



The care exchange – Series 5 Episode 11: We are a kind, caring sector!

Hosts

Pia Rathje-Burton and Natalie Scarimbolo

Pia Rathje-Burton 00:00

Hi. Welcome to the Care Exchange, the Skills for Care podcast for managers and social care. I'm Pia Rathje-Burton

Natalie Scarimbolo 00:13

and I'm Natalie Scarimbolo.

Pia Rathje-Burton 00:15

Oh, you may have noticed I've got a different co host today. So welcome Natalie to the care exchange.

Natalie Scarimbolo 00:20

It's great to be here. Thanks so much for having me. Pia, so tell us a bit

Pia Rathje-Burton 00:25

about what you do at Skills for Care.

Natalie Scarimbolo 00:27

Okay, so I'm one of the Central Engagement leads here at Skills for Care, and my role is quite varied, as I'm sure many of our listeners can actually relate to, but currently I am one of the central points of contact on many things sector reforms. So what I do is work with colleagues at the Department of Health and Social Care on any of their sort of priority areas, but also various policy developments. And I work with them in supporting any engagement needs and communicating key updates to the sector. But it's probably helpful for me to reflect on some things that I used to work on, because once upon a time, I also worked on our overall offer of support to registered managers. So thinking about our wonderful registered manager networks, registered manager webinars, our membership offer as well, as well as the care

exchange, which I'm still involved in from behind the scenes, and why I am stepping in to join you today in Wendy's absence. Yes.

Pia Rathje-Burton 01:23

So obviously Wendy is not here, and thank you for that overview. Natalie, yeah. So obviously Wendy's not here today. So we do have a short clip from Wendy.

Wendy Adams 01:33

Hello to all of the podcast listeners today. I'm sorry I can't be with you. Unfortunately, I'm currently on sick leave following having broken my leg. Unfortunately, this also coincides with the fact that I was due to be leaving skills for care at the end of March. I'll be really sad to be leaving. And I have absolutely loved my time as the skills for care, the care exchange podcast host with Pia, and I hope that people go on to listen to the podcast going forward, and pick up all of the top tips that are being shared. And, you know, getting that that great experience of hearing from registered managers and others in the social care sector.

Pia Rathje-Burton 02:16

Yes, so obviously, we wish Wendy a speedy recovery with with her leg. And you know, just wish her. Wish her very well. It's been amazing working with Wendy over the last you know, many, many series. And I think just you know, thank her so much for her time, her her passion for working in social care, and fantastic questionS she's asked all our great guests over the over the last three series. So thank you very much, Wendy, and as I say, very best of luck. And hope you, hope you get well soon. So we are at episode 12, the last of series five, and we've often used that last episode in the series to reflect on the previous episode, and just kind of think about everything we've had, everything we learned from the guests that we've had conversations with,

Natalie Scarimbolo 03:08

and as you've heard, Wendy, sadly, can't be with us today. We will really miss Wendy, but we are switching things up a bit, and I get to ask you about your reflections, Pia, and all the wonderful episodes you and Wendy have recorded this series,

Pia Rathje-Burton 03:21

yes, a little bit different today. I'm the one being asked questions, not asking them, but different

Natalie Scarimbolo 03:27

for me. That's right, and the tables have turned in this wrap up episode. But no, I'm really looking forward to it. So in a moment, we are going to reflect, talk about some key themes from the PAs series, but we'll also be re sharing and reflecting on some great tips that ideas and advice that were discussed by with some of our amazing guests.

Pia Rathje-Burton 03:47

Yeah, and I think at this point, just to say thanks to our amazing guests, we have had some great guests in this series, and I've been really reflecting on what we've heard from them with Wendy, and I've been chatting to them in series five. And I think when you spend time talking to people. You really feel like you get to know them. So I will refer to everybody today by their first names.

Natalie Scarimbolo 04:08

Okay, perfect. So I think it's time to get started with our first theme. Pia, so many of our guests did talk about culture. It did come up again, again and again in different ways. So listening back, we heard you discuss culture, and it was with Dawn, Cheryl and Leah, wasn't it? So what? What stood out most for you when reflecting on culture as our first theme?

Pia Rathje-Burton 04:30

Yes, we always talk a lot about culture. They sort of kind of always come up. But I think in this series where we didn't so much, people may not have mentioned culture, but specifically they talked about lots of things relating to culture, which was really interesting, I think, if you think back on our conversation with Cheryl, so she was talking about how it's really important in her organization that people bring them full selves to work, that they're really authentic. That they feel like they can be themselves. They still have that, obviously, that professional aspect to the role, but they it's really important to them that they can express to who they are. That's also really important that they do that when they're talking to or they're supporting the people they're supporting. And they've sort of kind of treating their staff in the same way, and that creating that culture of openness. And you know, it's really important to us, for us to to hear you, to see you as a as an individual member of staff. So I thought that was really interesting. And I think alongside that same theme, Leah was talking about the neuro diversity project that they have introduced in their organization. Again, she was talking a lot about seeing the individual member staff or who they are, and working with them to make sure that their workplace is in a workplace where they are supported at to be the best of what they what they do, to be the best, to shape the support, to ensure that they provide the best support in in the work that they're doing. So I thought that was really interesting that several people had had, that we had that conversation with several people about how, how actually being very person centered to you with your workforce then creates that really positive culture. So I think it's a really interesting one that sort of, kind of, almost, we've sort of developed as a podcast. We started off by having very sort of, kind of, this is what a culture is. This is how you improve it. Now we sort of moving on a little bit. I thought that's really interesting. Oh, that's fantastic.

Speaker 1 06:33

I do remember those episodes with Cheryl and Leah, and they really were interesting. And thank you so much for reflecting on those points there Pia and many also talked about kindness as well, and we heard about the important role of treating people with kindness. So why do you think kindness was mentioned so so much by some of our guests?

Pia Rathje-Burton 06:52

So I think before I answer that, it's just worth listening to Dawn, who we had a whole conversation with about kindness.

Dawn Stott 06:59

A lot of people see kindness as a weakness, but actually it's a superpower. It's that courage and strength to respond with that empathy.

Pia Rathje-Burton 07:08

So Dawn, what was really interesting Dawn, as I said, we had a whole conversation with her about kindness, and she'd work really closely with with leaders around introducing client kindness. And she had these, what she called Great pillars, which and great stood for generosity, respect, empathy, action and trust. And she said to us that trust is the main thing when you're thinking about kindness, ensuring and again, creating a culture of kindness is that trust are, trusting each other, trusting the people that you're working with. She talked a lot about how making sure that by being kind and having that kindness at the forefront your mind as a leader, that you are creating this, this culture of kindness that really kind of empathizing to to how other people are feeling. She was talking about this sort of kind of small act of kindness, you know, somebody's had a bad day and do something for them to acknowledge the fact that you're really understanding. She also talked a lot about how that kindness has a big impact on performance. And actually she was talking about the other way around, that actually, if unkindness had a really negative effect on on performance. So some of the stats that she talked about was that, you know, if you, if you experience unkindness in the workplace and as aimed as you as an individual, your capability will drop by 64% as a big percentage. And then if you as a member of staff witness somebody else being treated with unkindness, their ability to do their job drop by 38% so really, you know, not just is it the right thing to do to be kind. And I think most people go into work want to do the very best of their job, and we are a kind, caring sector, but just if you think about it from a productivity point of view, kindness is really, really important. We have others who talked about kindness and linking that to attention and important of being kind to each other. Kam talked about how it was really important to her, how individuals were feeling, and how, actually everybody has the responsibility for that that each other. So she was talking about, if somebody mentioned to her, you know, you know, I've just noticed that so and so doesn't seem quite themselves, or, you know, they're not quite, you know, quite, you know, they're not quite themselves. When they at work, she would take them aside, she would take them out for coffee, and she would try and kind of work with them to find

out, well, what's going on. Is there things I can do to help you, which is just kind of kindness as well? And Caroline was talking about how they have introduced mentoring in her an organization where, again, when people were saying I was struggling a bit with this, she would then introduce a way of giving them additional support, being kind to them, you know, being understanding that actually we're here to help you.

Natalie Scarimbolo 10:25

I also really loved, actually, in the in the sound bite that we just heard from Dawn about how she described kindness as a superpower, and I think that can really resonate like not only in the sort of professional world, but also in a personal, personal life as well. So I thought that was that was really powerful. And just thinking about culture and staff retention, we do have so many resources on skills for care website that do focus on these topics, if our listeners do want some further information. So firstly, we do have our positive culture toolkit, and this toolkit supports you at different stages of your workplace culture journey. And we do know the links between this and attracting and retaining a diverse workforce of great staff and also linked to this. And I know that we've touched really briefly on the registered manager webinars already, but we do have a we did deliver a registered manager webinar about fostering a caring culture, and this webinar highlighted some of the practical ways and insight into why having a positive, inclusive, compassionate and also collaborative workplace matters in your own services, and we definitely recommend checking that out as well.

Pia Rathje-Burton 11:34

Yeah, both those resources are really helpful in terms of just thinking about your own culture, thinking about or what, what are, where are the areas that you can make improvements? You know? What are the things that other people have done? So there's a lot of case studies within, within both those resources, so definitely worth checking out.

Speaker 1 11:55

Excellent now and Pia, I know you've already touched on this briefly already, but it's great to explore this further as our next theme. So let's, let's talk retention.

Pia Rathje-Burton 12:04

Yes, again. This is a topic that came up again and again and again. Is interesting how things have moved on. I think the first few series of the care exchange, we talked a lot about recruitment, and recruitment can be tricky in social care, so it's really great. I great to hear there's many ideas and projects linked to retention, I think, for for and so we had a whole episode with Leah talking to us about her project. So as a reminder, her organization started a project where they looked at the neuro diverse workforce, the stats around how many of her staff and future staff were neurodiverse, some diagnosed, some self diagnosed, and how they when she's starting to look at this, realize that actually, both in terms of their recruitment, they

made some amazing changes, and some of them really simple to ensure that anybody neurodiverse applying for a job at their organization felt supported and felt they were treated well, and I suppose encouraging more more people from from a neurodiverse background to apply, and then, Once they were employed in our organization. Really spoke about how, you know that support, supporting us around making changes in the workplace to ensure that they felt supported. So really kind of linking, you know, making sure that what they were, what they were doing in terms of recruitment, also linked into retention. So I thought that was really interesting, and making lots of adjustment to the workforce. You know, she was talking about somebody, particularly in her organization, who had been struggling achieving, you know, that kind of came on shift the residential who I came on shift for giving a long list of stuff they needed to do for that day, and just found that completely overwhelming. And actually, they worked around that had a really open conversation with that person about how they could break that down so it didn't feel so overwhelming, and they find a solution, and that person was then thriving. So sometimes it can be the small things, but just having those open and honest conversation really just help retention. And that person may have, you know, in another situation similar, they didn't seem like they were performing. You might have gone down a disciplinary route, which, which, obviously they didn't. They work with a person to overcome and support them, which I thought was amazing.

Speaker 1 14:31

Yeah, it was such an insightful and interesting episode there with Leah. And thanks also for bringing that up and reflecting on that Pia and just thinking about some of the other episodes, whether it was there anything else that stood out for you and your discussions with some of our other guests when considering retention,

Pia Rathje-Burton 14:48

yes, again, Caroline, we had a whole conversation around supervision with her and how they really utilize the notion of doing a supervision so sometimes we see as a bit of a tick box, you know, particularly in, you know, busy, busy services, you know, yes, we gotta, we gotta do supervision is just kind of yes, we're doing it. Where she said, No, we want to make sure that supervision is a really support, is support to the staff. So do supervision in lots of different types of ways. They didn't just have, like, you know, we just do it this way. They really recognize their home care that actually sometimes those supervisions needed to be out in the field. They need to be done in a different way. Sometimes they were done in the office. They were finding different ways of doing supervision and also training her workforce, her kind of team leader role to be quite flexible around supervision and making sure that actually supervision was seen as a support it's not a kind of a you haven't done. It's much more about what can we do to support you, and are there ways that we can help you if you're struggling with a specific aspect. It was really interesting. We had a conversation with Sonia, who obviously came from a very HR focus, but I think her message around thinking about, if you

are dealing with the little things, they don't become big things, and staff feeling that they all been treated fairly. So she was talking a lot about setting precedent. So if you, if you support everybody the same, and provide them, yes, individual support, but making sure that everybody feels that they've been treated fairly and equally, again, that really just kind of helps retention and staff don't feel that inconsistency when decisions are being made, that you're really open and honest. I thought that was a really, really interesting conversation as well. And then finally, just going back to Caroline. So when we talked to Caroline, she was talking about rota planning, and I have a sound clip for that conversation I think we should listen to. We asked her about, why is it? We asked her, is rota planning important? And this is what she said, Oh, crucial, absolutely crucial.

Caroline Cosh 17:13

And we, I'm very passionate about having four weeks of rotas completed at any one time, but four weeks of planning so the team know what they're doing. And don't get me wrong, you know, if they're on a care shift on Tuesday morning between eight and 12. I mean, I'm making that up, but you know, it might be that they actually end up starting at seven because so the shift may change. Yeah, but yeah, I think work life balance, planning shifts absolutely crucial.

Natalie Scarimbolo 17:43

And it is a great clip from from Caroline. So, and why do you think that you did actually pick this for pick this out for this episode?

Pia Rathje-Burton 17:50

So when we talk to managers and particularly home care providers, they do struggle with retention. I think what Caroline has understood is the importance of knowing what you're doing makes all the difference. So we all know that we we have plans outside of work. You know, we have a, you know, busy life, both with work and on work, and not knowing, you know, a fine advantage. She was talking about four week four week rota. Not knowing what you're going to be doing really causes stress to people. They feel like, well, I can't plan my life. And you then start people thinking, Well, I'm not sure. So you know, that's not going to work for me. I need to know what I'm doing. So really recognizing that rota planning, you know, good rota planning equals retention. So I thought that was really, really interesting.

Natalie Scarimbolo 18:43

Now it's a great tip from Caroline to share with the to with our listeners, and very closely linked to retention is our next theme, and so we're now talking about sort of career development and also pathways. And this did feature in many of your conversations with our guests. Didn't it?

Pia Rathje-Burton 19:00

Yes, again, we had a whole conversation, or whole episode where we we talked a lot about careers and career development and pathway. We chatted to Justine and Nicola about the care workforce pathway, and they were particularly talking about the use and the self assessments to have developing conversations with their staff. So I think it's just worth taking a step back and just reminding ourselves what this care workforce pathway is. So the Department Health and Social Care are creating a care workforce pathway, which identifies roles in social care, and for each of those roles, it's really clear, what are the skills, behaviors and learning and development for all for those roles, and what we what we have, then created, is a self assessment. So what am I doing in terms of the skills in the role I'm currently doing? And if I am have a plan, or if I have a aspiration to become another role. So for instance, if you are deputy manager, and you were then looking to become a registered manager, what is the difference? So if I'm looking at my self assessment right now, what I need to do now, and if you're then looking your self assessment for as a registered manager, what are the difference and what are the things I can work on? And what Justine, particularly as the registered manager, had had had done was sat down with her members of staff who had completed the self assessment and had a conversation, you know, so you've done the self assessment you've thought about your career. What does your career look like in the future? What are the things that we as an organization can support you with? What are the things that we can you know, say, training. Are they experiences within the workplace? Are they colleagues within organization that can help you achieve that. And she was talking about how, actually it was a conversation she would normally have had, so obviously she would have done supervision, but she and she might have said, you know, it's any training I can we can help you with. But actually sitting down for half an hour and saying, as a career, what? What can we do? What are the things that we can work in partnership with each other to help you achieve your aspirations. And so I thought that was really interesting. And then, alongside that, Kam as well, talked about having those conversations again. She was talking about having a personal plan for every member of staff again in their supervision, having conversation about, well, what does, what does a career in social care look like for you? What are the things that we can support you with?

Natalie Scarimbolo 21:47

It's great to hear how different organizations are thinking about the pathway.

Pia Rathje-Burton 21:50

Yeah, absolutely, absolutely. And I think it is, you know, it sometimes it could be really, it might seem a bit like a nice to have that you perhaps, well, it's only if I've got time I'm gonna do that. But in terms of linking back to that retention, we know ourselves. If you feel like that, an organization and manager is investing in your well being and your your aspiration and your wishes, you feel much more connected to that manager, to connect to that organization, and

you're probably more likely to stay on you, you're, you feel like you've, you've committed, haven't you really?

Speaker 1 22:25

Yeah, no, absolutely, and, and I know that we've, we've obviously touched on the care workforce pathway now, but it is really helpful to sign post to our website again, the skills for care website, where we do have a dedicated web page on the care workforce pathway. So there's just so much information and available out there to support other organizations in thinking about adopting the pathway. So a wide range of resources. So Pia has touched on her conversation, hers and Wendy's conversation with Justine and Nicola about the pathway, but using those self assessments for each of the role categories included in the pathway. So, for example, the registered manager role, or, you know, from a deputy manager role, progressing into a registered manager role. We also do have career development plan, templates, blogs, case studies involving organizations who have adopted the pathway, and plus much more. So please do keep an eye out on the and go to the dedicated web page on the care workforce pathway for more information. And I think it's probably just helpful, just to to point out to our listeners that the care workforce pathway does continue to be developed, so it's kind of like a living, breathing organism at the moment, so it does continue to be developed. And also important to highlight that there's just no right or wrong way to adopt it in your own services. So you know you might think about adopting it in part. So you know, you can just little, small steps in terms of thinking about how you know with job descriptions and how you advertise, you know the new you know for advertisements and things like that, for new roles, or there can be sort of like full implementation of the pathway as well, but we've got lots of tools and resources to support you on your journey, and we do have many great examples as well of how the pathway has helped other organizations, like we've heard with just from Justine and Nicola, but also Kam as well. And we all know the power of learning from others. don't we Pia like things like the register manager networks, for example. So it's just, yeah, there's lots of information out there. So something for everyone to consider,

Pia Rathje-Burton 24:30

yeah, it's amazing. And I think you know it as you say, they have been developed all the time, and we are adding new resources all the time to help help you as as an as manager organization, really thinking about, well, whatever, whatever stage you are in that journey, but thinking about what, what are the things that we can utilize? And I think those self assessments are really great place to start if you're going to start somewhere. And I think even managers who where the organization isn't. Implementing as a course. You could do that in your own service. You could start getting people to fill in those self assessments and start having those conversations yourself. So definitely worth, worth checking out.

Speaker 1 25:10

Yeah, you can definitely start small, can't you? So no, that's great. I think it might be time now to talk about quality. Is that, yeah, let's talk quality. Pia, because this did feature in some previous episodes,

Pia Rathje-Burton 25:24

didn't it? Yeah, absolutely, yeah. We always have conversations about quality. We know that's really important to managers that that listening to and they're really interested in quality. They're really interested in anything to do with audits. So we had lots of conversations about audits. We chatted to Lindsay particularly. So let's hear what she said about auditing,

Lindsay Rees 25:49

you know. So why? Why am I auditing this? What's the point? So, what? Where is the outcome that is going to be beneficial to the people I'm supporting?

Pia Rathje-Burton 25:57

So I think what she's saying there is really important. You know, really been thinking about, why are you auditing this? When we had this conversation, one of the things that really stuck out in my mind was that Wendy said that sometimes, and we've all done this, you're busy, so you're just kind of on this hamster wheel of just kind of, I've got to do this, I've got to do this. I've got to do this, rather than actually stopping. And saying, hang on a moment. Why am I actually doing this audit? What's the purpose of it? What is it I'm trying to achieve with it? And and I think that's the that's the bit that came out of that conversation with Lindsay, that she was talking about how it's when you are doing an audit, really thinking about what it is that I'm doing. And I think Adam as well, touched on how it's, you know, you need to think about, if you're doing the same audit every single time, and you're, you know, it's just a task, rather than actually, what is the purpose? The other thing that Lindsay talked about, which I thought was a really good, good thing to think about, is she talked about the worst crime. So she talks about the fact that if you, if you do an audit and you identify issues, which, if you never identify this issue, I'm not sure you're auditing the right thing. So you identified something, but then you don't do anything with that. You just, it just sits there on the audit, and by the time you get to the next audit, it's exactly as that nothing has changed. So the two sort of saying that was almost worse than not doing the audit because you've identified something, you need to do something about it. So, you know, depending on your organization, so that may putting it into an action plan or an improvement plan, or doing something, or allocating for somebody to do. Adam talked about that as well, that he has this expectation that when he does audits and with the manager of the services that he is supporting, that that things are just not left to the next audit. That actually is a point to it, and you are making actions as a result. Yeah.

Natalie Scarimbolo 28:07

So I suppose, if you find something and uncover something, that's okay, but making sure that you do something information,

Pia Rathje-Burton 28:13

yeah, and it's it's good to find something because it means that you looked in the right place and you're doing the audit has a purpose, but, yeah, absolutely, you must do something with whatever it is, and you must have a process. So not just kind of a one off, you need to have a process. To say, I've done an audit. I've identified something. What happens next and what happens next every single time, you know, do we have a process? So that's the bit that Lindsay was talking about and Adam as well.

Natalie Scarimbolo 28:41

Yeah, okay, brilliant. And then unsurprisingly, but in linked to the quality of care. So the CQC was mentioned a few times throughout the series, and were there any tips in relation to the CQC standards that really stood out for you?

Pia Rathje-Burton 28:55

Yeah, so Adam particularly talked a lot about the regulations, so making sure that you as a manager, know he talked about even being able to quote the regulations that he gave an amazing explanation about how, as we speak, right now, we have Quality statements, but actually they are just kind of your guide. Understanding the regulations are is the most important thing. The regulations won't change. Whatever CQC framework that we will have, we have right now or we'll have in the future, may change, but actually understanding what the different regulations tells you need to do. And he was also talking about that there was some aspect right now of the regulations which are not in the quality statements, but that doesn't mean that you shouldn't be doing them, so understanding that those regulations are so important. And he was sort of kind of talking about lots of experience he's had where he'd met managers, both in his current role, but also when he's been out and about, who was so kind of focused on the quality statements that they kind of almost hadn't really looked at the regulations. So he talked a lot about that. Okay, no, that's great. The other person that talked a lot about CQC obviously Cheryl as an ex CQC inspector. She was talking a lot about her recent, or at the time, recent experience of being having a CQC assessment. I think the big that really stood out for me with her was that she had some really great, great practice. I always like a practical tip about how she was sort of, kind of linking evidence to you can either do to regulations or to the to the quality statements. And she was really, had a, had a really clear so she was sort of saying, make it as easy as you can for your inspector, so you have a bit of evidence. What, how? Where does that link? You know? What cross references? Almost, if you've done a diploma, you'll know exactly what I mean by cross references, you know. So actually, you know, identified on the evidence. I've got this. This is what the evidence tells me she had, like a super duper Excel sheet to sort of do that, do that for her. Well, I love an Excel

spreadsheet. I know you do. And talking about excel spreadsheets. Louie talked about in terms of CQC, obviously, again, we had a whole conversation. With him about CQC, and he was talking a lot about making sure that staff understood why, why we have CQC assessments. What's the point of it? What's their role? All those things, which I think was really, really useful, and how, you know, staff need to know that, that they're not on trial. They're there to give evidence. They're there to provide explain to an inspector what that is. And part of that is these out. You know when he was talking about surveys and how you can gather feedback, but part of it as well is that inspectors will want to contact your workforce to have independent conversations with him. And he was talking about, again, practical tip and Excel. It kind of gives us both two ticks of things that we like. Was that he was sort of saying, kind of have all your workforce in an Excel sheet. Really clearly identify who they are. What do they do? What's their best method of being contacted with phone call, email. Are there other things they need to know? You know, somebody's just returned from maternity leave. They may not know so much if English is not their first language, you know, are they you know they're not you know they're responsible medication, or they don't have anything to do with medication, all those things that may be useful for an inspector. So he was talking about today. He was almost saying, Today, create that spreadsheet that's going to be really important for you.

Natalie Scarimbolo 32:46

Yeah. And you know, you just mentioned Louie, and we did deliver a registered manager webinar with Louie, didn't we? We worked together on that one. So that was all on providing impactful feedback in your CQC assessment.

Pia Rathje-Burton 32:58

Yeah, absolutely. Yeah, no. And I think his work he's doing around surveying and finding that evidence definitely worth both checking out the conversation we had with him and linking that to that webinar. Okay, okay,

Natalie Scarimbolo 33:13

so talking about the CQC in the first episode of Series five, you and Wendy spoke to James, who was at the time, the interim chief inspector at the CQC, and we do have a clip from that episode, which we're just going to play now.

James Bullion 33:28

Well, I would say you are the thing. You are the most important thing. We know, the only correlation between really quality and people's good outcomes is the quality of the management. So you are the thing, and it's the relationships that matter.

Pia Rathje-Burton 33:40

So I think what James is saying here is that you know, you know, as he says, You are the thing you are. As managers, you are the central point to everything that's happening in your service. And you need to be visible. You need to be caring. You need to be consistent. You need to be that human, that person that everybody knows, and actually, you've set the standard. Lindsay also talked about, you know, the standard. You will pass the standard. Except, you know, as a manager, you that's your that is what you do. So if you are saying that's okay by walking past that dead flower plant in my care home, you are then setting that standard. And that's kind of what James was saying with that. And it kind of really links back to the conversations we had for Dawn, didn't we? Didn't it really about that kindness, you know? So if you as a leader, are the kind leader, you're setting that culture, you're setting that that feeling of your service, that we are kind we we look after our staff. So I thought was really interesting. You know, linking back to the conversations we've already had about Caroline with her, reflecting on her supervision, the coaching you know Kam with her, the support that she is providing to her staff. So I think, as well as James mentioning leadership and how important your role in that, and being that kind leader, and setting that quality standard, setting that that standard in your service, really, you are. You are the thing as James, as James said it, and I think finally, just to say with that, is Sonia's message was, and she was particularly talking about HR, but I think her message around that being able to say, I don't actually know anything about this. I need to get expert help, because we cannot know everything, and there's absolutely no shame as a leader to say being kind to myself. I don't know this. I need to go out and get some expert in life. And obviously she was particularly talking about HR advice, but it could be in other things as well. So yeah, really interesting,

Natalie Scarimbolo 35:53

really important, to be honest with yourself in that position, but and leadership was a bit of a theme in your reflections just now. And our listeners might be wondering that, oh God, are there any guidance documents available to support with their own leadership development? Hallelujah. We do. We absolutely do. So you probably won't be surprised to hear that on the skills for care website, we do have many resources, tools, leadership programs, CBD modules, focusing on leadership. And I won't list them all now, but one worth mentioning is the Leadership Qualities Framework, or we also refer to this in short as the LQF. And this is a practical guide outlining the skills and behaviors needed for effective leadership in adult social care. So it was just updated in March 2026, and we did touch earlier on the care workforce pathway. So the LQF actually does align with the care workforce pathway now, and it also links with something else called the management and leadership code for health and social care. And you might be wondering what that might that, what that is, but that actually sets out key values for our leaders, for how our leaders should work with others. So just really important links there. And definitely check out the LQF, which is the leadership qualities framework. And alongside this, we do also have some self assessment tools available for different roles. So

thinking about senior leaders and managers, for example, where you can reflect on your own strengths and identify any, any development needs.

Pia Rathje-Burton 37:30

Yeah, absolutely. It's definitely worth thinking, looking at. And I think you know new managers specifically, but I think sometimes when you've been a manager a long time, just kind of reflecting back where, where are my strengths, where the things that I can, I can improve on, is worth having a look at those self assessments. They're really helpful.

Natalie Scarimbolo 37:49

Now our frequent listeners will know that in all of our care exchange podcast episodes, every guest does share a time to care. Top Tip, are there any Pia that stood out for you in the last series? Yeah, absolutely.

Pia Rathje-Burton 38:03

So Adam's, I'm gonna say this wrong Einhoven Matrix was really interesting. So he talked about the fact that you have your to do list, and you almost split it in four, so you say what's urgent and important that should be, you know, the first things you're doing, what's not urgent but important, what's urgent but, you know, etc, etc. And it was just really interesting how he you how he uses, he has his to look to do list. And we all have a long to do list. But actually looking at it that way would be really, really helpful. The other person that talked that really sort of stood out, because I just think is a little bit different, because I think, when we think, when we ask, and obviously we've asked lots of guests about time to time to care, you know, what are your most time saving for people, just generally being quite practical and sort of saying, you know, I, you know, I do a to do list, or, you know, delegate and all those things which is all great advice. But the thing that Caroline said was, she said, my top tip is around prevention. So I know if that staff not following my, my policies and procedures, if they don't do that later down the line, that's going to give me lots of additional work, because there will be an error, and, you know, something will happen, and I'm going to have to deal with that. So she her top tip was around giving staff finding ways with the staff workforce for them to make sure they read and understand all policies and procedures. So it may be time away from the workplace. It may be discussion in team meetings, some way of ensuring that her staff really, really do understand those policy procedure and know how they work in the workplace. And. Was such an interesting tip, because it's not what you would normally think about when you're thinking about time saving stuff. Is that prevention? Yeah.

Natalie Scarimbolo 40:07

And I guess it's just ring fencing that time. Sorry, Pia, interrupt you ring fence in that time, and thinking of creative ways to, you know, to really absorb the information in those policy Yeah.

Pia Rathje-Burton 40:18

And it's really important that staff do understand. And sometimes those policies can maybe a bit dry. So, you know, if there's, you know, you had a conversation there in a team meeting some, some way of ensuring that people really have understanding, obviously, also we, we talked about to do lists and how people deal with it. So Cheryl talked about, you know, she said, Oh, you know that if I have a task that I have to do and I know that I'm not going to enjoy, that it's something I just gotta we all have things like that. Then afterwards, I will schedule for something that I really enjoy. And she particularly really enjoyed talking to her colleagues. So, you know, I'll do something, and then I'll get up, walk around, find somebody to chat to, to, you to, you know, not just about the weekend, but, you know, kind of chat about something specific, and then I will go back to my to do list. So she kind of broke it up and Dawn talked about having setting a time, saying, I'll do this 15 minutes, really focus time, then afterwards again, I can do something else. So I think they both kind of had the same, same thing around in two different ways. Yeah, you know, I always really enjoy listening to people's time to care, to care, to always learn something.

Natalie Scarimbolo 41:33

Yeah, it's such a great segment in the in the episodes and the care exchange. And I also learned something new from from all our guests as well. So, no, it's always great for them to share their their top tips with us. Okay, well, Pia, time has flown by, absolutely flown by, but I think that's it for this episode. So gosh, I just want to say thank you so much for listening. And Pia, thanks so much for having me, and I hope you didn't mind the tables being turned and me asking those questions

Speaker 2 42:04

Natalie Scarimbolo 42:05

it was great. But what I would say to everyone listening is that all of the resources that we have spoken about today will be in the show notes, which accompany all of our episodes when we do publish them on the skills for care website. So do keep an eye out for those,

Pia Rathje-Burton 42:21

yeah, and they obviously will be in the show notes, though you can, you can link to them. The care exchange will now take a little break, but we will be back in a few months time for series six.

Natalie Scarimbolo 42:33

That's right, and don't forget to also look out for more information. There's ways, different ways in which you can do this. But what I would suggest is always keep in touch with your locality

manager at skills for care. You'll hear some more updates about the care exchange podcast at your registered manager networks, if you're not already part of those. But also, please do sign up to our skills for care E News, which is our E News fortnightly publication newsletter as well. So Pia I think that's it.

Pia Rathje-Burton 43:02

Yeah. Thank you, Natalie, for joining us today. Thanks for listening, and goodbye for now. Bye, everyone.