



Hospice Leadership and Management Development Programme

A bespoke programme for Hospices.

Programme Content

Programme Launch (half day)

The programme will launch with group introductions and information exchange. Following this the topics to be covered, and the work-based project will be presented.

Attendance of the Launch is a mandatory requirement to ensure a solid foundation of understanding is set, enabling the best outcomes for participants.

Learning Modules (half days)

Module no	Title	Topics to be covered
1	The Hospice Landscape Project Management	<ul style="list-style-type: none"> • Explore the health and care environment • Discuss the challenges within the Hospice sector • Take a look at the principles of Project management skills including how to demonstrate impact and Return on Investment (ROI) • Sustainability
2	Change Management	<ul style="list-style-type: none"> • Changes in the healthcare setting • What happens when change is/is not managed • Exploring theories of change management • The steps involved in managing a change in practice
3	Challenging Performance	<ul style="list-style-type: none"> • Why having challenging conversations is challenging • Barriers to having effective conversations • The science of feedback • Mindsets • Tools for giving feedback • Preparing to give feedback/have difficult conversations • Having performance conversations with difficult people
4	Delegating Effectively	<ul style="list-style-type: none"> • Barriers to delegating • The importance of making time • Tools for making time • Who to delegate to Skill/will • The delegation ladder • Growth mindsets
5	Motivating Others	<ul style="list-style-type: none"> • Styles of influencing (formal vs informal; push v pull) • How to start a movement – Derek Sivers • Situational leadership • Coaching skills and powerful questions
6	Resilience	<ul style="list-style-type: none"> • Personal resilience profile • The isolation of your role • Work life balance • Supporting others/teams • Tools and tips to use to help build resilience in self and others

Pre Meetings

Prior to the commencement of the programme. An informal meeting to set out expectations and answer any questions. Participants and their Line Manager/Sponsor should attend.

Forums

During the programme. Groups which bring the group together to discuss issues relating to the material covered in the modules and progress the work-based project.

1:1 Tutorial

Prior to Graduation. An opportunity to discuss your Work-based Project.

Work-based project

Each participant will create their own work-based project related to their leadership development and report on outcomes for themselves, colleagues, patients/carers and their organisation.

Programme Graduation

An invitation event where participants can celebrate their achievements from the programme and present the outcomes of their project to the relevant senior leadership and Trustees of the partnership organisations (and any other relevant stakeholders).

Benefits**Increased Skills**

Modules will develop the key skills to allow you to be an effective, successful leader.

Networking

Mixed cohorts allow for sharing of best practice across organisations and increased networking to build a group of peers

Impact

Modules and work-based projects offer an opportunity to enhance self-awareness and understand your impact. They allow co-coaching and mutual support for learning.

Practical Application in your Workplace

Projects provide a unique way of maximising the application of learning, embedding learning into to the organisation through a mutually agreed plan.

Return on Investment

Projects and graduation presentations on achievements ensure that the return on investment and/or quality improvement initiatives can be tracked and evaluated

Virtual Course

There are a number of activities that will be asked of delegates in order to facilitate the virtual nature of the course.

Introduction Video

Each participant will be asked to pre-record a short “resume” to introduce themselves to the group.

Virtual Tour

Opportunities for a “virtual” tour of each hospice will be given after each session. Individuals from a hospice will be collectively asked to give or arrange one of these tours. It is anticipated this will be a pre-recorded video that can be played to the group, with a short Q&A session facilitated by the “host” hospice delegates.

Padlet

Learning will be available via the online platform “Padlet”.

Technology

The course will run via Zoom and Microsoft Teams. Participants should have access to either a computer or laptop. An ipad maybe used but may limit the functionality. You will need a microphone webcam for vision and compatible browser, you do not need a zoom subscription to participate in the meeting.

This course is **not** suitable to be accessed via a mobile phone.

Participants must access the programme in a private area where they are not overlooked or overheard to maintain the confidentiality of all participants.

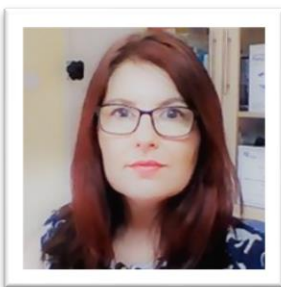
Learning Etiquette

A separate learning etiquette pro-forma must be agreed and adhered to.

Course Leaders

Rachael Lewis

Course developer and Module Leader



Award winning Business and Coaching Psychologist, Rachael Lewis, has almost 30 years’ experience of developing business leaders.

She combines expert understanding of psychology, a talent for bringing the best out of people, and the ability to quickly understand the context of any given sector.

She is an inspirational speaker and facilitator and is skilled at creating a safe space where people can grow.

Rachael is a fully Registered and Chartered Psychologist with the HCPC, an Associate Fellow of the British Psychological Society and a member of the Special Group for Coaching Psychology. She is also a Founder Member of the Association for Business Psychologists and a published author.

Her collaboration with EOLP has resulted in a unique, high impact course that is setting a new Gold Standard for aspiring leaders in the end of life and palliative care sector.

Lorraine Dunn
Local Area Co-ordinator



As a Locality Lead for EOLP Lorraine leads in the development, coordination and facilitation of palliative and end of life care education and training across East Cheshire. She also leads a team of Practice Educator Facilitators and supports them in their delivery of education and training.

She is a qualified nurse by background and has specialised in palliative and end of life care for 20 years. She has previously worked as a Lecturer in palliative and end of life care at the Douglas Macmillan Hospice, Stoke and Wolverhampton University.

She has supported and co-facilitated the design, development and delivery of the Hospice leadership and management programme. In addition, she is also a facilitator of Advanced Communication Skills training for EOLP. She holds a Master's in Education and is passionate about supporting continued professional development.

Terms

The fee for delegates is **£1100** inclusive of VAT. Full payment is required prior to commencement on course.

Early Bird Offer

An introductory offer of £995 inclusive of VAT is offered to anyone signing up by:

Cohort 1: 1 September 2024

Cohort 2: 1 December 2024

Invoicing

The full cost of the programme will be invoiced on acceptance of candidate. Invoices are payable within 30 days from the date of the invoice and once started the full cost of the course is payable.

Cancellations

Full payment is required prior to commencement of the course, no refunds will be given.

Prior to the course, if you are unable to take your place, a substitute may take your place on the programme, subject to a minimum of 1 weeks' notice of the change being given.

Ownership & Copyright

Any materials created, developed, designed or devised by Envision and/or The End of Life Partnership in performance of services to a company will be assigned absolute copyright to envision. Envision and/or The End of Life Partnership may grant a license to the company for their use of such materials.

Confidentiality

All information gathered about individuals during the course of a project will be held in confidence and will only be shared with in the agreed manner with the persons named in the original agreement for the stated purposes of the project. Profiles, scores and raw data cannot be shared with unqualified users. Information can only be shared with other parties and for other purposes with the written consent of the individual. All information shall be kept securely for 1 year and will then be destroyed.

Commercial Sensitivity

Envision and The End of Life Partnership will adhere to the highest standards of confidentiality and sensitivity regarding proprietary client information gathered as part of a proposal or project. Envision and The End of Life Partnership does reserve the right to share any of its own copyrighted materials with other organisations.