

# Outcomes, impact and learning



This section explores the outcomes, impact and learning from BelleVie Care's journey, as the organisation has grown from a pilot project into a multi-regional organisation championing autonomy and person-centred care.

Through self-managed teams, values-led practices and bespoke technology, BelleVie has redefined recruitment, accountability, and service delivery – creating a culture where care professionals thrive and families experience continuity and trust.

These achievements have contributed to sector thinking and informed a vision for sustainable, relationship based care that supports people to remain well at home where appropriate, reducing unnecessary reliance on health services and avoiding premature transitions into residential care.

BelleVie's experience demonstrates that investing in autonomy and culture builds resilience, drives innovation and delivers long-term benefits for individuals and systems.

This section is split into the following topics:

- what's been achieved
- measuring what matters
- what impact has this had
- delivering lasting change
- key learning and recommendations.



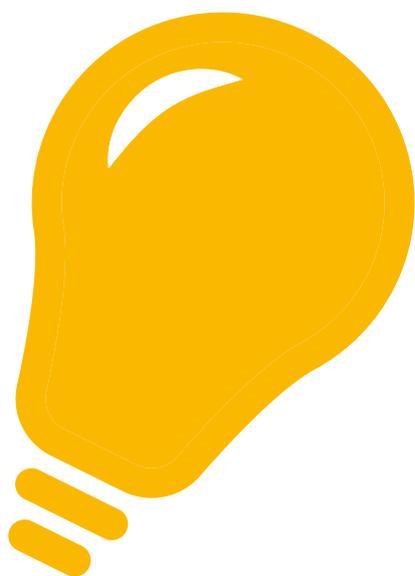
# What's been achieved

**“In my old jobs I was just going through the motions, but here you genuinely make a difference. Whether it's cutting someone's hair or taking a 93yearold to the cinema, you help people live life their way.”**

**Ann-Marie Allan, Wellbeing Support Worker, BelleVie Care**

BelleVie's journey from a pilot project to a multi-regional organisation reflects a consistent focus on autonomy, collaboration and person-centred care.

- **Embedding self-managed teams** – Decision-making shifted from managers to front line teams, reducing overheads and enabling care decisions by those closest to clients.
- **Redesigning recruitment and induction** – Traditional onboarding evolved into multi-stage workshops and shadowing, preparing front line colleagues for a radically different, autonomy-driven model.
- **Strengthening accountability through peer-led practices** – Weekly self-assessments, buddy systems and retrospectives replaced top-down monitoring, fostering shared responsibility and continuous improvement.
- **Leveraging bespoke technology** – Custom-built tools empower front line care teams to manage their own rotas and productivity, monitor productivity and make informed decisions without administrative bottlenecks.
- **Driving strategic growth and sector recognition** – Expansion supported over 500 families and earned awards for innovation, palliative care and wellbeing, influencing wider care practices.
- **Creating a values-led culture** – Full-shift pay and continuity of care replaced time-and-task models, building trust and stronger relationships between care professionals and families.



# Measuring what matters

**“Impact is at the heart of everything we do. We track outcomes rigorously, but we also ask – are we making life better for the people we serve?”**

**Trudie Fell**, Chief Executive Officer, BelleVie Care

BelleVie places outcome measurement at the heart of its approach, ensuring care is judged by its impact rather than the number of tasks completed.

- **Focusing on meaningful change** – Outcomes reflect improvements in independence, dignity and wellbeing, giving families and commissioners confidence that care makes a real difference.
- **Driving continuous improvement** – Regular reviews enable teams to identify what works, adapt quickly when challenges arise and share learning across the organisation.
- **Using productivity metrics** – The proportion of paid time that wellbeing support workers spend delivering meaningful care – the ‘Magic Number’ – helps teams monitor workload balance and track progress toward financial sustainability, supporting fairness and transparency.
- **Measuring colleague experience** – Annual colleague surveys, including Net Promoter Score, assess engagement and confirm whether autonomy and collaboration are improving wellbeing. The Net Promoter Score is a simple customer-feedback metric used to measure customer loyalty and how likely people are to recommend a product, service or organisation to others.
- **Capturing family feedback** – Surveys combine ratings and comments to show how BelleVie’s approach impacts daily life and strengthens trust in care delivery.



# What impact has this had

**“Our longest-serving team consistently exceeds productivity targets because they understand the model and optimise their rotas without central oversight.”**

**Dan Formby**, Operations Lead, BelleVie Care

The impact of BelleVie Care’s model reaches beyond its own teams, influencing frontline colleague experience, client outcomes, operational agility and sector-wide thinking.

- **Survey performance** – Achieved a 77% response rate, an average rating of 5.6/6, and a Net Promoter Score of 83%, which is considered world class as it far exceeds the healthcare industry benchmark of 58%.
- **Correlation between engagement, productivity and retention** – The 2025 colleague survey shows that highly engaged teams deliver stronger results and are more likely to stay. Higher engagement scores strongly correlate with advocacy and productivity, suggesting that a positive cycle is created whereby satisfaction drives performance and reduces turnover.
- **Drop-out reduction** – Post job offer drop-out fell from 38% in 2023 to 21% in 2025, driven by BelleVie’s transparent, values-led recruitment process, pre-offer shadow shifts, team involvement in hiring and a compelling employment offer including a real living wage and full-shift pay.
- **Improved frontline colleague satisfaction and stability** – BelleVie’s annualised turnover remains well below sector benchmarks (for example, their turnover in 2024–25 was 18% compared to 29% nationally).
- **Improved frontline colleague satisfaction and stability** – Strong retention rates in a sector known for high turnover, supported by equitable pay and longer shifts.
- **Team-level insights** – High-performing teams such as High Wycombe (5.9/6) and Abingdon (5.8/6) demonstrate strong engagement, creating environments where colleagues feel valued, increasing the likelihood of retention within those teams.
- **Enhanced continuity of care** – Clients see familiar faces and build trusted relationships, creating security and improving wellbeing through consistent, relationship-based support.
- **Greater emotional connection with clients** – Consistent staffing and relationship based practice help clients view their workers as trusted companions, contributing to improved wellbeing and reducing feelings of loneliness or anxiety.
- **Improved family confidence and reassurance** – Families appreciate real-time communication and continuity, reporting that BelleVie’s approach makes them feel more supported and secure about their loved one’s care.

- **Impact on lives** – In a 2024 survey, both families and supported individuals rated BelleVie’s positive impact at 5.7/6, highlighting the organisation’s personalised care and that it understands what matters most and fosters wellbeing through meaningful relationships.
- **Reliability and creativity** – Scored 5.6/6 for consistent, dependable support and 5.3/6 for creativity in enabling more good days, reinforcing BelleVie’s commitment to innovative, person-centred care.
- **Greater flexibility and responsiveness** – Self-managed teams adapt schedules to meet individual needs, enabling personalised care and rapid response to changing circumstances.
- **Faster mobilisation of services** – Care can begin within hours of an inquiry, demonstrating that effectiveness and personalisation can coexist when systems and culture align.
- **Sector innovation and influence** – Development and licensing of tools such as rostering and values-based recruitment platforms allow other providers to adopt elements of the model.
- **Recognition for excellence** – Industry awards for innovation, palliative care and wellbeing validate the approach and amplify its impact across the sector.
- **Long-term benefits for individuals and systems** – Relationship-based care helps delay premature entry into residential care and reduces reliance on acute health services, supporting sustainable social care solutions.

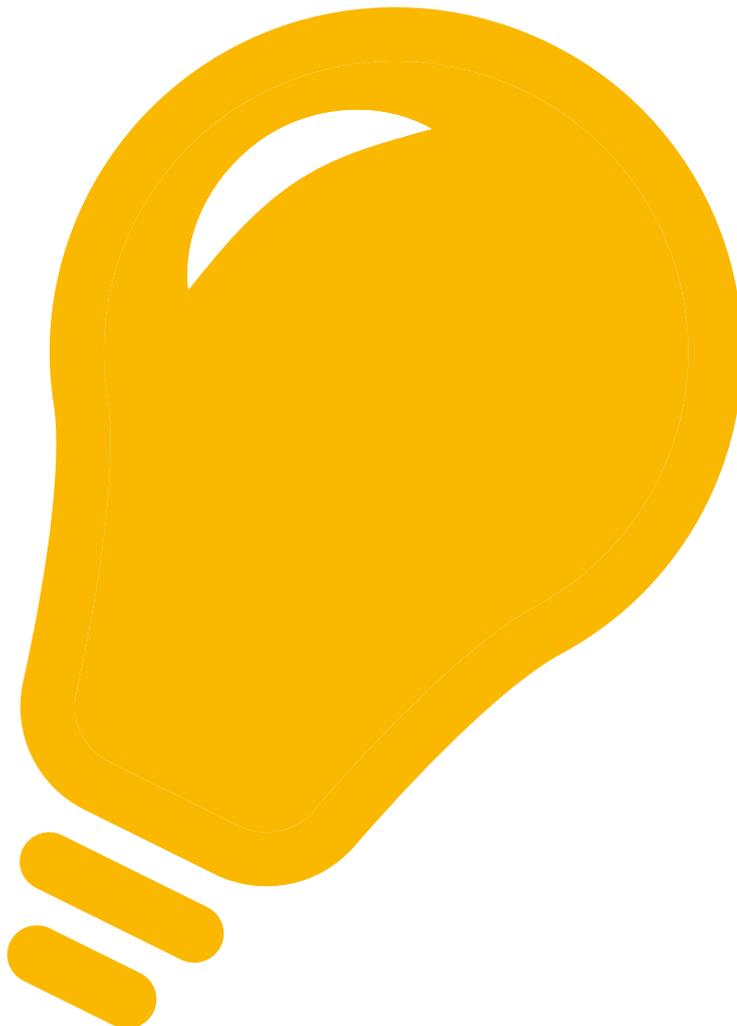
## Delivering lasting change

Delivering lasting change for BelleVie is about creating a care model that can endure and evolve.

- **Keeping values at the heart of growth** – When BelleVie grows, it makes sure expansion doesn’t water down what matters most. The aim is to scale up while staying true to the organisation’s core principles and way of working, so the culture and quality of care remain strong.
- **Introducing shared ownership** – An Employee Beneficiary Trust gives BelleVie colleagues a stake in the organisation and representation in governance, fostering belonging and long-term engagement.
- **Building partnerships and influence** – Evidence linking improved outcomes to reduced reliance on health services supports advocacy for person-centred commissioning and policy change.
- **Investing in professional development** – Self-management creates flexibility for continuous learning, enabling colleagues to manage their own learning and pursue training and qualifications alongside their roles.
- **Strengthening adaptability** – A commitment to reflection and responsiveness ensures the model evolves with changing needs while staying true to its values.
- **Embedding relational continuity as a core principle** – Workers are supported to spend meaningful time with clients, including companionship and day enhancing activities, reinforcing a long term model where emotional wellbeing is valued alongside practical support.

**“We’re playing the long game. Building evidence that investing in care workers and new models leads to better outcomes and long-term economic benefits that keep people independent longer and reduce pressure on NHS and residential services.”**

Trudie Fell, Chief Executive Officer, BelleVue Care





## Key learning

BelleVue Care's experience with self-managed teams offers practical lessons for organisations considering similar models.

- **Building strong foundations** – Recruitment and induction must prepare front line colleagues for a radically different way of working, using multi stage workshops, shadowing and ongoing coaching.
- **Balancing team composition** – A mix of experienced care professionals and colleagues who are new to care helps maintain openness to change and reduces reliance on traditional hierarchies.
- **Reinforcing self-management continuously** – Buddy systems, weekly self-assessments and retrospectives are essential to sustain autonomy and address challenges early.
- **Finding the sweet spot** – BelleVue has found that having around 10 members works best, while larger teams risk diluting accountability and collaboration, requiring splits to preserve the organisation's culture.
- **Pairing technology with culture** – Digital tools support autonomy but cannot replace human processes that build trust and shared responsibility.
- **Planning for financial sustainability** – New teams typically take six to eight months to reach profitability, requiring resilience and careful resource planning.
- **Maintaining cultural alignment in leadership** – Champions of culture are vital to prevent drift towards command-and-control behaviours and keep values alive. These leaders constantly check and challenge their own leadership style.
- **Scaling deliberately** – Rapid expansion risks eroding principles, as growth must allow time for new teams to embed systems and culture before further rollout.
- **Autonomy requires mutual reliability** – Teams highlight the importance of consistent attendance, shared responsibility for cover and proactive communication to keep self management functioning smoothly.
- **Emotional labour must be recognised** – Regular peer support and accessible coaching are essential to help front line colleagues manage the emotional intensity of close client relationships, particularly during end of life or complex health situations.

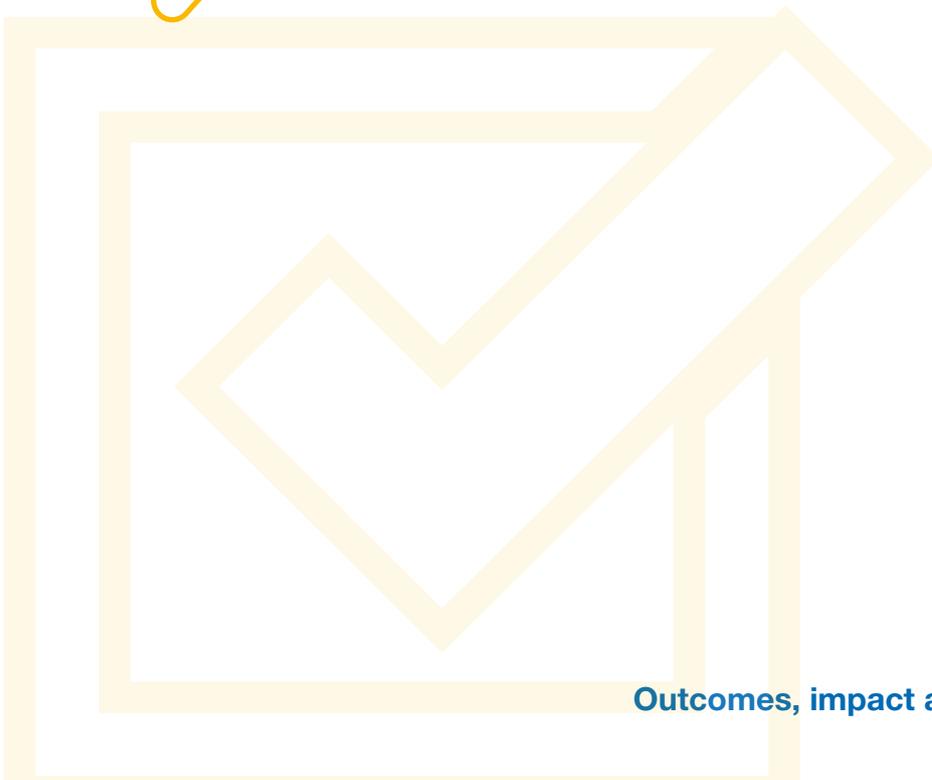


**“Learning is continuous. Every experience, every piece of feedback, helps us evolve. We’re building a model that grows with the people it supports.”**

**Trudie Fell, Chief Executive Officer, BelleVie Care**

**“The hardest part is scaling without losing the essence of what we believe. When you grow from 50 people to 200, you need champions of culture to keep values alive.”**

**Dan Formby, Operations Lead, BelleVie Care**





**“We originally wanted to grow faster, but we learned it’s very hard to grow quickly and stay true to your principles. We’ve grown every year and we’re proud of that, but we’ve never had to cross red lines like compromising on pay or outcomes. We’ve stayed committed to paying the Real Living Wage and trusting our self-managing teams. That’s why our retention is strong and our reviews are consistently positive.”**

**Trudie Fell**, Chief Executive Officer, BelleVie Care

## Recommendations

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

