

# CASE STUDY

## Driving care excellence – a customer-first approach

In July 2020, a not-for-profit provider of care homes in Buckinghamshire commissioned x3 Associates to create a bottom-up approach to delivering a step-change in performance and culture, following a CQC whistle-blow incident. x3 Associates immediately undertook a four-day 'go see' of the underperforming care home, listening to the concerns and ideas of the frontline care teams (the real experts) and reported back on the key findings to the Chief Executive within that same week.

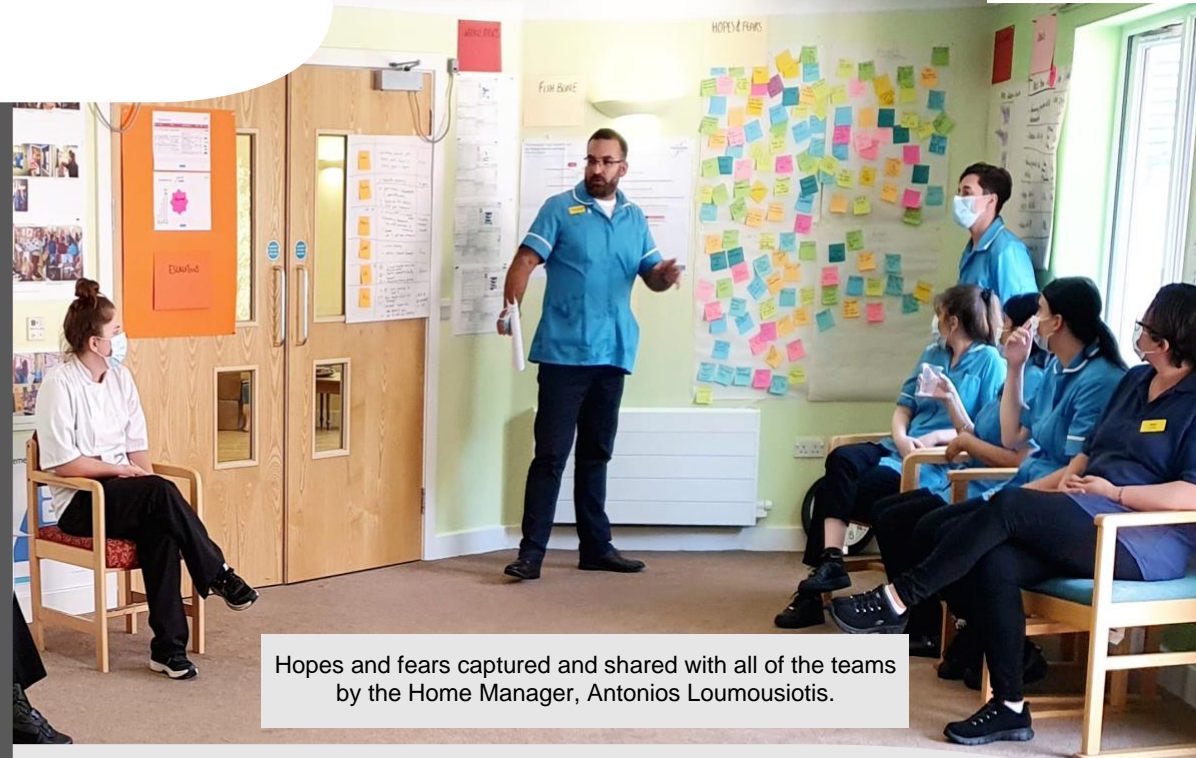
From this, we (in partnership with The Trust) engaged with the teams across all shifts and mobilised a turnaround plan for the home, which has delivered a significant improvement at the home. In fact, 55 of the improvements were achieved by the team within the 30-day turnaround 'sprint' process.

The Chief Executive, who acted as the sponsor for the improvement, shared our approach with the Head of Inspections at CQC. The successful approach focused on creating real ownership within the home, which included:

- 4-day 'deep dive' diagnostic
- facilitated 'hope and fears' sessions involving all teams across all shifts
- daily 'quality circles' team meetings
- 'go see' with the home manager
- established a culture of team-based problem solving
- focused on the teams ownership of their ideas (a bottom-up approach)
- sharing of best practice across the organisation.

'The concept of 'quality circles' is not new, it was developed in the 1950s by W. Edwards Deming. It is centred on the belief that the team 'the circle' own their ideas and are supported by a 'wider circle' of leaders (to pull on when needed). At the 'centre of the circle' is the customer (the resident and their families)'. Roger Burke, Managing Director x3 Associates.

The teams now feel their ideas and concerns are being acted upon and are owning the quality and care provision improvement. The approach has been so successful we are now coaching the turnaround of another home - to the benefit of the residents, families and care teams.



Hopes and fears captured and shared with all of the teams by the Home Manager, Antonios Loumouisiotis.

We provide tailored solutions that delivered on the resident's needs, within the 30 days:

- the care teams empowered to resolve concerns with 84% of all issues completed (55 improvements)
- 74% improvement in quality
- customer rating increased from 9.0 to 9.6 / 10
- sickness reduced by 38%
- ROI in 3 months.

"I was really humbled to attend the meeting with the night team. I learnt so much from them."

Sara Livadeas, Chief Executive  
September 2020

The teams are more confident, focused and driving care excellence.