

OUR MISSION

As a membership organisation, the Irish Association for Palliative Care brings practitioners together (front-line and specialist) in order to influence palliative care policy and practice.

We do this:

- By engagement with our members;
- By supporting education and research in palliative care;
- Through collaboration and involvement with the palliative care community and service users.

OUR VISION

Using our collective expert voice to advance palliative care

OUR VALUES INFORMING OUR STRATEGIC AIMS

Challenge - The Irish Association for Palliative Care will challenge whenever it is appropriate, both internally and externally, to ensure good palliative care policy and practice

Collaboration - The Irish Association for Palliative Care will collaborate with others to ensure good palliative care policy and practice

Independence - The Irish Association for Palliative Care will seek to remain independent of any vested interests in order to help it ensure good palliative care policy and practice

Governance - The Irish Association for Palliative Care will ensure that it is accountable and transparent in its working and decision-making

Multi-disciplinarity - The Irish Association for Palliative Care will encourage the participation and development of all relevant healthcare disciplines in order to ensure good palliative care policy and practice

Valuing all voices - The Irish Association for Palliative Care work to hear and value the perspectives of all participants in order to ensure good palliative care policy and practice

2

Future Outlook

Ireland's aging demographic profile alongside the fact that people with non-malignant diagnoses will increasingly require specialist palliative care means that the need for palliative care services will continue to grow. The continuing need for greater integration of palliative care into general disease management and the enhancement of a general palliative care approach for non-palliative specialists' demands further development in palliative care services.

Palliative care by its very nature is uniquely differentiated by its emphasis on innovation, quality and patient-centred service. This emphasis and the drive to integrated services provide clear opportunities for palliative care to lead in the new climate of healthcare in Ireland – innovation-led and providing excellent value for money and a high quality cost effective and efficient service.

Dr Michael Connolly

Chairperson – Irish Association for Palliative Care Board

STRATEGIC AIMS

1. Challenge - The Irish Association for Palliative Care will challenge whenever it is appropriate, both internally and externally, to ensure good palliative care policy and practice

Key Objectives	Associated activities
1. The Irish Association for Palliative Care will promote and seek to influence for policies that integrate Palliative Care across all streams of the health and social service delivery systems in Ireland, including primary care, in order to meet the palliative care needs of all patients with life-limiting conditions	<ul style="list-style-type: none"> • Build strategic alliances across the sector and with key stakeholders to secure the development of national policy.
2. The Irish Association for Palliative Care will work proactively to build a bridge between clinicians and policy-makers through timely response to national directives and promoting dialogue between key stakeholders to develop effective policy decisions for palliative care	<ul style="list-style-type: none"> • Continue to represent the voice of specialist palliative care both nationally and internationally with the EAPC • Harness the expert voice of the IAPC membership to support responses to national consultation • Harness the expert voice of the IAPC to influence development and implementation of policy related to palliative care
3. The Irish Association for Palliative Care will anticipate key developments and will influence key health reforms as they apply to palliative care through early engagement with decision-makers relevant to national policy for palliative care	<ul style="list-style-type: none"> • Agitate for membership of relevant working groups and committees to ensure that the voice of the IAPC membership are represented
4. The Irish Association for Palliative Care will create a platform of common policy positions with other palliative care stakeholder organisations and thought leaders	<ul style="list-style-type: none"> • Continue to develop and strengthen partnerships with other key stakeholders • Where appropriate collaborative with other key stakeholders
5. The Irish Association for Palliative Care will engage in promoting quality improvement in palliative care	<ul style="list-style-type: none"> • Harness to expertise of IAPC working groups to promote quality improvement in all aspects of palliative care
6. The Irish Association for Palliative Care will work to support person-centred, equitable, accessible and accountable palliative care for all who need it by influencing the implementation of current policy and development of future policy.	<ul style="list-style-type: none"> • Use its expert voice to influence ongoing development of palliative care policy • Will work with other key stakeholders to ensure person-centred and equitable access to palliative care is a key constituent of future policy.

2. Collaboration - The Irish Association for Palliative Care will collaborate with others to ensure good palliative care policy and practice

Key Objectives	Associated activities
1. The Irish Association for Palliative Care Board of Directors and Irish Association for Palliative Care Working Groups will provide the expert leverage to represent those involved in delivering palliative care and influence policy development	<ul style="list-style-type: none"> • Agitate to represent the needs of palliative care at all relevant fora to ensure the specialist voice is central to all policy and practice developments
2. The Irish Association for Palliative Care will work to strengthen strategic partnerships and develop links with other relevant organisations and groups	<ul style="list-style-type: none"> • Continue to develop and strengthen partnerships with other key stakeholders • Where appropriate collaborative with other key stakeholders
3. The Irish Association for Palliative Care will develop a strategic relationship with those nationally accountable for the policy and delivery of palliative care	<ul style="list-style-type: none"> • The IAPC will continue to engage with the Department of Health in order to ensure that the provision and funding of palliative care is central to government policy • The IAPC will advocate for its inclusion in any national initiatives, committees or working groups where palliative care development and planning is addressed
4. The Irish Association for Palliative Care will continue to engage with the Health Service Executive National Clinical Programme for Palliative Care	<ul style="list-style-type: none"> • The IAPC will continue to work closely with the National Clinical Programme in Palliative Care (NCPPC) • The IAPC will seek to establish regular briefing meetings with the NCPPC
5. The Irish Association for Palliative Care will support the inclusion of a palliative care component in all the relevant national clinical programmes	<ul style="list-style-type: none"> • The IAPC will work to ensure that Palliative Care is integrated into the work of all relevant and related national clinical programmes.
6. The Irish Association for Palliative Care will work to strengthen cohesion in the palliative care sector, where all stakeholders co-operate and collaborate together in ensuring that patient - centred, equitable, accessible and accountable palliative care is delivered to all who need it	<ul style="list-style-type: none"> • Work within agree Memorandum of Understanding with other key stakeholders. • Where necessary develop Memorandum of Understanding with other key stakeholders in palliative care
7. The Irish Association for Palliative Care will continue to drive for ongoing policy development for palliative care and will engage in the development of future national policy for palliative care.	<ul style="list-style-type: none"> • The IAPC will seek to be centrally involved in the development of any palliative care policy related issues

3. Independence - The Irish Association for Palliative Care will seek to remain independent of any vested interests in order to help it ensure good palliative care policy and practice

Key Objectives	Associated activities
<p>1. The Irish Association for Palliative Care, as the national membership/and representative organisation for palliative care professionals in Ireland for over 20 years, will strengthen the voice of palliative care, increase awareness of palliative care, and continue to raise the profile of Irish palliative care internationally</p>	<ul style="list-style-type: none"> • Through its collective voice and membership the IAPC will continue to raise awareness of palliative care • Through its collective voice and membership the IAPC will continue to raise the profile of palliative care
<p>2. The Irish Association for Palliative Care stated position on matters relevant to the strategic development of palliative care in Ireland will reflect and represent the views of its membership base</p>	<ul style="list-style-type: none"> • The IAPC will consult with its members to ensure that positions taken on relevant matters reflect the expert voice.
<p>3. The Irish Association for Palliative Care will clarify and develop its position on key issues through consultation with its members and this will be published by IAPC through its discussion documents, position papers, relevant submissions, commentary, etc.</p>	<ul style="list-style-type: none"> • The IAPC will engage with its membership when seeking to develop its response to any national or international consultation processes.
<p>4. Through the Irish Association for Palliative Care, the collective expert voice of the healthcare professionals involved in delivering palliative care will be part of conversations in the media that are relevant to palliative care</p>	<ul style="list-style-type: none"> • The IAPC will position itself as a key source of expert knowledge in palliative care
<p>5. The Irish Association for Palliative Care will develop a strategy to increase the Irish Association for Palliative Care public and media presence.</p>	<ul style="list-style-type: none"> • The IAPC supported by its Executive Office will develop and implement a media strategy.

4. Governance - The Irish Association for Palliative Care will ensure that it is accountable and transparent in its working and decision-making

Key Objectives	Associated activities
1. The Irish Association for Palliative Care will meet the requirements for good corporate governance	<ul style="list-style-type: none"> • The IAPC undertakes to maintain good governance • The IAPC commits to sign up to The Governance Code - A Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland
2. The Irish Association for Palliative Care will strengthen its organisational capacity through consolidating its links with other stakeholder organisations, and by forming meaningful collaborative relationships with new organisations within or related to the palliative care sector in Ireland and internationally.	<ul style="list-style-type: none"> • The IAPC will continue to work with other stakeholders adhering to existing Memoranda of Understanding • The IAPC will establish Memoranda of Understanding with relevant stakeholders to ensure collaboration and cooperation are agreed and promoted where appropriate
3. The Irish Association for Palliative Care will review the operation of the Executive Office based on the resources available and the requirements of the strategic plan	<ul style="list-style-type: none"> • The IAPC will continue to support the work of the Executive Office • The IAPC, through its Board of Directors, will ensure appropriate and best use of resources
4. The capacity and resources of the Irish Association for Palliative Care Executive Office will be developed in line with the strategy	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office, of the IAPC will work to ensure that sufficient resources are available to support the work of the IAPC • The Board of Directors, in consultation with the Executive Office will develop annual activity plans
5. The Irish Association for Palliative Care will become financially sustainable through securing increased funding, by way of grants and increased revenue streams	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will work to secure funding to support IAPC activities • The Board of Directors, working with the Executive Office will work to secure additional and ongoing funding to support IAPC activities
6. The Irish Association for Palliative Care will identify and target revenue sources with a view to full implementation of the IAPC strategic plan and secure current grants and sponsors' funding	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will seek to exploit exiting and newly identified revenue streams

<p>7. The Irish Association for Palliative Care will provide support and guidance as well as ensuring good governance of its Fora, Working Groups and Special Interest Groups is in place</p>	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will ensure good governance of its working groups and fora • The Board of Directors will establish a clear reporting strategy, to ensure that working groups and fora are aligned to IAPC strategy • The Board of Directors, working with the Executive Office will provide support to all working group and fora
<p>8. The Irish Association for Palliative Care will enable working groups to participate more formally at its Board meetings through an agreed a visible mechanism</p>	<ul style="list-style-type: none"> • The Board of Directors will establish a clear reporting strategy, to ensure that working groups and fora are aligned to IAPC strategy

5. Multi-disciplinarity - The Irish Association for Palliative Care will encourage the participation and development of all relevant healthcare disciplines in order to ensure good palliative care policy and practice

Key Objectives	Associated activities
1. The membership of the Irish Association for Palliative Care will be multi-professional and representative of all those involved in the provision of palliative care	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will develop a strategy to support existing members • The Board of Directors, working with the Executive Office will develop a strategy to increase and widen its membership base
2. The Irish Association for Palliative Care will work to ensure representation of the Palliative Care Multi-Disciplinary Teams through the establishment of relevant special interest groups	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will ensure widest representation of its working groups and fora
3. The Irish Association for Palliative Care will provide opportunities for and encourage networking and shared learning across a range of settings in which palliative care is delivered	<ul style="list-style-type: none"> • Through its working groups, fora and national events the IAPC will encourage and support networking and shared learning

6. Valuing all voices - The Irish Association for Palliative Care will work to hear and value the perspectives of all participants in order to ensure good palliative care policy and practice

Key Objectives	Associated activities
1. The Irish Association for Palliative Care will utilise its collective expert voice to promote palliative care across the island of Ireland and internationally	<ul style="list-style-type: none"> • Cooperating with others where appropriate, the IAPC will work to continually promote palliative care
2. The Executive Office supported by the Board of the Irish Association for Palliative Care will strengthen engagement of existing members and will work to increase the membership base	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will work to engage with members more widely through consultation and regular contact and updates • The IAPC will communicate with the membership through its Newsletter, E-zine updates and annual conferences
3. The members of the Irish Association for Palliative Care will inform the collective expert voice of the IAPC	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will continue to consult with its members to support responses to all consultations in order to ensure the expert voice is heard
4. The Executive Office supported by the Board of the Irish Association for Palliative Care will put in place clear mechanisms to ensure the views of the members are reflected in IAPC's position on key issues	<ul style="list-style-type: none"> • The Board of Directors, working with the Executive Office will continue to consult with its members to support responses to all consultations in order to ensure the expert voice is heard
5. The Irish Association for Palliative Care will promote continuing awareness and understanding of palliative care service provision in Ireland	<ul style="list-style-type: none"> • IAPC will work with other key stakeholders to promote awareness of palliative care
6. The Executive Office supported by the Board of the Irish Association for Palliative Care will ensure that the Irish Association for Palliative Care position on key issues is reflected in a suite of discussion documents and position papers and commentaries and that these are published and disseminated.	<ul style="list-style-type: none"> • The Executive Office and Board will ensure its discussion documents and position papers are reflective of IAPC's mission and values • The Executive Office and Board will ensure that discussion documents and position papers reflect current evidence • The Executive Office and Board will ensure that discussion documents and position papers are easily accessible

Palliative Care Development in Ireland

Since the 1800s Ireland has had a rich culture of hospice/palliative care organisations. The voluntary hospice movement has been vital in the establishment of specialist palliative care services.

Together with the Irish Cancer Society (established 1963), the Irish Hospice Foundation (established 1986) and the Irish Association for Palliative Care (established 1993), they have championed the holistic approach that is the hallmark of palliative care and have been instrumental in advocating improved palliative care provision and in raising public awareness and education.

The Irish Association for Palliative Care (IAPC) was established in 1993, at a time when palliative care was not a medical speciality in Ireland. Born of the need for the small and diverse group of professionals engaged in the delivery of palliative care to come together to share and to learn and, most importantly, to promote the principles of palliative care, it has since been a collective and expert voice advocating and shaping strategic improvements in palliative care provision. Since the IAPC's formation, a number of policy changes have shaped the provision of palliative care and, with the establishment of the HSE (Health Service Executive) in January 2005, the healthcare service in Ireland has seen the largest programme of change ever undertaken in the Irish public service.

Current and Future Development

Palliative Care in Ireland continues to expand and develop and continues to be ranked highly by international standards. However there remains regional and intra-regional variation in the availability of specialist palliative care in specialist inpatient units with three geographic areas having no specialist inpatient units whatsoever, and some who have no specialist palliative care day services. Further, there is significant variation in service availability and composition of multidisciplinary teams both in the community care and acute hospitals settings.

Established in 2010 the National Clinical Programme for Palliative Care (NCPCC) aims to ensure that persons with life-limiting conditions and their families can easily access a level of palliative care service that is appropriate to their needs regardless of care setting or diagnosis. The Irish Association for Palliative Care (IAPC) will continue to work closely with NCPCC.

The *Palliative Care Services - Three Year Development Framework (2017 – 2019)* was launched in November 2017. The aim of the framework is to provide an improved and evolving quality palliative care service that meets the needs of individuals and their families in all care settings. Its ambition is to ensure a seamless care pathway across inpatient, homecare, nursing home, acute hospital and day care services. The overall objective of the Framework was to inform and direct the development of adult palliative care services, both generalist and specialist, in Ireland for the three-year period. In so doing, the focus of the Framework was to identify the gaps that exist in the current level of service provision and to present a set of recommendations and actions which over the duration of the Framework (and at times beyond) would seek to address these service issues / deficits, subject to available resources.

The Irish Association for Palliative Care (IAPC), as the expert voice for palliative care, is committed to supporting the implementation of the recommendations on the Framework, and will engage in the development of an updated government policy based on the revision by the Department of Health of the 2001 NACPC Report, to take place in 2018 – 2019.

STRATEGIC PLAN

2018-2021

FOREWORD

As Chairperson of the Irish Association for Palliative Care and on behalf of the IAPC Board of Directors I am delighted to present to you the IAPC Strategic Plan 2018-2021.

Established in 1993 as an all island body with the purpose of promoting palliative care nationally and internationally, the Irish Association for Palliative Care (IAPC) is a multi-disciplinary membership organisation. The membership reflects the entire spectrum of all those who work in or have a professional interest in the provision of palliative care. As the sole membership organisation for those involved in the provision of palliative care, the IAPC is the primary collective and expert voice for palliative care in Ireland.

The strategic aims of the IAPC are to:

- Challenge whenever it is appropriate, both internally and externally, to ensure good palliative care policy and practice in Ireland
- Collaborate with others to ensure good palliative care policy and practice in Ireland
- Remain independent of any vested interests in order to help it ensure good palliative care policy and practice in Ireland
- Be accountable and transparent in its working and decision-making
- Encourage the participation and development of all relevant healthcare disciplines in order to ensure good palliative care policy and practice in Ireland
- Hear and value the perspectives of all participants in order to ensure good palliative care policy and practice in Ireland

The Association will pursue these aims through providing structured opportunities for networking, sharing and learning, educational offerings, promoting and showcasing research, promoting evidence-based practice, publications, representation on national bodies and influencing the development and implementation of national policy.

The IAPC provides the forum for the full multidisciplinary context which is Irish palliative care in the 21st century.

This Strategic Plan is about supporting a strong, independent voice which will enable us to embrace the challenge of future-proofing palliative care and enabling every person with a life-limiting illness to live as well as possible until they die.