LANTERN CARE GROUP

OSTK TURNAROUND SERVICES

Rescue Your Rating. Restore Your Home.

A guide for care home owners facing CQC enforcement, Requires Improvement or Inadequate ratings — hands-on management contracts delivered by The Lantern Way, the methodology behind CQC Outstanding ratings and national Care Home of the Year recognition.

Written for Care Home Owners and Operators

A poor CQC rating rarely arrives in isolation. It brings enforcement risk, falling occupancy, anxious families, staff attrition and, often, personal exhaustion. Most owners in this position know exactly what needs to happen — they simply don't have the hands-on operational leadership to make it happen fast enough. OSTK Turnaround Services places proven dementia and elderly care leadership directly into your home, under a fixed-term management contract, and hands you back a home that inspects well and operates well.

2–4 wks
VISIBLE IMPROVEMENT TYPICALLY BEGINS WITHIN THIS WINDOW

3 phases
STRUCTURED TURNAROUND — CRISIS, STABILISATION, STEADY-STATE

30 yrs
FRONTLINE DEMENTIA PRACTICE BEHIND THE METHODOLOGY

THE POSITION YOU'RE IN

A Poor Rating Rarely Arrives Alone.

It brings enforcement risk, falling occupancy, anxious families, staff attrition and, often, personal exhaustion. Whatever the cause, the way out is the same: disciplined, evidenced, KLOE-aligned governance — applied by people who have done it before. If any of the following sound familiar, OSTK Turnaround Services was built for you.

RATING PRESSURE

Requires Improvement or Inadequate

Your home is rated Requires Improvement or Inadequate, and the next inspection is approaching, with the clock already running.

ENFORCEMENT RISK

Warning notices and special measures

You've received a Warning Notice, are in Special Measures, or fear you soon will be — and the timeline to compliance is fixed.

LEADERSHIP GAP

Registered manager has left

Your registered manager has left, or leadership capacity has broken down, leaving nobody to hold the standard day to day.

COMMERCIAL IMPACT

Occupancy and referrals falling

Occupancy or local authority referrals have dropped because of reputational damage — or you want to sell but need the rating stabilised first.

THE SOLUTION

OSTK Turnaround Services places proven dementia and elderly care leadership directly into your home under a fixed-term management contract. We don't advise from the outside — we run the floor, rebuild the governance, and hand you back a home that inspects well and operates well. The methodology is The Lantern Way (the Outstanding Toolkit), developed over more than 30 years of frontline nursing and registered management practice, with a verified track record of CQC Outstanding ratings across more than 20 Key Lines of Enquiry, including national Care Home of the Year recognition.

THE METHODOLOGY

The Five Pillars Behind Every Turnaround.

The Outstanding Toolkit is a five-pillar operating system for dementia and elderly care — developed over 30 years of frontline practice and evidenced across more than 20 CQC Key Lines of Enquiry rated Outstanding. It is what we deploy from day one of every engagement.

1 **Connection Before Care**
The PCARG framework — Pause, Connect, Anchor, Read, Guide — puts relationship before task in every interaction.

2 **Emotional Intelligence**
Embedding person-centred emotional literacy into daily practice, so behaviour is read as communication.

3 **Meaningful Living**
Activity and engagement that goes beyond box-ticking — purpose and identity built into daily life.

4 **Environment as Care**
The physical space treated as a therapeutic tool, not just a backdrop, to reduce anxiety and support orientation.

5 **Highly Governed Practice**
Leadership, auditing, evidence and continuous improvement, mapped directly to CQC's five Key Questions.

THE OUTCOMES DISCIPLINE

Every OSTK engagement is built around outcomes residents would recognise as their own — the "I statements" at the heart of TLAP's Making It Real framework, and now central to how CQC evidences quality under the People's Experience category. We don't retrofit person-centred evidence before an inspection; it's the operating discipline running through every pillar, from day one.

HOW AN ENGAGEMENT WORKS

Three Phases. One Disciplined Arc.

Every turnaround follows the same disciplined arc — because the CQC's five Key Questions demand the same evidence base every time. We move you through three phases, each with a clear objective and a clear exit point into the next. The day rate itself doesn't reduce — the fee falls because you progress through phases faster. Engaged ownership and an active existing management team accelerate the timeline and the cost.

1
CRISIS & TURNAROUND

Intensive on-site leadership to stabilise immediate risk

Safeguarding, staffing, care planning, medication management and the evidence base regulators expect to see first.

£12,000 – £15,000 / month

2
STABILISATION

Governance systems embed, leadership recruited or developed

Audit cycles move from reactive to routine, and permanent leadership takes on day-to-day responsibility.

£7,500 – £9,000 / month

3
STEADY STATE

Light-touch oversight while your own team runs the home

OSTK audits quality and holds the standard, with your team fully in the lead day-to-day.

£3,500 – £5,000 / month

MILESTONE BONUSES

£5,000–£10,000 applies for each CQC rating uplift achieved (e.g. Inadequate → Requires Improvement, or Requires Improvement → Good), aligning our incentives directly with your outcome.

WHAT'S INCLUDED

Why Owners Trust The Lantern Way.

- On-site leadership presence, calibrated to the severity of the phase.
- Full audit and governance suite mapped to CQC's five Key Questions.
- Care planning, safeguarding and medication management remediation.
- Staff training, supervision structures and culture rebuild.
- Family and commissioner communication support during recovery.
- A structured handover plan back to your own management team.

The methodology behind OSTK Turnaround Services is not theoretical. It is the same framework that has taken homes to CQC Outstanding across more than 20 Key Lines of Enquiry, and was recognised nationally as Care Home of the Year. Paul Courtney leads every engagement personally — practitioner presence on the floor, not a firm that moves on once the report is filed.

30+
Years of nursing and dementia care management practice

20+
CQC Key Lines of Enquiry independently rated Outstanding

2019
National Care Home of the Year — dementia care excellence

PC

Paul Courtney
FOUNDER & COO · LANTERN CARE GROUP

Trained and qualified as a Registered Nurse, with 30 years of frontline experience. Developer of the Outstanding Toolkit — The Lantern Way — with a verified track record of CQC Outstanding ratings achieved through the same five-pillar methodology now deployed in OSTK Turnaround Services engagements across Devon, Dorset, Somerset, and Cornwall.

PROOF IN PRACTICE

Whole-Home Safeguarding To Outstanding.

The Old Rectory and Sefton's Hall, under Southern Health Care. Paul Courtney, then Director of Development, was deployed to The Old Rectory following urgent safeguarding concerns, taking on the role of interim Registered Manager. Sefton's Hall lost its manager around the same time, and Paul assumed management responsibility across both homes concurrently for a period.

1
CRISIS
Safe · Well-Led

Two homes, two departed managers, live safeguarding concerns

With active safeguarding concerns and no permanent leadership in place, the initial focus was narrow and deliberate — Safe (immediate risk mitigation) and Well-Led (rebuilding governance and management stability after consecutive manager departures).

2
BLENDED
All Five KLOEs

Once stable, a balanced push across every domain

Once safeguarding was resolved and leadership stabilised, the approach shifted to a balanced push across all five KLOEs together — recognising that Safe, Effective, Caring, Responsive and Well-Led are interdependent, not sequential fixes.

THE OUTCOME

Both homes moved from whole-home safeguarding concerns to a CQC **Outstanding** rating in approximately six months — October to May. The same disciplined, KLOE-sequenced approach is the foundation of OSTK Turnaround Services today.

GETTING STARTED

The Earlier We Speak, The More Options Remain.

If your home is facing a difficult inspection outcome, an initial, confidential conversation carries no obligation. We work in Devon, Dorset, Somerset, and Cornwall.

HOW IT WORKS

1. Initial call and confidential review of your CQC status, inspection history and immediate risks.
2. On-site assessment and a written turnaround plan with phase timeline and fee structure.
3. Contract agreed and on-site leadership begins — typically within days for urgent cases.
4. Regular reporting against CQC's Key Lines of Enquiry throughout the engagement.

For owners who may ultimately wish to sell, a turnaround engagement can also be structured alongside a future acquisition conversation with Lantern Care Group — but this is entirely optional and never a condition of the management contract. This document does not constitute a contractual offer.
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Deeply Human. Highly Governed.