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1. About the IAPC

1.1 IAPC – The Voice of Palliative Care Professionals

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 the 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 is also open to clinicians and health and social care professionals from areas aligned to palliative care such as:

- Gerontology
- Oncology
- Psycho-oncology
- Paediatrics
- Pain management
- Intellectual disabilities
- Mental health
- Neonatology
- Those working with people with chronic non-malignant life limiting illness such as, but not exclusively, cardiology, respiratory care and neurology.

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

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.

Internationally it is strongly aligned with the European Association for Palliative Care (EAPC).

At an international level, the IAPC is a member of the European Association for Palliative Care (EAPC) and supports its work through attendance at conferences, seminars and by contributing to 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 Forums

The IAPC Forums (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 professionals in Ireland. All forums that are either **active**, **under review** or currently **inactive** are listed below:

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

As a registered charity and a company limited by guarantee, the IAPC receives project funding from the HSE and POBAL. Funding initiatives are pursued to allow for growth and continuity of the organisation in order to meet its objectives, and funding initiatives therefore form part of the IAPCs sustainability work.

2. Governance and Forum Composition

2.1 Name

Nursing Forum of the Irish Association for Palliative Care (IAPC Nursing 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 Nursing Forum.

The Chairperson of the Board 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 Nursing Forum.

2.3 Purpose

The IAPC Nursing Forum has been the longest established forum of the IAPC; however, the Forum had been inactive for several years. Through engagement with the IAPC membership, it has become apparent that nurses within the IAPC wish to be connected through a formal network within the IAPC.

Nurses make up the largest group of professionals within the IAPC comprising currently approximately 120 members. Historically and presently, there is no formal national network of nurses working in interdisciplinary palliative care that functions as a membership organisation. While nurses are linked in and are active in a variety of networks within the wider palliative care field in Ireland, there is an absence of a single voice for palliative care nurses like there is in many other specialities e.g. Gerontological Nurses, Respiratory Nurses, Urology Nurses etc.

In order for nurses to proactively contribute to the IAPC's objectives, opportunities within this large and diverse subgroup of members must be created to enhance networking, share learning, provide opportunities for education, promote evidence-based research, produce publications and generate a body of experts to represent

palliative care nursing on national bodies and to influence the development of national policy. The IAPC Nursing Forum will become a major strand of the IAPC's work agenda and through this will address key strategic aims of the organisation.

2.4 Role

The re-establishment of the IAPC Nursing Forum aims to create an innovative and energetic space where IAPC nurses come together to network and identify and progress areas of communal interest with a future focus. Furthermore, the Forum has the potential to be the source of a strong nursing voice within the interdisciplinary palliative care field in the whole of Ireland and further afield.

Whilst the Nursing Forum steering group will consist of 12-15 members, the Forum will represent the voice of all nurse members of the IAPC.

2.5 Membership

Membership of the Nursing Forum steering group must reflect the representation of nurses working in the growing field of palliative care. These include, but not exclusively, IAPC Nurses members working in:

- Clinical practice as Staff Nurses, Clinical Nurse Specialists, Advanced Nurse Practitioners and Night Nurses
- Nurse management as Clinical Nurse Manager and at service directorate levels
- Further education and third level
- As researchers and on PhD Programmes
- Nurses with a longstanding affiliation with the organisation

2.5.1 Membership construction:

Membership will be sought from nurses working in the following organisations/institutions/areas:

- Acute hospitals
- Nursing Homes
- Hospices and Community Palliative Care settings
- Nurse members who practice at generalist level of palliative care, namely in the fields of older persons care, intellectual disability and chronic diseases.
- Universities

- Centres for Nurse Education
- Nursing Practice Development Units
- NGOs and advocacy organisations
- National health services structures
- Freelance practitioners e.g. Night Nurses, on behalf of care agencies

2.5.2 Requirements:

- 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 Nursing Forum.
- The Forum shall consist of up to 12 – 15 members.
- The Forum should reflect in as much as possible a diversity of gender, ethnicity, professional background and a geographic spread across both political jurisdictions.
- 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 Expected activities and outcomes of the Nursing Forum

2.6.1 Activities associated with re-establishment of the Forum

Due to the lengthy pause in the existence of the Nursing Forum, initial ground work will be required to set up structures and governance of the Forum.

Several tasks will need to be addressed by the newly established forum initially; these are as follows, but now exclusively:

1. Clearly identify the Forum's purpose, aims and objectives.
2. Develop working structures that support the aims and objectives of the Forum.

3. Identify the Nursing Forum's defined role and position within the IAPC.
4. Develop a plan of work to achieve its purpose, aims and objectives.
5. Amend the Nursing Forum's Governance Handbook in line with decisions made under Point 1-3 and IAPC Structures.
6. Establish a network and communication structure within IAPC Nurse Membership and stakeholders outside the IAPC.

2.6.2 Potential activities of the Nursing Forum going forward

As a representative body of the Nurse Membership of the IAPC, the Nursing Forum is charged with establishing aims and objectives of the group in line with those brought by the wider membership of nurses within the IAPC. This will be an ongoing and iterative process. Consideration will be given to proposals already made by members for the Forum such as for instance:

- Establish working groups/subgroups within the various sub-specialities e.g. Intellectual Disability, Chronic Diseases or in line with career structures such as for instance an ANP or CNS Network.
- Provide and deliver educational opportunities specific to Palliative Care Nursing; for instance webinars, attendance at national or international conferences etc.
- Provide a platform for IAPC Nurse Members to present audits, research, service development initiatives in order to engage with Palliative Care colleagues.
- Provide opportunities for Palliative Care Nurses to influence national policy and to contribute actively by being linked into stakeholder organisations within the field of Palliative Care.
- The development of an informal mentoring structure (with view to more formal structures) in order to engender passion for palliative care and support the next generations of nurses working in palliative care.
- Develop links with 3rd level Institutions.
- Develop means to promote Palliative Care Nursing and lobby for issues raised by Nurses.
- Provide structures, means and technology to support subgroups within the forum.
- Regular updates of organisational, national and international issues of interest to Nurse Members.

2.7 Succession Planning

Succession planning guarantees the Forum's sustainability 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

2.7.1 Who is responsible for succession planning?

Forum members are responsible for 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 IAPC members.

2.8. Roles and responsibilities of Officers and CEO

The Chairperson of the Nursing Forum and the IAPC 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.

2.8.1 Officers

2.8.1.1 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 IAPC Nursing Forum's 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

2.8.1.2 Chairperson Selection

The Chairperson shall be a member of the Forum and shall be elected by Forum members 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 incoming Nursing Forum Chairperson must be approved by the IAPC Board prior to commencing their role.

2.8.1.3 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 meeting 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 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 programme of work including goals and priorities, along with an action plan to achieve these. And provide the annual work programme to the IAPC Board for approval.
- Provide an update on the Forum's work progress and meetings to the IAPC Board of Directors as requested.
- Furnish an Annual Report of the Nursing Forum for inclusion in the IAPC annual report, including the following:
 - Membership/membership changes
 - Number and dates of meetings held
 - Attendance of members; confirmation of participation by required categories of members
 - Substantive changes to 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.

2.8.1.4 Role of the Vice-Chairperson

- The Vice-Chairperson must 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.
- The Vice-Chairperson shall be elected by the Forum for a period of twelve (12) months.
- The position of Vice-Chairperson is also considered to be "Chair Elect" of the Forum.
- The responsibilities of the Vice-Chairperson include:
 - 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 Forums annual report
- Assist the Chairperson with matters between meetings as required
- Agree and undertake such tasks as may be assigned or delegated by the Chairperson.

2.8.1.4 Role of the Secretary

2.8.1.3.1 Agenda Setting

The Secretary and IAPC 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 members to access the material at 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.

2.8.1.3.2 Minutes of Meetings

Draft minutes are recorded by the 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.

2.8.1.3.3 Tasks

- Support Chair/Vice Chair in the preparation of meetings.
- Take notes of meeting proceedings and prepare the minutes.
- 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 Forum 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 (online meetings), attend meetings in person when required.

2.8.2 Role of Forum members

The roles of Forum members include the following:

- Prepare for meetings, read minutes.
- Attend and actively participate in meetings.
- Carry out tasks as assigned.

2.9 Meetings

The Quorum necessary for transaction of the business of the Forum may be fixed by the Officers of the Forum; 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. Meetings via online meetings have become the normal method of conducting IAPC business and will continue to be utilised for ease of participation.

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

2.10 Secretariat Arrangements

IAPC staff members supporting the Forum are:

- CEO - Jacinta Cuthbert
- Accounts and Administration Officer - Cathy Herbert
- Communications and Digital Marketing Officer - Stephen Cogan

2.10.1 Administrative Support

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

- Organise all meetings venues or online meeting spaces.
- Notify the Forum members of upcoming meetings.

- Ensure agenda and documentation is distributed to the members at least one week prior to a meeting.
- Organise any events/launch event i.e. venues/catering/IT etc.
- Carry out all administration tasks relating to the event.
- Carry out all administration tasks for Forum meetings.

Dated: 20th December 2022