

Recommendations



Practical approach toolkit: Empowering self-managing teams

These recommendations are based on BelleVie's experience and wider good practice. They outline practical steps for planning and implementing changes to delivery models and services, with a focus on measuring outcomes, driving improvement and embedding learning. Each recommendation includes actionable steps you can take, and we suggest referring to the relevant 'building block' for deeper context. The insights combine strategic, operational and cultural learning, and can be adapted by other providers seeking to strengthen impact and continuous improvement in adult social care.

Measuring outcomes is not only about data. It is about understanding whether your culture, purpose and ways of working are making a meaningful difference to the lives of the people you support and your colleagues delivering care. Outcomes should reflect what matters to people, not just operational indicators.

At the end of this section, you'll find resources to support implementation.



Outcomes, impact and learning	Yes	No	N/A
<p>Plan for financial sustainability by monitoring profitability and productivity from team inception:</p> <ul style="list-style-type: none"> ■ Use metrics like BelleVie’s ‘Magic Number’ (the proportion of paid time that wellbeing support workers spend delivering meaningful care) to track care hours as a proportion of paid time. ■ Set realistic time lines (six to eight months) for new teams to reach profitability. ■ Share financial insights transparently with care teams to build trust and shared responsibility. 			
Action			

Outcomes, impact and learning	Yes	No	N/A
<p>Co-design outcomes with colleagues and people who draw on care, ensuring they reflect what truly matters:</p> <ul style="list-style-type: none"> ■ Use qualitative insight, stories and lived experience alongside data. ■ Ensure outcomes measure what matters to the person being supported, not outputs. ■ Work out how you will understand the quality of wellbeing, relationships, trust and continuity. 			

Action

Outcomes, impact and learning	Yes	No	N/A
<p>Champion and protect your organisational culture as you grow:</p> <ul style="list-style-type: none"> ■ Identify and empower culture stewards across teams to keep values alive. ■ Hold regular reflections ('retrospectives') to identify cultural drift early. ■ Provide leadership support and training that reinforces autonomy, purpose-led practice and collaborative decision-making. 			

Action

Outcomes, impact and learning	Yes	No	N/A
<p>Make reflective learning a core cultural practice, not just a process for reviewing incidents:</p> <ul style="list-style-type: none"> ■ Hold team and leadership retrospectives after major decisions or interventions. ■ Document lessons learned and share them across teams to prevent repeat issues, using ‘What if...?’ scenarios as a useful technique. ■ Use the findings to refine processes and strengthen cultural alignment. 			

Action

Outcomes, impact and learning	Yes	No	N/A
<p>Maintain optimal team size and composition to preserve collaboration and accountability:</p> <ul style="list-style-type: none"> ■ Limit teams to a maximum of 12 members for effective self-management and split a team into two when it reaches this size. ■ Balance experienced professionals with newcomers to encourage openness to change. 			

Action

Outcomes, impact and learning	Yes	No	N/A
<p>Develop clear protocols for situations where self-management temporarily fails:</p> <ul style="list-style-type: none"> ■ Define criteria for activating a ‘stop button’ when collaboration breaks down. ■ Communicate steps for resolving issues without reverting to traditional hierarchy. ■ Review challenges in retrospectives to identify root causes and improvements. 			

Action

Outcomes, impact and learning	Yes	No	N/A
<p>Create flexible commissioning models that support autonomy and relationship-based care:</p> <ul style="list-style-type: none"> ■ Engage commissioners early to explain benefits of shift-based pay and continuity. ■ Share evidence linking outcomes to reduced reliance on health services. ■ Advocate for policy changes that enable person-centred funding structures. 			
Action			

Outcomes, impact and learning	Yes	No	N/A
<p>Leverage stakeholder feedback to co-design service improvements and technology features:</p> <ul style="list-style-type: none"> ■ Provide routes for care teams, clients and families to share their ideas on usability and processes. ■ Prioritise enhancements that improve autonomy and reduce the administrative burden. ■ Test new features with volunteer front line teams before full rollout. 			

Action

Outcomes, impact and learning	Yes	No	N/A
<p>Maintain organisational resilience by balancing growth with cultural integrity:</p> <ul style="list-style-type: none"> ■ Monitor cultural health through surveys and engagement metrics. ■ Allocate resources for coaching and support in newly formed teams. ■ Use phased scaling strategies to avoid compromising values or service quality. 			
Action			

Outcomes, impact and learning	Yes	No	N/A
<p>Scale deliberately to preserve values and avoid compromising quality during rapid growth:</p> <ul style="list-style-type: none"> ■ Allow time for new teams to embed systems and culture before expansion. ■ Monitor cultural alignment during scaling through surveys and team check-ins. ■ Use evidence of impact to advocate for person-centred commissioning models. 			

Action

Further support

- Manager induction standards: Learning and innovating – embed continuous improvement and reflective practice across the organisation.
- Productivity – resources for tracking and improving operational efficiency using practical tools and metrics.
- Outstanding care – learn from high-performing services to drive quality and innovation.