



# Halland Solutions

People & Organisational Development

in

**Health & Social Care**

## Learning & Development Resources E-Brochure

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# About Halland Solutions

## Who we are:

Halland Solutions is an established provider of learning and development to individuals, groups and teams of people working in the health and social care sectors. Our training facilitators, consultants and coaches are highly experienced, each with a proven track record of providing more than 20 years of leadership and development to clinical and non-clinical professionals. We have breadth and depth of expertise, allowing us to put forward the team member best matched to client need. We have expertise in working at all organisational levels, from front line staff to the executive team.

## Our mission:

- To support excellence in the provision of health and social care services through the on-going development of their staff and the organisations in which they work
  
- To provide excellent value for money by:
  - Collaboratively agreeing the clients' underlying needs and measures of success
  - Matching the most appropriate member of the team to meet the clients' needs
  - Maximising the use of budget, time and effort
  - Supporting with the "How to do", not just the "What to do"
  - Linking individual real time development to organisational priorities
  - Developing confidence and competence to sustain change and prevent dependency

## Who we work with:

Doctors  
Nurses  
Health Care Workers  
Social Care Providers  
Allied Health Professionals  
Managers  
Board Members

## Where they are based:

Hospitals  
GP Surgeries  
Care Homes  
Community Health Services  
Hospices  
Primary Care Trusts  
Strategic Health Authorities



# The Halland Solutions Approach & Values

We work in partnership with clients and stakeholders to assess local needs and help identify the priorities for learning and development. Our response is co-designed and flexible to adapt to these emerging needs.

## Diagnose

We listen carefully to our clients and stakeholders to ensure that their needs are understood. When developing a programme for a designated cohort, we meet with the prospective programme members to establish their objectives.

## Design

We then design a solution and discuss our suggested approach with clients and stakeholders. They are encouraged to co-design the interventions, thus maximising the potential of a successful outcome.

## Deliver

Our approach to delivery is one of engagement and interaction. Programmes are highly participative and our team is skilled in facilitating group dynamics. From the outset we seek to build group cohesion and safety, fostering a climate of openness, support and challenge. We aim to promote self-discovery and develop personal insight, enabling programme members to understand themselves better and value difference amongst their colleagues.

## Empower

We aim to make clients self-sufficient with regard to their own development. We encourage them to embed all their new-found knowledge and skills in their professional work. We constantly seek to enhance capability and the feeling of independence by ensuring that we co-design our interventions with clients and stakeholders. In addition, we build in evaluation as a feedback loop and ensure that we have a clear exit strategy.

## Evaluate

Evaluation is built into all our work. This is to demonstrate to clients and stakeholders that our interventions do, indeed, have a positive impact on individuals, groups, teams and also the organisation at large.

**Diagnose → Design → Deliver → Empower → Evaluate**



# The Halland Solutions Toolkit

## 25 Areas of Expertise and Products

- Action Learning Sets
- Bespoke Learning & Development Programmes
- Change Management
- Clinical Supervision
- Coaching
- Communication Skills
- Conflict Management and Resolution
- Developing Frontline Staff
- Evaluation
- Focus Groups
- Leadership and Management Development
- Mediation Services
- Mentoring Training and Supervision
- Motivational Interviewing
- Networking Skills
- Organisational Development
- Partnership and Team Building
- People & Skills Development
- Project Management
- Psychometric Instrument Administration
- Quality Assurance Programmes
- Service Improvement
- Stakeholder Engagement
- System Re-design
- Talent Management

Eight key areas are summarised below to give an idea of their associated benefits:



## Action Learning Sets

Action Learning is a highly regarded approach which helps individuals to apply their learning in a work environment. Small groups of peers meet regularly in their Sets to reflect on real work issues and to develop new ways forward. With real problems to solve, learning can be highly effective.

The effectiveness of Action Learning is apparent in two ways: firstly, that Set members become proficient in tasks and dealing with issues that were previously beyond them. Secondly, that each member expands their own range of learning methods and techniques. For example, they may learn new ways of generating and exploring possibilities by developing their critical inquiry skills. Additionally, they frequently become more receptive to receiving feedback. The experience of Action Learning enhances the ability of participants to respond to future challenges and take more active responsibility for their own learning and inquiry, which in turn encourages innovation and creativity.

Halland Solutions supports each Set to assimilate the facilitation skills associated with Action Learning. This means that the Set is empowered to continue with its own productive Action Learning, well beyond the remit for external facilitation by Halland Solutions.

## Bespoke Development Programmes

Halland Solutions designs and delivers bespoke programmes for the development of staff in the health and social care sectors. Examples of programmes delivered by Halland Solutions include:

- 3-day development programme for groups of care workers
- 6-month development programme for front-line staff
- 6-month clinical leadership programme for Band 7 nurse managers
- 2-year development programme for aspiring directors
- 6-month seminar programme for non-executive directors

The Halland Solutions team is licensed to administer a number of psychometric instruments such as 360 Degree Feedback, Myers Briggs Type Indicator and Firo-B. These instruments are used where appropriate to develop clients' personal insight. They can also be invaluable in helping clients to understand, reflect on and value difference in others.

What remains fundamental to the success of the Halland Solutions approach is the involvement of participants at the outset. Programmes are co-designed with stakeholders and the prospective cohort to ensure that content is applicable to the participants. By being invited to contribute at the design stage, programme members respond with enthusiasm, commitment and very high levels of attendance.



## Clinical Supervision

Clinical Supervision provides support and learning to professional practitioners, enabling them to develop their skills, knowledge and competence. It sets aside regular, protected time for reflection on work-related issues within a confidential environment. By facilitation, each supervisee can creatively develop and sustain a higher quality of service.

A supervision contract may require the supervisor to feedback to a senior member of the organisation about the general themes discussed within a supervision session. When this occurs, themes to be fed back by the supervisor are agreed in advance with supervisees and feedback is kept non-attributable. Pooling and analysis of themes arising in supervision from a number of supervision groups across the organisation raises awareness of the issues and concerns of staff. Such intelligence can be invaluable, enabling the senior management team to address current organisational issues in real time.

Halland Solutions has extensive experience in providing supervision to medical practitioners, clinical leaders, health managers and practitioners working at Bands 2-8. Supervision can be arranged on an individual basis, in groups or teams, and is usually provided monthly or 6-weekly. Meetings are offered at the supervisee's place of work, with flexibility around meeting times.

## Coaching

Coaching is a powerful method to help clients achieve real, measurable and sustainable results. It is conducted one-to-one, usually face-to-face. Clients may also be coached by telephone if preferred. Coaching contracts are frequently for between 3 to 6 months. This generally provides sufficient contact time to work through issues and embed change. As well as gaining in competence, individuals consistently emerge with heightened morale and confidence, improved interpersonal skills and an increased ability to resolve issues by themselves.

The Halland Solutions coach and the coachee agree a coaching contract, which sets out the frequency and duration of coaching meetings. Typically, these are for 1½-2 hours every 4-6 weeks. Where a client feels that additional support in between meetings would be helpful, this can be arranged by phone or e-mail. Executive coaching may require a different pattern, such as 6 sessions over 12 – 18 months. Each coaching contract leads to an agreed plan, to help clients sustain the growth they have achieved whilst in coaching.

The coaching team at Halland Solutions are all members of a professional coaching body and comply with the ethics and standards required by the International Coaching Federation. Each team member has substantial coaching experience and can draw from a wide range of coaching competencies. Each coach operates to a high professional standard, which includes the commitment to their own continuous professional development with regular external coaching supervision.



## Evaluating Service Quality

A Quality Assurance Programme provides a structured approach to service evaluation. In a practical and very visible way, it demonstrates to service users and commissioners the standards of care provided by staff and their commitment to continuous quality improvement. This brings a direct benefit to an organisation; as service quality improves, so does its reputation.

A QA Programme provides evidence of proper scrutiny and safety, and enables an organisation to fulfil its quality monitoring obligations as laid down by the Care Quality Commission. Patients, residents, potential service users and commissioners can thus be reassured that regular review maintains best practice throughout the organisation's services. Staff can go about their business with their confidence enhanced by the knowledge that they are competent providers of health or social care.

Halland Solutions has considerable experience in facilitating the implementation of departmental quality programmes. Within the limitations prescribed by time, budget and staff, QA Programmes have been designed to enable individual departments and organisations at large to evaluate their services on a regular basis.

## Leadership & Management Development

The ability to lead using well-developed leadership skills has always been a significant factor in management. Good leadership can make a significant contribution to the success or otherwise of an organisation. Enhanced communication skills can make the difference between conflict resolution and escalation. Nurturing talent in-house can help stabilise staff turnover, avoiding the disruption to service continuity and quality that accompanies staff changes. Time and again, effective team leadership has been shown to enhance staff satisfaction and loyalty to the employer. Staff absence due to sickness may be reduced and there is a renewed willingness "to go the extra mile".

For those in a local leadership role, their ability to successfully lead and manage change, handle conflict and develop capability within their teams is essential. There may be a need for the leader to enhance team working across professions and organisational boundaries. Developing leadership capability amongst front line team members, as well as those more senior in the organisation, provides an ideal opportunity to identify, grow and promote local talent.

Halland Solutions has substantial experience of designing and delivering leadership programmes to senior leaders and middle managers. The programmes are bespoke and co-designed with stakeholders and programme participants to ensure that their needs are met. Programme content ensures that key leadership concepts are added to each participant's toolkit of leadership skills. External speakers are brought in to share good practice and successful leadership models. Work-based projects are often incorporated to reinforce learning and to provide a valid test-bed for newly acquired skills and knowledge. We consistently emphasise the practical application of skills and concepts - the transfer of learning to practice - to maximise a leader's effectiveness in the workplace.



## Service Improvement

The challenge for all who work in health and social care is to continually improve their service delivery, especially in the economic climate of today. Review of service delivery is the first stage in making processes more streamlined and reducing waste, without compromising on service quality.

Using tools and techniques that help staff analyse processes and identify where wastage and inefficiencies occur, the Halland Solutions team facilitates service improvements. Clinicians increase their ability to critique and revise ways of working, and to focus effort where it is best targeted. Streamlining processes results in improving the quality of a service whilst releasing valuable time for frontline staff.

It is the staff delivering services who know best what their patients need. By supporting clinicians with tools and techniques that can help them identify where improvements can be made, Halland Solutions aims to facilitate their understanding of process, encourage their questioning of traditional practices and foster a basic readiness to consider how things may be done better. Service improvement leads to both time and money being saved.

## Stakeholder Engagement

Stakeholders have a direct interest in the outcomes of a service or business. They can be internal or external to the organisation and may have the power to either support or thwart its success. Therefore, it is important to identify and engage with stakeholders, to be aware of what is important to them and to seek their feedback.

Engagement with stakeholders works best when based on regular, two-way communication. The strategy behind such communication needs to fit the circumstances; that suited to receiving feedback about service delivery will be different to one suited to obtaining stakeholder views on proposals for a new service, or the closure of one that is current.

There are a number of ways to engage with stakeholders. These include focus groups, one-to-one interviews, questionnaires and bespoke events. Each has its merits and limitations. Halland Solutions has facilitated a range of stakeholder events and can help to design and implement the stakeholder engagement strategy best suited to any given stakeholder group, to support effective relationship management.



## The Choice

- **Which staff members could benefit? For example:**

Do you have a group of managers who require some personal development?

Do you have clinicians that are less productive or efficient than others?

Do you have an organisational change planned that may be resisted by staff or the public?

Do all your clinical staff have regular Supervision? Do you have enough internal supervisors?

Do you have a member of staff who trades on experience without on-going development?

- **And, what would they best benefit from?**

Would your managers benefit from a 6-month programme, tailored specifically to their needs?

Should your clinicians increase their knowledge of service improvement techniques?

Would the organisation benefit from a stakeholder event?

Do you have aspiring supervisors who require training in facilitation skills?

Would some coaching for your experienced staff add value to your organisation?

- **How soon would you like to start?**

*Can you afford to delay?*

**For an informal discussion contact:**

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