All Ireland Institute of
Hospice and Palliative Care

GOVERNANCE FRAMEWORK DOCUMENT

August 2026

CONTENTS

1. Introduction **3**

2. AIIHPC Structures **4**
- Board of Directors 4
- Members 5
- Council of Members 6
- AIIHPC Organogram 9

3. AIIHPC Committees **10**
- PCRN Strategic Science Committee 10
- Education and Practice Committees 12
- Policy and Strategy Committee 12

4. Director of AIIHPC **13**

Appendices:
1. AIIHPC Expert Collaborators 15
2. Membership Details 16

1. Introduction

All Ireland Institute of Hospice and Palliative Care (AIIHPC) was established in 2010 and today is a leading organisation with national and international influence driving excellence in palliative care. AIIHPC is a collaborative of hospices, health and social care organisations and universities across both jurisdictions on the island of Ireland. AIIHPC advances education, research, policy and practice to improve the palliative care experience of people with life limiting conditions and their families.

This Framework document outlines governance arrangements and structures for All Ireland Institute of Hospice and Palliative Care (AIIHPC) that have been formally adopted by its Board of Directors.

AIIHPC was incorporated as a Company Limited by Guarantee on 5 July 2023 and will also become a registered Charity in 2024.

In this context, AIIHPC is required to comply at all times with provisions of prevailing Companies and Charities' legislation.

AIIHPC's ongoing activities are governed by a Board of Directors, whose appointment, roles, authority levels and responsibilities are as detailed and defined within its Constitution.

Equally, the matters of appointment, roles, authority levels and responsibilities of members are as detailed and defined within its Constitution.

All Directors and Members subscribe fully to the Main Object of the Company which is to advance palliative care education, research, policy and practice on an all-island basis.

The following is a summary of AIIHPC's key Aims and Objectives:

1. To support the continued expansion of a Research Network for palliative care researchers which aims to increase collaboration across the island of Ireland
2. To support the development of palliative care education including encouraging collaboration and the development of online education resources
3. To develop and promote an online gateway to information about palliative care for the entire community
4. To support the ongoing development of palliative care policy including liaising with Government Departments and national palliative care programmes in both jurisdictions
5. To host and support conferences and workshops on key areas relating to all aspects of palliative care including specialist and generalist palliative care
6. To support engagement with service users, carers and members of the community
7. To raise awareness of the benefits of palliative care
8. To support and promote the sharing of good practice and opportunities to work collaboratively across palliative care stakeholders on the island of Ireland

Further information on AIIHPC'S governance and structures arrangements are outlined in the sections following on in this document.

2. AIIHPC Structures

Board of Directors

The AIIHPC Board of Directors is responsible for ensuring and monitoring the effective management and governance of the business of the Company as prescribed within its Constitution and for overseeing its strategic direction.

The Board of Directors also act as Trustees of the Company as defined under the Charities Act (2009).

The Constitution defines and details how the Board of Directors should operate or conduct its business, including defining its roles, its powers, and its structures. It also outlines the processes involved for making appointments and in managing key areas such as the holding of General Meetings, voting arrangements, etc.

In all, there will be 7 Directors of whom 4 shall be appointed by Our Lady's Hospice & Care Services, Harold's Cross (and in respect of whom 1 of the 4 so appointed shall be appointed by Our Lady's Hospice, Harold's Cross from the Membership of Voices4Care (AIIHPC's service user, carer and interested citizen group)). The 3 further Directors (not appointed by Our Lady's Hospice & Care Services) shall be elected by Council of Members from those Members presenting for election. Nominations will be based on member organisations willingness to put their names forward.

The Board Chairperson will be elected by the Directors, and in addition the Board may appoint the Chairperson of any AIIHPC Committee. If no such chairperson is elected, of if at any meeting of a Committee the Chairperson is not present within 15 minutes after the time appointed for holding it, the members of the Committee present may choose one of their members to be Chairperson of the meeting.

The Board of Directors will appoint one Director from amongst those elected by the Council of Members as Chairperson of the Council of Members and who will be responsible for reporting on AIIHPC's activities on an ongoing basis.

The term of office for each Director and the matter of rotation of Directors will be as provided for under the Constitution.

The Board of Directors will appoint the Secretary and ensure that proper records of all meetings held are maintained on an ongoing basis.

The Directors may delegate any of their powers to such persons or Committees as they think fit, including to any other Board Committees that may be established by them on an ongoing basis. However, this is subject to all such persons or Committees conforming to any regulations or requirements outlined in this Governance Framework as may be determined by the Board of Directors from time to time.

Specific duties and responsibilities of the Board of Directors include:

1. To approve and to oversee day to day governance financial and operational issues and strategies including remuneration and pension matters.
2. To direct and assess the performance of the CEO/Director.
3. To propose the Members appropriate items of expenditure, budgets, investments or other financial decisions requiring the approval of the Members or 75% of them.
4. To review the draft strategic and business plans and propose them to the Members for

approval

5. To establish a Finance and HR Committee.
6. To establish a Quality and Risk Management Committee.
7. To act as the forum to which the CEO/Director reports.
8. To approve the appointment, salary, terms and conditions of staff recommended by the CEO/Director.
9. To determine from time to time the terms and conditions applicable to the CEO/Director and make such recommendations as deemed necessary to the Members for approval.
10. To approve the right, option, right of pre-emption or any other encumbrance, priority or security interest of whatsoever nature over the Company's assets
11. To approve any borrowings required by the Company up to €50,000

The Board of Directors will be responsible for ensuring that proper accounting systems and records are always maintained by AIIHPC, and these will form the basis for preparation of statutory annual financial statements.

Company Auditors are appointed by the members at the AGM in accordance with the provisions of the Companies Act and these will report directly to the Board of Directors.

The Board of Directors will be responsible for approving the Annual Financial Statements and ensuring that the necessary annual returns are filed with both the Companies Registration Office and the Charities Regulatory Authority. The Directors will review any draft business plan and strategic plan and issue its recommendation prior to any consideration and approval by the members.

The Director of AIIHPC will report to and be accountable to the Board of Directors on an ongoing basis and attend Board Meetings as required.

In this context, the Board will be responsible for evaluating the ongoing performance of the Director and for ensuring that appropriate similar performance management systems are in place for all AIIHPC staff.

The Board of Directors will ensure that its composition possesses an adequate mix of skills and expertise, as well as having in place appropriate levels of stakeholder' representation.

The Board of Directors shall meet at minimum of six times each year and more often as and when required.

The Board may also meet with the Council of Members or other AIIHPC Committees on as required basis.

Members

At date of registration the number of members of the Company is taken to be 26 but the Company may from time to time register an increase or decrease of members.

Members of the Company shall be

i. Members shall be those who subscribe to the Memorandum of Association, and
ii. Such other persons as the Directors shall from time to time admit to membership and as shall sign a written consent to become a member and all such Members shall
    a. pay to the Company as a condition of such membership an annual subscription of such sum as may be from time to time fixed by the Members at a duly convened Annual General Meeting of the Company. This will require approval by 75% of members

b. agree to be bound by the terms of this Governance Framework.

Membership of the Company is non-transferrable and will cease in prescribed circumstances as outlined in the Constitution.

The following matters shall be reserved for review by the members in general meetings:

1. To approve the spending of money exceeding €50,000;
2. To approve any borrowings or the entering into of any contracts with a value in excess of €65,000;
3. To approve the entering into of any indemnity, warranty or guarantee;
4. To create or allow to subsist any change, lien, equity, third party right, option, right of pre-emption or any other encumbrance, priority or security interest of whatsoever nature over the Company's assets;
5. To make any decision relating to the real property of the Company exceeding €50,000;
6. To approve any investment of the Company's assets exceeding €50,000;
7. To approve the annual budget prior to the start of the financial year of Company; and to approve the institution, prosecution or defence of any suits, actions or other proceedings that may negatively affect the Company's assets to an amount exceeding €50,000;
8. To approve the business plan;
9. To approve the strategic plan.

All members' meetings will be chaired by the Chairperson of the Board of Directors and proper records of all such meetings shall be maintained by the Board Secretary.

The members will meet at minimum two times each year, one of which will be the Annual General Meeting, and will meet more often as and when required. All such meetings shall be called giving not less than 21 days' notice and notice of meetings may be served electronically. Meetings may be held in person or electronically as circumstances may warrant. All meetings held shall be arranged in compliance with requirements set out in the Constitution.

Members may pass resolutions by way of written consent.

All members will be eligible to vote at general meetings, with all decisions being taken by simple majority.

Council of Members

Structure of the Council of Members

1. Company members will form the membership of the Council of Members.
2. The Council of Members have been assigned primary responsibility from the Board of Directors for determination of a policy in the areas of education, research, policy and practice and for playing a lead role in guiding strategic direction of AIIHPC.

   More specifically the broad range of functions of the Council of Members include the following:

   - To work with the Members and Board of Directors.
   - To ensure that adequate structures and processes are in place to guide and support AIIHPC in achieving its aim and objectives in furthering and enhancing the palliative care agenda on the island of Ireland.
   - To provide assistance and support to the Director and the Board of Directors for development of the draft annual budget prior to the start of the financial year of the

Company for the consideration of the Board of Directors and approval of the Members.

- To play a primary role in the development of the AIIHPC Strategic Plan for the review of the Board of Directors prior to its submission for consideration and approval of members. Once approved, the Council of Members will work closely with AIIHPC'S Executive to support and ensure its implementation and as such to issue regular progress reports on this matter to the Board of Directors.
- To leverage resources and contacts to cultivate new supporters and major donors for AIIHPC.
- To ensure adequate resources are put in place to enable AIIHPC to continue its work and that these resources are utilised most effectively in the management and delivery of AIIHPC services.
- To endeavour to be innovative and forward thinking and adopt a long-term viewpoint and external focus.

In this context the Council of Members and its various Committees are required to operate at all times to the highest standards and recognised best practice in the pursuit of all of its activities.

3. The Council of Members will consist of one representative from each member organisation. At the time of incorporation of the Company, the number of members was 26 and two members from Voices4Care (one from each jurisdiction) but this may change from time in line with prevailing circumstances or at the discretion of the Board of Directors.
4. In addition, all Council of Members will be required to pay an annual subscription at levels fixed from time to time at an AGM and agree to be bound by the terms of this Governance Framework.
5. Council of Members composition will be such to ensure expertise across key responsibility areas, including governance, clinical, academic, management, financial, and public engagement.
6. The Board of Directors will appoint the Chairperson of the Council of Members from amongst its three elected Directors, and this person will be responsible for reporting on AIIHPC activities on an ongoing basis
7. The quorum for the transaction of business at Council of Members' meetings shall be 50% of its members.
8. Each member of the Council of Members shall have one vote and decisions taken will be by simple majority.
9. Members of the Council of Members will be appointed to its three Committees in accordance with their areas of expertise.
10. All Committees will operate under clear Terms of Reference as approved by the Board of Directors and as contained in the Governance Framework document.
11. The Board of Directors may appoint the Chairpersons of the various AIIHPC Committees.
12. AIIHPC Staff may also be assigned to support the work of these Committees in accordance with their areas of expertise.
13. The Director of AIIHPC will be in attendance at Council of Members meetings.
14. The Council may appoint external representatives to participate on its various committees' work to ensure that the required level of expertise and support is available to allow these to fulfil their respective roles on an ongoing basis

The Council of Members is an association of undertakings and shall thereafter at all times act in accordance with legislation including Company Law legislation and any activities which could involve the sharing of pricing or tenderising commercial information between Members is prohibited.

The Council of Members shall meet at minimum of four times each year and more often as and when required.

Proper records of all such meetings shall be maintained on an ongoing basis and minutes of all meetings held will be circulated to the Board of Directors for their information.

Meetings may be held in person or electronically as circumstances may warrant.

Role of Council of Members Chairperson:

The Chairperson will:

1. Chair Council of Members meetings and provide leadership in coordination of its roles and responsibilities.
2. Ensure the Council of Members behaves consistently with the rules of AIIHPC as determined in the Governance Framework and Memorandum of Association.
3. As a Board Director, attend Board Meetings and ensure appropriate interaction between the Council of Members and the Board.
4. Ensure appropriate interaction between the AIIHPC and its various stakeholders, including its external funders.
5. Ensure that a process is put in place to assess the performance of the Council of Members
6. Work closely with the Director of AIIHPC and their staff on an ongoing basis and to support them in their roles in as far as possible.

Council of Members – Individual Member Representatives

The role, responsibilities and activities of the Council of Members are as outlined in this Governance Framework. AIIHPC is a collaborative membership where organisations have combined resources to work together for a common purpose and for mutual benefit. The composition of the Council of Members is such to ensure expertise across key responsibility areas, including governance, clinical, academic, management, financial, and public engagement. Therefore, this collective group provides an invaluable additional resource and expertise available to AIIHPC on an ongoing basis.

For AIIHPC to fully meet its aims and objectives, it is necessary that all individual members of the Council of Members commit to contributing and participating in its activities on an ongoing basis.

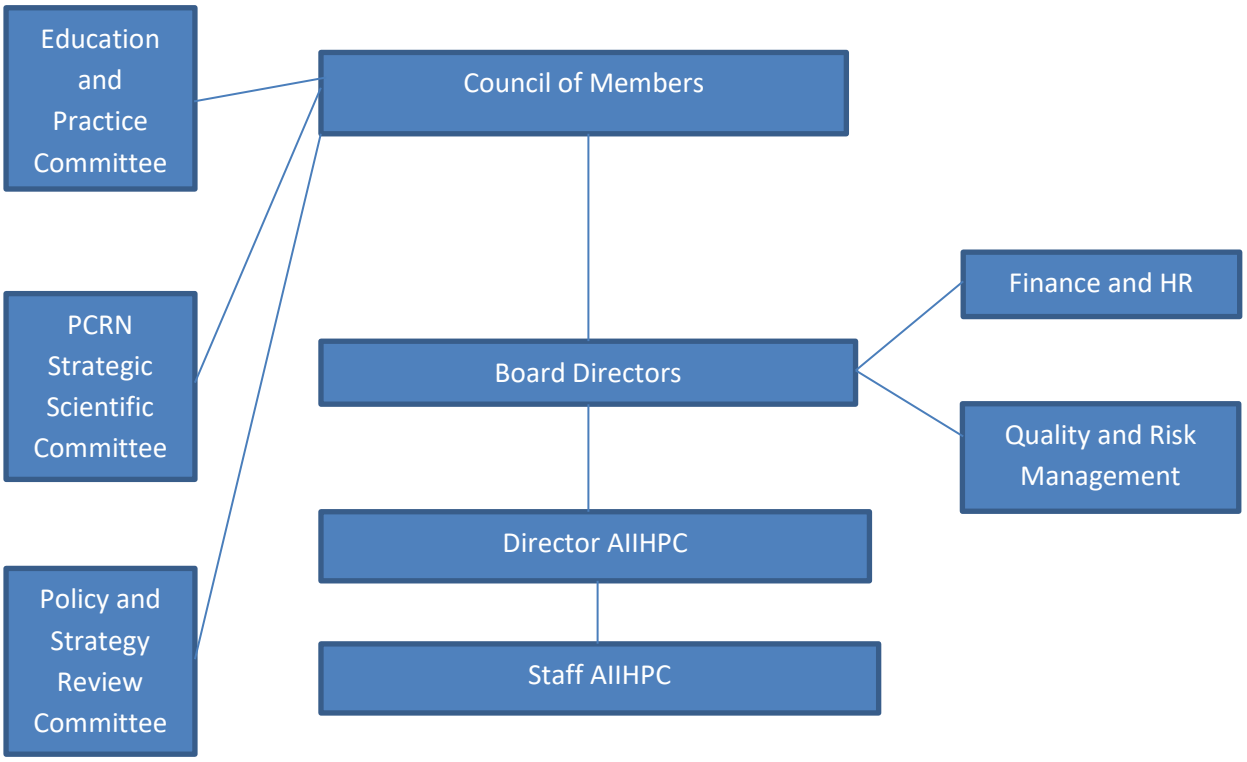
The following guide outlines the roles and responsibilities of individual members of the Council of Members.

Roles and Responsibilities of Representatives

1. To attend meetings of the Council of Members approximately four times per year.
2. Personally contribute in fulfilling the role as a member of the Council of Members.
3. Assist with the articulation of a vision for palliative care across the island of Ireland.
4. Actively engage in supporting AIIHPC Council of Members operations.
5. Engage in analysis of all concerns and issues arising to ensure that decisions are reached in the best interests of AIIHPC.
6. Effectively prepare for Council of Member meetings by reading and considering reports.
7. Provide their Organisation’s response or advice where appropriate.

8. Participate in Institute activities such as Institute Committees, selection panels or working groups.
9. Support the Council of Members in its role including declaring any potential conflicts of interest if such circumstances arise.
10. Ensure their Organisation is informed and consulted on AIIHPC governance, strategic direction and performance.
11. Ensure that their Organisation is appropriately represented at Council of Member meetings.
12. As a Member Organisation Representative to promote and communicate the aim and activities of AIIHPC internally and externally.
13. Avoid conflicts of interest and adhere to any Conflict of Interest Policy adopted by the Board of Directors.

ALL IRELAND INSTITUTE FOR HOSPICE AND PALLIATIVE CARE ORGANOGRAM



Furthermore, this above organogram will be subject to ongoing review and change in line with prevailing circumstancves and as determined by the Directors (subject to further amendment).

3. AIIHPC Committees

Palliative Care Research Network's Strategic Scientific Committee (PCRN's SSC)

Purpose of the PCRN's SSC

The Strategic Scientific Committee (SCC) is responsible for supporting the strategic development of the Palliative Care Research Network (PCRN), supporting the management of proposals for activities and programmes of work in collaboration with AIIHPC.

Membership of the Committee:

The SSC will comprise of:

- Chair and Vice Chair selected by nomination from members of the PCRN and will be subject to the approval of the Council of Members.
- One representative from each of AIIHPC's academic members, nominated by their organisation. Members should ensure that eligibility criteria are met. The representative will be proposed and seconded by the Chair and Vice Chair of the SSC.
- Two representatives from AIIHPC's hospice members (one from Northern Ireland and one from the Republic of Ireland)
- One Palliative Care Consultant (with an interest in palliative care research)
- Two members of the Voice4Care
- One representative from each of the health funding organisations (Health Research Board and Public Health Agency Research and Development Division)
- Other members as nominated by the SSC
- AIIHPC Director, AIIHPC Programme Manager for Research and PCRN Project Manager will be in attendance

The role of the Chair and Vice Chair is to represent the views of the PCRN at the SSC meetings. Committee members have collective responsibility for overseeing the operation of the committee. Decisions will be made collaboratively as a committee and by way of simple majority. However, in situations where there is a tied vote, the Chairperson will have a casting vote.

Appointments to the Committee will be made for a three-year period and will be subject to review at the end of the period. The Council of Members may extend an individual appointment for a further 3-year period.

The PCRN SSC will report to and be accountable to the Council of Members on an ongoing basis.

Roles and Responsibilities

- Develop the strategic plan for the PCRN, ensuring that it is aligned to AIIHPC's overall strategy and guided by the research priorities for palliative care. In turn, AIIHPC will support the development and implementation of the plan
- Formulate and support the implementation of an action plan for the roll-out of the agreed research strategy with deliverables
- Encourage strategic partnerships, enabling the PCRN to have formal partnerships with other bodies (e.g., health funding organisations)
- Oversee the addition and/or expansion of the PCRN with new researchers and research teams (including reviewing membership applications for eligibility)
- Develop and evaluate calls for research capacity building and/or other research opportunities in conjunction with AIIHPC, funders, and people with life limiting conditions and their carers
- Oversee the coordination of capacity-building, leadership dissemination and knowledge transfer efforts across the PCRN
- Contribute to the ongoing strategic development and sustainability of research across AIIHPC's Research Work Activity (e.g., oversee AIIHPC seeking opportunities for PCRN members to influence and inform policy and strategy in palliative care in both jurisdictions on the island of Ireland)

Members of the SSC will commit to:

- Attending scheduled SSC meetings either in person or via zoom conference (if a member cannot attend, they can email written submissions for points of information and discussion at the meeting)
- Attending one face-to-face meeting per year; other meetings members can attend in person or via zoom (as appropriate)
- Attending a minimum number of two (50%) meetings per year
- Supporting and promoting the PCRN as an all-Ireland multidisciplinary and international research collaborative
- Sharing communications and information across PCRN members and to their representative organisations
- Making timely decisions and taking action
- Notifying members of the SSC, as soon as possible, if any matter arises which may be deemed to affect the development of the PCRN

Members of the SSC will expect:

- to be provided with complete, accurate and meaningful information in a timely manner
- to be given reasonable time to make key decisions
- to be alerted to potential risks and issues as they arise
- open and honest discussions
- a schedule of meetings for the year circulated in advance (to accommodate travel to meetings, meetings will be scheduled between late morning and early afternoon)

Meetings

- The frequency of Meetings will be agreed and scheduled on a yearly basis and further meetings may occur as and when required.
- All meetings will be chaired by SSC Chair, or if not available, the Vice Chair
- A meeting quorum will be 40% of the members of the SSC
- Meeting organisation and agenda minutes will be provided by the Secretary of the PCRN, the PCRN Project Manager, this includes:
    - Organising the SSC meetings on a quarterly basis
    - Preparing agenda and supporting papers before the meeting
    - Preparing minutes and circulating post meeting

The Terms of Reference may be amended or modified in writing after consultation with the SSC members and following approval being given by the Board of Directors.

Education and Practice Committee

The Education and Practice Committee is responsible for advising AIIHPC on its work programme areas and priorities relating to palliative care Education and Practice in its broadest sense including:

- Education initiatives incorporating the PC Education Network, supporting development of online learning and related innovative education delivery mechanisms, supporting members in the areas of undergraduate, postgraduate and CPD for professions related to palliative care
- Raising awareness of the benefits of palliative care including delivery of the annual Palliative Care Week
- The Palliative Hub and its component sites

- Support for practice developments and implementation to support palliative care professionals

The specific remit of AIIHPC's Education and Practice Committee is to:

- To ensure that education and practice related strategic objectives are met
- To drive AIIHPC's cross cutting themes through the education and practice related work programme areas
- To review and evaluate education and practice related, activities and outcomes
- To ensure that an all-Island and inclusive focus is maintained
- To profile AIIHPC and to assist with its communication strategy
- To assist and inform decision making of AIIHPC's Council of Members.

The Education and Practice Committee will meet on a 2 monthly basis, normally some weeks in advance of scheduled Council of Members meetings or more often as required.

Proper records of all such meetings shall be maintained on an ongoing basis.

Meetings may be held in person or electronically as circumstances may warrant.

The Education and Practice Committee will report to and be accountable to the Council of Members on an ongoing basis.

Structure of the Education & Practice Committee

This Committee will consist of up to maximum of 6 members as follows:

- Four Council of Members' member/nominees from AIIHPC's academic and service providers members with an interest in education and practice development. Two will be from the Republic of Ireland and two from Northern Ireland.
- The Chairperson of the Committee will be appointed from amongst its members by the Council of Members
- Two members from voluntary and statutory organisations with a strong interest in education and practice developments within palliative care
- The Director of the Institute and Programme Manager for Education will also be in attendance.

Policy and Strategy Review Committee

The Policy and Strategy Committee is responsible for advising AIIHPC on its policy work programme including consideration of current and emerging policy relating to palliative care and wider health care developments in the Republic of Ireland and Northern Ireland and internationally including at a EU level. Its overarching aim is to ensure that AIIHPC strategically positions itself to support the health care systems across both jurisdictions on the island of Ireland to meet the needs of people with life limiting conditions and their families. The Committee will also support the Institute by horizon scanning for opportunities and developments related to the Institute's work covering all elements of health care, community development and the all-island agenda.

The specific remit of AIIHPC's Policy and Strategy Committee is to:

- To ensure that policy related strategic objectives are met
- To drive AIIHPC's cross cutting themes through the policy work programme
- To review and evaluate policy related, activities and outcomes
- To ensure that an all-Island and inclusive focus is maintained

- To profile AIIHPC and to assist with its communication strategy
- To assist and inform decision making of AIIHPC's Council of Members

The Policy and Strategy Review Committee will meet on a 2 monthly basis, normally some weeks in advance of scheduled Council of Members meetings or more often as required.

Proper records of all such meetings shall be maintained on an ongoing basis.

Meetings may be held in person or electronically as circumstances may warrant.

The Policy and Strategy Review Committee will report to and be accountable to the Council of Members on an ongoing basis.

Membership of the Committee

This Committee will consist of up to maximum of 4 members as follows:

- Two Council of Members' member/nominees with an interest in policy developments relating to palliative care. One will be from the Republic of Ireland and one from Northern Ireland.
- The Chairperson of the Committee will be appointed from amongst its members by the Council of Members
- Two members from voluntary and statutory organisations with a strong interest in policy developments within palliative care
- The Director of the Institute and Programme Manager for Policy and Practice will also be in attendance.

4. Director of AIIHPC

The Director of AIIHPC is accountable to the Board of Directors and will report to the Chairperson and/or another nominated representative.

Role of Director

The Director will play a lead role in the leadership, management, coordination and development of AIIHPC'S work programmes and initiatives in Hospice and Palliative Care on the island of Ireland.

Director's Key Responsibilities

The Director's key responsibilities will be as summarised below:

1. To lead the Institute, including delivering on its vision, strategic objectives and core activities.
2. To effectively manage all AIIHPC resources, including supervising the work of its staff to ensure that the goals and objectives can be met, as determined by the Council of Members.
3. To coordinate a whole systems approach to policy and practice within the Hospice and Palliative Care environment on the island of Ireland.
4. To develop and promote the profile of the Institute both in the island of Ireland and on an international basis.
5. 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.
6. To develop and manage relationships with all key stakeholders.
7. To manage all communications and to develop media relations on behalf of the Institute.
8. To develop and implement work programmes for 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 Board of Directors, Council of Members and such other Committees as may be required on an ongoing basis

More detailed information on the role of the Director of AIIHPC is as outlined in their Job Description and this may be changed from time to time in line with prevailing circumstances.

Appendix1: Expert Collaborators

AIIHPC's Expert Collaborators are a panel of leading national and international collaborators, all of whom add value to the work of the Institute. The Expert Collaborators have a wide range of experience and expertise in the area of palliative care and offer guidance and advice to the Institute.

Dr Willian Brietbart, *Chairman, Department of Psychiatry and Behavioural Sciences, Memorial Sloan-Kettering, New York*

Professor Eduardo Bruera. *Department Chair, Department of Palliative, Rehabilitation and Integrative Medicine, Division of Cancer Medicine, University of Texas MD Anderson Cancer Centre, Houston TX*

Dr Anthony Byrne, *Director and Thematic Lead Rehabilitation and Cachexia, Marie Curie Palliative Care Research Centre, Cardiff University*

Professor John Ellershaw, *Honorary Professor, School of Medicine, University of Liverpool, Director, Marie Curie Palliative Care Institute Liverpool, Medical Director, Marie Curie Hospice Liverpool, Directorate of Palliative Care, Royal Liverpool University Hospitals*

Dr Robin Fainsinger, *Professor Oncology, Department of Oncology, University of Alberta*

Professor Irene Higginson, *Professor Palliative Care and Policy, Vice Chair (Research) Florence Nightingale Faculty of Nursing, Midwifery and Palliative Care and Director, Cicely Saunders Institute, at King's College London.*

Ms Avril Jackson, *Social Media Lead and Editor of European Association of Palliative Care (EAPC)*

Professor Stein Kaasa, *Professor of Palliative Medicine, Institute of Cancer Research and Molecular Medicine, Science and Technology, Trondheim Faculty of Medicine, Norwegian University of Science and Technology, Trondheim*

Professor Rose-Anne Kenny, *Professor of Gerontology, at Trinity College Dublin*

Professor Michael King, *Professor of Primary Care Psychiatry, Division of Psychiatry, Faculty of Brain Sciences, University College London*

Dr Suresh Kumar, *Director, Institute of Palliative Medicine, WHO Collaborating Centre for Community, and Palliative Care Clinical Medical College, Calicut, India*

Professor Peter Lawlor, *Associate Professor, Division of Palliative Care, University of Ottawa, Clinical Investigator, Bruyére & Ottawa Hospital Research Institutes, Medical Director, Palliative Care Unit, Bruyére Continuing Care*

Professor Mari Llyod-Williams, *Honorary Consultant in Palliative Medicine, Institute of Population Health, University of Liverpool*

Professor Sheila Payne, *Professor, International Observatory on End of Life Care, Faculty Health & Medicine, Lancaster University*

Dr Jose Pereira, *Director Research, The College of Family Physicians of Canada, Professor Department of Family Medicine, University of Ottawa/Professor and Director, Division of Palliative Medicine, McMaster University Scientific Officer, Pallium Canada.*

Professor Lukas Radbruch, *Chair of the Department of Palliative Medicine at the University Hospital Bonn and at Maltese Hospital Bonn/Rhein-Sieg*

Dr Susie Wilkinson, *Advisory Board Member Dimbleby Cancer Centre, Advisor to Northern Ireland Cancer Network, International Liaison Lead for the Marie Curie Palliative Care Institute Liverpool, Department of Molecular & Clinical Cancer Medicine, University of Liverpool*

Appendix 2:

Council of Members

	Name	AIIHPC Roles
1	Fintan Fagan CEO, St. Frances Hospice	Chair Council of Members *Council of Members member*
2	Mary Nash Chief Executive, Galway Hospice Foundation	Vice-Chair Council of Members (ROI) *Council of Members member*
3	Trevor McCartney Chief Executive Office, Northern Ireland Hospice	Vice-Chair Council of Members (NI) *Council of Members member*
4	Colin McMullan Interim Director of Adult Community, Older People's Services and Allied Health Professionals, Belfast Health & Social Care Trust	*Council of Members member*
5	Dr Mary Nevin Assistant Professor of Nursing School of Nursing & Human Sciences, DCU	*Council of Members member*
6	Liz Cuddy CEO, Evora Hospice Care	*Council of Members member*
7	Oonagh O'Keeffe, Interim Night Nursing Manager, Irish Cancer Society	*Council of Members member*
8	Donall Henderson CEO, Foyle Hospice	*Council of Members member*
9	Paula O'Reilly Chief Executive, Irish Hospice Foundation	*Council of Members member*
10	Kerry McLaverty Chief Executive, LauraLynn Children's Hospice	*Council of Members member*
11	Paula Heneghan, Associate Director of Strategic Partnerships and Service, Marie Curie	*Council of Members member*
12	Dr Karie Dennehy Palliative Medicine Consultant, Marymount University Hospital and Hospice	*Council of Members member*
13	Martina Jennings, CEO, Mayo Roscommon Hospice Foundation	*Council of Members member*
14	Joe Whelan Midlands Palliative Care Alliance	*Council of Members member*
15	Mary O Brien Chief Executive Officer, Milford Care Centre	*Council of Members member*
16	Diane Spence Divisional Director Community Care, Northern Health & Social Care Trust	*Council of Members member*

17	Nuala Ginnelly, Hospice Manager, North West Hospice	*Council of Members member*
18	Mary Flanagan Interim Chief Executive Officer, Our Lady's Hospice & Care Services	*Council of Members member*
19	Sandra Aitcheson Assistant Director, Nursing Adults and Older People, Public Health Agency	*Council of Members member*
20	Prof Joanne Reid Chair of Cancer and Palliative Care, School of Nursing and Midwifery, Queen's University of Belfast	*Council of Members member*
21	Prof Mark White Executive Dean, Faculty of Nursing & Midwifery Royal College of Surgeons in Ireland	*Council of Members member*
22	David Robinson Director of Primary Care, Older People and Executive Director of Nursing, South Eastern Health & Social Care Trust	*Council of Members member*
23	Catherine Sheeran Assistant Director for Enhanced Services, Southern Health & Social Care Trust	*Council of Members member*
24	Rebecca Crothers Lecturer in Nursing, Ulster University	*Council of Members member*
25	A/Prof Michael Connolly Lecturer/Assistant Professor, UCD School of Nursing, Midwifery and Health Sciences, University College Dublin	*Council of Members member*
26	A/ Professor Bridget Johnston Assistant Professor, School of Nursing & Midwifery, University Trinity College Dublin	*Council of Members member*
27	Maura O'Neill Interim Director of Community & Older People's Services, Western Health & Social Care Trust	*Council of Members member*
28	Celia Kenny	Voices4Care Member
29	Vacancy	Voices4Care Member