



Centre for Charity  
Effectiveness

# Voluntary Sector Management with Hospice Leadership and Management module

Course overview October 2020

You will follow the first year of the Voluntary Sector Management course. At the end of the first year, you will choose whether to complete the second year by taught option or dissertation.

Cass and Hospice UK have worked together to develop the module in Hospice Leadership and Management, specifically for people in the hospice sector.

## HOSPICE LEADERSHIP AND MANAGEMENT MODULE

### MODULE OUTLINE AND AIMS

This module focuses on the unique challenges and opportunities facing people leading organisations providing hospice care. It will encourage you to draw on your learning to date to consider how to maximise the contribution of hospice care in the present, and how to position and develop your organisation in anticipation of future demands.

You will consider the history of the hospice sector and its legacy for leaders. This is important in understanding the culture of many hospices, their position in health and social care systems, and their strengths and weaknesses in relation to strategic opportunities and threats.

Throughout this module, you and your fellow students will attend to issues of strategy, culture, partnerships, workforce development, quality definition and improvement, teamwork and leadership style and structures.

### CONTENT OUTLINE

- Review of the history of hospice care and how it contributes to current aspects of organisational life. We will consider

hospices' voluntary and independent nature, their part in a major and historically significant social movement, their size and involvement with statutory services and their relationship with local communities.

- Analysis of the strengths and weaknesses of hospices today and how these relate to the strategic opportunities and threats that they face. You will be encouraged to consider the actions required of hospice leaders to ensure that your organisation is delivering care of the highest quality to those you deem most in need. You will consider current challenges related to workforce recruitment and retention, generating income, responding to and managing significant expectations within finite resources, continuous quality improvement and effective team work across the whole organisation.
- Consideration of future challenges and opportunities for hospices and how you can best prepare for them. You will consider the value of population-based needs assessment, the potential contribution of new models of care supported by innovation, ethical issues including those related to equality and equity of provision, opportunities for system-wide improvement and new strategic partnerships.
- Reflection on personal strengths and weaknesses in relation to the context in which you are working.

The learning will be derived from a mix of theory, case studies, reflections on your experience and the insights and experience of others in the group.



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Intellectual leadership:  
developing talent,  
enhancing performance

“The course has stretched me and challenged me in ways I hadn’t anticipated. The learning has been invaluable and directly applicable to me and my organisation. Coming from a background in the NHS, it has helped me understand the charity sector in much more detail and given me a greater insight into the challenges and opportunities for Hospices into the future. The teaching has been of a high standard and the friendships and networks built up with fellow students has been an added bonus.”

Helena Talbot-Rice, Rehabilitation and Wellbeing Lead, St Christopher’s Hospice

Please find the first and second year schedule below:

#### OCTOBER 2020 INTAKE

Induction	08 October 2020
Learning and Understanding the Voluntary Sector	09 – 10 October 2020
Strategy, Diversity and Governance	13 – 14 November 2020 11 – 12 December 2020
Marketing and Fundraising	15 – 16 January 2021 12 – 13 February 2021
Resource Management	05 – 06 March 2021 09 – 10 April 2021 Exam* 07 May 2021
Organisation, Leadership and Change	14 – 15 May 2021 18 June 2021
Managing People and Quality	19 June 2021 23 – 24 July 2021
Shadowing	process to be completed by mid August 2021
Course Review Day	03 September 2021

**SECOND YEAR:** Hospice Leadership and Management module and dates for 2021-22 (dates will be confirmed by November 2020)

All students taking the Charity Masters programme are required to take the Research Methods for Managers module. All undertaking the taught masters option are required to take the Social Enterprise module.

Research Methods for Managers	21 – 22 January 2022
<b>Masters by Dissertation</b>	
Research Proposal Review Day	18 February 2022
Dissertation submission	15 September 2022
<b>Taught Masters</b>	
Hospice Leadership and Management option	
Social Enterprise	25 – 26 February 2022 18 – 19 March 2022
Hospice Leadership and Management	13 – 14 May 2022 17 – 18 June 2022 15 – 16 July 2022

For further information about the MSc in Voluntary Sector Management with Hospice Leadership and Management module, and how to apply please contact Ute Spittler, Charities Programme Coordinator at [CharityApps@city.ac.uk](mailto:CharityApps@city.ac.uk)