



JENNI WILSON
Hospitals Commercial Director

Nuffield Health is the UK's largest healthcare charity, with a goal to build a healthier nation. They operate 31 award-winning hospitals, 113 fitness and wellbeing clubs and over 200 workplace wellbeing services.

In 2016 they introduced a 10-year strategy to support the vision of 'One Nuffield Health' to ensure growth and the achievement of their charitable purpose. Nuffield Health knew that they needed to engage the hearts and minds of their teams, and the skills of their sales and leadership team through the launch of their new vision. It was at that time that Jenni Wilson, then Corporate Partnerships and Sales Director, commissioned Solution Cell to lead a programme of development for the Corporate Sales teams.

Solution Cell:

This development programme came at a critical time for the business that required commercial skills, high performance and a mindset change within your teams. What was important to you about how the programme was received?

Jenni Wilson:

What we were looking for was a culture shift. A sophisticated and long-term change in the way we did things as a business. Throughout the training I made sure to have at least one manager present in every session, including myself. I think it's really important that a development programme like this

is championed by the person who leads and is ultimately accountable for the results of that channel.

Also essential was that the programme had to incorporate a high degree of practical application and participation. The Solution Cell consultant created a safe and also fun environment where colleagues could practice new skills and learn with and from their peers.

"The approach really worked for me. It was broken down into theory, real life examples, then allowed time to practice in a non-judgemental environment."

“The main areas I remember and continue to reflect upon would be the preparation before meetings, negotiation and the importance of using my colleagues to run ideas past, something I continue to do.”

Participant feedback

Solution Cell:

What stands out for you about our approach?

Jenni Wilson:

The biggest stand out was your consultant’s ability to communicate a powerful message authentically, allowing people to feel challenged in safe environment. I remember there was always a good amount of humour in the room and being able to learn in a relaxed way really helps it stick.

“Great presenter, quick witted with some hilarious stories.”

“They created high energy and focused training sessions.”

Participant feedback

I knew Solution Cell from my previous role at another organisation. The experience I’ve had over the years is that you listen to your clients’ needs incredibly well. You practice what you preach in terms of providing a 5-star, high quality consultative and collaborative approach, guiding and steering where needed. You listen and ask lots of questions, whilst having a strong influence on the programme design as well.

I’ve also been impressed by your ability to take feedback onboard where needed and a willingness to adapt and change as required.

Solution Cell:

You have received some excellent participant feedback on this programme. What do you think led to the lasting impact it has had?

Jenni Wilson:

The thing that works well is the time invested upfront to design the right programme and tailor it for the audience. It does mean that a programme like this is never going to be the cheapest option on the table, but to me the most important things are to get it right and make it last. The ‘Discovery’ carried out by Solution Cell was invaluable. To leave that part out would be like trying to build a house on a muddy field.

You need to build a proper foundation otherwise it will fall down, and you may as well not have started.

I remember challenging the need for one part of the programme, but I trusted the partner we had in Solution Cell and we went ahead. I’m glad we did because the outcome is something that we still use today.

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Participant feedback

Solution Cell:

Skills and techniques introduced in this programme are being used and referenced five years on. What methods worked well to help embed the learning?

Jenni Wilson:

One of the things our people commented on most was how valuable the follow-up sessions were. These were done either in a classroom or online session and it provided an opportunity for colleagues

to bring a case study of an experience or a current challenge that they were having difficulty with. The group was facilitated in a way that broke that challenge down using the skills they were learning as part of the programme. It’s something that requires a high degree of trust amongst your team: it worked so well for us, we’ve carried this forward into the way we work today.

“The ‘trusted advisor scale’ has been the most memorable prompt. I’m always assessing where I am on the scale with clients.”

“I really found the training useful and still use the negotiation skills with my clients. From my point of view we need more of this type of training as it is some of the best we have had.”

Participant feedback



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