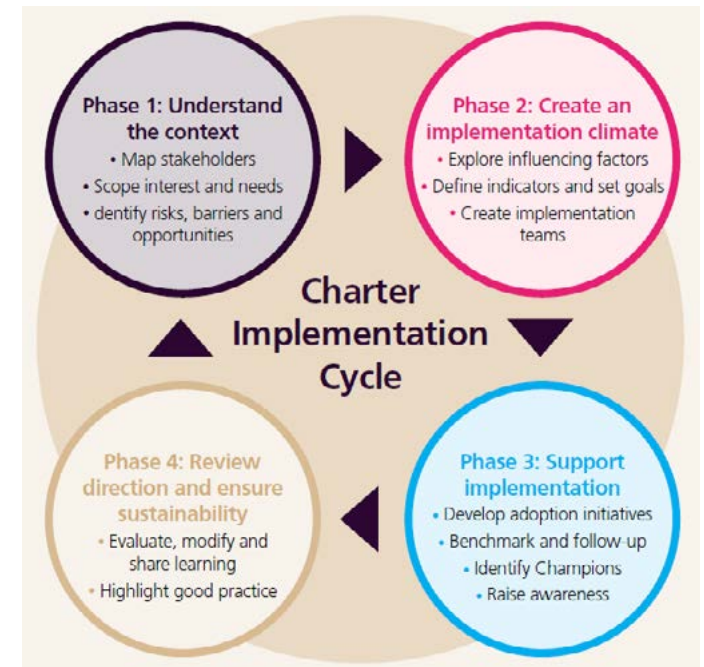


Figure 1: Charter Implementation Cycle

Products of the toolkit have been through a sign off process, as shown by the diagram below (Figure 2)

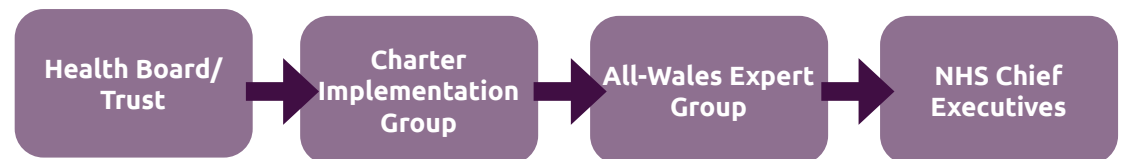


Figure 2: Charter implementation toolkit product sign off process

# Charter Signatories

Minister for Health and Social Services

Director General of Health and Social Services/Chief Executive NHS Wales

Aneurin Bevan University Health Board

Powys Teaching Health Board

Betsi Cadwaladr University Health Board

Public Health Wales

Cardiff and Vale University Health Board

Swansea Bay University Health Board

Cwm Taf Morgannwg University Health Board

Velindre University NHS Trust

Hywel Dda University Health Board

Welsh Ambulance Services NHS Trust

NHS Wales Informatics Service

NHS Wales Shared Services

## Associate Signatories:

Bevan Commission • Hub Cymru Africa

National Centre for Population Health and Wellbeing Research

Wales for Africa Health Links Network



# Organisational Responsibilities

Strong organisational engagement and commitment are essential for successful international health partnerships. This includes support for leave, provision of resources to support partnership development and executive-level reporting processes on international partnerships.



# Organisational Responsibilities

## Implementation documents

OR1 Special Leave Policy

OR2 Continued Professional Development

OR3 Mutual Learning and Sharing Lessons Learned

OR7 International Emergency Humanitarian Response

OR8 International Health Lead



# Reciprocal Partnership Working

A collaborative relationship between two or more parties is based on trust, equality, joint respect and understanding. Through the Charter, organisations work to build strong, active and trusting partnerships with health organisations across Wales, the UK, and around the world. This will lead to improved global health outcomes, and improved learning for NHS Wales.



# Reciprocal Partnership Working

## Implementation documents

RW1 Improving Lives and Do No Harm

RW2 Respect, Fairness and Equity

RW3 Managing Risk in Professional Travel

RW4 Health Systems in Developing Countries

RW5 Identify Opportunities

RW6 Diaspora

# Good Practice

Sharing of good practice between organisations in NHS Wales and beyond and also between Health Links should be encouraged.

The Charter prioritises an evidence-based approach underpinning all new policies, programmes and interventions. It searches for positive results to be celebrated and implemented widely; and fosters an open culture willing to learn. This is essential for effective and collaborative teams, organisations and projects.



# Good Practice

## Implementation documents

GP1 Quality and Evidence Based Practice

GP2 Needs Assessment

GP2-3 Supporting Document 1: Embedding the Charter Principles in International Partnerships:  
Guidance and Toolkit

# Sound Governance

Clearly agreed aims, objectives and areas of responsibility for all partners involved in a partnership are essential. The Charter drives the development and implementation of sound governance models that facilitate transparent, effective partnerships with clear lines of responsibility and accountability. Good governance is fundamental to improving health outcomes around the world.



# Sound Governance

## Implementation documents

SG1 Formal Arrangements

SG1.1 Draft Memorandum of Understanding

SG1.2 How to set up an international health group

SG2 Risk in Partnerships

SG3 Cost Effectiveness and Efficiency

SG4 Reporting Impact

# Case Studies



Partners who provide project management support and an evaluation partner. Mastermind follows a similar model with a larger number of participating regions and will also explore the implementation of language and culture specific e-CBT services for foreign citizens living in EU e-CBT (4 in total) for countries not represented in the consortium to prepare the roll-out of e-CBT in other areas of the EU.

Both CareWell and Mastermind funded through well to local needs, as many of the areas where Wales faces challenges are common across Europe; in this case the needs of an ageing population with multiple chronic conditions and resource challenges are common themes across Europe.

to longer term sustainability and sharing of learning across EU.  
We hope the project will benefit the Welsh NHS as we learn from other health systems in these partnering projects enables professionals to **share** with other EU nations in a practical way and through the implementation of **real-time service projects**.  
We have the opportunity to put learning into practice on the EU stage, where the NHS is still highly regarded and we have much to offer in respect of developments and improvements we are making to service delivery.

## What Does Success Look Like?

The following case studies have been chosen to demonstrate the wide variety of international partnerships in Wales.

### 01 A European Health Partnership Demonstrating the Use of Technology to advance healthcare

Management of Mental Health Disorders through Advances in Technology and the Services (Mastermind) and Integrated Care for Health Older People through the implementation of technology (CareWell); Powys Teaching Health Board.  
Bouse Whiteat, Interim Director of Planning, Powys Teaching Health Board

This is an example of two European funded projects which are being implemented in Powys Teaching Health Board.  
Collaborative working used to improve mental health services in Powys.  
Powys Teaching Health Board (PTHB) is working as a pilot site for the Mastermind and CareWell projects. The collaboration developed through connections with a local Welsh organisation which had existing European links. Partnering within Welsh with organisations already connected with Europe enabled PTHB to become involved in a European project and has opened up opportunities for further projects as PTHB began to establish networks of its own.

This is an example of how capitalising on European funding can meet local needs.  
The CareWell project focuses on integrated care for frail older people, with a specific emphasis around the use of IT to support the development of integrated care. The older people in question are those who have complex health and social care needs, are at high risk of hospital or care home admission and require a

range of high-level interventions due to their frailty and multiple chronic diseases. This is particularly relevant to the PTHB locality because as it has the fastest growing older people population in Wales.  
The Mastermind project has already been piloted across Europe, and is an implementation project that will pump prime the implementation of e-Cognitive Behaviour Therapy (e-CBT) across Powys and can become an exemplar for Wales in due course, based on an evaluated delivery model.

The structure of CareWell and Mastermind CareWell is structured through a project lead in the Basque Country who have sourced experienced project managers through consultancy in the EU arena to put together the proposal on behalf of the wider consortium, and also to project manage the project implementation, and interface with the EU for reporting purposes. The consortium consists of six pilot sites, the Basque Country, Spain; Lower Silesia, Poland; Veneto and Puglia, Italy; and Powys, Wales. The project also involves

### 02 An Indian Health Partnerships Demonstrating Strengthening in-county Health Systems

Sally Venn, Primary Care Medical Advisor, Public Health Wales

This is an example demonstrating how working with in-country systems can have tangible benefits to strengthen the level of care provided to those in need.

Primary Health Care in India is relatively underdeveloped with a bias towards expensive, hospital based specialist care. In a country where the majority of healthcare costs are born by the user, a high cost specialist system disadvantages the poor. Those who are most in need of healthcare are least likely to be able to access it - a clear example of the 'Inverse Care Law'. Wales has a strong primary healthcare led system which is geared toward empowerment and prevention in practice. Wales has a strong history of promoting social justice, including developing initiatives to address the Inverse Care Law.

Supporting and enhancing the local Health System.  
Primary Care Practitioners from Wales were formally invited to join the project as consultant advisers to the Health Worker Training programme and increasing the capacity of the organisation to deliver without outside support. The Practitioners have been supporting a Health Community Organisation in India to develop a community health worker programme, focused on schools and reaching out into marginalised communities.  
Health Workers have a threefold role around Prevention, Recognition illness and referring appropriately and Care and support for individuals suffering from acute or chronic illness.



What Does Success Look Like? 19



# Useful resources

Safeguarding

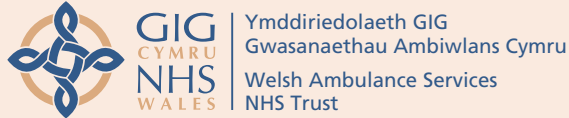
United Purpose / DfiD

## Authors and Contributors

This toolkit has been developed by the International Health Coordination Centre, Policy and International Health, WHO Collaborating Centre on Investment for Health and Well-being at Public Health Wales: Lauren Couzens, Dr Gill Richardson, Dr Marc Davies, Lucy Fagan, Michael Darke and Sarah James; and the Charter Implementation Group, which has representatives from all Health Boards and Trusts in Wales, the Wales for Africa Health Links Networks and Welsh Government.

## Acknowledgements

Special thanks to the members of the Charter Implementation Group for their contributions to the content of the toolkit. Many thanks to Professor Mark A. Bellis and Dr Mariana Dyakova, Public Health Wales for their support to the toolkit, the International Health Coordination Centre's work and the implementation of the Charter for International Health Partnerships in Wales.



### **Welsh Ambulance Service NHS Trust (WAST): scaling up international engagement to improve health at home and abroad**

WAST has scaled up international engagement to capitalise on the benefits gained from shared experiences and approaches to mitigate common challenges, such as increased demand, financial pressures, health inequalities and an ageing population, facing services around the world. The scope of international engagement has taken various forms.

On a local level WAST hosted senior managers and clinicians from Canada, Denmark and the Western Australian and South Australian Emergency Medical Services. The delegation explored the Trust's clinical improvement initiatives, operational context and service transformation journey, focused on improving clinical outcomes and patient experience. They also learned about prudent health care

initiatives and the new clinical response model and the benefits it brings to patients and staff, as facilitated through first-hand experiences. They discussed common challenges and opportunities facing international health systems and the benefits of reciprocal working.

On an international level a team of WAST staff visited India along with colleagues from the London and South Western Ambulance Services and the London Fire Brigade. The team shared their knowledge and skills, and trained staff and school children in Amritsar and Jamshedpur in first aid. They were awarded the Charity Challenge Team award by the Asian Fire Service Association.

Several paramedics from WAST are also signed up to the UK-Med community of practice and have been on-call during 2017 in preparation for deployment to trauma, medical and public health emergencies in line with World Health Organization aims.

#### **To find out more:**

<http://www.ambulance.wales.nhs.uk/?gclid=1516&pageid=2&lan=en>

## Hywel Dda University Health Board (HDUHB): signing an international twinning agreement to improve mental health

In 2015, HDUHB established a new International Twinning Collaboration Convention with the Trieste Mental Health Service Department in Italy, who are recognised by WHO as a centre of excellence for mental health recovery.

Supported by the International Mental Health Collaborating Network, the agreement aims to improve quality in community mental health services, share best practices and bring knowledge and skills to Wales to improve the health of Welsh citizens. So far, the collaboration has resulted in formal Action Learning Sets, staff exchange programmes (including wider stakeholders, service users and carers), and mentoring and support to each service, including joint training, seminars and events.

In 2017, HDUHB representatives presented on the Transforming Mental Health Programme at the International Mental Health Congress which brought together over 150 delegates,

including experts from Wales, England, Ireland, Italy, Australia, Czech Republic, Poland and Malaysia. The conference provided a range of international perspectives and learning on transforming the culture of mental health services, with a focus on improving services using evidence-based methods and measures.

HDUHB has also been approached by a Health Board in the Czech Republic to advise them on their planned transformation of Mental Health services. Representatives from the HDUHB Mental Health Directorate will be supporting the Czech Republic over the next year in starting this process and have been linked formally by the International Mental Health Collaborating Network.

### To find out more:

<http://www.wales.nhs.uk/sitesplus/862/news/37439/>

<http://www.wales.nhs.uk/sitesplus/862/news/41425>





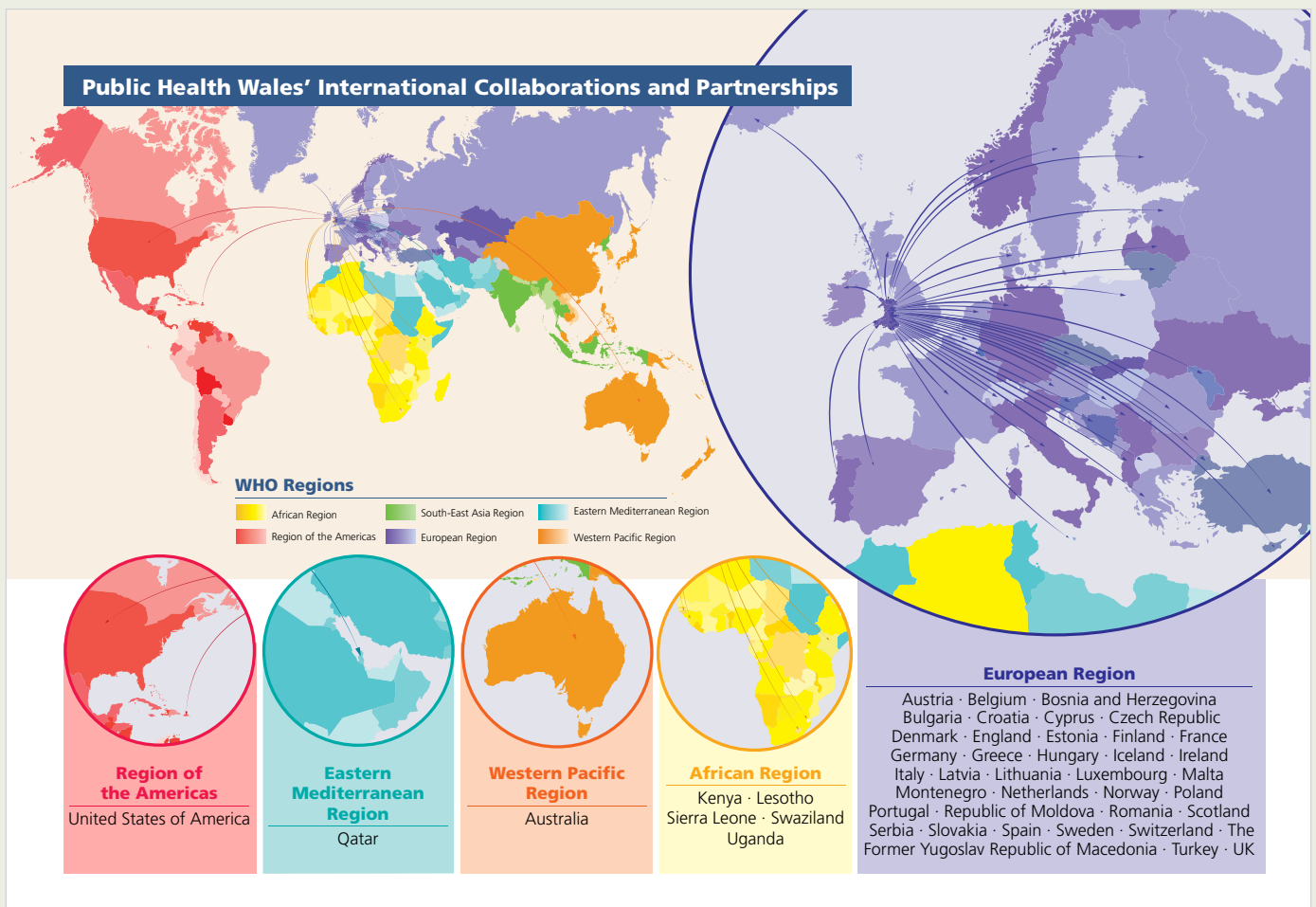
## Public Health Wales: mapping the organisation’s international reach

Public Health Wales has mapped its international health activity, providing a snapshot of recent and active networks, projects and initiatives. All directorates within the organisation responded, showcasing more than 90 active collaborations with 60 organisations. They cover five of the six WHO Regions, including Europe, the Americas, the Eastern Mediterranean, the Western Pacific and the African Regions. These include 25 complete and 21 ongoing international research projects along

with 31 UK collaborations, nine international partnerships, and six projects with international scope. The projects will be published as a supplement to support the organisational International Health Strategy. They can be seen on the International Health Partnership Database (IHCC, 2017b), updated annually.

### To find out more:

<https://ihcc.publichealthnetwork.cymru/en/working-internationally/welsh-international-health-partnership-database/>





## Betsi Cadwaladr University Health Board (BCUHB): updating governance arrangements for international health partnerships

BCUHB has updated its governance arrangements for international health partnerships in 2017. An International Health Group was established to monitor local progress against the Charter, and oversee associated development work. The Group will support staff who becomes involved in overseas partnership activity. The Health Board also set up a website to promote this area of work.

BCUHB has drafted All Wales Guidance on Donating Medical Equipment and Supplies to International Partners and All Wales Guidance on the Recruitment of International Healthcare Professionals. These will be presented for adoption via the Charter Implementation Group.

### To find out more:

<http://www.wales.nhs.uk/sitesplus/861/page/92819/>



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