



The care exchange - Series 4 Episode 2: Would you ever dance in the rain?: Samantha Crawley, CEO of Bracebridge Care and a director of The Outstanding Society

Hosts: Pia Rathje-Burton and Wendy Adams

Pia Rathje-Burton 00:07

Welcome to the care exchange Skills for Care podcast for managers in social care. I'm Pia Rathje-Burton

Wendy Adams 00:12

And I'm Wendy Adams.

Pia Rathje-Burton 00:15

Today on the care exchange, we have a guest. This is Samantha Crawley. Samantha is the CEO and nominated individual of Bracebridge care group a new organisation with a number of new nursing homes for older people. Samantha has worked in social care for 25 years in various roles, including operational Director and Director of care quality. In these roles, she's overseen the management of services that have been rated outstanding by CQC.

Wendy Adams 00:41

Samantha is also a director for the outstanding society. In her role of the outstanding society. She is involved in webinars and podcasts, sharing her experiences of achieving outstanding and CQC inspections,

Pia Rathje-Burton 00:55

So, sounds really exciting. So looking forward to chatting to Samantha, and on with the show.

Pia Rathje-Burton 01:11

Welcome to the care exchange, Samantha. How are you?

Samantha Crawley 01:14

yeah, good. Thank you. Glad to be here.

Pia Rathje-Burton 01:16

I'm really, really grateful you can spare the time to join us today. So you know, we heard an introduction here that you have managed lots of services, some of them rated outstanding, and I know you are the director, one of the of the outstanding society as well. So we were just wondering, we know when we talk to managers, that a lot of them strive to be rated outstanding, or for their services to be rated outstanding, why do you think that's kind of really important for them?

01:44

I think humans are innately competitive. I think, I think we all want to win, I think that if there is a level that we can aspire to be as humans, we do. And I think that that's very natural, it's very natural for us to do that. So from a human perspective, it makes sense to want to be the best. Cause as good and outstanding demonstrates that you're one of the best, best best care provider, whether that's home care, older people's care lenders, because these, whatever it is, it says, I am good at this, you can trust me. And I want to be able to demonstrate that to you. So I think from a from a person's perspective, who is delivering a service, it's like, really, it's like your homework being marked isn't is essentially, you know, at least like whether you get like a little tick or, you get the star, you know, we always wanted the stars. And that kind of helps people see that. That's what you you're able to do. And I suppose that the other thing for this is, is that what we're trying to do in the whole of care is build trust with the public that doesn't trust an awful lot of this. So I think that that enables people to be able to kind of go, well, actually, an independent regulator has gone into this service, whatever the services has assessed, the people has assessed the processes has assessed the quality and state that this is good, or this is outstanding. And then that gives them the hope then that actually when they're choosing that to base that they've got, you know, more safety in that choice. So there's lots of different reasons why people strive for it. I think the other thing to really consider is and I was having this conversation yesterday Would you believe with other leaders, is the fact that care and the margins and care are not always very high, it's the you know, it can be very difficult to get a profit in care. And without good or outstanding, it's very hard to get the right rates for the care that you're delivering. And there's an awful lot of quality marks assigned to care that we offer as well. So without that, too, you may not actually get the rate that you need to be able to deliver the care at that quality. So there's a whole lot of things, but I think if we had to bring it down to basics, people want to win. And winning is good or outstanding and outstanding is probably like the Yes, look, Wow, I did this. But I will say keeping outstanding is much harder. And that we have to actually if we were outstanding last year and we didn't do anything different. We definitely won't be outstanding today. So it's about continually developing. So I think there's a whole lot I've probably answered that way too long. But there's a whole lot of different reasons why we strive for that

Pia Rathje-Burton 04:45

interesting, isn't it? And because I know you've worked, you've been working you will have worked with lots of different services you must have seen you know some you have must have managed services where there was there were requires improvement. or good or outstanding, what what difference? What, what? What makes a difference from your point of view? What can you see when you go into service?

05:08

I had, I was really blessed I worked with Dr. David Sheard who is really a guru in dementia care. And I worked with him in managing culture change programmes and care homes. And often people would contact us when they weren't doing very well, maybe with the regulator or with other issues like safe guidance, or whatever that was going on. And the biggest thing, the biggest difference in inadequate, requires improvement, good and outstanding, is culture. And culture literally runs through the vein of every organisation. And we need to be very protective of our culture, I really, I really feel that I feel we need to almost be brutal. In this, I would say that, you know, if we've got the wrong person in the wrong role, doing the wrong thing, we need to act on that we need to act on that immediately. Culture goes off piste a little when maybe we don't when maybe we don't do that. So I think when you walk into an inadequate service, so you walk into service that requires improvement, it depends on when. So if you're if you've walked into a service that has just been inspected, and has an inadequate rating, or is, yeah, has it, and that can be either in a local authority or CQC inspection. And the thing that you'll see, I think most of the time is that the morale of the team is on the floor, that they don't feel supported, that they feel like it's all kind of sitting on their shoulders, that they can't get anything, right. That actually what you know, they come into work. And it's a slog, it's very hard. There's typically high sickness levels, there's typically high stress levels. And then because of all of that, that creates more issues that create then complaints, it creates safe guidance, it creates all of those other things that then mean that the trajectory is going in completely the wrong direction. So you're you're you're swimming up a river instead of down the river. And that's the feeling I think, when you go in, you can feel that. And I don't what I don't want is to say all inadequate services feel like that, because they don't, because an awful lot of people learn as well. So they learned they've been rated inadequate, and actually they've they've put the mirror up and kind of gone. Okay, this is this is what we have been able, we've been doing. And we need to break this down and work this through. So inadequate currently today, who has been inspected last year, does not mean that this culture is still there. But when it's very new, typically that culture is there. And and the other thing, of course, is because of all of that, or as a result of lack of leadership, that's what happens. So you've got possibly leaders who don't feel that they can make decisions, they don't feel that they're supported. And often home managers will tell you tell you, you know that they're trying to make changes, but they're getting told budget reasons why they can't do it, or other reasons why they can't do it. For example, well, this is how we do it. This is how we've always done it. So therefore this is the way you need to do. Even though a home manager who's a registered manager with CQC is saying this is this is really what we need to do to make this right. And for me, when I've gone into services like this, I will meet the team. So I will go straight in and I will sit in a room with the teams and ask them what they think the answers are. And I can guarantee you, they know the answers. They know what we need to do. And it's sometimes uncomfortable. And it's sometimes difficult. I mean, I remember years ago walking into a service and meeting a whole team have like afternoon and night team members because often the night members get left out a bit of an awful lot to tell us. And this night team work describing to me what a night shift was like because I was going to be gone into to work with them. And I wanted to I didn't want to do a kind of I'm coming into work with you. So I want you to tell me what you think I'm going to experience here. And they told me things like ridiculous, like absolutely crazy things like incontinence service. Do you know the incontinence pads are wasn't the right size for people. There was no time to have a break because actually everybody was working all the way through the night and there was so many people, there was issues with equipment, you know, so they were told clean equipment at nighttime, but actually that equipment wasn't working very well. So it was very difficult. And what they hadn't got was a mechanism to share

that back into the home so that that could actually be fixed. What that then did was create a huge divide between days and nights, as we often see in care homes don't we with the night team and the day team so therefore there was it was a fractured team. So nobody was actually considering Mr. Smith and room 90. Everyone was considering where they were in this place. And nobody was actually working together to kind of deliver what was needed. And so as leaders, it can be quite uncomfortable to sit in those rooms to hear how we failed to hear how actually, if we had answered that particular question, or that particular email, or if we'd done that survey, or if we'd gone in and met people, we would have known these things, and we would have actually been able to make a difference. I've I've, I've gone off the question there. But why what I would say as the team typically are hugely affected, we you can feel it, you don't even need to walk around, you don't need to smell it, you don't need to look at it, you can feel that when you walk into into a service. So culture is everything. And it doesn't. I suppose what I'm trying to get across is that culture is something that you have to work on. Every single day, I had a conversation, I was in one of our services yesterday, and there was a query we've got, we do assessment days, we do emotional intelligence assessment days before we interview people. So we don't interview until we've assessed emotional intelligence, long story, but it's just a way of actually getting people who really want to be in care. And somebody was suggesting yesterday that someone else does these. And we've got a team that does these. And I think actually, that could work as a But what we'd need is we would need to make sure that that continues to run exactly that way. Because if with culture, I literally said this idea. So if you move naught point naught one degrees, here, by the time a years down the road, you're gone so far off that you don't check. So we've got to really continue to check. I think we need leaders like me who are nosy. I'm very nosy, but I think we all need to be nosy. But we need to be willing to accept you know, when it goes wrong as well. And really be able to say, well, what is getting in the way here? So yeah, I think inadequate, feels sad. It feels hard, it feels that people are going to work and they're doing a job instead of a vocation. And not because those people woke up that morning to do a bad job. But because actually, we've not looked after them. And generally, if we look after the team, the team actually look after the rest. So for me, that's where it goes, goes. That's the difference. When we go to the other end, when we go to outstanding when you walk into an outstanding home, you feel like people own this you feel like the team feel like they run the place. So they don't need permission to go and show somebody around. I visited some homes up in the north recently. And I asked one of the directors could I go and have a look around, they were doing some great stuff. And I'm nosy I want to know what other people are doing. The best way isn't it steal ideas if you can't written on your own. So I obviously go see other people, but was beautiful. Because when I went into those services, I was with a director, but they did not show me their services their team did. They stayed away and the team took me around showed me everything introduced me to everyone. And that's the difference. When you go into the inadequate homes where people don't feel important and valued. They hide and they hide from the inspectors, they hide from everyone because they don't know that they've got stuff to give. They don't we haven't let them know, in these outstanding services. The team showed me around with pride. They weren't scared about opening the door. They weren't scared about questions of you know, they were they were quite happy to answer them. There was a real transparency in all of the conversations. And that, to me, that drives outstanding. So it's culture, it's all about culture, and we can have every process we can have every system we can have everything. But if the culture is not okay, people won't be okay.

Wendy Adams 14:00

And that's that's a fascinating explanation of both good culture and when cultures poor. I think one of the challenges for managers is that they often inherit services. So you know, the culture or the poor culture was not of their own making, but they come in as a new manager and inherited that poor culture. What's your thoughts about that, or any top tips that you would have about?

Samantha Crawley 14:30

I love that, and actually that one that I was talking to me about where I went in with the night teams that was one of those that was one of the times where I'd gone in and the service, that we were inherited a really bad culture. And I think that's the first thing to do is sit with the team. Go it let's assume, first of all, so when you go into service that maybe is requires improvement, has gone through a few different managers because that happens sometimes, you know, you go through a few different managers. You know, you've had a turnover of people Then you don't see an awful lot of support coming in. And when it does, it's telling not working with. So there's a difference between telling people what to do, and working alongside people. So I would say that going in and putting yourself in a room having a cup of tea, get some pizza, you can, it depends on where you are, there's particular homes I've never send pizza to because they don't like it, they have to have fried chicken that you know, you need to know which which is which other places are cakes, but it's about going in and literally saying, I'm here to hit Listen, I am here to hear what you have to say. Because you cannot change a culture by imposing what you want on people, the culture will only change if the people's hearts and souls change, that's only going to happen if they trust you. And they're not going to trust you, if you don't listen, I think an awful lot of times people go in as a manager and think, Well, I've got to manage this situation, I've got to fix this, I'm going to deal with it this way. And I'm going to say this person is not doing this, this person will not do this. That's not going to fix our culture at all. And I literally because I've done culture change programmes with care homes, I will go in and find the loudest most disruptive team member I can find. And I will find them. And then we know what we know, we know that they're the ones who lead the team and all of the, you know, we're not happy about this, we're not happy about this, that if they can lead the team in a negative direction, they can also lead the team in a positive direction. Often when managers go in, they think I need to get rid of that person because they're a troublemaker. But the problem is you get rid of that person, then you've lost the person who can actually lead this team. So instead of actually thinking right your trouble, think about why what what is going on behind that. Why are they saying what they're saying. But actually, they're very good at influencing all of these people. So if I can actually learn from this person what the team needs, and get them to help me influence the team moving forward, you're not only then keep the person that people trust, but actually that person becomes your ally. And now there are times when you do have to make decisions. When you when you go into some care services, and you see some bad practice, or you see things that wouldn't be okay for your mommy. And not because somebody doesn't know somebody hasn't been taught. But because there's an innate issue with that human being you have to handle that you have to deal with that you couldn't you can't not deal with that. But I think for me, most of the time, when you look at something that's going wrong, or you look at a culture that's breaking, you have to ask a question, what are we doing about this? Why have we done so I'll give you an example. We have new services in in our care homes. And recently, I found that somebody who's quite integral in one of these care homes had not completed our fall induction week. Now, this person, then I can't then say to this person, you're doing the wrong thing. Because I haven't done what I meant to do as a CEO, I meant to ensure that everybody has got their full induction, all of the online is stuff that's grand but actual true induction true

face to face, learn in the boat vision, the values, everything, you've got to be able to know that we your side of the street clean. A lot of the time when you go into service like this, and you find people are doing bad practice moving and positioning, for example, they're standing above people when helping them to eat or they're rushing around because they've got to do you have to ask question, how come this is happening because this person didn't get up this morning, put on the uniform and say, I'm going to do a bad day of care today. So what has driven that, it's often training, it's often the culture inside of the home and people being able to speak, and it's often just not knowing, and you don't know what you don't know. So I think most of the time, instead of going, right, I'm gonna get rid of this person, I'm gonna get rid of this person, they can go they can go work it through, find out what we need to do to clean our side of the street as leaders, and then start making those decisions. But with the caveat that if we see something that wouldn't be okay for our mammy, if it if it's not okay, and it feels wrong, and it's something that something is innately wrong in that human being, then deal with that. And the one other thing I never shut up, do I but the other thing I'd say is with this is Paretos Law, so Paretos Law, 8020 rule, isn't it. So in home care and home management, whether that's in care homes, home care, any service, you spend 80% of your time dealing with 20% of the people. So that means that an awful lot of your time is dealing with people who are not performing and not dealing actually with all of the people who are performing and actually making sure that they're motivated and continue. So there are times where you have to say Right, I've had a conversation about this person now x times we've met with this person And we've done all that we can, we know what we we've done, we were meant to do has been done. So therefore that person can no longer be here because I cannot spend my time on this person when actually I've got all of these other people to actually develop and make a really good space really. So does it, you have to give yourself a cut off, I would say in any in going into any service like that. And just make sure the team are part of the plan are the plan. Yeah,

Wendy Adams 20:27

one of the things that you one of the things that I think takes up a lot of manager's time is dealing with disagreements between staff. And that was something you alluded to before, when you were talking about night shift versus day shift. And I suspect that lots of of managers thinking, Yes, I have those problems, one shift and another or different teams. How do you deal with that?

20:52

I think there's lots of different ways. So I think the first, the easiest way, the very easiest way is to get people to swap, walk in the shoes of the other person. It's very difficult to judge somebody if you walk in their shoes. That's not always practical, though. Because not all of our teams can go on to nights and work on nights and not all our night teams can go on Days and work But if you have the ability to do that, please do this. Because that will actually if we can walk in the shoes, that will really help people understand what life is really like in that shift during that because you don't know you might think you know, we don't really know until you actually do it. And so that's the first thing I would say. The second thing is, is have open and honest conversations. So have open honest conversation with the first team then with the second team then with the two teams together. But let's set some ground rules in that as well. So that it will be set in respect. It will be set in looking for outcomes that will be set in looking for solutions. We don't want to sit on Well, you did this I did this. This was a problem. So one of the things I do at my teams is I share a thing called Cartman Drama Triangle. So it's Cartman Drama Triangle, which is it's a triangle. And it talks about in any relationship in any kind of discussion. You can have a

persecutor you can have a victim or can have I don't know if you see that. Have you ever seen that? So I've shared this triangle with people. And then they have to decide where they are in. Are they in the triangle? Are they have an adult adult conversation? What's on

Pia Rathje-Burton 22:29

the third third line and so probably your accuser. So you've got

22:33

you've got persecutor, victim and rescuer. Okay, so in care when I say in a room, like who, who sees themselves as a persecutor, often a manager might say, well, I don't but the team do not see myself. But the team often see me as a person, the victim, very few people want to talk about being a victim. They don't they don't want to say like I act like a victim, but actually quite a lot of that isn't there, wherever we are used to the office, and then rescuers in care, a lot of people put their hand up saying yes, I'm a rescue. I'm rescue and rescue. But when I share with them that actually the most dangerous position on that triangle is a rescuer. They're kind of like, Oh, okay. Like, and the problem I always say to people, you can't unknow this once you know, this, which is really annoying as well. It's like, oh, now I know this. So an awful lot of managers choose to do things for people because it's quicker, you'll get the care of but I can't do my daily notes. Because you know, I haven't got time. And I had to do this not to do this. And they just say, Oh, don't worry, I'll do it then. And they do it. And then that then they do the next day, then they do it the next day, etc. The victims and the persecutors are people, persecutors aren't as easy to think, by the way, it doesn't mean you are a persecutor, it means you're perceived to be a persecutor. So the night team would often perceive the day team as being persecutors because they didn't put people to bed or they didn't do this, or they didn't do that. The day team same, isn't it? So they say, Well, they've done nothing all night. And now look at me, I've got to do this. So I'm either a victim or I'm a persecutor. So when we have these reasons, I say right, then there's a triangle, but we've got to find a way of having this conversation outside of that triangle. How do we how are we gonna do that? And it's really, it's quite fun. In the end, it's quite fun. So years ago, I used to have this in a care home like 25 years ago, we used to have little bells, so that if we had victim language, we'd ring a bell. And it was kind of fun. So I have people who used to work for me who still message me and go ding-a-ling But I think you can create this kind of open and transparent conversation without having to have a go at another person or you know, just because you're not happy, and I'm not happy doesn't mean you caused it. It might be this Something else has gone on. But the typical night day thing does happen. But I do think that we as leaders need to make sure that we're incorporating both sets of teams into meetings, we're making the time to actually hear people, I think. So we do our team meetings, we have it online and face to face in the hall. So it's online as well as face to face, always. And but we do that at 7pm, the evening and on purpose, because it means that the night team can join the day teams can join people can join from home, they can join from the bus, have men, I have had somebody joined from the bath, in which case I said, No, not quite got the not you'll not be in the bath. But you know, but it means then that we're having that dialogue. And it's this conversation that's happening together. And because teams like that they can feel left out one way or the other. And I think if we can just get to the place where we assume best intentions of everyone. So there has to be the core, that if we assume that actually the night team didn't not do that, because they don't care. And they didn't do it because something happened, and that the day team could do the same, I think we'll get into a better space,

and the team will actually be kinder to each other and give each other a bit of a break. And then we can start to break down and work out what we need to do moving forward. Yeah,

Pia Rathje-Burton 26:20

I can literally I'm sitting here nodding, thinking this is exactly, you know, so you know, in previous roles, I used to do quite a lot of investigations when they've been I don't know safeguarding or complaints, or whistleblowing or anything like that. And the amount of times that I'd go into teams, and there'll be like, these two camps, and, you know, you spoke to one camp, or the other people don't do anything, and it could be, you know, day and night, it could be day service, you know, or it could just be two lots of teams. And sometimes it will be culture as well, you know, you know, this culture, then the other culture don't do anything, you know, it could be lots of different basically, within a service two teams have been created, even if they weren't actually meant to be two teams. And they would always be well they don't do anything, oh, when I come in, they have never done that, rather than actually, as you say, Go, you know, go and work in the other person's shoes and, and feel, you know, they don't just not do this, because they didn't feel like there was a reason behind it and some kindness within that. Exactly. Yeah,

Samantha Crawley 27:25

I agree. The best

Pia Rathje-Burton 27:26

example I've ever heard was that there was two members of staff, they were their managers within the same building. But there were two different services, bit complicated, but but they just didn't get on. And lots of things had been tried, and it just didn't seem to work. And some bright spark decided to send them both off to an escape room. Brilliant, love it. And then they had, so they had to work out how to get out of this escape room, and they came out best friends, best friends, but they came out. Going, we've solved something together. Exactly, we've started to have an understanding of each other. And therefore we, you know, we can now work together, I just thought this is genius. And you know, you might, you may not want to want to kind of send everybody off into an escape room, but for finding some way of having people having a common thing that they got to solve together, or achieve to achieve together. And you know, but it's hard to get to that to get to that point.

Samantha Crawley 28:26

Can I just go back on that? I'm just going to take you so what we do is, so we are we've got these assessment days, and I said, and then on our first day of induction, everyone's asked to bring an item with them, that really matters to them. And it has to really matter. And they then need to talk about what that item is.

Pia Rathje-Burton 28:44

Might be their phone. No, it can't be that. Well,

Samantha Crawley 28:47

it might be that could have might be if for example, we had a lady join one of our one of our ones where actually she had pictures of our kids on our phone because of kids, we're in Nigeria, and she comes to work. And she cried talking about the kids she left behind. And and what we've I find it's really

interesting, I just did one of these a couple of weeks ago, I like to hop in on these, you know, as often as I can. And it's interesting that people really do share who they are. And I think that that's really important because I think in a lot of jobs, a lot of roles and especially in nursing actually people have been asked to depersonalised themselves a little bit they've been asked to come in, put on the mask, come to work and be this person. That's not real. We are human beings first and foremost. So what hurts me today is going to affect me today. What makes me happy today, it's going to affect me today. So what we do in our teams is we really want them to know each other as human beings, before they ever know the person's job. So they won't know what the other person's job is on the induction, yes, but they'll learn that person as a human first, and I think we have to do a lot more of that in care. I think we've got to make it much more humanised and looked at human beings being human. First, before we look at titles before we look at what role you're going to do before we look at anything, because then actually when you do get a bit annoyed, but sometimes it's annoying, you know, you can come in, you know, I've done nights, and I've done days in care. Now coming on nightshift, and the dining room is in a hot mess. Nobody's picked up any of the stuff. It's not being brought to the kitchen, all of this. And it can be kind of frustrating. But actually, when you think that oh, well, Mary was on and her kids is not well, and actually, she I remember her saying about this, it just puts it into a whole different perspective. Because we're now dealing with human beings. And we're not dealing with the night team, the day team, the person who didn't do this. So I think we need to become much more personal in care than what we have. And I think we've kind of maybe tried to train out the humaneness. And actually, it's the humanists, that actually creates great culture, and that respect and honour of each individual is really, really important. So yeah, I would say, so it's not an escape room, but it is a sharing of who I am with you. And this is who I am. And yeah, it just changed the dynamic and in teams, because people understand who each other is.

Pia Rathje-Burton 31:15

Tell me about that psychological safety. So is that part of the interviewing, you say?

Samantha Crawley 31:22

So the assessment centre. Yeah. So yeah, not? Well, it isn't. We don't interview until we've actually done and they've completed an assessment centre. So it doesn't actually matter whether you've got 25 degrees, or none. And you'll be invited to our assessments to see you need to answer some really quirky questions when you apply for a job with us. So it's not, you do have to answer whether you've got a right to work because we have to do that key. But other than that, you do. Yeah, you can do application, which covers all of the usual everything that we need to do. But the first few questions you're asked, are slightly strange. So ask, Would you talk to a stranger at a bus stop? Would you ever dance in the rain? Yeah, there's just quirky questions. And what we do then is we see how people answer those. And if they answered them with a, yeah, gotcha, I would do that. Yeah, I would or No, I wouldn't because of this, but I'd love to be able to, there's some people wouldn't, but they'd love to have the freedom to but they've been taught not to. So it depends on how the answer is, they then get invited to an assessment centre. And the assessment centre is literally I can't give everything away, because that's fine. I mean, as in if future people come to the assessments, let them know each of the things that we're looking for, because otherwise but, essentially, we're assessing people's emotional intelligence for a few hours. So they've got a couple of things that they need to do as team members together. And while looking at who leads who doesn't lead, who kind of starts having discussions with

other people who listens. So you can have, it's quite interesting because you get very qualified people. So people who've been in care a long time, they're very qualified, who actually take over the whole room, and don't actually listen to other people don't actually let that person's life experience come out, because they have the experience. Those kinds of people don't tend to do very well, assessment centres, because they haven't learned to listen. But those assessment centres only then if you get through the assessment centre, we've got five different people assessing throughout the assessment centre. And then if you get through that, then you'll be interviewed and then we'll know what job but until then, you're a human being being assessed for emotional intelligence first,

Wendy Adams 33:44

and I love the quirkiness of that, you know, I've gotten engrossed in the would I dance in the rain question, and I haven't moved on from there.

Samantha Crawley 33:51

But it's interesting, isn't it? I mean, there's another one about well, what would you do if you saw somebody fall over in the street? There's some people are very practical. And so well, I'd go check them, put them on the side called 999 And some people are like, I feel really sad for them, Oh, my God, they'd be really embarrassed. It just depends. If and and it just tells you a lot about a human being and how they answer. Some people go to those questions and think I really do not want to work with these people. They're insane. And that's okay, too. Because it's not for everybody is it's not under the assessment centres. The other thing we're really, really clear on is that our culture is based on human rights. So that's the human rights of every individual everywhere, and that we will advocate and stand up for any individual who needs that support if they can't do it themselves. We're really, really clear at assessment centre on that. So we talked about LGBTQI how we want we really want to encourage people from the LGBTQI community to come and work with us and to help us understand and know what's going on. We work with another human rights organisation we're looking for accreditation with them as well. But we talk about how, you know, a particular individual who might come and live with us might, for example, be transgender might be gay might be straight might be whatever. And family members may not always want that discussed. And we actually talk about that in these assessment centres as well. And we do that because some people self select, they say, that's not an organisation I want to be at. And that's okay, that's perfectly okay. So we're really open and transparent about the fact that this is who we are. And not everyone. Well, it's not for everybody. But actually, you know, if we're trying, I suppose to say, in older people who are from, say, the LGBTQI community, often don't feel safe coming to care homes, because they don't know that they're going to be accepted, they don't know that actually, we will work with them and say, somebody who's living with dementia, who really does want to hold on to who they really are, then we will work with them to make that happen. So for me, that's really big. And so the assessment centre really goes into detail in that too. So we're kind of putting out our thing, if you like and kind of go, if this isn't for you, it's probably this is the right time to choose because you're not, it's not gonna work for you. So it's

Wendy Adams 36:18

very much about recruiting people with your organisational value. Absolutely.

Samantha Crawley 36:24

front and front and centre about it. Really Yeah. And if you're not willing to talk about who you are, you're not willing to share who you are, it's probably not going to be the organisation for you. Because we're always going to have open and transparent conversations. So yeah, really interesting.

Pia Rathje-Burton 36:41

I'm going to change tack a little bit. I'll just want to go back to something you said. You know, a little while ago, you were talking about things going wrong? Yes. So you know how, and I think it's sometimes a subject that we are a bit scared to talk about. So you know, something has gone wrong And that happens to all of us something goes wrong, what, what is, are the things that you could do what, what can you learn from things that go wrong,

Samantha Crawley 37:06

I think things go wrong you've got people working with people, things will definitely go wrong. And I think the first thing we need to do is make sure the team know that that we know that things will go wrong. And that we're not scared of things going wrong. And in our, in our organisation, we have a what we call Lessons Learned lab. So what I do is I host it, and every month or again on teams, all team members from any role can join this Lessons Learned lab, and we talk there about, say for example, there's been a safe garden, and we've done a safe garden investigation. We talk about the outcome. And the lessons learned from that because of course safe Gardens is literally about learning lessons, isn't it? It's about how do we prevent this from happening again? And how can we get better the next time. And we literally talk the talk openly and honestly with everyone about those things. The reason you do that is because we want lessons and learning from mistakes to be part of every day, and not an event. It shouldn't be an event. It shouldn't be just oh my god. Yeah, you know what, could've done better there. Well, that went a bit wrong. Let's figure out what how that happened. And how can we make it right the next time. So I think what we need is to be able to say to people again, during induction be really clear. We don't expect things not to go wrong, we actually expect things to go wrong. And it's perfectly okay for things to go wrong. It's about actually what did we learn from that thing that went wrong? Could it the biggest questions are could it have been prevented? Did we have anything that might have told us that this might happen? And there's sometimes days sometimes there's not. So I think it's really about expecting things to go wrong. And I know a lot of people in care don't love that because everyone is going No, no, it's all fine it's not. It's not going to be perfect. We should expect things to go wrong. And I think if we're expecting something to go wrong, then team members will then know that and go okay, well, this is one of those times this is gone wrong. And actually now we're going to have to do this, this and this. And we're going to learn from this. I was doing and I do our dementia philosophy training with team members, because I'm just because I love doing it and just get me out with the teams, which I rather love. We often have many residents in the room as well, which is brilliant. So they tell us to and but I was there. I was doing one a couple of weeks ago, actually. And one of the night team brought up something and I said you know, I've not seen that on any incident report anywhere. It was about something that was happening. I've not seen that on any incident report. And he said, Well, it's not really an incident is it and I said well. Let's talk about that for a minute. You know, and we talked about it and actually, it was an incident it was an incident that really, as leaders we should know has happened in the home or could happen in the home? And he said, Okay, I'm just having that open dialogue, that open conversation. But you know what? I would I would put that through as an incident actually. So that I know. So I get all the incident reports. So and then actually, if that if

that could if that happened again, then we know them now we've got a trend. Now we know we've got something that could happen again, and they'll go, Oh, okay. There's no kind of you should have told me. Why didn't you do this? Yeah, I was thinking about that. I think I would have we just had a conversation. And then yes, we said that would have been incident. But that's the thing isn't this. I think things go wrong. And I've been involved, I'm still involved in, you know, with some things that are very, very serious things that have gone wrong. And I think, again, go back to assume best intentions, assume that the person didn't get up that morning to make that mistake for that to happen. I think we have to approach that in that way. And we had, I think the other thing to do is to remember that when we're having conversations with team members, you know, through an investigation, you said, you've done investigations Pia. I think making the person feel comfortable about just sharing what their perspective of that is, is really important and not kind of not being really kind of tell me this, tell me this, tell me this, but being really kind of having a conversation with people rather than having an interrogation. Yeah. And I think that that can change things as well and can change what you get from people.

Pia Rathje-Burton 41:30

Yeah, I know Wendy is keen to get the last question I just one more thing I'm going to ask you before, before we move on to the last two questions is, I was just intrigued to learn that you, you listen to a lot audio leadership book. And I just wonder why you do that?

Samantha Crawley 41:46

Oh, because I'm always learning. And I don't know what I don't know, still. And as a leader, I think we have to know we have to know that we don't know everything and never will. And that other people have got lots of different ways of approaching things. And I listen to audiobooks. But actually, I give a free prescription subscription to all the leaders in all our homes, as well as all the home managers, all the deputies, all the central team, they all have an audible subscription that we pay for, and that we share a book that we are going to listen to. And then on in next, at the end of this month, actually, we've gotten away day because we do succession planning away days. And we'll talk about what we've all learned from that book. So I think it's important for all of us really to stay open to learning and other people have experienced stuff we haven't. And they'll have experienced it definitely in a different way, because they're not us. And we can just keep learning. So for me it's about it's not about kind of knowing stuff. But it's about actually, you know, that person's that person's approach to that would have been very different to my approach. And actually, I love Brene Brown as well, I don't you know, Brene Brown, I don't even know her that she talks about vulnerability and vulnerability and leadership, which is really, really important. And I think that we can all learn, and I think it sets when you have a leadership team that all kind of read the same book, or all have kind of got the same kind of way of learning. It means then that we can have true and honest discussions and agree or disagree, that's fine. But we need to keep learning and the day I think we think we know it all is the day we should go home.

Wendy Adams 43:34

I love that your your leaders and managers then get to be part of a book club as well as employed for your organisation. That's

Samantha Crawley 43:44

important. I think it's important and I was quite interested, I will tell you that the first book I sent out, do you mind me saying the name of the book is quite fun. It's by Simon Sinek. And it's called know your why. So it's about why what why why are you leadership like I literally get into it. But I remember one of the in this company, I'd sent it out. And one of the whole managers came back and said, I was really a bit sceptical about that initially, because that guy loves Apple, you know, Apple phones. And so because he uses Apple as a not as a discussion about an organisation, I thought he was just trying to advertise apple. But then actually, when I listened to it, I could see then why. And it's really it's really quite interesting. But I think I think if I don't value other people's learning, how are they going to value that as well. So I think having just conversations and somebody can read that and one person did read the book and got I didn't really I didn't really get him at all didn't really get them at all. That's grand. Other people will get something from it. But I think it's about having that conversation. And just about no one none of us know everything. So we should just keep trying to learn. That's all.

Wendy Adams 44:49

Great. Thank you. Excellent. So, as Pia said, on to our last couple of questions, so we always have a time to care slot in every episode. So I'd just like to invite you to share what's your most time saving tip because you're clearly a very busy lady,

Samantha Crawley 45:08

busy lady. Absolutely. My most time saving tip is diarize, diarize and value your own time. So I think you never my dad used to have a saying that said never make someone a priority who makes you an option, which I think is a very good saying, I think is really, really good saying and I've always kind of thought that's interesting. And I think diarize things so but also diarize time to I've got literally got focused time diarize in my diary. So that, you know, it's, it's all in there. So people think, oh my God, but I've got to put everything into diary I've never have time to. But actually, if you do this, it will save you a lot of time trying to do lots of other things. So think use your diary or use like the online, you know, calendar in my email. But that will save you a hell of a lot of time. And always remember the 8020 rule check who who, who you're spending time with, make sure it's with the right with the right people who you can develop that would be my advice.

Wendy Adams 46:15

And our final question, I'd like you to imagine that we're on a lift on the 10th floor going down with a group of registered managers. And before everybody gets out, you want to tell them what you think is your is the most important thing to leave them with. So what is your key message in those 10 floors that you're coming down.

Samantha Crawley 46:34

And for me that two seconds, and I'm Irish, so that would be impossible. But what I would say be kind to you, be kind to you, as a registered manager be kind to you, I don't think the registered managers are kind enough to themselves, I think they've got a lot of pressure. It's the hardest job. It is relentless. It can be ruthless, it can be life changing, and life pulling and life enhancing and life. I mean, literally, it is such a hard role. So I would say be kind to yourself as a registered manager. And also remember that you are human, you are a human being before you're a registered manager, and that you will make

mistakes, and it's okay. But just be kind to yourself. And that's the biggest thing I could say. Because I think I think registered managers give themselves, I don't need to say to any one of my managers you're wrong, or you shouldn't have done that, they already know that. They know that they feel it, they don't even need to be told it most of the time. So just be kind to them. And and the last thing I would say is another one from my dad, again, he'd died a few years ago, but he was very clever Irish man. And he would always say, leave the people in the room whole when you leave. So in other words, his thinking on that was when you leave a room are people as happy and at peace and Okay, as when you came in. So as a leader, we can go in and deliver really tough messages, sometimes we can really you know, can be tough, you know, you got a huge safeguarding going on or you've got something else going on, it can be even deliver really tough messages. But how people feel when you leave the room is a true measure of you as a leader. So as a registered manager, be kind to you. And then you can be kind to other people. And then when you measure that room and you leave it people should be whole, I really

Pia Rathje-Burton 48:30

don't think I could have summarised that any better than in any other way. So brilliant. Thanks so much, Samantha. It's been fascinating. I knew you would be. And just thanks so much for your time today.

Samantha Crawley 48:46

That has been really good. Thank you. I love the questions. So really thought provoking, and there's really good. I learned as well. And I do these things. It's good. It's always good for us all, isn't it to have a think and now thank you very much been really good. Thanks a lot. Bye.

Pia Rathje-Burton 49:10

Great conversation with Samantha there, I knew it was going to be interesting, but it really really was interesting, wasn't it, Wendy?

Wendy Adams 49:16

Oh, it was fabulous. I Yeah. I loved what she had to say about culture. Culture is just so important. And you know, she gave some really good top tips for managers to think about what their own workplace culture is like how to deal with the with with it when there's difficulties. And it really reminded me of our new culture toolkit. Because obviously our new culture toolkit from Skills for Care, helps managers to do exactly the same sorts of things. It gives managers a chance to think about what is their current workplace culture, and what does that look like but all sorts of things about how do they embed a good culture? But how do they develop and grow that culture? And there's some really good resources within that culture toolkit with, that managers can use to, to work with their staff to look at things like, Do we have any subcultures? You know, how could we all work better, better together? So, I think that's a really good resource. And it just backs up some of the fantastic things that Samantha was saying, in our conversation.

Pia Rathje-Burton 50:35

Yeah, it's a really interesting conversation. And it was really interesting, because we sort of started off by asking her about CQC inspections. And straightaway, she was talking about culture. And then she was talking about recruitment, and straightaway, she was talking about culture. And then she was

talking about retention itself, and, and culture within that, you know, it came, it came within everything. And that is really what we see when we talk to managers, isn't it, that the culture, if you've got a positive culture, you know, that links to so many things within your, within your service, you talked about self care managers, that was linked to culture, so everything she talked about link back to that culture. So being able to know and I suppose is really, you know, can be incredibly hard to know, if you've got good culture, and you kind of, you know, to put she said herself, you know, put that mirror up and see, what do you have that or not, and maybe you and there's so many activities in that toolkit, isn't it that that you could use to kind of try and identify yourself? What's your cultural like, at the moment? And are there things that you can change? Really interesting, I thought her how she was talking about leadership and her experience of being a leader, and how she, as a CEO, treats her leaders. So the people that are managers within her services, was really interesting as well. And just so compassionate, didn't use that word, but that's how I would describe her leadership's leadership style, you know, so compassionate to the people that that, you know, to herself, to her, the managers, to the frontline staff, to the people that she's supporting, or supported by her organisation. And if you think back to the episode that we did with Professor Michael West, the first episode of Series 3. That's exactly what he was talking about, wasn't it? You know, exactly that, that if, if you are a, you have Compassionate Leadership, again, it's going to link to that culture, you're gonna have a good culture, and therefore, you're going to provide high quality care. Kind of all links together, doesn't it? It's like a jigsaw puzzle.

Wendy Adams 52:57

Yeah, absolutely. And even when she was talking about when things go wrong, and she was talking about when things go wrong, she was still talking about applying that Compassionate Leadership to that. It wasn't about a blame culture. It wasn't about what you did wrong. Yeah, it was about let's sit down and look at what we can learn together from from what's happened.

Pia Rathje-Burton 53:23

Yeah, absolutely. You know, and I know the time with Michael West will talk a lot about the book that he'd written. If you are a member, register manager member and you renew your membership, you actually get a copy of that book. And it is an absolutely amazing book really, you know, worthwhile to read and use. So I think that's it for today. Thank you very much for listening to this episode of the care exchange, as we always say, and as Samantha talked about, sharing, sharing, you know, audiobooks also share podcast. So if you are a manager and you're listening to this, share this podcast and the rest of the series with with another manager or with your staff. And hopefully, they will enjoy it and pick something up. So that's it for today. Thank you very much. Bye bye.