

Digital and technology



This section outlines how BelleVie Care embedded digital tools to support its self-managing care model, focusing on values-led design, frontline collaboration and technology-enabled autonomy.

Digital systems were built from the ground up to reflect BelleVie's ethos, replacing rigid, top-down platforms with tools that empower teams to plan, communicate and deliver care collaboratively. Their frontline wellbeing support workers were actively involved in selecting, testing and refining features to ensure usability and relevance to real-world care settings.

Effectiveness, compliance and wellbeing were enhanced through mobile-first apps, secure communication and integrated care planning, creating a digital ecosystem that strengthens human connection and supports compassionate, person-led care.

This section is split into the following topics:

- leadership digital expertise
- reviewing current infrastructure
- choosing the right solution
- agile developments
- building digital confidence
- technology-driven efficiencies
- next points on the roadmap
- key decisions, key learning and recommendations.



Leadership digital expertise

“Every care provider today is, in effect, a digital organisation. Technology isn’t optional – it underpins recruitment, scheduling, compliance and family engagement. If we want compassionate, efficient, future-ready services, digital leadership must sit at the heart of transformation.”

Trudie Fell, Chief Executive Officer, BelleVie Care

BelleVie Care leveraged the digital expertise of its CEO to embed a self-managing care model, positioning technology as a strategic enabler of cultural change.

- **Digital expertise as a cultural driver** – The CEO’s background in software engineering and agile transformation enabled BelleVie to design systems that empower teams, support autonomy and reflect a values-led approach.
- **Iterative development for adaptability** – The CEO’s commitment to agile principles shaped a process of continuous feedback and rapid updates, ensuring technology evolved alongside operational needs and delivered measurable efficiencies and improved compliance.

Reviewing current infrastructure

BelleVie Care rejected rigid, top-down digital systems and built bespoke technology to support collaboration, autonomy and the behaviours essential for its self-managing care model.

- **Hierarchical design in sector platforms** – Most care-sector systems are built for top-down control, positioning managers as sole co-ordinators and leaving little room for team-led decision-making. This approach was incompatible with BelleVie’s vision of shared ownership.
- **Limitations of off-the-shelf tools** – After trialling standard rostering systems, BelleVie found they were rigid and manager-centric, allowing only top-down task allocation instead of enabling teams to plan schedules collaboratively and share responsibility for care delivery.
- **Need for bespoke solutions** – These shortcomings highlighted the importance of tools that align with BelleVie’s values, enabling flexible, team-driven planning, secure communication and real-time co-ordination.
- **Building technology for autonomy** – Rather than adapting to systems that didn’t fit, BelleVie invested in creating its own technology to strengthen autonomy and embed self-management at the heart of care delivery.

“We started with outsourced technology, but it was built for managers to move people around like boxes. Our teams wanted to collaborate and make decisions together, and the tech just didn’t support that. It was a year of learning, adapting and proving that our model could work in practice.”

Trudie Fell, Chief Executive Officer, BelleVie Care

Choosing the right solution

Supported by Innovate UK’s Healthy Ageing programme, BelleVie designed bespoke digital tools to align technology with its values-driven, self-managing care model and improve effectiveness, compliance and frontline colleague experience.

- **Team Hub for collaborative scheduling** – BelleVie built Team Hub, a custom platform featuring a flexible rota system with a drag-and-drop interface, enabling teams to manage schedules, request cover and maintain continuity of care.
- **Integrated functionality for compliance and effectiveness** – Team Hub centralises care documentation, policies and Care Quality Commission requirements, supports fortnightly team meetings, and incorporates confirmation practices for peer review, saving teams of 10 people around four days per month through reduced admin.
- **Mobile access via BelleVie Way App** – To support remote working, BelleVie introduced an app providing rotas, care plans and visit notes offline, plus secure family messaging to replace informal channels, ensuring compliance and accessibility for all staff.
- **Personalised care planning and outcomes tracking** – Care plans link to well-being goals using the Adult Social Care Outcomes Toolkit (ASCOT) framework, updating in real time and enabling proactive, person-centred care while dashboards monitor reviews, training and compliance.
- **Values-based recruitment tool** – BelleVie developed a digital assessment to identify candidates suited to self-managing teams. This is now licensed to other organisations, reinforcing BelleVie’s belief that technology should enhance – not replace – human judgement.
- **Slack** – this tool supports BelleVie’s self-managing teams by providing a free, easy-to-use communication channel where colleagues can coordinate visits, share real-time updates, solve problems together and give rapid feedback to the product team, helping reduce pressure on individuals and strengthening autonomy without relying on managerial oversight.

Agile developments

BelleVie adopted an agile, iterative approach to digital development, building quickly, testing often and refining continuously based on real feedback from frontline teams.

- **Agile mindset over rigid cycles** – Instead of long development timelines or waiting for external vendors, BelleVie embraced rapid, iterative updates to keep technology aligned with evolving operational needs.
- **Listening before building** – Every new feature begins with conversations with support workers, coaches and leads to identify pain points and design solutions that genuinely improve day-to-day care delivery.
- **Minimum viable product approach** – BelleVie releases early versions for real-world testing, gathers feedback on usability and functionality, and refines features within days or weeks rather than months.
- **Example: BelleVie Way app** – Developed in stages after extensive user research, the app addressed challenges like poor connectivity and complex checklists. Regular updates, sometimes weekly, add features such as voice-to-text for visit notes, driven by staff feedback.

“We didn’t rush. We tested, learned and built our own tech because off-the-shelf systems didn’t support the behaviours we needed.”

Trudie Fell, Chief Executive Officer, BelleVie Care

Building digital confidence

“We get constant feedback from support workers on Slack – what works, what doesn’t – and we release updates weekly or every two weeks depending on what’s needed.”

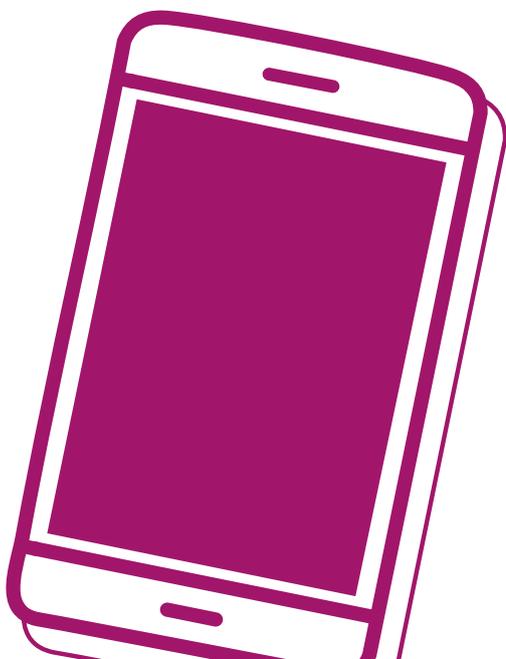
Nicol Albanel, Software Engineer, BelleVie Care

BelleVie took a people-first approach to technology adoption, ensuring tools were intuitive, well supported and embraced by staff with varying levels of digital confidence.

- **Hands-on support during rollout** – When launching the BelleVie Way app or new features, the product team attended team meetings, guided installations and provided training materials, building trust and ensuring smooth adoption.
- **Continuous feedback and rapid response** – Usage was monitored through analytics, and colleagues shared feedback via Slack and meetings. Issues were addressed quickly, with updates often released weekly to refine tools based on real-world needs.
- **Practical learning resources** – Short video guides and written materials were made accessible via Team Hub and the BelleVie Way Family App, allowing staff to refresh knowledge at any time without formal training sessions.
- **Inclusive design and culture of learning** – By involving support workers in development and fostering an environment where questions were welcomed, BelleVie built confidence – even among those initially ‘not techy’ – and made technology a natural part of compassionate care.

“When we released the BelleVie Way Family App, we expected push back because people were moving away from something familiar. But we were really surprised – people were happy with it straight away. They said it was easy to use – it just worked and told them exactly what they needed to do. That was a big green tick for us, because it showed the design was intuitive and didn’t get in the way of delivering care.”

Giles Martin, Product owner, BelleVie Care



Technology-driven efficiencies

“We use digital tools to enhance human connection, not replace it. Whether it’s communication, co-ordination or data tracking – tech helps us deliver better care.”

Trudie Fell, Chief Executive Officer, BelleVie Care

BelleVie’s digital transformation focused on making everyday work easier and more effective for care teams, introducing tools that streamline tasks and create efficiencies across operations.

- **BelleVie Way app for frontline effectiveness** – By consolidating key tasks into a single mobile platform, the app replaces multiple systems and manual processes, reducing administrative workload and freeing staff to focus on care.
- **Team Hub for oversight and compliance** – Behind the scenes, Team Hub provides dashboards for coaches to track training, reviews and regulatory compliance, while automating payroll and timesheets to minimise errors and save time.
- **Preparing technology for sector-wide use** – BelleVie is modularising features such as rota management, confirmation practices and application tracking for external providers. By offering such resources on licence, BelleVie is creating opportunities for sector improvement and its own sustainable income.
- **Values-based recruitment innovation** – The Team Fit survey, designed to assess alignment with BelleVie’s self-managing model, is already licensed to other organisations, reinforcing the principle that technology should enhance, not replace, human judgement.

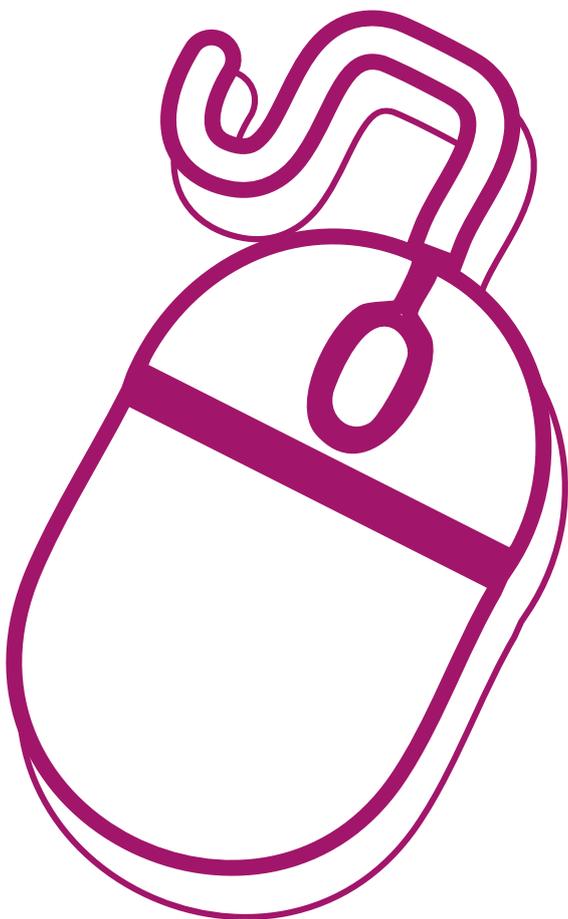
“We’re preparing the base to license parts of the BelleVie Way app and Team Hub. It’s not just about creating an income stream; it’s about sharing tools that support autonomy, collaboration and person-centred care across the sector.”

Nicol Albanel, Software Engineer, BelleVie Care

Next points on the roadmap

As BelleVie grows, its technology roadmap focuses on automation, predictive insights and scalability – ensuring systems evolve to meet real-world challenges and support compassionate, responsive care.

- **Smart scheduling for uncovered visits** – BelleVie is developing an automated system to handle last-minute changes. It identifies colleagues available nearby, prioritises fairness based on recent shifts and travel distance, and updates schedules instantly – reducing stress and supporting self-managed teams.
- **Predictive analytics for proactive care** – Using secure, in-house AI, BelleVie will analyse patterns in visit notes, care plans and incidents to anticipate risks. For example, repeated falls could trigger alerts for preventative action, shifting care from reactive to proactive.
- **Scalable infrastructure for growth** – Backend upgrades will ensure fast, reliable performance as BelleVie expands, including improved data storage, faster load times and robust functionality to support more teams and visits.
- **Licensing technology for sector impact** – BelleVie plans to modularise tools like Team Fit, rota management and confirmation practices for other providers, creating new income streams and promoting values-led, team-driven care.





Key decisions

Here is a summary of the key decisions that made a difference in BelleVie's digital journey:

- BelleVie rejected off-the-shelf systems that reinforced hierarchy, choosing instead to build bespoke tools that support autonomy, collaboration and person-centred care aligned with its self-managing team model.
- The organisation prioritised user-led design, involving support workers at every stage of development to ensure technology genuinely meets real-world needs and enhances – and does not complicate – daily care delivery.
- BelleVie adopted agile development, releasing updates weekly based on direct staff feedback, enabling rapid iteration and continuous improvement of tools like the BelleVie Way app and Team Hub.
- A strategic decision was made to modularise and license key digital tools, such as Team Fit and rota management, allowing other care organisations to adopt BelleVie's values-driven approach without replicating its service model.

Key learning

“We designed Team Hub to support five-hour shifts, not time-and-task monitoring. That way, workers have flexibility to spend more time with someone if needed. If a person's having a bad day, the support worker can stay longer without worrying about clocking in and out. The rota system had to reflect that ethos, so instead of rigid visit slots, we built a tool that supports autonomy and adapts to real-life needs.”

Giles Martin, Product owner, BelleVie Care

BelleVie learned that successful technology adoption in adult social care requires more than good design – it depends on active, ongoing support and engagement with frontline teams.

- **Hands-on rollout for trust and confidence** – Early app launches showed that attending team meetings, guiding installations and offering practical demonstrations reduced anxiety and built confidence among staff less familiar with digital tools.
- **Product team’s embedded approach** – Rather than relying on passive communication, BelleVie’s product team worked alongside frontline teams, providing training, gathering feedback and monitoring usage through analytics to ensure smooth adoption.
- **Rapid refinement through real-world input** – Direct engagement enabled quick identification of issues and iterative updates, making new features more intuitive and aligned with staff needs.
- **Inclusive support culture** – By fostering open communication and treating mistakes as part of learning, BelleVie built digital confidence and made technology a natural part of compassionate care.

“Technology in care should never be about complexity for its own sake. It’s about imagination – how we use tools to redesign processes and create better outcomes for people and teams.”

Sally Bridgeland, Chair, BelleVie Care

Recommendations

You can download a checklist of practical recommendations inspired by BelleVie’s approach.