



Case Study

Engaging staff to deliver high quality care

"KO Consulting's approach has been positive and challenging and every interaction has added value. We can measure the financial impact and outcomes and I can feel the difference in our culture and people. I wouldn't look anywhere else, and we will continue to work with you into the future."

Vicky Thew, Chief Operating Officer

Kitnocks Specialist Care, a nursing home for residents with complex physical and mental health needs, faced the challenge of how to engage the entire team to deliver high quality care following a series of management changes and resultant morale issues.

To support them, KO Consulting designed a cascaded engagement programme, touching staff at all levels.

Our first step was to work with the multi-disciplinary leadership team at a top team away-day. Prior to the workshop each team member completed the Myers-Briggs Type Indicator, which we shared at the away-day to help team members enhance their self-awareness and their understanding of each other - as a basis for developing trust and cohesion across the team, the foundations for a high performing team. We then worked with the team to create a shared vision of success for the home and identify the key behavioural shifts needed to create the desired culture.

Following this we designed and facilitated engagement workshops, to which all staff were invited. The purpose of these workshops were to share the vision and give each staff member the opportunity to confidentially express their views, ideas and feel heard. The aim of these were to increase "employee voice" and engagement and involve all staff in actively in shaping the way the home was run.

We wrote a detailed report of the themes emerging from the engagement workshops for the leadership team that we presented back to them, so that they could to build an action plan based on the findings and recommendations.

As part of the action plan, we developed set of core behaviours for all staff, outlining what good looked like in terms of their day to day behaviours needed to create a culture of high quality care.

Building on this, we supported the leadership team to develop their skills and confidence in connecting with their people and engaging them with the vision and how to live this day-by-day. The impact was highly evident to all involved. This was formally evaluated through follow up workshops.



Case Study

Engaging staff to deliver high quality care - cont.

At these, the leadership team reported:

- Enhanced team-working
- A greater sense of responsibility across staff
- Increased expectation on them from their people to manage underperformance
- Staff providing more person-centred care

Staff reported:

- Improved morale
- A greater sense of empowerment
- Increased levels of trust and support within and across teams
- Strong consistent leadership they could trust
- More resident-focused care

In the period following our work with the home, Kitnocks House was awarded a "Good" rating overall and in all categories by the Care Quality Commission, evidencing the improvements in the quality of care provided. During the inspection, the inspector commented unprompted that they could see the vision and values being lived in how caring the staff were.

The improvement in care was also accompanied by improved financial outcomes, with turnover increasing by around 10% and showing signs of continued growth.