



Carmichael Centre
4 Brunswick Street North
Dublin 7
D07RHA8

TEL: +353 (0)1 873 4735

EMAIL: info@iapc.ie

Registered in Dublin 475267C
CHY 14939

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1. About IAPC

1.1 IAPC – The Voice of Palliative Care

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 non-government organisation. The intention of the founders was that IAPC would be identified by its inclusiveness and would encompass the whole island of Ireland.

The IAPC membership reflects the entire spectrum of all those who work in or have a professional interest in the provision of palliative care, i.e. doctors, nurses, social workers, chaplains and pastoral carers, pharmacists, psychologists, physiotherapists, occupational therapists, dietitians, as well as executive staff and academics and educationalists. Membership also includes clinicians and allied health professionals working in related areas such as geriatrics, oncology, psycho-oncology, paediatrics, and pain management

The IAPC is organised around a number of working groups designed to create forums for shared best practice and learning opportunities, and to enable members to further their professional development.

The Association pursues its objectives through providing structured opportunities for:

- Networking
- Sharing and learning
- Educational offerings
- Promoting evidence-based research
- Publications
- Representation on national bodies and influencing the development of national policy.

At an International level, the IAPC is a member of the European Association for Palliative Care (EAPC) and supports it's work through attendance at conferences, seminars and by feeding into the international policy development of palliative care.

1.2 IAPC Constitution

A voluntary committee drew up the Constitution for the Association which was ratified in 1993. The IAPC has amended its Constitution over the years to reflect the changes to Company Law and the changing needs of the organisation.

1.3 Vision

The Vision of the IAPC is a world where palliative care is available to all of us, when we need it, wherever we are, so we can live life as well as possible until we die.

1.4 Mission Statement

The mission of the IAPC is to promote high-quality evidence-based palliative care in Ireland and internationally.

1.5 Working Groups

The IAPC Working Groups inform the strategic direction and policy decisions of the Board, thereby creating a strong foundation for the IAPC's position as the primary collective voice for palliative care in Ireland. Currently the working groups are under review, however the working groups will be re-instated perhaps in a different format to the one below:

- IAPC Education and Research Forum - active
- IAPC Palliative Nursing Forum - under review
- IAPC Children's Palliative Care Special Interest Group – under review
- IAPC Ethics Group - active
- IAPC Psychology Group - under review
- IAPC Palliative Care Pharmacy Group – active
- IAPC Older Person Care Special Interest Group - under review
- IAPC Primary Palliative Care Special Interest Group – under review
- IAPC Spirituality in Palliative Care Special Interest Group – under review

We receive project funding through the HSE and POBAL. We are a registered charity and a company limited by guarantee. A plan for funding the organisation and allowing it to continue to meet its objectives, will form part of the ongoing sustainability of the organisation.

2. Governance and Forum Composition:

2.1 Name:

Ethics Forum of the Irish Association for Palliative Care
(IAPC Ethics Forum).

2.2 Governance:

The provisions of the Memorandum and Articles of Association of the Irish Association for Palliative Care govern the working of the IAPC Ethics Forum.

The Chairperson of the IAPC and the Board are solely mandated to make representations on behalf of the IAPC to any and all of the Association's external stakeholders. The Board of the IAPC must always have, at least, one representative on the Ethics Forum.

2.3 Purpose:

The IAPC Ethics Forum will become a major strand of the IAPC's work agenda and will address one of the key strategic aims of the organisation. The forum members will meet to jointly discuss the ethical issues which may arise in the palliative care environment. The Board of the IAPC need to be in a position to respond to issues on an informed basis and in a timely manner. All work carried out by the forum will reflect the multidisciplinary membership of the IAPC.

Their work will result in the development of :

- Discussion documents
- Policy Papers
- Submissions
- Dissemination of information to the IAPC members through:
 - Published reports
 - Conferences
 - Workshops
 - Lectures

1. To identify and interpret the ethical questions raised by Government, IAPC Board members or other, in order to respond to and anticipate questions of significant concern.
2. To investigate and report on such questions in the interests of promoting public and membership understanding of ethical issues.
3. Through the Board to ensure that all IAPC members are fully informed of decisions, policy papers or submissions.

2.4 Role:

The role of the IAPC Ethics Forum is to listen to all aspects of a palliative care issue, discuss different viewpoints, facilitate communication and clarify the position of the IAPC. This will be carried out by producing policy papers for discussion, responding to ongoing palliative care issues as they arise and ensuring that the voice of the IAPC is clear in any discussions, policy documents, submissions or dialogues.

The following are guidelines:

- A member should be prepared to have his/her name, profession and affiliation published

- The committee should establish realistic goals and review them regularly (at least once every six months). Articulating goals and delineating functions means that priorities must be set and limits acknowledged.
- Members are expected to treat as confidential all meeting deliberations, issues discussed and decisions made until it receives IAPC Board approval
- A member will be expected to attend at least two-thirds of all scheduled meetings in each year. Should a member fail to do so, the chairperson should address this with the member concerned.
- When a committee member believes they have a conflict of interest on a subject which will compromise their ability to make an impartial decision, they should declare that conflict of interest and withdraw themselves from the discussion and/or activity.
- Have the willingness to share expertise and knowledge to the forum members
- keep under review:
 - international developments in palliative care
 - new developments in palliative care in Ireland
- undertake other initiatives that may be prescribed by or agreed with the IAPC Board of Directors.
- make recommendations and provide such advice to the IAPC Board of Directors as required so that the Association can achieve its strategic objective

2.5 Membership:

The Ethics Forum will become a major strand of the work agenda underpinning the strategic objectives of the Irish Association for Palliative Care.

All members must possess the requisite experience and expertise to formulate policy.

Only fully paid members of the IAPC are eligible for membership of the Ethics Forum.

The Forum shall consist of up to 5/8 members.

Members should demonstrate a particular interest in palliative care research and/or education (although not necessarily in a specialist unit or education centre).

The Forum should reflect a diversity of discipline interests and a geographic spread.

Members of the Forum serve for a maximum of three [3] years at any one time after which they must retire.

Retiring members are not eligible for re-nomination to the Forum for a minimum of two [2] years thereafter.

Forum members will cease to be a member of the Forum if they:

- resign from the Forum



- fail to attend 3 consecutive meetings without good cause
- resign from the IAPC
- breach confidentiality

2.6 Succession Planning

Why Succession Planning?

Succession planning guarantees the continuous improvement and engagement of new committee members, ensures the organisation stays relevant, vibrant and above all responsive to the members' needs.

The benefits of succession planning are clear. Not only will it provide continuity for the IAPC at times of member rotation and a clear plan for member progression and replacement, but it also provides recognition and reward for long serving members as they mentor new members and share their knowledge. Succession planning shows clear leadership in identifying new members and ensuring the organisation can meet the new challenges ahead.

The main benefits are:

- Minimises risk to the organisation
- Provides continuous leadership
- Improves organisation culture/staff morale
- Increases value of the organisation
- Identifies gap areas before they are needed

Some of the reasons people may not become involved:

- Lack of information about opportunity
- Conflict with other volunteering activity
- **Never asked to volunteer**
- Lack of virtual volunteering opportunities
- Lack of short-term assignments

2.7 Who is responsible:

The Forum are responsible for the identification and recruitment of new members.

In that recruitment process, the Forum should consider diversity of ethnicity, gender, race, perspectives and thought processes together with geographical spread.

The CEO is involved in the discussion around future Forum needs and will take up the administration tasks relating to new recruits. The CEO will make contact and provide information on the Board to prospective members, including the time commitment required.



Expression of Interest will be disseminated each year to members.

2.8. Roles and responsibilities of Officers and CEO

General

The Chairperson as the lead officer of the Forum and the CEO constitute a leadership partnership. The effectiveness and success of this partnership depends upon the development of a professional, honest and open relationship based on trust, and a clear understanding and respect for respective roles and boundaries.

2.9 Officers:

2.9.1 Role of the Chairperson

General

- Model, uphold and promote the highest standards of integrity
- Liaise with key stakeholders
- Be a general advocate for IAPC
- Be the primary media spokesperson for IAPC's messages and policies, requested by the Board
- Ensure that Forum members comply with the Governance Code
- Encourage Forum member's compliance with their role
- Monitor compliance with the Code of Governance
- Lead the Forum for tenure of Chair
- Build an effective and complementary Forum, initiating change and planning succession in Forum appointments
- Ensure accurate and timely reporting about the Forums performance to the Board so as to enable the Board make informed decisions
- Encourage active participation of all Forum members

The Chairperson for the 1st Ethics Forum has been selected by the Board.

Future Chairperson selection, the Chairperson shall be a member of the Forum and shall be elected by the members of the Forum for a period of twelve [12] months, with a second term of twelve (12) months as "Immediate Past Chairperson" The IAPC Chairperson and Board of Directors shall be informed of the nominated Chairperson of the Group.

The responsibilities of the Chairperson include:

- convening and chairing meetings
- ensuring a quorum of members is present before a meeting proceeds
- guiding the meeting according to the agenda and time available
- ensuring all agenda items end with a decision, action or definite outcome
- reviewing and approving draft minutes before distribution

- ensuring minutes of the Forum are copied to the IAPC Executive Office
- planning meetings and developing the agenda in conjunction with the IAPC Executive Office
- attending conferences and meetings pertinent to palliative care education and
- research as a representative of the IAPC as deemed necessary by the IAPC Board and where funding to do so exists
- work with the Forum to develop an annual workplan/ work programme to
- include goals/priorities, along with an action plan to achieve these, to be
- provided to the IAPC Board for approval
- providing an update on the Forum's work progress and meetings to the IAPC Board of Directors as requested
- furnish an Annual Report of the Ethics Forum for inclusion in the annual report of the IAPC, which should include:
 - membership/membership changes
 - number and dates of meetings held
 - attendance of members; confirmation of participation by required categories of members
 - substantive changes to the standard operating procedures
 - a list of issues or developments discussed or considered, the decision reached on each
 - list of projects completed or terminated during the year
- inviting internal (IAPC) or external persons to attend meetings where advice and assistance is required or issues of particular interest are under discussion
- attending and reporting to meetings of the IAPC Board of Directors as required by the Board.

2.9.2 Role of the Vice-Chairperson

The Vice-Chairperson shall be a member of the Forum and persons going forward for the role of Vice-Chairperson may self nominate or be nominated by the Forum itself.

The Vice-Chairperson shall be elected by the Forum for a period of twelve [12] months.

The position of Vice-Chairperson is normally considered to be "Chair Elect" of the Forum.

The responsibilities of the Vice-Chairperson include:

- to deputise for the Chairperson in the Chairperson's absence
- assist the Chairperson in drawing up annual work plans
- assist the Chairperson in drawing up the annual report on the work of the
- Group

- assist the Chairperson with matters between meetings as required
- agree and undertake such tasks as may be assigned or delegated by the Chairperson from time to time

2.9.3 Role of the Secretary

Agenda Setting:

The Secretary and CEO in consultation with the Chairperson is responsible for developing a draft agenda in advance of each Forum meeting. In developing the draft agenda, care will be taken to ensure the Forum has sufficient time and opportunity to discuss the agenda issues and any other issues which may arise. The draft agenda is circulated to the Forum at least 7 days in advance of each meeting. The Forum may then request additional items to be placed on the agenda. Supporting material is circulated in advance of the meetings to provide background to any topics included on the agenda. Supporting material is circulated electronically and it is the responsibility of the Forum member to access the material and bring it to the meetings. Any difficulties with this process must be flagged to the Secretary. In agreeing the agenda, the CEO will confirm the date and times which can be agreed in advance at the first meeting. All meetings will be held virtually, with the possibility of one in person meeting.

Minutes of Meetings

Draft minutes are recorded by the Corporate Secretary and circulated to the Forum for review, prior to the next meeting. Any issues arising from the draft minutes are discussed and recorded in the minutes of that meeting. Where no issues arise the draft minutes are approved by the Board.

Tasks:

- support Chair/Vice Chair in the preparation of meetings
- take notes of proceedings of the meeting and prepare the minutes of the meeting
- prepare the draft minutes for the Chairperson's review and approval
- provide minutes that are accepted by the members of the Group as a true and accurate record at the beginning of the next meeting
- prepare agendas of meetings of the Group and all necessary documents attaching to the agendas for information and discussion in conjunction with the Group Chairperson and IAPC Executive Office
- Prepare for meetings, read minutes
- Attend and participate in meetings (Zoom), Attend meetings in person when required
- Seminar Support: Develop Theme, suggest plenary speakers, workshop facilitators and adjudicators
- Discuss and select Topics
- Review and select abstracts for the day of seminar
- Support the CEO, Chair and Vice Chair as required

- Carry out tasks as assigned
- Carry out tasks on Seminar Day as assigned

2.9.4 Role of Forum members

- Prepare for meetings, read minutes
- Attend and participate in meetings (Zoom), Attend meetings in person when required
- Seminar Support: Develop Theme, suggest plenary speakers, workshop facilitators and adjudicators
- Discuss and select Topics
- Review and select abstracts for the day of seminar
- Support the General Manager, Chair and Vice Chair as required
- Carry out tasks as assigned
- Carry out tasks on Seminar Day as assigned

2.10 Meetings

The Quorum necessary for the transaction of the business of the Forum may be fixed by the Officers of the Forum and unless so fixed is fifty per cent [50%] of the Members.

The Forum will meet a minimum of four [4] to six (6) times a year, this will be the norm unless there is a requirement for additional meetings. During COVID Zoom became the normal method of conducting IAPC business and will continue to use this method for ease of participation.

Decisions will be made by voting or by consensus agreement.
The Chairperson of the Forum retains a casting vote.

2.11 Secretariat Arrangements

IAPC staff members supporting the Group are:
Administration Assistant – Cathy Herbert
Communications and Digital Marketing Officer – Stephen Cogan
CEO– Jacinta Cuthbert

2.11.1 Administrative Support

The IAPC Executive Office will provide support to the Group as follows:

- organise all meetings venues/zoom etc
- notify the Group members of upcoming meetings
- ensure agenda and documentation is distributed to the Group members at least one week prior to a meeting
- organise any events/launch event ie venues/catering/IT etc
- carry out all administration tasks relating to the event
- carry out all administration tasks for Forum meetings