



All Ireland Institute of  
Hospice and Palliative Care

**GOVERNANCE  
FRAMEWORK  
DOCUMENT**

January 2016

# CONTENTS

## Introduction

<b>Council of Partners</b>	<b>4</b>
<b>Partner Representatives Roles &amp; Responsibilities</b>	<b>7</b>
<b>Executive Committee</b>	<b>8</b>
<b>Finance and Human Resources Sub-Committee</b>	<b>9</b>
<b>PCRN Research Governance Sub Committee</b>	<b>10</b>
<b>Host Institution</b>	<b>11</b>
<b>Head of Institute</b>	<b>11</b>
<b>AIHPC Expert Collaborators</b>	<b>12</b>
<b>Appendix 1 Membership Details (2016)</b>	<b>14</b>

## **Introduction**

This paper outlines the Governance Framework structures for All Ireland Institute of Hospice and Palliative Care (AIHPC).

AIHPC is an all-island organisation, comprising a Consortium of health agencies and universities, all working to improve the experience of supportive, palliative and end-of- life care on the island of Ireland, by enhancing the capacity to develop knowledge, promote learning, influence policy and shape practice. The aim is to secure best care for those requiring palliative and end of life care and to improve the patient, family, carer and community experience. This will be achieved through the delivery of an integrated all-Island model of care, education, research, practice and policy development.

Further explanation of these structures is provided in the following document.

## Council of Partners

AllHPC Council of Partners will be responsible for the overall stewardship, strategic direction and proper functioning of AllHPC. The Council of Partners will abide by good management practice in respect of all its activities.

### Structure of the Council of Partners

1. The Council of Partners will consist of one member from each of the Parties to the Collaboration Agreement dated [insert date] 2016 and two representatives of Voices4Care (one from each jurisdiction).
2. Council of Partners' membership composition will be such so as to ensure expertise across key responsibility areas, including governance, clinical, academic, management, financial, and public engagement.
3. A member of the Council of Partners will be appointed Chairperson for an initial two year period.
4. The Council of Partners will appoint two Vice Chairpersons – one from each jurisdiction on an agreed basis and for an initial two year period. One of the Vice-Chair shall take over the role of Chair on the completion of the Chair's term of office.
5. The quorum for the transaction of business at Council of Partners' meetings shall be 50% of the members.
6. Each member of the Council of Partners shall have one vote.
7. Council of Partners' Meetings shall be called giving not less than 21 days' notice.
8. Notice of meetings may be served electronically.
9. Council of Partners may pass resolutions

by way of written consent.

10. Four Partner Representatives from the Council of Partners will be elected to the Executive Committee as follows;
  - One Partner representative with expertise in Finance & Human Resources
  - One Partner representative with expertise in Palliative Care Research
  - One Partner representative with expertise in Palliative Care Education
  - One Partner representative with expertise in Palliative Care practice
  - An individual member of AllHPC Council of Partners may be co-opted onto the Executive Committee
11. Members of the Council of Partners will also Chair, and some will be in membership of, Finance & Human Resources Sub-Committee and the PCRN Research Governance Sub-Committee.
12. Two Voices4Care members, one from each jurisdiction, will be co-opted onto the Council of Partners, they will be voting members.
13. The Head of Institute will be in attendance at the Council of Partners meetings.

### Role of the Council of Partners

1. Provide effective leadership of AllHPC within a framework of prudent and effective controls.
2. Set the strategic direction of AllHPC based on the objectives agreed with the Partner Funders.
3. Approve, monitor and review organisational performance.

## Terms of Reference of Council of Partners

1. Review, approve and monitor the implementation of strategic and annual business plans of AIIHPC and approve the annual budget.
2. Ensure adequate resources are put in place to enable AIIHPC to continue its work and that those resources are utilised most effectively in the management of AIIHPC.
3. Review financial performance against targets.
4. Leverage resources and contacts to cultivate new supporters and major donors for AIIHPC.
5. Ensure that AIIHPC Executive Team consistently adheres to and implements policy and procedure.
6. Monitor legal, ethical and environmental compliance.
7. Ensure the interests of the Partner members and the stakeholders as a whole are protected.
8. Ensure financial records are audited in accordance with accepted accounting standards and policies.
9. Approve the financial records for each financial year which give a true and fair view of the affairs of AIIHPC.
10. Ensure that policies and procedures are kept under review to ensure that they reflect the objectives of AIIHPC.
11. Prudently manage the affairs of AIIHPC, taking a long term, as well as short term view.
12. Endeavour to be innovative and forward thinking and adopt a long-term viewpoint and external focus.
13. Assess the Council of Partners' own performance, ensuring an adequate mix of skills and expertise as well as appropriate stakeholder representation is achieved.
14. Monitor and review the performance of the Head of Institute and ensure

- appropriate performance management systems are in place for AIIHPC Executive Team and its individual members.
15. Allocate responsibility for specific tasks to Council of Partners members i.e. chairing and membership of sub- committees of the Council of Partners (Executive Committee, Finance & HR and PCRN Research Governance).
  16. Hold Council of Partner meetings on a regular basis.

## **Council of Partners Chair**

### **Role of Council of Partners Chair**

1. Chair Council of Partners meetings.
2. Ensure the Council of Partners behaves consistently with the rules of AIIHPC as determined in the Collaborative Agreement.
3. Ensure appropriate interaction between the Council of Partners and the stakeholders of AIIHPC including external funders.
4. The Chair shall not have a second or casting vote in relation to any decisions or resolutions to be voted upon by the Council of Partners.

### **Council of Partners Chair's Responsibilities**

1. Oversee the orderly operation of the Council of Partners.
2. Serve as the representative of AIIHPC, as appropriate with key stakeholder groups.
3. Foster a strong relationship of mutual trust with the Head of Institute, being available for consultation as requested.
4. Chairperson of AIIHPC and the CEO of the Host Institution will ensure appropriate structures are in place to facilitate and support the Head of Institute in her role.
5. See that the Council of Partners undertakes a thorough analysis of all issues and concerns to ensure decisions are reached in the best interests of AIIHPC.
6. Ensure all Council of Partners members contribute during meetings and harness the diverse skills and expertise of members of the Council of Partners.
7. Ensure that a process is put in place to assess the performance of the Council of Partners and the Executive Team.

## **Partner Representatives Role and Responsibilities**

### **Introduction**

AllHPC is a collaborative partnership where organisations have combined resources to work together for a common purpose and for mutual benefit. AllHPC's Collaborative Agreement made by and between the partners states that, acting through their organisation representatives, they provide strategic advice to the Institute. Further issues related to Representatives are also addressed including appointment, replacement, involvement in Committees, receipt of notices and making of amendments. AllHPC Governance Framework lays out the Structure, Role and Terms of Reference of the Council of Partners as well as the Role and Responsibilities of the Chair.

### **Role of Representative**

- 1) Personally contribute in the role as a member of the Council of Partners.
- 2) Ensure their Organisation is informed and consulted on AllHPC governance, strategic direction and performance.
- 3) Ensure that their Organisation is appropriately represented at Council of Partner meetings.
- 4) As Partner Organisation Representative promote and communicate the aim and activities of AllHPC internally and externally.

### **Responsibilities of Representative**

- a) To attend meetings of the Council of Partners approximately four per year.
- b) Assist with the articulation of a vision for palliative care across the island of Ireland.
- c) Actively engage in AllHPC Council of Partners operation.
- d) Engage in analysis of all concerns and issues to ensure that decisions are reached in the best interests of AllHPC.

- e) Effectively prepare for Council of Partner meetings by reading and considering reports.
- f) Provide their Organisation's response or advice where appropriate.
- g) Participate in Institute activities such as Institute Committees, selection panels or working groups.
- h) Support the Council of Partners in its role including declaring and potential conflicts of interest.

## Executive Committee

The Executive Committee oversees on behalf of the Council of Partners the overall stewardship. Executive Committee membership composition will be so as to ensure expertise across key responsibility areas, including governance, clinical, academic, management, financial, and public engagement.

### Membership of Executive Committee

Membership of the Executive Committee will include;

1. Chair of the Institute (elected)
2. Two Vice-Chairs of Institute (elected)
3. Chief Executive of Host Organisation (non-elected)
4. Four Partner Representatives from Council of Partners to be elected as follows;
  - One Partner representative with expertise in Finance & HR
  - One Partner representative with expertise in Palliative Care Research
  - One Partner representative with expertise in Palliative Care Education
  - One Partner representative with expertise in Palliative Care practice
5. An individual member of AIIHPC Council of Partners may be co-opted onto the Executive Committee
6. AIIHPC Head of Institute will be “in attendance” at meetings.

### Role and Responsibilities of Executive Committee

1. AIIHPC Executive Committee will review AIIHPC activities and outcomes and report to AIIHPC Council of Partners on progress.
2. The Executive Committee will provide ongoing support and advice to the staff of AIIHPC in planning and implementing operational activities.
3. The Executive Committee will advise and assist with the management of relationships with key stakeholder groups.
4. The Executive Committee will ensure the operation of AIIHPC activities within approved budgets and procedures and in a cost effective and efficient manner.



## **Finance & Human Resources Sub-Committee**

The Finance and Human Resources (HR) Sub - Committee reports to AIIHPC Executive Committee. The Executive Committee will oversee the Institute's financial management and accountability responsibilities.

### **Structure of the Finance & Human Resources Sub-Committee**

Membership will include;

- AIIHPC Executive Committee member(s) one of whom (member with expertise in Finance / Human Resources) will Chair the FHRSC.
- Up to two AIIHPC Council of Partners members will be nominated by AIIHPC Executive Committee.
- OLHCS Human Resources Representative
- OLHCS Finance Representative.
- AIIHPC Head of Institute "in attendance".

### **Role of the Finance & Human Resources Sub-Committee**

The Finance & (HR) Sub-Committee's role is to oversee and report to the Executive Committee on AIIHPC financial management and accountability responsibilities, and the associated linkages between AIIHPC and OLH&CS. The Finance & HR Committee will also oversee and support the HR function of AIIHPC, in conjunction with the Director and the HR Department of OLH&CS ensuring the strategic focus of the Institute is being met on an on-going basis.

## **Finance & Human Resources Sub-Committee Terms of Reference**

1. Ensuring fair and transparent employment and recruitment processes.
2. Development and implementation of key Financial and HR policies.
3. Ensuring that the required financial systems and controls are in place to meet the corporate governance role of the Institute and in line with best practice.
4. Ensuring that there is a robust budget planning process in place and that there are adequate monitoring systems in place to ensure that the Institute operates within approved budgets at all times.
5. Ensuring that the necessary financial reporting procedures are in place and that performance in this area is analysed and evaluated and properly reported on to the Executive Committee on an agreed basis.
6. Ensuring that all items of expenditure achieves optimum value for money and are in keeping with AIIHPC aims and objectives.
7. Establish liaison arrangements between Institute Office Manager and relevant OLH& CS HR & Finance staff.
8. Liaise with AIIHPC Auditors and Pension Advisers, on behalf of the Executive Committee, as required.
9. Ensuring appropriate AIIHPC policies are in place.

the same principles of PCRN.

## **Palliative Care Research Network (PCRN) Research Governance Sub- Committee**

The PCRN Research Governance Sub-Committee will report to AIIHPC Executive Committee and will oversee the operational and financial management of the overall PCRN.

### **Structure of PCRN Research Governance Sub-Committee**

Membership will include;

- Chair of the PCRN RGSC will be the Chief Executive of the Host Organisation
- AIIHPC Council of Partners – partner representative (Research)
- Two PCRN Lead Principal Investigators
- Up to three Co-opted Members (nominated by Executive Committee)
- OLHCS Finance Representative
- AIIHPC Head of Institute and Programme Manager “in attendance”.

### **Role and Responsibilities of PCRN RGSC**

The PCRN RGSC role is to oversee;

- The PCRN by ensuring appropriate finance control, monitoring progress and budgets; ethics compliance and reporting to relevant funders and research commissioners.
- Approve strategic direction by ensuring that the PCRN is continually aligned to AIIHPC’s strategic and business objectives.
- Ensure appropriate consultation with Users/Carers to clarify their expectations and ensure the research is relevant to this group.
- Ensure and meet the requirement of relevant Agreements.
- Ensure any future projects comply with

## Host Institution

Our Lady's Hospice and Care Services (OLH&CS) acts as the Host Institution for AIIHPC. There is a clear delineation between the management and governance of AIIHPC and the Host Institution. On behalf of the Council of Partners the Board of Directors of Our Lady's Hospice and Care Services as the Host Institution will;

1. Hold the contract with the funders.
2. Hold contracts of the Head of Institute and directly appointed staff. The CEO of the Host Institution will provide direct support to the Head of Institute in relation to all accountabilities as an employer.
3. The CEO of the Host Institution and the Chairperson of AIIHPC will ensure appropriate structures are in place to facilitate and support the Head of Institute in her role.
4. Provide financial, HR and administrative resources as appropriate.
5. The CEO of Host Organisation will be a member of the Council of Partners, Executive Committee and Chair the PCRN Research Governance Sub-Committee.
6. Participate in the Finance and HR Sub Committee of the Council of Partners of AIIHPC.
7. Will request, draw down and administer the budget on behalf of AIIHPC on an agreed basis in conjunction with the Head of Institute.

## AIIHPC Head of Institute

The Head of Institute is responsible and accountable to the Council of Partners of AIIHPC, reporting to the Chief Executive Officer of Our Lady's Hospice and Care Services (Institute Host).

### Role of Head of Institute

The Head of Institute will play a lead role in the development and coordination of the Institute's work programmes and initiatives in Hospice and Palliative Care on the island of Ireland.

### Head of Institute Responsibilities

The Head of Institute will be responsible for the leadership and management of the Institute and all its activities, including;

1. To lead the Institute, including delivering on the vision, strategic objectives and core activities.
2. To coordinate a whole systems approach to policy and practice within the Hospice and Palliative Care environment.
3. To develop and promote the profile of the Institute both in the island of Ireland and on an international basis.
4. To promote the need for resources for the delivery of high quality services, education and research in hospice and palliative care in the island of Ireland.
5. To develop and manage relationships with all key stakeholders.
6. To manage all communications and to develop media relations on behalf of the Institute.
7. To develop and implement work programmes for the Institute.
8. To lead and manage the staff of the Institute.
9. To manage and report on the budget of the Institute.
10. To source and secure additional funding for the Institute.
11. To work closely with the Finance/HR Sub Committee of the Institute.

## Expert Collaborators

### Names of Expert Collaborators

#### **Dr William Brietbart**

*Chief of the Psychiatry Service, Vice-Chairman, Department of Psychiatry and Behavioural Sciences, Memorial Sloan-Kettering, New York*

#### **Professor Eduardo Bruera**

*Professor Medicine, F.T. McGraw Chair in the Treatment of Cancer, Department of Palliative Care and Rehabilitation Medicine, University of Texas MD Anderson Cancer Centre*

#### **Dr Anthony Byrne**

*Consultant in Palliative Medicine Cardiff and Vale University Health Board and Director, Marie Curie Palliative Care Research Centre, Cardiff University*

#### **Professor John Ellershaw**

*Clinical Director Directorate of Palliative Care, Professor of Palliative Medicine, University of Liverpool, Director, Marie Curie Palliative Care Institute Liverpool, Medical Director, Marie Curie Hospice Liverpool*

#### **Dr Robin Fainsinger**

*Director/Professor, Division of Palliative Care Medicine, Department of Oncology, University of Alberta*

#### **Professor Irene Higginson**

*Professor Palliative Care and Policy, Kings College London/Senior Investigator, National Institute of Health Research/Scientific Director, Cicely Saunders International*

#### **Ms Avril Jackson**

*Formerly International Information Manager, Hospice Information Service*

#### **Dr Louise Jones**

*Senior Clinical Lecturer/Head Marie Curie Palliative Care Research Unit, University College London*

#### **Professor Stein Kaasa**

*Professor of Palliative Medicine at the Institute of Cancer Research and Molecular Medicine, Science and Technology, Trondheim Faculty of Medicine, Norwegian University of Science and Technology, Trondheim (NTNU).*

#### **Professor Rose-Anne Kenny**

*Head of the Ageing Programme and Head of Geriatric Medicine at Trinity College Dublin*

#### **Professor Michael King**

*Professor of Primary Care Psychiatry, Head of Department of Mental Health Sciences, Co-Director of PRIMENT Clinical Trials Unit, University College London Medical School*

#### **Dr Suresh Kumar**

*Consultant in Palliative Medicine, WHO Demonstration Project Pain and Palliative Care Clinical Medical College, Calicut, India*

#### **Dr Peter Lawlor**

*Associate Professor, Division of Palliative Care, University of Ottawa*

#### **Professor Mari Llyod-Williams**

*Professor and Director of Academic Palliative and Supportive Care Studies Group, faculty of Medicine, University of Liverpool, Honorary Consultant in Palliative Medicine*

#### **Dr Sinead McGilloway**

*Director, Mental Health and Social Research Unit, Senior Lecturer, Department of Psychology, National University of Ireland, Maynooth*

#### **Professor Kathy Murphy**

*Professor, Head of Nursing School, National University of Ireland Galway*

**Professor Sheila Payne**

*Director of International Observatory on End of Life Care, Faculty Health & Medicine, Lancaster University*

**Dr Jose Pereira**

*Head, Division of Palliative Care, University of Ottawa/Medical Chief, Palliative Medicine, Bruyère Continuing Care/The Ottawa Hospital*

**Mr David Prail**

*Chief Executive, Help the Hospices*

**Professor Lukas Radbruch**

*Director of the Department of Palliative Medicine at the Maltese Hospital Bonn/Rhein-Sieg*

**Professor Keri Thomas**

*Professor Keri Thomas, national Clinical Lead, GSF Centre CIC for End of Life Care/Hon. Professor End of Life Care, University of Birmingham/Clinical Expert End of Life Care, Royal College of General Practitioners*

**Dr Susie Wilkinson**

*Head of Palliative Care Research and Senior Lecturer in Palliative Care, Marie Curie Palliative Care Research and Development Unit, London*

## Appendix 1

### Council of Partners

	<b>Name</b>	<b>AIHPC Roles</b>
1	Prof. Philip Larkin Professor of Clinical Nursing, UCD	Chair Council of Partners <i>Council of Partner member</i>
2	Dr. Karen Ryan Consultant in Palliative Medicine, St Francis Hospice and Mater Hospital	Vice-Chair Council of Partners (ROI) <i>Council of Partner member</i>
3	{Name} {Title of current role}	Vice-Chair of Council of Partners (NI) <i>Council of Partner member</i>
4	Ms Audrey Houlian Chief Executive Officer	CEO Host Organisation Chair PCRN Research Governance Sub-Committee <i>Council of Partner member</i>
5	Mr. Pat Quinlan Chief Executive Milford Care Centre	Council of Partners – Partner Representative (Finance) & Chair Finance & Human Resources Sub-Committee <i>Council of Partner member</i>
6	{Name} {Title of current role}	Council of Partners – Partner Representative (Research) <i>Council of Partner member</i>
7	{Name} {Title of current role}	Council of Partners – Partner Representative (Education) <i>Council of Partner member</i>
8	{Name} {Title of current role}	Council of Partners – Partner Representative (Practice) <i>Council of Partner member</i>
	Ms Anne Molloy	Voices4Care Representative (ROI)
	{Name} {Title of current role}	Voices4Care Representative (NI)
9	Prof. Charles Normand Edward Kennedy Professor of Health Policy and Management , Trinity College Dublin	<i>Council of Partner member</i>
10	Mr Eamon O’Kane Divisional General Manager, Marie Curie	<i>Council of Partner member</i>
11	Dr. Catherine Sweeney Lecturer Clinical Science and Practice, University College Cork	<i>Council of Partner member</i>
12	Professor Anthony Staines School of Nursing and Human Sciences, Dublin City University	<i>Council of Partner member</i>
13	Professor Kathy Murphy School of Nursing and Midwifery, National University of Ireland Galway	<i>Council of Partner member</i>
14	Professor Tony O’Brien Consultant Physician in Palliative Care Medicine, Marymount Hospice	<i>Council of Partner member</i>

15	Professor Sam Porter Chair of Nursing Research, Acting Head School of Nursing and Midwifery, Queen's University Belfast	<i>Council of Partner member</i>
16	Professor Sonja McIlfratrick Postgraduate Tutor, Lead Palliative Care Research Strand, Institute of Nursing and Health Research, Ulster University	<i>Council of Partner member</i>
17	Ms Siobhan McCarthy Programme Director & Lecturer, Institute of Leadership, Royal College of Surgeons in Ireland	<i>Council of Partner member</i>
18	Ms Angela McVeigh Director Older People and Primary Care, Southern Health & Social Care Trust	<i>Council of Partner member</i>
19	Ms Nicki Patterson Director of Primary Care, Older People and Executive Director of Nursing South Eastern Health & Social Care Trust	<i>Council of Partner member</i>
20	Ms Catherine McNicholl Director of Adult , Social and Primary Care Services Belfast Health & Social Care Trust	<i>Council of Partner member</i>
21	Ms Sharon Foley Chief Executive Irish Hospice Foundation	<i>Council of Partner member</i>
22	Ms Mary Nash Chief Executive Galway Hospice Foundation	<i>Council of Partner member</i>
23	Ms Sharon Morrow Chief Executive LauraLynn Children's Hospice	<i>Council of Partner member</i>
24	Ms Heather Weir Chief Executive NI Hospice	<i>Council of Partner member</i>
25	Mr Donall Henderson Chief Executive Foyle Hospice	<i>Council of Partner member</i>
26	Ms Una Cuning Director of Community Care Northern Health & Social Care Trust	<i>Council of Partner member</i>
27	Mr Alan Corry Finn Executive Director of Nursing/Director of Primary Care & Older People's Services Western Health & Social Care Trust	<i>Council of Partner member</i>
28	{Name} {Title of current role}	<i>Council of Partner member</i>
29	{Name} {Title of current role}	<i>Council of Partner member</i>

30	{Name} {Title of current role}	<i>Council of Partner member</i>
31	{Name} {Title of current role}	<i>Council of Partner member</i>
32	{Name} {Title of current role}	<i>Council of Partner member</i>
33	{Name} {Title of current role}	<i>Council of Partner member</i>
34	{Name} {Title of current role}	<i>Council of Partner member</i>
35	{Name} {Title of current role}	<i>Council of Partner member</i>
	Ms Karen Charnley	Head of Institute – <i>In attendance</i>
	Mary Kearns	Office Manager – <i>In attendance</i>



## Executive Committee

Name	AIIHPC Roles
{Name} {Title of current role}	Chair Council of Partners
{Name} {Title of current role}	Vice-Chair Council of Partners (ROI)
{Name} {Title of current role}	Vice-Chair of Council of Partners (NI)
{Name} {Title of current role}	CEO Host Organisation Chair PCRN Research Governance Sub-Committee
{Name} {Title of current role}	Council of Partners – Partner Representative (Finance) & Chair Finance & Human Resources Sub-Committee
{Name} {Title of current role}	Council of Partners – Partner Representative (Research)
{Name} {Title of current role}	Council of Partners – Partner Representative (Education)
{Name} {Title of current role}	Council of Partners – Partner Representative (Practice)
{Name} {Title of current role}	Co-opted member
Karen Charnley	Head of Institute (in attendance)
Mary Kearns	Office Manager (in attendance)

## Finance and Human Resources Sub-Committee Membership

Name	AIIHPC Roles
{Name} {Title of current role}	Council of Partners – Partner Representative (Finance) & Chair Finance & Human Resources Sub-Committee
{Name} {Title of current role}	Co-opted Council of Partner Representative (nominated by Executive Committee)
{Name} {Title of current role}	Co-opted Council of Partner Representative (nominated by Executive Committee)
{Name} {Title of current role}	OLH&CH Finance Representative
{Name} {Title of current role}	OLH&CH Human Resources Representative
Karen Charnley	Head of Institute (in attendance)
Mary Kearns	AIIHPC Office Manager (in attendance)

## PCRN Research Governance Sub-Committee Membership

Name	AIIHPC Roles
{Name} {Title of current role}	Chair PCRN Research Governance Sub-Committee
{Name} {Title of current role}	Council of Partners – Partner Representative (Research)
{Name} {Title of current role}	PCRN Lead Principal Investigator
{Name} {Title of current role}	PCRN Lead Principal Investigator
{Name} {Title of current role}	Co-opted member (nominated by Executive Committee)
{Name} {Title of current role}	Co-opted member (nominated by Executive Committee)
{Name} {Title of current role}	Co-opted member (nominated by Executive Committee)
{Name} {Title of current role}	OLH&CH Finance Representative
Karen Charnley	Head of Institute (in attendance)
Tara Murphy	AIIHPC Programme Manager (in attendance)