Hospice UK is delighted to be launching this new Strategic Leadership Programme for our members. It is a bespoke programme created in partnership between Hospice UK and The Westcott Group.

The programme is designed to support hospice leaders with the desire and energy to make change happen. This includes hospice chief executives, senior managers and those who head up service delivery.

Strengthening the leadership of hospice care is one of five key steps identified by the Commission into the Future of Hospice Care to ensure that hospices are fit for the future. The Commission final report highlights:

“the importance of developing leadership for a new era in order that hospices can serve as major players and influencers within the larger health and social care system and in local communities.”

The landscape for hospice leaders is complex and challenging. The majority of hospices have seen their statutory funding remain static or even fall. The demand for end of life care is predicted to increase significantly in future. The NHS and local authorities are urging local leaders to develop end of life care systems that are integrated, accessible, systematic and responsive to the needs of the dying, their loved ones and the bereaved.

To meet these challenges, hospice leaders need a coherent story about the role of hospices in the future, the capacity to develop new systems of care and the ability to lead complex change.

This six-day programme is delivered in three intensive two-day sessions on 12 and 13 September, 20 and 21 October, and 8 and 9 December 2016.

The Strategic Leadership Programme is part of Hospice UK’s Leadership and Management Development Programme.
What does the programme offer you?

The Strategic Leadership Programme will enable you to consider the role of hospices in the emerging world of integrated and devolved health and care systems.

It will equip you to forge new strategic partnerships and to work collaboratively in creating new systems of care.

You will hone your personal leadership skills to effectively engage others in improving care.

It will increase your confidence and strengthen your capacity to make change happen.

You will become part of a leadership network with the shared knowledge and skills to develop the local and national end of life landscape.

How will the programme achieve this?

The programme is varied and highly interactive. You will participate in a range of activities to deepen your strategic insight, enhance your understanding and develop your leadership expertise. You will learn about new theories, frameworks and models and take part in workshops to acquire new practical skills.

Throughout the programme, your learning will be enhanced by conversations and connection with your fellow participants - individually and in small and large groups.

You will have opportunities to reflect on the application of what you have learnt and to experiment with your learning in your own environment.
What does the programme cover?

The programme outline shows you the kinds of work that we will be doing:

<table>
<thead>
<tr>
<th>Monday 12 September</th>
<th>Tuesday 13 September</th>
<th>Thursday 20 October</th>
<th>Friday 21 October</th>
<th>Thursday 8 December</th>
<th>Friday 9 December</th>
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<tbody>
<tr>
<td>Establishing our Community</td>
<td>Developing co-consulting skills</td>
<td>Understanding organisations and systems particularly in end of life care</td>
<td>Developing the skills to influence and change end of life care</td>
<td>Using stories, evidence and data to support change</td>
<td>Exploring the progress we have made in our own projects and goals</td>
</tr>
<tr>
<td>Exploring the national landscape of end of life care</td>
<td>Exploring the delivery of end of life care in our own patch</td>
<td>Learning about how we can work well in groups</td>
<td>Developing the personal impact to lead change</td>
<td>Developing the skills to manage conflict</td>
<td>Considering the different ways of working to engage our colleagues, partners and communities</td>
</tr>
<tr>
<td>Exploring the ways in which we like to behave and how we engage with others</td>
<td>Establishing our own change projects and our own development goals</td>
<td>Understanding how to make change happen</td>
<td>Using our personal impact to lead change</td>
<td>Holding conversations that are crucial to better end of life care</td>
<td>Exploring what we have learnt and how we can sustain our impact in changing end of life care</td>
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</tbody>
</table>

On 12 September, 20 October and 8 December the programme includes an evening meal for the whole group with speaker/facilitators.

On 8 December we will be joined by Tracey Bleakley, CEO of Hospice UK for a discussion on the future of hospice care.
The programme delivery team

This is a bespoke programme created by Hospice UK and The Westcott Group.

The Westcott Group is a team of consultants with vast experience of developing leaders, teams, organisations and systems. Individually, they have designed, directed and delivered thousands of leadership, team and organisational development interventions for a wide variety of board members, chief executives, senior managers and clinical leaders from health, social care and the third sector.

The team combines extensive experience in leadership development, expertise in developing personal effectiveness and a deep understanding of the strategic challenges for end of life care. Between them they have worked for the King’s Fund, the NHS Leadership Academy, the Health Service Management Centre, Hay Group, Marie Curie, Macmillan Cancer Support, Together for Short Lives, the Alzheimer’s Society, London Lighthouse and numerous health and social care organisations in the statutory and voluntary sectors.

Your programme will be delivered by:

**Judy Taylor**

Judy is an NHS Leadership Academy faculty member and was a senior consultant in leadership development at the King’s Fund for 20 years. She has delivered countless clinical and managerial leadership programmes including to Macmillan Cancer Support and Together for Short Lives.

**Steve Dewar**

Steve has led research, innovation and policy at the King’s Fund, Marie Curie, and the Alzheimer’s Society. Steve was part of the team behind the Commission into the Future of Hospice Care. More recently, he helped develop the national Ambitions Framework for End of Life Care for England.

**Janet Wilson**

Janet is an executive coach and President of the UK Chapter of the International Coaching Federation. She is an experienced leadership development facilitator working with senior leaders in small and large groups from across the sectors.

**John Harries**

John is an organisational development consultant. He has worked for a number of technology companies most recently as Director of Health and Life Sciences for Samsung Electronics Europe. He has vast experience of making change happens in complex organisations.

**Amanda Wilshire**

Amanda is a theatre company director who also designs and delivers personal impact and communication workshops for senior leaders. She is passionate about helping people re-discover their natural communication skills to engage, persuade and transform others.

For more information visit [www.thewestcottgroup.com](http://www.thewestcottgroup.com)
Where and when does the programme run?

The Strategic Leadership Programme takes place over three two-day sessions in Birmingham on:

- 12 and 13 September 2016
- 19 and 20 October 2016
- 8 and 9 December 2016

The programme venue is The Studio, 7 Cannon Street, Birmingham B2 5EP. This is a modern well-equipped venue in the heart of the city with excellent public transport links. See [www.studiovenues.co.uk](http://www.studiovenues.co.uk)

Timing

Day one of each session runs from 10.00am to 6.00pm (followed by dinner at 7.15pm)
Day two of each session runs from 8.30am to 5.00pm.

Price

The price is £850 (+VAT) per participant.
This includes all programme materials, lunch and refreshments on all six days, and three group dinners with speaker/facilitators.

How to book your place on the programme

You can book your place online at [www.hospiceuk.org/strategicleadership](http://www.hospiceuk.org/strategicleadership)

For more information contact Jean Hindmarch, Projects Director at Hospice UK: j.hindmarch@hospiceuk.org

Accommodation

You will need to arrange and pay for your own accommodation. To assist participants, a small number of rooms are available on a bed and breakfast basis at the Holiday Inn Birmingham City. To book call 0121 634 6200, select option one for reservations and quote the relevant code as listed below. These rooms can be booked on a first come, first served basis and are only available until four weeks before the night of stay. They can be cancelled up to 72 hours beforehand without charges. The cut-off dates for booking these rooms are below:

<table>
<thead>
<tr>
<th>Dates</th>
<th>Price per night ex VAT</th>
<th>Code to quote</th>
<th>Book by</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 and/or 12 September 2016</td>
<td>£78.33</td>
<td>D50</td>
<td>14 August 2016</td>
</tr>
<tr>
<td>19 and/or 20 October 2016</td>
<td>£99.17</td>
<td>H67</td>
<td>21 September 2016</td>
</tr>
<tr>
<td>7 and/or 8 December 2016</td>
<td>£100.00</td>
<td>H66</td>
<td>9 November 2016</td>
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Cancellation and substitution policy

The Strategic Leadership Programme is a six-day programme and by registering you will be signing up to attend all six days. It is important that you are able to commit to attending all six days to fully benefit from the programme.

- Cancellations made on or before 31 July 2016 will incur a £125 charge.
- No refunds will be available for cancellations made on or after 1 August 2016.
- If you have booked a place you may substitute another person to the programme before 9 September 2016 at no charge; however the person joining the programme must be of an appropriate level and position, and will be expected to attend all six days of the programme.
- It will not be possible to make substitutions after 9 September 2016.
- No refunds will be available for participants who are unable to attend one or more days of the programme.

Hospice UK is the national charity for hospice care, supporting hospice care providers throughout the UK. Registered charity in England & Wales No 1014851 and Scotland No SC041112. Telephone 020 7520 8200.