



Leadership and Management Development Module.

**A bespoke, fully embedded and facilitated
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, creation of an action learning set and the work based project will be presented.

Learning Modules (half days)

Module no	Title	Topics to be covered
1	Challenging Performance	Assertiveness; Having difficult conversations;
2	Delegating Effectively	Situational Leadership (who to delegate to, when and how) The art of Effective Delegation
3	Motivating others	How to motivate and develop others; Coaching skills & Giving feedback
4	Keeping Resilient	Your personal resilience profile Work life balance Supporting Others

Facilitated Action Learning (half days)

Half days which will bring the group together to discuss issues relating to the material covered in the modules and progress the work-based project.

1:1 tutorials

An opportunity to discuss your project and any concerns you may have with your designated facilitator

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 the organisation.

Programme Graduation

An invitation event where participants can celebrate their achievements from the programme and present the outcomes of their projects to the relevant senior leadership and Trustees of the partnership organisations (and any other relevant stakeholders). The exact format of this will be confirmed but is likely to include a pre-corded video from each setting.

Benefits

1. Mixed cohorts allow for sharing of best practice across organisations and increased networking
2. Launch provides an opportunity to enhance self- awareness and understand their own impact
3. Projects and action learning provide maximisation of application of learning to the organisation
4. Facilitated action learning increases co-coaching and support for learning participants resulting in a learning community
5. Project and graduation ensures that the return on investment can be tracked and evaluated

Key Information

Launch

This session is designed to help you get the best out of this learning programme. The programme has been designed with best practice learning principles to help you develop the skills and confidence that you need to become an effective leader within a hospice setting.

At the launch we will look at;

1. Meeting our facilitators and learning about the design of the programme.
2. Taking time to get to know each other so that we can become a learning community. In our experience of leadership programmes, those participants who are given the opportunity to create a learning community, go on to support each other long after the programme has finished.
3. Finding out more about what being part of the programme involves and an outline of timescales.
4. Preparing you with some of the key leadership skills you will be practicing and embedding throughout the programme.
5. Getting familiar with the online environment and shared resources.
6. Thinking about how you will make best use of the reflective practice materials and learning reviews to support your own development and improve organisational performance.
7. Identifying some development goals for yourself.
8. Beginning to understand how we will all work together, to help everyone get the best from the programme.

Module 1: Challenging Performance

In this module we will focus on the following issues:

- Understanding real performance issues you face
- Remind you how to set clear goals and expectations
- Identify some of your internal barriers to having challenging conversations and get your mindset right
- Practice using some tools for delivering tough feedback
- Learn how to prepare for a real difficult performance conversation
- Review your learning and action plan with your learning buddy

Module 2: Delegating Effectively

Delegating effectively is NOT just about your own time management but is also about developing and engaging those who work for you; balancing the team load; and holding people to account.

This module will look at:

- Why we find it difficult to delegate
- What we should be delegating
- How to delegate effectively depending on the person
- Action planning

Module 3: Motivating & Developing Others

This module will look at:

- Why we find it difficult to motivate and develop others
- The benefits of motivating & developing others
- How to hold coaching conversations that will enable you to motivate & develop others
- Action planning

Module 4: Keeping Resilient

Keeping yourself resilient is really important when you are trying to maintain resilient teams and a resilient organisation.

This module will look at:

- What is resilience?
- How to keep yourself resilient
- How to build resilient teams
- Action planning

Dates and Venues

Students must attend each session in order to graduate.

Cohort 5

Pre-Course interview

This short, informal interview will take place on during the weeks commencing 20 and 27 June 2022 for each candidate. (Other dates available by arrangement)

Technology Overview

A chance for delegates to join a meeting for an overview of Zoom and Moodle. At delegates discretion.

Dates

Date	Time	
Wednesday 22 June 2022	11:30 – 12:30	Technology Overview Zoom and Moodle session.
Monday 4 July 2022	Full Day 09.30 – 12.30 13.30 – 16.30	Launch Module 1
Friday 29 July 2022	Full Day 09.30 – 12.30 13.30 – 16.30	Module 2 Action Learning Set
Wednesday 28 September 2022	Full Day 09.30 – 12.30 13.30 – 16.30	Module 3 Action Learning Set
Wednesday 12 October 2022	Full Day 09.30 – 12.30 13.30 – 16.30	Module 4 Action Learning Set
Week commencing 22 October 2022	To be arranged by student	1:1 support at delegates discretion
Tuesday 8 November 2022	Full Day 09.30 – 12.30 13.30 – 16.30	Action Learning Set Graduation Note : please pass this date to your manager/s and key people in order they can join the event.

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.

Moodle

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

Technology

The course will run via zoom. 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.

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, Rachel 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.

Rachel 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.

Mary Buttle
Education Lead
EOLP



Mary is the Education Lead for the EOLP and oversees the education and training that the EOLP delivers whilst considering strategies and approaches that ensure the organisation is responding to current needs and working with partners.

Mary is a registered nurse with many years of experience working in oncology and in palliative and end of life care. She has complemented her BSc (Hons) in Palliative Care and previously worked as a Lecturer in palliative and end of life care at the Douglas Macmillan Hospice, Stoke and Wolverhampton University. In addition, she is also a facilitator of Advanced Communication Skills training for EOLP.

Lorraine Dunn
Local Area Co-ordinator
EOLP



As a Locality Coordinator for EOLP Lorraine leads in the development, coordination and facilitation of palliative and end of life care education and training across East Cheshire.

Lorraine is a qualified nurse by background and has specialised in palliative and end of life care for 15 years. She has previously worked as a Lecturer in palliative and end of life care at the Douglas Macmillan Hospice, Stoke and Wolverhampton University and has supported the delivery of in-house leadership and management training.

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.

Theresa Taylor
Educator
EOLP



Tessa Taylor is a registered nurse and has worked in the field of Palliative and End of Life Care for 23 years including 22 years at Douglas Macmillan Hospice. She has complemented her BSc in Palliative Care with an MSc in Pain Management.

Her current role as Practice Educator supports healthcare practitioners deliver evidence based care to attain the best possible patient journey. In addition, she is also a facilitator of Advanced Communication Skills training for EOLP. She has worked with Rachael on previous cohorts of the course to support the Action Learning Sets that form an integral part of this course.

Terms

The fee for delegates (outside of EOLP and local Hospice Learning and Development Group) is the **£850** inclusive of VAT. Full payment is required prior to commencement on course.

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

To reflect our joint commitment to projects cancellation charges will be applied as follows:

Less than 29 days	100%
29 – 45 days	50%
46 days and over	0%

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.