



Hospice Leadership and Management Development Programme

Award winning Hospice Leadership Programme for staff working in supervisory, first line manager or middle management roles within a hospice setting.

Develop your leadership skills to progress your career within the hospice sector.

Innovate Educate Collaborate



Welcome

Unlock your Leadership Potential with the Hospice Leadership and Management Development Programme.

Are you ready to take your career in the hospice sector to the next level? Our award-winning programme is designed to equip future clinical and non-clinical hospice leaders with the skills they need to thrive. Tailored specifically for those in supervisory, first-line manager, or middle manager roles, this programme ensures that the training is both relevant and impactful.

Why Choose Our Programme?

- **Proven Success:** Over 100 professionals have graduated, reporting significant career progression and increased confidence in their leadership skills.
- **Innovative Modules:** In 2024, we added new modules on change management and project management to address the evolving challenges within the hospice landscape.
- **Expert Guidance:** Learn from an award-winning Business and Coaching Psychologist and palliative care experts who understand the unique challenges of the hospice environment.

Join us and become part of a community dedicated to making a real difference. Whether you're looking to advance your own career or know someone who could benefit, this programme is the perfect step forward.

Ready to Transform Your Career? Don't miss out on this opportunity to grow and lead with confidence. Sign up today and start your journey to becoming a future hospice leader!

Feel free to reach out if you have any questions or need more information. We're here to support you every step of the way!

A handwritten signature in black ink that reads "Annamarie". The script is elegant and cursive, with a large, flowing 'A'.

Annamarie Ratcliffe- Interim Chief Executive Officer - EOLP



Programme Content

Our Hospice Leadership and Management Development Programme will help you to develop a core set of key skills that Hospice Leaders need to manage and lead a team of people effectively. The programme is delivered online with the following half-day learning modules delivered as part of the programme:

Module	Title	Topics Covered
1	The Hospice Landscape and Project Management	• Explore the health and social care environment • Discuss the challenges faced within the hospice sector • Principles of Project Management including how to demonstrate impact and Return on Investment • Sustainability
2	Change Management	• Changes in the healthcare setting • What happens when change is/ is not managed • Explore theories of change management • The steps involved in managing change in practice
3	Challenging Performance	• 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	• 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	• Styles of influencing (formal vs informal; push vs pull) • How to start a movement- Derek Sivers • Situational Leadership • Coaching skills and powerful questions
6	Resilience	• 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

In addition to the 6 half-day taught modules, the programme content also includes:

Pre Meeting

Each participant will have an informal pre-meet with the course Facilitator, prior to commencing the programme. The meeting sets out the expectations for the programme and provides an opportunity for participants to ask any questions. Programme participants and their Line Managers are invited to attend.

Programme Launch Event

The programme begins with a half-day launch event, providing an opportunity for group introductions and information exchange. The event also provides an overview of the programme and introduces the work-based project to participants, which forms part of the programme.

Forums

The programme is supported by facilitated forums. These provide an opportunity to bring participants together to network and discuss issues relating to material covered in the taught modules as well as progressing their own work-based project.

Work-Based Project

Each participant will create their own work-based project related to their leadership development. This will allow participants to apply the skills learnt within a practical work-based scenario.

Programme Graduation

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



Programme Benefits



Increase Your Skills

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



Networking

Mixed cohorts allow for the sharing of best practice and increased networking, to build a support group of peers within the hospice sector.



Impact

Modules and work-based project 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 the organisation through a mutually agreed plan.



Return on Investment

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

Who is the Programme For?

The programme is for anyone working in a middle management role within a hospice environment (in either a clinical or non-clinical role) who wishes to progress their career and develop their leadership skills within the Hospice sector.

Cost

£1,100 per place

Delivery

The programme is delivered online.



Before starting the course I was fairly new to a managerial role. This programme has helped me to develop so much as a person and as a manager.

Previous participant

Programme Facilitators



Rachael Lewis

Programme Developer and Module Leader

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

Rachael 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.

Rachael 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. Rachael is also a Founder Member of the Association for British Psychologists and a published author.

Rachael's collaboration with the End of Life Partnership 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

Head of Education and Delivery

Lorraine is Head of Education and Delivery for the End of Life Partnership and leads the development, coordination and facilitation of palliative and end of life care education and training for the organisation. Lorraine also leads a team of Practice Educators and supports them in the delivery of education and training.



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

Lorraine has supported and co-facilitated the design, development and delivery of the Hospice Leadership and Management Development Programme. In addition Lorraine is also a facilitator of Advanced Communication Skills training.

Lorraine holds a Master's in Education and is passionate about supporting continued professional development.



Ruth Perez-Merino
Education Lead - Partnership Engagement
and Collaboration and Module Leader

Ruth is the Education Lead for Partnership Engagement and Collaboration at the End of Life Partnership. In her joint leadership role, she co-leads the development, coordination, and delivery of palliative and end-of-life care education.

An experienced Registered Nurse with a background in cancer care and Palliative and End of Life Care education, Ruth has held leadership positions including Ward Sister at The Christie and End of Life Care Quality Improvement Facilitator at Stockport NHS Foundation Trust. Ruth is passionate about driving culture change in end-of-life care through compassionate, impactful learning and developing confident, resilient leaders within the workforce.

Ruth's expertise spans the delivery of Advanced Communication Skills training, Advance Care Planning education, Schwartz Round facilitation, and trauma-informed practice that strengthens emotional intelligence and collaborative leadership.

With a BSc(Hons) in Business Management and experience as an IT Programme Manager, Ruth brings a strategic, systems-based perspective to education and partnership working.



Feedback from Previous Delegates

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“As a previous attendee, I can't recommend this course highly enough. Insightful, practical and grounded in strong leadership and management expertise, it's had a real impact on my approach. It's supported meaningful reflection on past experiences, helped me consider how I might have handled situations differently and provided a strong foundation to continue building on”

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“The whole course has been amazing and I have learnt so much. The facilitators were so knowledgeable and supportive throughout. I have thoroughly enjoyed the forum sessions, an invaluable opportunity to network, learn from others in similar roles, and share knowledge with hospices across the country. The experience has helped me build meaningful professional relationships that will positively influence my work going forward”

Dates

We have a cohort of the programme being delivered in January 2027.

Dates for this cohort are listed below:

Module	January 2027 Cohort Dates
Launch Event	26th January 2027
The Hospice Landscape and Project Management	2 nd February 2027
Change Management	11 th February 2027
Forum 1	25 th February 2027
Challenging Performance	2 nd March 2027
Delegating Effectively	11 th March 2027
Forum 2	18 th March 2027
Motivating Others	25 th March 2027
Resilience	15 th April 2027
Forum 3	22 nd April 2027
Graduation	29 th April 2027

To Book Your Place

Places on each programme are limited to 14 participants.

To book your place please contact the End of Life Partnership by email at info@eolp.org.uk or by phone on 01270 310260 for an application form.

If you would like an informal discussion about the programme please contact Ruth Perez-Merino by email at ruth.perez-merino@eolp.org.uk



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