A 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.

Cofion,

Jan Williams OBE FRSPH
Chair, Public Health Wales
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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:

1. Organisational Responsibilities
2. Reciprocal Partnership Working
3. Good Practice
4. Sound Governance

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

<table>
<thead>
<tr>
<th>Minister for Health and Social Services</th>
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<tbody>
<tr>
<td>Director General of Health and Social Services/Chief Executive NHS Wales</td>
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<tr>
<td>Aneurin Bevan University Health Board</td>
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<tr>
<td>Betsi Cadwaladr University Health Board</td>
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<td>Cardiff and Vale University Health Board</td>
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<td>Cwm Taf Morgannwg University Health Board</td>
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<td>Hywel Dda University Health Board</td>
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<td>NHS Wales Informatics Service</td>
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<td>Powys Teaching Health Board</td>
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<td>Public Health Wales</td>
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<td>Swansea Bay University Health Board</td>
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<td>Velindre University NHS Trust</td>
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<td>Welsh Ambulance Services NHS Trust</td>
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<td>NHS Wales Shared Services</td>
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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

<table>
<thead>
<tr>
<th>OR1</th>
<th>Special Leave Policy</th>
</tr>
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<tbody>
<tr>
<td>OR2</td>
<td>Continued Professional Development</td>
</tr>
<tr>
<td>OR3</td>
<td>Mutual Learning and Sharing Lessons Learned</td>
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<td>OR4</td>
<td>Environmental Impact</td>
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<tr>
<td>OR5</td>
<td>Meeting WHO Standards on Donations</td>
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<tr>
<td>OR6</td>
<td>Code of Practice on International Recruitment</td>
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<td>OR7</td>
<td>International Emergency Humanitarian Response</td>
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<td>OR8</td>
<td>International Health Lead</td>
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OR8 Supporting Document 1: All Wales Guidance on Establishing an International Health Group
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
GP3  Monitoring and Evaluation
GP2-3  Supporting Document 1: Embedding the Charter Principles in International Partnerships: Guidance and Toolkit
GP4  Engaging the Whole Organisation through Global Citizenship

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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

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
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<tbody>
<tr>
<td>SG1</td>
<td>Formal Arrangements</td>
</tr>
<tr>
<td>SG1.1</td>
<td>Draft Memorandum of Understanding</td>
</tr>
<tr>
<td>SG1.2</td>
<td>How to set up an international health group</td>
</tr>
<tr>
<td></td>
<td>Supporting Document 1: All Wales Guidance on Establishing an International Health Group</td>
</tr>
<tr>
<td>SG2</td>
<td>Risk in Partnerships</td>
</tr>
<tr>
<td>SG3</td>
<td>Cost Effectiveness and Efficiency</td>
</tr>
<tr>
<td>SG3.1</td>
<td>WHO Investment guide</td>
</tr>
<tr>
<td>SG4</td>
<td>Reporting Impact</td>
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Case Studies

What Does Success Look Like?

Case Studies

Demonstrating Good Practice

best possible evidence must be used to inform projects or partnerships that involve developing country health systems. Needs assessments must be led by the requirements of the country, especially where the country is low income. Needs assessments must be carried out for new projects. Assets based needs assessment or rapid appraisal methods should be considered.

Monitoring and Evaluation

In developing country health systems the 'can be used by Welsh organisations that are working with partners in any low income country or a comparable region. Research may need to take place to inform projects or partnerships. In other partnerships, monitoring and evaluation arrangements will be identified that recognize methodologies appropriate to the activities and acceptable to all parties.

International Health Partnerships in Wales

A Charter for International Health Partnerships in Wales

The following case studies have been chosen to demonstrate the wide variety of developments and improvements we are regarded highly on the EU stage, where the NHS is still making a direct opportunity to put learning into practice. We hope the project will benefit the Welsh population and also to project manage the project implementation of language and culture specific e-CBT across Europe; in this case the issues of an ageing population with multiple chronic conditions Wales faces challenges are common across Europe; in this case the issues of an ageing population with multiple chronic conditions.

Welsh Ambulance Service

Hywel Dda University Health Board

Public Health Wales

Betsi Cadwaladr University Health Board

Supporting and enhancing the local health and social care needs, are at high risk of illness. Individuals suffering from acute or chronic illness. Prevention, Recognising illness and referring to schools and reaching out into marginalised community health worker programme, focused a Non-Supported organisation to deliver without outside support. This is an example of capitalising on European Funding can meet local needs for frail older people, with a specific health and social care needs, are at high risk of illness. The Mastermind project has already been piloted as a pump prime, and e-CBT (4 in total) for countries non represented and dissemination plan included to contribute to other European regions once the complete. Both projects will follow robust evaluation arrangements and resource challenges are common themes in other areas of the EU. e-CBT services for foreign citizens living in EU implementation of language and culture specific.

The following case studies have been chosen to demonstrate the wide variety of developments and improvements we are regarded highly on the EU stage, where the NHS is still making to service delivery. We hope the project will benefit the Welsh population and also to project manage the project implementation of language and culture specific e-CBT across Europe; in this case the issues of an ageing population with multiple chronic conditions Wales faces challenges are common across Europe; in this case the issues of an ageing population with multiple chronic conditions.
## Useful resources

<table>
<thead>
<tr>
<th>Resource</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Special Leave Policy</td>
<td>Public Health Wales</td>
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<tr>
<td>The Comhlámh Code of Good Practice (CoGP)</td>
<td>Comhlámh</td>
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<tr>
<td>ESTHER EFFEcT Tool: Self Assessment Version</td>
<td>ESTHER Alliance For Global Health Partnerships</td>
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<tr>
<td>ESTHER Strategic Framework of the EEA 2015-2020</td>
<td>European ESTHER Alliance</td>
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<tr>
<td>ESTHER Charter quality of partnership</td>
<td>European ESTHER Alliance</td>
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<tr>
<td>From Competition to Collaboration: Ethical leadership in an era of health worker mobility</td>
<td>THET</td>
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<tr>
<td>Global Citizenship in the Scottish Health Service</td>
<td>Royal College of Physicians and Surgeons of Glasgow</td>
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<tr>
<td>Safeguarding</td>
<td>United Purpose / DfID</td>
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<tr>
<td>Climate Guide</td>
<td>Red Cross</td>
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<tr>
<td>Oxford Global Research</td>
<td>University of Oxford</td>
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<tr>
<td>1000 Lives Improvement</td>
<td>Public Health Wales</td>
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<tr>
<td>Code of Practice For International Recruitment</td>
<td>NHS Employers</td>
</tr>
<tr>
<td>Donation of medical equipment</td>
<td>World Health Organization</td>
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</table>
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/?gcid=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/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 oversees 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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