ABOUT THE STRATEGIC LEADERSHIP PROGRAMME

Hospice UK is delighted to offer the Strategic Leadership Programme to our members. It is a bespoke and proven leadership programme created in partnership between Hospice UK and The Westcott Group. Since launching in 2016, the programme has been highly evaluated by over 70 hospice leaders.

WE ARE NOW TAKING BOOKINGS FOR THE FOURTH COHORT, WHICH WILL TAKE PLACE FROM APRIL TO JULY 2018.

Strengthening the leadership of hospice care was 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 cites “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.” ('Future Ambitions for Hospice Care: Our Mission and Our Opportunity', Commission into the Future of Hospice Care, October 2013)

This dynamic development programme is for 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.

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.

This programme acknowledges this landscape and works to create the environment where a mixed group of hospice leaders can shape their response to these challenges, developing a coherent story about the role of hospices in the future, improving their capacity to develop new systems of care and their ability to lead complex change.

This is an eight-day programme delivered in three intensive residential modules on: 30 April to 2 May; 4 to 6 June, and 9 to 10 July 2018.
WHAT DOES THE PROGRAMME OFFER YOU?

The Strategic Leadership Programme will enable you to clarify 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.

It will enable you to hone your personal leadership skills to effectively engage others in improving care.

It will strengthen your capacity to make change happen.

Through the programme, you will become part of a leadership community and wider network with the shared knowledge and skills to develop the local and national end of life landscape.
“The diversity of hospice roles and geographical spread made the leadership programme an excellent ongoing resource for us.”

JO POLKEY, DIRECTOR OF CARE, NOTTINGHAMSHIRE HOSPICE
HOW WILL THE PROGRAMME ACHIEVE THIS?

Each module will give you the opportunity to develop different aspects of effective leadership that can be applied to the hospice and wider health and care environment, as well as looking at specific hospice challenges and developing your personal effectiveness.

The programme will introduce you to a wide range of tools and approaches. This will include an exploration of how to understand organisations, and the difficulties of managing change and shaping organisational culture. The programme will help you understand your own preferences in relation to change and consider new ways of building constructive relationships as well as organisational partnerships and collaborations.

Throughout the programme, you will develop the skills you need to engage local stakeholders in co-creating your hospice future. The programme is varied and highly interactive, and also provides opportunities for reflection and application. 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.

To ensure a focus on strategic issues, each module includes time for participants to share their understanding of the landscape of end of life care. The programme will encourage you to reflect on the strategy of your own organisation in this context and ask you to identify the leadership that may be necessary to deliver on that strategy.

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 be expected to experiment with your learning in between programme modules. To help with this approach, the programme will also include Action Learning Sets. These will give you the opportunity to discuss your local challenges in small groups so that you can decide how to apply your learning in order to find new ways of tackling these challenges.
“I found the strategic leadership programme incredibly energising, providing me with an opportunity to think strategically about the future of Katharine House Hospice, as well as the hospice sector more broadly.”

ANGHARAD ORCHARD, CHIEF EXECUTIVE, KATHARINE HOUSE HOSPICE, BANBURY
WHAT DOES THE PROGRAMME COVER?

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

<table>
<thead>
<tr>
<th>Monday 30 April</th>
<th>Tuesday 1 May</th>
<th>Wednesday 2 May</th>
<th>Monday 4 June</th>
<th>Tuesday 5 June</th>
<th>Wednesday 6 June</th>
<th>Monday 9 July</th>
<th>Tuesday 10 July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing our community</td>
<td>Understanding organisations and systems particularly in end of life care</td>
<td>Action Learning Sets</td>
<td>An investigation of different approaches to change</td>
<td>Understanding organisational culture</td>
<td>Honing influencing skills</td>
<td>Strengthening your ability to engage successfully in difficult conversations</td>
<td></td>
</tr>
<tr>
<td>Exploring the national landscape of end of life care</td>
<td>Exploring strategic challenges in end of life care</td>
<td>Action Learning Sets</td>
<td>Understanding how to make change happen</td>
<td>Mapping and engaging stakeholders</td>
<td>Engaging with conflict</td>
<td>Exploring strategic challenges in end of life care</td>
<td></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></td>
<td>Developing the personal impact to lead change</td>
<td>Exploring strategic challenges in end of life care</td>
<td>Exploring conflict and behavioural preferences</td>
<td>Exploring our programme learning</td>
<td></td>
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</table>

On Tuesday 1 May, Tuesday 5 June and Monday 9 July the programme includes an evening meal for the whole group.
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. 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 combine 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.

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.

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 happen in complex organisations.
“The programme run by the Westcott Group was excellent, a good balance of theory and practice, and some unique methods that helped me to reflect on my own qualities and ambitions as a leader. The programme benefited from the involvement of hospice leaders in a wide variety of roles across the UK, which brought some useful perspectives to the learning.”

MICHAEL CROWTHER, CHIEF EXECUTIVE, KIRKWOOD HOSPICE
**WHERE AND WHEN DOES THE PROGRAMME RUN?**

The Strategic Leadership Programme takes place over two three-day modules and one two-day module in central Birmingham on:

30 April, 1 May and 2 May 2018
4 June, 5 June and 6 June 2018
9 July and 10 July 2018

This year, following positive feedback about the value of developing strong relationships with fellow participants in an environment that allows for relaxed learning, we have switched to a residential setting. The learning and accommodation will all take place on one site at Conference Aston, Aston University, Birmingham.

### Timing

<table>
<thead>
<tr>
<th>Date</th>
<th>Module</th>
<th>Start and finish times</th>
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<tbody>
<tr>
<td>Monday 30 April</td>
<td>Module one, day one</td>
<td>9.15am – 6pm</td>
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<tr>
<td>Tuesday 1 May</td>
<td>Module one, day two</td>
<td>8.30am – 5.30pm, followed by group dinner at 7.30pm</td>
</tr>
<tr>
<td>Wednesday 2 May</td>
<td>Module one, day three</td>
<td>9am – 4.30pm</td>
</tr>
<tr>
<td>Monday 4 June</td>
<td>Module two, day one</td>
<td>9.15am – 6pm</td>
</tr>
<tr>
<td>Tuesday 5 June</td>
<td>Module two, day two</td>
<td>8.30am – 5.30pm, followed by group dinner at 7.30pm</td>
</tr>
<tr>
<td>Wednesday 6 June</td>
<td>Module two, day three</td>
<td>9am – 4.30pm</td>
</tr>
<tr>
<td>Monday 9 July</td>
<td>Module three, day one</td>
<td>9.15am – 6pm, followed by group dinner at 7.30pm</td>
</tr>
<tr>
<td>Tuesday 10 July</td>
<td>Module three, day two</td>
<td>8.30am – 4.30pm</td>
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These timings may be subject to minor changes.
Price

The price is £1,950 (+VAT) per participant.

This includes bed and breakfast at Conference Aston on five nights (30 April, 1 May, 4 June, 5 June and 9 July) plus all programme materials, lunch and refreshments on all eight days, and three group dinners with the Westcott Group facilitators.

How to book your place on the programme

You can [book your place online](#) on the Hospice UK website.

If you have any questions or for more information contact Amber Morgan, Programmes Coordinator at Hospice UK [a.morgan@hospiceuk.org](mailto:a.morgan@hospiceuk.org)

Accommodation

Your course fee includes five nights accommodation at Conference Aston, Birmingham on Mon 30 April, Tues 1 May, Mon 4 June, Tues 5 June and Mon 9 July. Breakfast is also included. You will have either a single or double (for single occupancy) room. It is not possible to choose a room type.

“I have shared many aspects with the team here and definitely feel I have changed for the better after the course.”

COLIN TWOMEY, NURSING DIRECTOR, ST WILFRID’S HOSPICE, EASTBOURNE
**Additional accommodation for the night before each module**

If you’d like to book additional accommodation for the night before each module starts (‘night-prior’), there are a limited number of single or double (for single occupancy) rooms available at Conference Aston:

- We will try to secure accommodation on your behalf but we cannot guarantee its availability. Please let us know your requirements as early as possible to avoid disappointment.

- If you want additional nights’ accommodation, please contact Amber Morgan as early as possible, and at least four weeks in advance of the start of the module.

- The cost of the additional accommodation is £99 (single) or £109 (double for single occupancy) per night.

- You can cancel a booking for this additional accommodation up to 15 days before the start of the next module without charge.

- If you cancel a booking for this additional accommodation within 14 days of the start of the next module, no refund will be available.

- The cut-off dates for booking and cancelling additional rooms are listed below.

<table>
<thead>
<tr>
<th>Date room required (2018)</th>
<th>Rate per night and room type (Hospice UK cannot guarantee availability)</th>
<th>Price Includes</th>
<th>Deadline for booking rooms (Please contact us earlier if possible. Hospice UK cannot guarantee availability)</th>
<th>Deadline for cancelling room without charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday 29 April</td>
<td>£99.00 (single) £109.00 (double for single occupancy)</td>
<td>Bed, Breakfast &amp; VAT</td>
<td>Thursday 29 March</td>
<td>Midday Friday 13 April 2018</td>
</tr>
<tr>
<td>Sunday 3 June</td>
<td>£99.00 (single) £109.00 (double for single occupancy)</td>
<td>Bed, Breakfast &amp; VAT</td>
<td>Friday 4 May</td>
<td>Midday Friday 18 May 2018</td>
</tr>
<tr>
<td>Sunday 8 July</td>
<td>£99.00 (single) £109.00 (double for single occupancy)</td>
<td>Bed, Breakfast &amp; VAT</td>
<td>Friday 8 June</td>
<td>Midday Friday 22 June 2018</td>
</tr>
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To book or cancel a room contact Amber Morgan a.morgan@hospiceuk.org
Programme cancellation and substitution policy

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

- Cancellations for places on the programme made on or before Thursday 29 March 2018 will incur a £250 charge.
- No refunds will be available for cancellations for places on the SLP made on or after Thursday 29 March 2018.
- If you have booked a place you may substitute another person to the programme before Thursday 12 April 2018 at no charge; however the person joining the programme must be of an appropriate level and position, and will be expected to attend all eight days and five overnight stays of the programme.
- It will not be possible to make substitutions after Friday 13 April.
- No refunds will be available for participants who are unable to attend one or more days of the programme.

“I have recommended the programme to other colleagues already!”

MICHAEL CROWTHER, CHIEF EXECUTIVE, KIRKWOOD HOSPICE