

- Researched suitable providers, developed partnership with Lancashire Teaching Hospitals NHS Foundation Trust Leadership and Organisational Development Team
- Training Needs Analysis - rated confidence across different leadership and management areas and then prioritised for development.
- Key components:
 - 7.5 days of group training
 - Leadership & Management Situational Judgment Test
 - Self-assessment against NHS Leadership Framework
 - 1–2-1 with advisor
 - Group project work / presentation
 - Impact evaluation (due June 2013)
 - ILM Level 5 qualification

Outcomes

- *"The difference in the first Management Team meeting following the course was tangible and exciting. Colleagues were more confident, open and prepared to actively challenge and contribute. I came away greatly encouraged by the credible difference which entirely justifies the investment that we made into establishing an Education Team that can sharpen our business effectiveness at every level just at a time when we need it most!"* – Stephen Greenhalgh, CEO
- *In my directorate, confidence in their own ability springs to mind, they have been committed to the appraisal scheme and cascading from the business plan to performance plans"* – Lorraine Charlesworth, Director of Income Generation
- *"My attendance on the Management course assisted me to reflect on my Management style and enabled me to increase delegation to my staff. It also improved my working relationship with my line Manager and other Managers on the programme."* - Cheryl Scott, Family-Support Team Manager
- *"One of the most practically useful courses I've ever been on - combined theoretical and applied knowledge made the content easily transferable to the workplace. I have already implemented many changes within my team."* Katie Russell-Paddison, Head of Admin
- Key Operating Principles
- Developing leadership for a new era
- Developing the hospice workforce

P66 DEVELOPING AND SUPPORTING MANAGEMENT AND LEADERSHIP WITHIN A HOSPICE

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This abstract outlines the innovative way the North London Hospice sought to improve the effectiveness of all of its leadership and management practice using values as a bedrock.

From 2011 – 2013, the Animate team developed and ran a management development programme for all 31 managers from across. The purpose of the programme was to provide an integrated learning opportunity that strengthened the skills, understanding and effectiveness of the management of the Hospice

The design of the programme paid attention to the environment in which the staff worked. A wide variety of issues were raised for them which had implications for creating a system of

management and leadership which truly integrates core values throughout the organisation and into all aspects of care.

The programme enabled participants to analyse their own experience using a collection of theories and frameworks, which deepened their understanding of their role. It addressed the particular management challenges of working in hospice setting where staff are mostly highly motivated, passionate, inclined to work very hard and exposed to a high degree of emotion in the course of their day. It included both opportunities to reflect through action learning and focused action planning.

Six months after the end of the programme the Executive Team were seeing the impact on management practice. They were noticing managers broadening and adapting their leadership styles to suit different situations. They also observed tools and frameworks being successfully used to analyse difficult problems and plan new initiatives. They were seeing managers being more confident and clearer about what their role involved. The greatest impact was on opening up and deepening learning across departments, disciplines and teams.

Animate has now teamed up with the North London Hospice to design and deliver programmes in other hospices tailoring the content to meet particular contexts.

P67 USING A SERVICE EVALUATION TO DRIVE CHANGE AND IMPROVE QUALITY

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Introduction Dreams Come True is a national charity providing dreams for children age 2–21 with life-threatening and life-limiting conditions. As part of our overall commitment in our 25th year to improving the quality of our dream delivery service, we have embarked on a programme of service improvement. Voluntary organisations have a key role to play in palliative care pathways and it is important that the sector is a serious partner in the drive to improve services.

Aim The starting point was an independent service evaluation designed to evaluate the views of all our stakeholders: the internal team; the key professionals who refer to our service; and most importantly the families that we serve.

Methods The study methodology used a combination of nominal group technique for parents and staff team and email survey among key referring informants.

Results This paper will focus on the lessons learned by the charity in undertaking the study and will describe the process of internal review, re-evaluation and implementation of change that has now been actioned. Such changes include ways in which we will be involving families and communications practices with professionals as well as a re-evaluation of our services to young adults in transition.

Conclusion We will describe the ongoing methods by which we will monitor the impact of those changes which we hope will achieve quality improvements to all stakeholders in our organisation. It will be of interest to other voluntary organisations supporting palliative care services nationwide especially those considering undertaking a service evaluation. It will also be of interest to children's hospitals and hospices with an interest in the professionalism and effectiveness of the service delivery of such voluntary organisations.