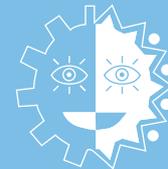


ANNUAL REPORT 2016-17

ENDING HEALTH INEQUALITIES THROUGH COMMUNITY DEVELOPMENT.



Community Development
& Health Network



Joanne Morgan, Director CDHN - CO3 Awards

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Chairperson's Report

We have to put reduction of health inequalities at the centre of our public health strategy and that will require action on the social determinants of health (Sir Michael Marmot).

This statement from Sir Michael Marmot was spoken a number of years ago yet still has real relevance in 2017. I am delighted to be Chairperson of an organisation that seeks to ensure they are translated into action: Community Development and Health Network (CDHN).

Addressing the rise of inequality and the widening of health gaps continues to pose a significant challenge to our government, policy makers, funders, service providers and communities. The concept of action on the social determinants of health remains difficult to translate into practice on a widespread scale. However, despite the many pressures on our organisation and membership, not least of which is continuing financial strain, CDHN remains totally committed to pursuing this goal.

CDHN provides policy, practical and financial support and investment within local communities and across the community, voluntary and public sectors. Our aim is to equip people with knowledge, skills and tools for action to ensure a reduction in health inequalities through excellent community development practice.

The current economic climate facing Northern Ireland means that more communities than ever are facing poverty and disadvantage, highlighting the clear need for organisations such as CDHN to have a stable and secure financial footing in order to continue delivering high quality and sustainable support to our membership.

As ever the CDHN Board provided strong strategic direction over the past year. CDHN has a committed staff team and a Board from a diverse range of backgrounds and skills sets. This is essential in steering the organisation through challenging times and retaining our unwavering commitment to ending health inequalities.

I would like to formally thank the CDHN Board, staff and membership for all their hard work and support during the past year. In particular, I would like to thank my fellow Board Members Patrick McMeekin, Treasurer and Sheelin McKeagney, Vice Chair for their unfailing support. In addition I would like to extend a warm word of gratitude to Karen Collins our out-going Chairperson for her many years of leadership and direction and to Elaine O'Doherty, Caroline Bloomfield and Jonna Monaghan, all of whom have recently stepped down from the CDHN Board.

The staff and volunteers of CDHN continue to provide a high quality and responsive service to members. Thank you to all of our funders for their ongoing financial support.

And of course to the members of CDHN, You are such a source of inspiration for us with your continuing passion and commitment to tackling inequality and supporting the development of your local communities.

Laura Feeney
Chairperson CDHN

Director's Report

It is with pleasure that I present the Annual Report for Community Development and Health Network (CDHN) for the period 2016-2017.

The last twelve months have provided challenge and exciting opportunity in equal measure and throughout we have remained committed to our vision of ending health inequalities through community development.

We started the year with the launch of the Health Inequalities themed edition of VIEW Digital, a social affair magazine, which provided a fantastic opportunity for us to profile the work of CDHN and our members.

Other highlights included the launch of our Co-production Report in partnership with Antrim and Newtownabbey Borough Council and the Duneane community collective. Co-production is and will remain a core element of the CDHN offer. As one of the participants said: 'I am no longer a resident. I am part of the community. I feel now that my voice counts.'

One of the other core elements of our work is Building the Community-Pharmacy Partnership (BCPP) Programme and in 2016 we recruited a new Strategic Impact Manager with responsibility for BCPP and the wider impact practice agenda across the organisation and membership. BCPP is a longstanding and credible example of co-production in practice with a clear emphasis on sharing expertise and experiences between health professionals and local communities, leading to improved health for all.

As a follow up to the launch of the CDHN Manifesto in 2016 we held a series of very productive meetings with a wide range of MLAs from all political parties in Northern Ireland, to raise the profile of health inequalities and the process of community development as an effective way to tackle them.

We were also delighted to be asked to join the Community Development Work stream – this is one of 17 work streams which are supporting the implementation of Delivering Together – the transformation plan for health and social care. CDHN are a key partner in this work stream which plans to develop a framework for community development in the context of tackling inequality.

On a personal note I was delighted to have been nominated for two Co3 Leadership Awards: Leading on Health and Social Care Reform and Leading on Impact. It was a real testimony to the CDHN team's hard work and effort when I received a Highly Commended award for our Leading on Impact work.

We continued to connect with our membership through networking events, seminars and workshops, e-zine and LiteBytes. Social media was an excellent platform for the sharing of news and experiences and we continue to use Facebook and Twitter as our main sources of connection.

As ever the CDHN Board chaired previously by Karen Collins, and currently by Laura Feeney, provide invaluable support to me as Director, and to the rest of the team and I would like to extend a sincere word of thanks to them for their continued faith in us.

I would also like to thank the CDHN staff team and our volunteer Phyllis Hanratty for their hard work, determination and commitment to the work of the organisation.

Joanne Morgan
Director CDHN



L to R – Joanne Morgan, Director, CDHN; Jactina Linden, Director, SPACE; Jenny Hanna, Training Manager, CDHN; Duneane Collective Members; Adrienne and Patricia, Action Mental Health.

Our Vision

Our vision is for an end to health inequalities

Our Mission

Our mission is building a fairer and more equal society, and improving people's lives, health and well-being through community development which releases individual and community capacity and influences change.

Our Values

Leading with passion

In all our work we will lead with passion using our expertise and belief in what we are doing to inspire others.

Tenacity and flexibility

We will be tenacious, focused and flexible to ensure an end to health inequalities.

Integrity and Respect

Through our words and actions, we will work with integrity and respect.

Equality and Inclusivity

We will recognise and promote equality and inclusivity to ensure we achieve social justice for all.

Valuing others

We will value individuals, teams, partners, and communities recognising this as a key strength to achieving our vision.

Strategic Aim - Release capacity to improve people's lives

BCPP Highlights in the year 2016-2017



Building the Community Pharmacy Partnership

BCPP is a unique initiative which brings together community pharmacists and communities to improve lives, health and well-being and tackle inequalities. Funding is available to enable a community/voluntary sector organisation and a community pharmacist to co-design and co-produce a project which uses tacit knowledge and assets to address local health issues.

There is a robust evaluation system; projects engage a broad range of groups around very diverse topics but they all work to the same model which allows aggregation of evaluative data at programme level.

Funding Clinic

BCPP hosted a funding clinic in Belfast as part of our outreach support to help potential applicants develop their BCPP project ideas. The session worked brilliantly and feedback was really positive.

Feedback from the day included...

"I appreciated the opportunity to meet the staff at CDHN and to network with other community representatives."

"Very relaxed and informal workshop which encouraged discussion at tables."



Kathy Martin, Strategic Impact Manager, speaking to community groups and Pharmacists who would like to carry out their own BCPP project.

New Project Development Training

BCPP continued to roll out project development training to over 30 newly funded Level 2 projects. This training covers all the financial and evaluation elements of the programme and offers participants a chance to meet other projects and share ideas.

Out and About

As part of 'Ask Your Pharmacist' Week, we met Pharmacist Richard Garvey who has two Pharmacies near Newry. Richard has been involved in a few BCPP projects and is an active member of his local community. He recently worked with a darts team in a local football club to highlight the issues of men's health within a working class group. They involved local partners such as Cuan Mhuire, an addiction unit. Overall he said, "The BCPP experience has changed the way in which I engage with patients within my pharmacy, we now do a lot more signposting for other services."



Pharmacist Richard Garvey highlighting men's health issues with a local darts team.

Group Work Skills Training

CDHN offered free Group Work Skills for Health and Well-being training to BCPP funded projects in November. This training explored a range of engagement methods, looked at group roles and responsibilities and reviewed leadership styles and values. This enabled participants to deliver more interactive sessions that are more effective in addressing health and well-being issues.

QUB School of Pharmacy

Laura Harper and Mary O'Hagan from CDHN delivered an interactive lecture to postgrad Pharmacists along with BCPP Pharmacist Jayne Magee. Jayne has worked on different BCPP projects and was able to bring an element of understanding of the day to day work of community Pharmacists to the session. This supports new Pharmacists to develop their understanding of community development and health inequalities.

Project Visits

A total of 67 BCPP project visits took place throughout the year. These visits are a vital part of the work of BCPP and help build relationships with our projects. These visits provide tailored and individualised project support to enhance the development of projects. This ensures that they are using appropriate approaches, developing partnership working, trouble shooting and evaluation and financial monitoring.

Pharmacy in Focus Awards

Some of the Pharmacists who were shortlisted as Finalists in the Pharmacy in Focus Awards used their experiences from their BCPP project in their applications. Well done to them all! Keep up the great work!

CDHN Training

The past year has seen much variety in CDHN's training and facilitation programme. We had the opportunity to work on new ventures, build new relationships and showcase socially innovative ways to engage with communities.

We began the year by celebrating the training of our 200th Community Health Champion. Debra Wheldon from the Ballybeen Women's centre was the lucky lady.



Debra 200th Community Health Champion pictured with Ballybeen Women's staff, Caroline Bloomfield (PHA), Karen Collins (CDHN Chairperson) Joanne Morgan (CDHN Director)

In preparation for the launch of Duneane Collective Co-production report and the Co-production conference we had a series of 6 co-production workshops throughout Northern Ireland. These were taster sessions for people to gain more knowledge and understanding of the co-production process.

Participants felt that the training had helped to identify areas within their work where they could apply the principles of co-production and felt more confident to do so.

Inspiring Impact

Inspiring Impact is a UK wide programme aimed at putting impact practice at the heart of the community and voluntary sector. CDHN were involved in phase one and are delighted to have been chosen for phase two. During this phase we will be reflecting and building on our own impact practice. A process which we have found very beneficial to date; agreeing organisational outcomes, developing a logic model and collecting baseline data for some of our outcomes. We are also supporting a small number of our members to build their knowledge and skills in this area during phase two.

"I really enjoyed seeing people contribute to the group, a wonderful example of what we can do, share in our community"

"Community Health Champion training is very progressive"

Strategic Aim - Influence change towards a fairer and more equal society

Building the Community Pharmacy Partnership



of BCPP funding goes to the most deprived communities in Northern Ireland

The type of groups funded included:

- Young mothers
- Young people
- Men's groups (including Men's Shed)
- Over 50's
- Carers
- Homeless people
- Stroke survivors
- People with a brain injury
- People with cancer
- Women's groups



participants received one-to-one support from pharmacists during the course of this year

Session topics included:

- Depression
- Living with grief
- Anxiety
- Childhood ailments
- Bullying
- Conditions e.g. asthma, diabetes, alcohol abuse, drug abuse, smoking etc
- Housing
- Domestic violence
- Dental health
- Sleep
- Role of the Pharmacist

To encourage local people to engage in their communities to improve lives, health and well-being, BCPP projects partner with outside community and voluntary organisations

This year BCPP project partners included a wide range of organisations and statutory bodies including:

Age Well	Child Brain Injury Trust	PIPs
	Citizen's Advice Bureau	PSNI
	Diabetes UK	
Alzheimer's Society	Start Sure	Fire Service for NI
Red Cross	Advice NI	Aware
HURT	Drink Wise	Addiction NI
	Action	Christians Against Poverty
Cruse Bereavement	Mental Health	
Chest Heart and Stroke		



204

participants received training this year as a result of their BCPP project



163

volunteers assisted in the delivery of the projects e.g. room set up; attendance logs; delivering the session etc.

What do groups think about their BCPP Projects?

Community

"I now have greater awareness about the role of the pharmacy within local communities and would be confident signposting clients to their local pharmacy if they came to me seeking advice about a health issue. Similarly, pharmacy staff have been made aware of our referral process and are now able to refer into our services should they come across someone who has the need and meets the criteria for any of the services we offer."



Participants

- *"I loved the warm welcome from the pharmacist and feel I could go to the shop any time I need anything. This is a huge confidence step for me."*
- *"No one judged me. I felt equal. If I didn't want to talk it was okay to just listen."*
- *"I loved being in a group and being listened to."*



Pharmacist

"I am more aware of people's needs in the local community and the challenges they face. I will still work closely with my community partner after this project. I know more about other groups and feel comfortable signposting others on to them. I found this to be a constant learning curve but as a result my pharmacy is definitely more accessible."

Project Stories – Building the Community-Pharmacy Partnership (BCPP)

Level 1 BCPP Project South East Fermanagh Foundation (SEFF)

SEFF provides a comprehensive range of services to its membership including a befriending service, welfare/benefits advice, complementary therapies and educational programmes.

For their Level 1 BCPP project they partnered with Pharmacist Corrinna Collum from Lisbellaw Pharmacy and worked with their over 60's group, The FACT Project. The FACT project aims to reduce loneliness and isolation in people over 60 by providing a wide range of activities to provide social outlets, education, exercise and health support interventions.

Their BCPP project was based in the rural village of Lisbellaw, Co Fermanagh. Their pharmacy plays a pivotal role to residents' health and wellbeing as there is no doctor's surgery within the village. The nearest doctor's surgery is in Enniskillen which is over 5 miles from the village.

Session topics included: 'Minding your Medication', 'Good Sleep', 'Herbal Alternatives', 'Looking after yourself using Minor Ailments' and 'You are What You Eat'.

Many older people become especially lonely after a death of a close relative, friend or pet and often are afraid to seek help. Partnering with Cruse Bereavement for one of the sessions brought the subject right to their door and ensured

they understood that there is help available to cope with loss. During this session the group made memory salt jars.

Jennifer Ferguson, FACT Project Officer said, "Our group really enjoyed being together and sharing their life experiences in this informal setup. They told us how much they have benefitted from the varied topics that were explored in a clear and transparent way. The relationship between the Pharmacist and FACT has been strengthened and allows us to signpost our members if they have issues in respect to their health and wellbeing."



Level 2 BCPP Project - Making A Change (MAC)

Bringing 10 young people together, with their parents, for an interactive project with their Pharmacist proved an excellent way to tackle many of the issues facing young people with autism. Young people with autism and other disabilities are often isolated and lonely and many have had very difficult experiences in school and in their local communities with bullying and rejection being very common experiences.

"Making a Change" (MAC) works with young people on the autistic spectrum, their siblings, carers and family unit. They organise physical and educational programmes, provide advice, guidance and practical support to help these individuals develop their skills, communication and social interaction.

For their BCPP project they partnered with Gemma McCartan from McCartan's Pharmacy in Newry. They held 20 sessions – 10 sessions led by the Pharmacist and 10 co-facilitated with the Pharmacist and an outside partner. They decided to have one core group to allow for time for group members to get to know each other. The formation of trust between the Pharmacist, the participants and the other partners was key to delivering on some of the more sensitive topics of the programme.

Workshop areas covered throughout the project included personal care and hygiene, changing body and sex, healthy eating and cooking, the need for exercise and its benefits, money and budgeting and First Aid.

Cara McShane, Project Co-ordinator said, "Our Pharmacist has been fantastic and was very much central to the project. We had

a great working relationship and the young people have accepted and responded to her. The most positive aspects of the project were the relationships that were formed between the young people, the pharmacist, the volunteers and the other partners. The whole programme was so much fun and there was lots of laughter. Feedback from the young people and their parents has been very positive and they loved coming to take part in the programme."

Other partners they worked with included:

- Autism Advisory and Intervention Service (SELB)
- Wayne Denner - 'Online Reputation Matters Programme'
- Relax Kids
- Citizens Advice Bureau
- PSNI
- Redrock First Aid Training
- Aware Defeat Depression
- East Coast Adventure Centre
- PIPS



These photos show the Pharmacist delivering sessions with the group during the BCPP project

CDHN Training

Throughout the year there were a number of speaking engagements which has given CDHN the opportunity to speak to a variety of audiences about our work and training packages. Cork Healthy Cities invited us to speak at their annual conference.



Never before had I considered a purple rinse!

Co-production remained a source of much of our training and communication throughout the year. A number of initiatives began and much learning was generated through them and new relationships forged. Newry Thrives was a collective of community and voluntary groups, statutory agencies, local businesses and interested individuals who were all interested in exploring co-production. We held an outreach event in The Quays showcasing the array of support and assets we had identified for the people in the local area. One of the outcomes of the event was the building of relationships between the different organisations that were involved.



The end of the year saw the launch of the long awaited Duneane Community Collective Co Production report at the CDHN and Antrim and Newtownabbey Co production Conference " A Northern Ireland Perspective on Co-Production".

Over 150 people attended and had the opportunity to hear of the socially innovative co-production work that CDHN have facilitated between Antrim and Newtownabbey Borough Council and people from Duneane in Toomebridge. The key note speaker was Prof John Barry from Queens University Belfast who gave a presentation on the context of co-production in Northern Ireland. Central to his presentation was the quote "Nothing about us without us!".

The conference afternoon was an interactive workshop hosted by Jez Hall where participants were introduced to the concept and practice of Participatory Budgeting.

Duneane Collective



Alison Briggs (Principle Environmental Health Officer, Antrim and Newtownabbey Borough Council), Pauline, Una, Edel, Geraldine, Paul, Cecilia, Tommy and Peter (Duneane Collective Members) Jenny Hanna (CDHN Facilitator and report author)



Jez Hall Director Participatory Budgeting Partners and Joanne Morgan CDHN



Participants at the Co-production conference jointly hosted by CDHN and Antrim and Newtownabbey Borough Council



CDHN members who spoke of their co-production work at the conference Deirdre McCloskey MEAPP, Linda McKendry Compass Advocacy Network and Denise Magill Triangle Housing

Policy

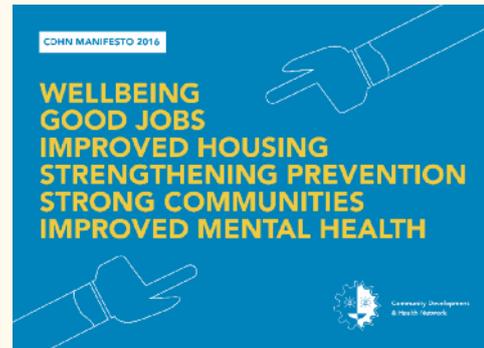
The period of the annual report, March 2016 to April 2017, has been a tumultuous time.

Assembly elections were held in May 2016. CDHN, in conjunction with our members had developed a manifesto for potential candidates, to enhance their understanding of health inequalities and how to tackle them. After the elections CDHN spent considerable time meeting with the health committee members individually, ensuring the health inequalities, community development and the work of our members are on their radar.

With elections comes a new Programme for Government, and became a central pivot outcomes for the new PfG, and Outcome Based Accountability being the tool of choice. As an impact practice champion CDHN were delighted to see the focus on outcomes and measuring what (if any) difference is being made. We articulated our support for the move to outcomes in our two consultation submissions while also calling for care: to ensure that we recognise the complexity of social issues, identify what works for who and when and to ensure that no community is left behind when as we focus on societal outcomes. Unfortunately the collapse and deadlock at Stormont means that little progress towards the outcomes has been made.

Systems not Structures, a report compiled by an expert panel, led by Professor Bengoa, was released in October. It highlighted the pressures faced by our Health and Social Care system, some of the health inequalities which exist and proposed a direction of travel to meet the pressures and address the challenges faced by HSC. Co-production and community development were key underlying approaches proposed. This formed the basis of Department of Health "Health 2016, Delivering Together" plan for transformation of HSC which, in line with Bengoa has community development and co-production at its heart.

For the community and voluntary sector the consultation and reconfiguration of strategic support for the community and voluntary sector, formerly known as RISP, was a key policy development.



Public Health Agency / Health and Social Care Board “Involving People” Programme

CDHN continue to co-deliver the Involving People Programme with Stellar Leadership. This programme brings together participants from the community, voluntary and statutory sectors, to engage in a programme of action learning, focused on the benefits of engagement and community development within the health and social care sector.

Centre of Excellence for Public Health at Queens

CDHN is a key partner and vital link to the community and voluntary sector with the Centre of Excellence for Public Health (CoE). We continue to work closely with the Centre in developing closer links between the community and voluntary sector and researchers. This year we joined the steering group for a research project to look at the benefits of peer supported walking groups for older people and have supported a number of additional proposals and ideas.

CDHN continue to contribute to the Master in Public Health on the subject of Community Development

Our connections and partnerships

CDHN feel it is important to be involved in committees and Boards, to influence change, in organisations, in practices and in systems. Some of the committees we are involved in are:

- BME regional health and wellbeing steering group.
- Integrated Care Partnerships Third sector steering group.
- Making Life Better Regional Project Board.
- Community Development Work stream led by the Public Health Agency. One of seventeen Transformation Work streams from Delivering Together.
- Co-production working group led by the Department of Health, this working group underpins all of the Delivering Together work streams.
- We were delighted when our Director was asked to become the independent chair for IMPACTAgewell, a highly innovative approach to providing multidisciplinary support for older people in the Northern area.
- Belfast Healthy Cities - Health Literacy Steering Group
- Health and Pharmacy Alliance
- Department of Health, Medicine Optimisation Steering Group
- Mid-Ulster Community Pharmacy Partnership

Communications and Social Media

FREE MEMBERSHIP



Membership

CDHN continue to offer FREE membership and we are encouraging all contacts to ensure they have signed up to our Statement of Values form. Membership is open to organisations and individuals from the community, voluntary, statutory and private sectors. We now have 1688 members.

1688



Number of CDHN members

Social media

You can find us social media



[facebook.com/cdhnni](https://www.facebook.com/cdhnni)



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

E-Zine

Our E-zine, is sent out on a regular basis. To subscribe to the E-zine log on to: www.cdhn.org and enter your email address.



Website

Our website www.cdhn.org continues to be a fantastic resource for members. It has continued to evolve and contains an up to date bank of factsheets, presentations and reference lists. Our facebook page helps us connect better and share more information and resources with members.



Lite Bites / BCPP Newsletter

We produce two editions of BCPP Lite Bites and this is posted to CDHN members and over 550 pharmacies throughout NI. We profile a minimum of four BCPP projects per edition.



Treasurer's Report

I am pleased to present the Treasurers' report for the financial year ending March 2017. The effective financial management of CDHN has continued to ensure that the organisation remains in a sound financial position despite the challenges faced. The strategy for developing a mixed portfolio of income and the development of new funding opportunities will continue as the organisation pursues its vision.

The financial results demonstrate the challenges CDHN is facing in the Community and Voluntary sector. CDHN has made a financial deficit for 2017 and the CDHN Management and Board will continue to closely monitor financial performance in-year and also the outlook for future periods.

CDHN has a reserves position that is in line with the reserves policy. The main sources of income for the year were from the Health and Social Care Board (Building the Community-Pharmacy Project), DHSSPS Revenue Grant, CDHN earned income and some smaller projects (funded by Queens Centre of Excellence, Inspiring Impact and the Public Health Agency (CLEAR project)).

While delivering short term projects in parallel with long term projects, CDHN will continue to pursue opportunities for longer-term earned income and programmes, which will benefit our members and help to achieve our mission. In doing so, the Board will continue to support CDHN in managing its finances and seek out opportunities in a difficult and changing funding environment.

Finally, I would like to thank the staff who have managed and administered the finances of CDHN on behalf of the Board. Their efforts are an important contribution to the ongoing strategic development of CDHN and the achievement of its mission.

Patrick McMeekin

January 2018

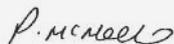
Balance Sheet

Balance Sheet as at 31 March 2017	Notes	2017 £	2016 £
Fixed assets			
Tangible assets	4	2,127	1,384
Current assets			
Debtors	5	171,570	17,178
Cash at bank & in hand		-	185,936
		<u>171,570</u>	<u>203,114</u>
Creditors: amounts falling due within one year	6	(11,284)	(9,512)
Net current assets		<u>160,286</u>	<u>193,602</u>
Total assets less current liabilities		<u>162,413</u>	<u>194,986</u>
Net assets		<u>162,413</u>	<u>194,986</u>
Funds	10		
Restricted revenue reserves		746	(586)
Unrestricted revenue reserves		161,667	195,572
		<u>162,413</u>	<u>194,986</u>

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and Charities SORP (FRS102).

The financial statements were approved by the Board and signed on its behalf:

Patrick McMeekin
Director and Treasurer



Date 6 December 2017

Company Number: NI034114 (Northern Ireland)

CDHN Board and Staff

Board Members 2016 – 2017

Ms Laura Feeney (*Chairperson*)

Ms Karen Collins

Mr Patrick McMeekin (*Treasurer*)

Mr Sheelin McKeagney (*Vice Chairperson*)

Mr Arfawn Yasin

Mr Liam Hannaway

Ms Jonna Monaghan (*resigned 15 November 2017*)

Ms Elaine O'Doherty (*resigned 1 February 2017*)

Ms Ruth Fleming (*resigned 30 September 2016*)

Ms Caroline Bloomfield (*resigned 1 February 2017*)

Ms Angela Denvir (*resigned 8 May 2017*)

Mrs Joanne Morgan (*Secretary*)

Staff Members at 31st December 2017

Joanne Morgan *Director*

Caroline McNulty *CDHN Administrator*

Mary Jones *Finance Manager*

Sharon Kennon *Finance Officer / BCPP Administrator*

Kathy Martin *Strategic Impact Manager*

Jenny Hanna *Training Manager*

Mary O'Hagan *BCPP Financial Monitoring Officer*

Laura Harper *BCPP Evaluation & Support Officer*

Helen McNamee *BCPP Evaluation & Support Officer*

Kerry Farrell *BCPP Information Officer*

Meabh Poacher *Policy & Project Officer*

CDHN Volunteers

We would like to thank **Phyllis Hanratty** for all her hard work and dedication.

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