Outcomes, impact and learning

This section explores the outcomes, impact and learning from Be Caring's care model transformation.

> **"One of the key areas of improvement has been flow across the system. If you look at the amount of time people now spend in hospital compared with before, you'll see far better flow - people are coming out quicker. Because we've got fewer providers with service contracts for their specific contractual patches, we're not sending out a framework to everyone and waiting for responses. There's far more clarity and focus."**
>
> **Paul Higginbottom,** Service Manager, Sheffield City Council

The outcomes include enhanced client satisfaction, over 98% report being treated with dignity and respect, and improved staff morale, with a growing number recommending Be Caring as a place to work.

The impact is seen in stronger relationships with commissioners, increased service resilience and the successful implementation of new ways of working, including the trusted assessor roles, which further refine delivery around people's needs. Learning has been embedded through monthly management meetings and a continuous improvement team, which use data to drive quality and respond to emerging issues.

Measurement is central to Be Caring's approach, with metrics such as care worker efficiency, client feedback and safeguarding trends informing decisions.

This section is split into the following topics:

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

What's been achieved

> **"We moved from manual, reactive processes to a proactive, data-informed model that places clients and care workers at the centre. Care runs became more logically sequenced, with permanent allocations that reduced travel time and increased consistency."**
>
> **Laura Mwamba,** Director of Business Development and Innovation, Be Caring

Be Caring's journey toward a more efficient, person-centred care model began with a bold move from pay-per-call to block-pay enabled via a neighbourhood prime provider model. Initially managed manually, the model evolved with internal reporting tools that automated payroll and tracked care worker efficiency.

Rota planning improved significantly, with permanent allocations reducing travel and increasing consistency. QR code technology was introduced to log care delivery in real time, enhancing accuracy and accountability. Monthly management meetings brought together service reports, client feedback and outcome monitoring, creating a joined-up view of performance and impact.

The trusted assessor pilot in Manchester empowered staff to review care packages, demonstrating that providers can take on more responsibility when supported by data and trust. A continuous improvement team addressed complaints and safeguarding, helping drive forward quality in all locations including reversing a previous 'Inadequate' CQC rating and achieving 'Outstanding' in another.

These operational, technological and cultural milestones positioned Be Caring as a leader in innovative care delivery. The organisation transitioned from reactive, manual systems to a proactive, data-informed model that places both people and care workers at the centre.

What impact has this had

> **"Clients receive better care, staff feel more valued and the organisation is more trusted and capable."**
>
> **April Carr,** Communications and Engagement Lead, Be Caring

Be Caring's transformation has delivered wide-reaching, positive impact, enhancing care quality, staff wellbeing and organisational resilience. The person-centred but data-informed model has led to more consistent and respectful care.

For staff, block-pay and improved rota planning have created predictable schedules and stronger support systems, boosting satisfaction and pride in their roles. Biannual staff surveys show rising scores for recommending Be Caring as a workplace, reflecting growing confidence and engagement across the workforce.

Commissioners increasingly trust Be Caring with complex packages, especially in the North East, recognising the organisation's ability to deliver high-quality, responsive care. Internally, monthly management meetings and a dedicated continuous improvement team have embedded a culture of learning and responsiveness, helping drive service improvements and maintain high standards.

These outcomes are the result of thoughtful design, strong leadership and a commitment to doing things differently, proving that care can be both compassionate and efficient. Staff retention is primarily measured by length of service and since the implementation of the approach at the Leeds service, this has increased by 27% in Leeds to 3.3 years.

Measuring what matters

> **"Be Caring's success is underpinned by a comprehensive approach to measurement focused on outcomes, satisfaction and quality. Measure what matters - track how time is used, how clients feel and how staff experience their roles."**
>
> **Sam Booth,** Director of Performance, Be Caring

At Be Caring, data is more than just numbers, it's a vital tool for learning, reflection and continuous improvement. By capturing and comparing data across its various locations, Be Caring is able to identify what works well, where improvements are needed and how best to tailor services to meet the needs of both people and colleagues. This approach spans both business-as-usual activity and innovative pilot programmes, ensuring that insights are drawn from everyday practice as well as new models of care.

Key statistics of achievement

- **93% of people rated their care as good or outstanding**
  A marked improvement from 77% in 2020, this reflects the success of Be Caring's neighbourhood prime provider model and person-centred approach. Reported in 2024 (Source: Learning Improvement and Innovation Report)
- **Time spent with people increased from 64% to 84% in Leeds**
  Under the neighbourhood prime provider model, care workers were able to spend more meaningful time with people, improving service quality and satisfaction. Measured between 2020 and 2024 (Source: Learning Improvement and Innovation Report)
- **Client surveys at key milestones show over 98% feel treated with dignity and respect**
  This high rating reflects strong relationships between care teams and people and the success of tailored, person-centred support. Ongoing, with latest data from early 2025 (Source: Learning Improvement and Innovation Report)
- **95% of home support service staff would recommend Be Caring's care services to others**
  Indicates high confidence in the quality of care delivered. Summer 2025 staff survey (Source: Home Support Survey Report)
- **90% of staff would recommend Be Caring as a place to work**
  Reflects a positive workplace culture and strong employee engagement. Summer 2025 staff survey (Source: Home Support Survey Report)
- **93.6% of colleagues agree diversity is promoted in the workplace**
  Highlights Be Caring's inclusive culture and commitment to equality, diversity and inclusion. Winter 2024 colleague survey (Source: Equality, Diversity and Inclusion Report)

Delivering lasting change

> **"Lasting change is driven by internal capacity, responsive systems and a commitment to doing things differently."**
>
> **Caroline Kiely,** Trusted Assessor Lead, Be Caring

At the heart of Be Caring's transformation is a commitment to measuring what truly matters. The organisation has developed a multi-layered, evidence-based approach to data collection and analysis, ensuring that success is defined by meaningful outcomes, not just operational efficiency.

Care worker efficiency was one of the first key metrics introduced, comparing invoiceable hours with total paid hours. QR code technology supports this by tracking visit durations in real time, improving payroll accuracy and highlighting potential care needs. Care worker utilisation data helps identify rota inefficiencies or overly tight schedules, enabling more balanced and sustainable planning.

Client satisfaction surveys consistently show over 98% agreement with dignity and respect statements, reinforcing the impact of Be Caring's values-led approach. Staff feedback is gathered through biannual surveys, with Net Promoter-style questions guiding improvements and shaping organisational priorities.

Compliance with care planning and review processes is monitored, while complaints and safeguarding trends are reviewed monthly by the continuous improvement team. This comprehensive approach ensures that both operational and emotional outcomes are captured, driving continuous learning and improvement across the organisation.

> **"This model can work anywhere, but the pricing must reflect reality. If travel takes longer, it costs more. With the right data and structure, we can make this work nationally."**
>
> **Sharon Lowrie,** Chief Executive Officer, Be Caring

Key decisions

- Introduced shift-based scheduling, replacing fragmented pay-per-call systems with co-ordinated rotas that improved care delivery efficiency, financial sustainability and staff satisfaction across services.
- Developed internal trusted assessor roles, empowering staff to conduct timely, client-centred care reviews and build trusted relationships with commissioners, reducing reliance on delayed external assessments.
- Established monthly management meetings and central reporting, creating a structured forum for data analysis, outcome tracking and collaborative learning that drives continuous improvement across the organisation.
- Responded to CQC challenges by forming a continuous improvement team, embedding oversight of safeguarding, complaints and care quality and transforming service ratings through transparency and proactive intervention.
- Invested in CAREVIEW 360 to unify data systems, enabling real-time access to performance metrics and supporting scalable, informed decision-making for long-term organisational growth and service excellence.

Key learning

"Operational efficiency, technological innovation and workforce development were key milestones in Be Caring's transformation. Technology supports care but must be paired with collaboration, transparency and continuous improvement."

Sam Booth, Director of Performance, Be Caring

Be Caring's transformation has generated valuable learning for others seeking sustainable, person-centred change. Key learning is to start small and measure what matters.

Metrics like care worker efficiency, client satisfaction and utilisation rates reflect real-world outcomes and help identify risks early. The trusted assessor model exemplifies client involvement, with collaborative reviews that build trust and improve outcomes.

Transparency and learning culture helped reverse a poor CQC rating, supported by a continuous improvement team. Relationships with commissioners, social workers and people are built through honesty and shared goals.

Technology is an enabler, not a starting point. Manual systems and QR code tracking have delivered results, but investing in the right system that enables you to optimise what you do is the game-changer.

Be Caring's experience shows that aligning operational models with values like fair pay and respect creates lasting impact. The journey offers a practical blueprint: start with what you have, measure what matters and stay true to your values.

Recommendations for providers

A checklist of practical recommendations and resources to help providers to adapt and adopt similar informed by this building block section.

Recommendations for commissioners

A checklist of practical recommendations for commissioners to help adopt some or all of the approach used by Be Caring's commissioners.