APM Strategy 2026 - 2028

The Association for Palliative Medicine

‘World class, evidence based and equitable palliative care’

Association for Palliative Medicine

Foreword

I am immensely proud to introduce the Association for Palliative Medicine's new Strategic Framework. This document arrives at a truly critical point for our specialty. Palliative medicine has never held a higher public or political profile, yet our clinicians simultaneously face some of the most profound challenges in the history of modern healthcare.

Our modern healthcare landscape is defined by rapid population ageing, increasingly complex multi-morbidities, and shifting socio-political dynamics. As an Association, we have listened closely to our membership of more than 1600 people. This framework is our direct response—a proactive roadmap built to focus our resources where they will have the greatest impact, support our members, and champion the right of every individual to receive high-quality, equitable palliative care.
To deliver on this vision, our strategic priorities over the coming years focus on four core pillars:



- **Workforce Capacity and Resilience:** We will aggressively campaign for sustainable staffing models, ensuring that Specialty and Associate Specialist (SAS) doctors, International Medical Graduates (IMGs), and trainees are fully integrated, supported, and empowered.
- **Equity, Diversity, and Inclusion (EDI)**: We are committing to structured EDI reflection tools and inclusive practices that ensure our Association mirrors the diverse communities we serve.
- **Standards and Quality Improvement:** We will continue to drive evidence into clinical practice, encouraging validated quality improvement (QI) tools and expanding research competency across all palliative care settings.
- **Strategic Advocacy and Accountability:** We will hold policymakers and commissioners to account. True success means shifting funding structures to secure universal, fully funded, 24/7 specialist and generalist palliative care across all settings.

A strategic framework is only as strong as the community that brings it to life. I want to extend my deepest gratitude to our Board of Trustees, our committees, our strategic partners, and most importantly, our members, whose daily dedication inspires this vision.
High-quality palliative care not only honours the dignity of dying people but fundamentally strengthens the entire healthcare system. We cannot afford to let this moment pass. Together, we will ensure that our specialty remains resilient, inclusive, and equipped to deliver the universal care that patients and their families so urgently deserve.

President, Association for Palliative Medicine of Great Britain and Ireland



Our Vision & Mission

‘World class, evidence based and equitable palliative care’

Evolving the specialty through:

Influencing

Collaborating with partners to inform debate and influence policy

Developing

Supporting members to develop themselves and others

Improving

Championing excellence through research, innovation and quality improvement



Our Values

Aspirational

Driving the specialty forward with innovation and ambition

Collaborative

Working with each other and our partners to achieve shared goals

Empowering

Supporting members to develop their full potential and that of the specialty

Inclusive

Valuing the diversity of people's backgrounds, roles and views

Courageous

Doing what is right, even when it is uncomfortable

Accountable

Taking responsibility for our actions and decisions

Sustainable

Using resources wisely for the benefit of current and future members



Strategic Aims

The below strategic aims set out the APM's clear priorities, with measurable objectives designed to deliver meaningful and sustainable impact.

Promote and support continuous Education and Training across our membership

Create a structured, supportive and inspiring career development pathway for doctors within palliative care

Promote capacity, capability and resilience of the medical workforce within palliative care



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The below strategic aims set out the APM's clear priorities, with measurable objectives designed to deliver meaningful and sustainable impact.

Develop future leadership within palliative care

Act to influence national policy and legislative changes

Drive and champion continuous quality improvement across palliative care



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The below strategic aims set out the APM's clear priorities, with measurable objectives designed to deliver meaningful and sustainable impact.

- Drive and champion evidence into practice
- Maintain financial stability
- Develop the resilience, capability and capacity of the APM to deliver on its objectives, through inclusive and transparent ways of working
- Improve communication across the APM

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