

Personal Development

The aim of this module is to allow participants to grow as authentic leaders by developing self-awareness concerning their own strengths and weaknesses, the role of members in the team and leadership styles. The transformational leadership theory is used as theoretical framework for the module. The module starts by clarifying the concept of leadership in order to create a common understanding, following which participants explore their preferences according to Myers Briggs typology inventory (MBTI) and critically reflect on how these preferences impact their daily practice. Participants are then guided through the 5 stages of the leadership journey and the appropriate practices. SWOT–Analysis is introduced as a tool useful for analysing both personal and organisational Strengths, Weaknesses, Opportunities and Threats. Leading teams is part of the day to day role of a leader and participants have to understand and appreciate the role that each team member plays. In order to handle difficult issues in the team and also to work with other organisations, leaders need to develop negotiation and conflict resolution skills. Enhancing presentation skills is part of the learning process during this module. The final sessions look at participants' awareness of their own leadership style. Reflection on their leadership journey during the 1.5 year course is also incorporated into the last session.

Project Management (including Personal Project and Observation Week)

The aim of this module is to support the participants in conducting successful and sustainable practice projects. The project management module contains a) the personal project module to ensure the practical application of the project management knowledge, b) time to conduct a personal project and c) the Observation Week for refining this project. Through the conducting of their individual projects, participants' leadership qualities are developed and supported. The project should require a personal effort of 200 hours.

Teamwork

This module focuses on the importance of teamwork. It includes sessions on cooperation in a team, ethical dilemmas, spiritual issues and the integrated care model. The sessions use the following formats: workshops, presentation, group work, case studies and plenary discussions. The participants will also have the opportunity to visit local centres of palliative care.

Research Methods as Applied to Palliative Care

This module aims to describe and appraise the methods available for research in palliative care, leaving students able to understand and develop sound (and feasible) research studies. Common research methods in palliative care are reviewed, including epidemiological methods, survey research design (including questionnaire design), qualitative research methods, and integration of methods in palliative care research. Statistical and measurement issues in palliative care are also covered including basic analysis of data and statistical interpretation. Other issues involved in designing and executing successful studies are also covered; these include the development of research questions, research protocol development, and ethical issues relevant to palliative care research.

Advocacy

The aim of this module is to introduce the concept of advocacy, its relevance to palliative care and to give participants tools to be effective advocates for palliative care in their own settings. During the module, participants become familiar with advocacy techniques and the advocacy framework/cycle. Through different exercises participants experience the steps involved in the advocacy strategic planning process: issue identification, setting of goals and objectives, target analysis, message development, creating action plans, monitoring and evaluation. Abilities such as analysing policies/laws, writing briefing notes, position papers, press releases, handling a media interview and being effective in a face to face meeting are developed by participants over the course of the week.