



## The care exchange - Series 1

### Episode 3: The chicks were heaven sent: Marlene Kelly

**Hosts:** Pia Rathje-Burton and Ali Rusbridge

**Pia Rathje-Burton 0:07**

Welcome to the care exchange the Skills for Care podcast for managers in social care. My name is Pia Rathje-Burton, and I'm a Skills for Care locality manager.

**Ali Rusbridge 0:16**

And hi, my name is Ali Rusbridge. I'm also Skills for Care locality manager. In the care exchange podcast series, we're talking to leaders and managers who work in social care. We want it to be a good opportunity to hear about their experiences and the tips and learning and knowledge they want to share with other managers.

**Pia Rathje-Burton 0:33**

So the reason we decided to create a podcast was that we really want to celebrate the role of managers and social care. We also wanted somewhere where managers could listen to other managers and pick up some good ideas. The care exchange conversation is a monthly podcast, so make sure you click on the subscribe button, so you get notifications of the latest episode. If you are a manager in social care, this is the podcast for you.

**Ali Rusbridge 0:56**

Today we're talking to Marlene Kelly. Marlene's, a registered manager of Auburn Mere, which is a residential home for older people in Watford.

**Pia Rathje-Burton 1:06**

So we both saw Marlene, when she gave evidence at the health and social care, Parliament Select Committee last summer. And she gave such a passionate evidence about the role of it, as the manager who wanted to talk to her and find out a bit more so on with the show.

Thank you for joining us, Marlene, how are you?

**Marlene Kelly 1:31**

Yeah, I'm good. Thank you.

**Pia Rathje-Burton 1:33**

So I'm really excited to talk to you today. So just wondering if we could start off by you telling us a little bit about your role.

**Marlene Kelly 1:39**

Okay, so I'm the manager of Auburn Mere, which is the residential care home, it's based in Watford. We're registered for 37 residents. And some of those residents living with dementia diagnosis and some of them aren't. So it's a mixed home. It's more like I said, it's 37, which is more for older people services. And I've been at their home for 14 years. 14 years in August.

**Pia Rathje-Burton 2:08**

Okay, and how was your journey into that role? You know, how did you get there?

**Marlene Kelly 2:12**

I think like most registered managers that I talk to, then I worked my way up through the roles. So I started as a support worker, and I worked my way up from there. Before Auburn Mere, I worked at a charity for seven years. And it was amazing experience, it provided me with lots of opportunities. And I met some incredible people there. But it was very stressful and I thought when I was going to Auburn Meres that it was going to be some sort of respite from that, and that I was gonna go and have this really peaceful time working with older people. And I committed I remember when I went to interview, they asked me how long I thought I'd stay and I committed to the directors that I've given them two years. And then I had other plans. But yeah, I've been there for 14 years in August. So I really, I really love the place I really fell in love with the place.

**Pia Rathje-Burton 3:15**

You must have to stay that long. And you still think it's like a nice peaceful role?

**Marlene Kelly 3:23**

It is. It's not it's really hard work. But the place is the place is peaceful. And we've created this space that, you know, I'm proud of how it feels in the culture of the organization. But I Yeah, it's busy. And it was much harder than I thought it was gonna be.

**Pia Rathje-Burton 3:43**

Yeah. And what sort of home is it was?

**Marlene Kelly 3:45**

Well we've we've like worked really hard to sort of create a culture that's around love and friendship and that it feels very family orientated. You know, in normal times, then families would come in and out of the house as they pleased, and they bring their children and their pets and we have a toy area of where children are encouraged to stay and play and tea and cakes always served and, you know, anything that we'd like if we were having parties, we do encourage the families to come along. It's, it's, you know, it's not purpose built. It's not like five star hotels sort of style. It's just a really homely environment. And I think we've tried to create a place that feels like home, even though it's not, not might not feel like that

first. So it's more of the feeling and not the place. And we've worked really hard to try and create some feeling of community there. So and I think with families coming in and people of all ages that definitely helps with the feeling of community. And I think I might have said but we we we don't have you know, like lots of homes there's a segregated floor or ward for people with dementia, we don't have that at Auburn Mere. It's just one sort of dynamic home. And I know, some professionals think that's a great idea. And some professionals hate it and think it's ridiculous trying to find a service like that. But for me, I've always found that if you mix lots of different types of people with lots of different levels of abilities, then sometimes you can get more from people that way. It's a more dynamic group. So so we yeah, we have no sort of segregation.

**Ali Rusbridge 5:35**

Was it always like that Marlene? or did you bring that in yourself?

**Marlene Kelly 5:39**

It when I got there, I think there was a plan that the ironically, the top floor of the house was going to be for people with dementia. And I remember having to do a re registration to CQC, to say that we were going to go that way, so that we could get a registration for people because it was just for older people. And then you had to do special registration to get dementia. And so I did that. And I went through that process. And I told them how we were going to make the top floor, this segregated sort of area. But then we didn't do it, because I just didn't think it would work. It meant moving people around that had been there for a long time. And we got the registration, and we communicated with them that I'd reversed the decision, and they were fine. You know, it works. Maybe it works well at Auburn Mere, I don't think it works everywhere. But it works for us.

**Pia Rathje-Burton 6:33**

I noticed when we were when I was doing a bit of research that you've got a really active social media profile. Is that something...Why have you chosen to have that?

**Marlene Kelly 6:45**

Erm we basically, I think that the reason for sort of really investing time into it is it has become sort of a way of people that can't visit the home to be able to feel what it's like there. So sort of like a way of translating the culture of the organization over to people that might be considering using the service. But in recent times, we've used it a lot to sort of communicate what activities are going on, for families just to know that mum or dad are taking part in something that's fun, and and you know that they're having a good time because all these words like loneliness and isolation, and, you know, families not being able to freely visit their loved ones, is worrying. And I think that the social media element of things is really helped.

**Ali Rusbridge 7:40**

So are you saying that social media has become far more important to you during the pandemic than it was before?

**Marlene Kelly 7:47**

Yeah, I definitely think it has. Because before, before, we were like a home that was always full with a waiting list of people to move in. And now we're a home where we've got, you know, vacancies at the home, because we sadly lost residents and because people aren't very sort of enthusiastic at this time about moving into residential care. So I think it's sort of a way of reassuring people, actually, you know, it's not as bad as how the media is portraying because because the pictures are very damaging. And the way that that care is being portrayed isn't, isn't great for the industry, and especially not for independent, like, we're an independent home. So we're not part of a large group or anything, so it's important for us to be able to put across how the home would feel. But I would say something about, like, how it's managed is because when I speak to other managers, they say, you know, like, it's really hard work and, and the thing is, is that social media can be really hard work for me, because I'm rubbish at it. But for my administrator, she's, she is all about social media, and she knows how it works it's like her second language. That's how she communicates that's, you know, part of her life. And I think, you know, it's about looking at your team and finding that person. And, you know, they're often millennials who have just grown up with it, and they know, they know this stuff. And so I think sometimes you've got to pick the best person for that, that role and trust, I think long as they understand, you know, how you want the home to feel and the culture of the place, then then, you know, putting that into pictures is their job and that's what they can do and they're very good at writing the little blogs that go underneath them and so at first I checked everything but over time, the staff have got better and better at sending you know, sending Holly what they want to put on and her translating that into something that's really good for us?

**Pia Rathje-Burton 10:06**

Yeah. And I think one of the things that really stood out for me was the photos because they were just, you know, you have such a feeling of the of, of all the things you've said about family about community presence about this kind of fun, you know, caring, loving environment, that was really what came across from the photos. And I think you've done extremely well in kind of translating the home into it into a social media profile, which, you know, it's, it's something that I know that some homes are doing really well, and some have really struggled with, and you say, some people find it really hard work. But I think, kind of using that as a way of communicating with others, other new clients, but also of current families a really clever thing to do. Yeah.

**Marlene Kelly 10:49**

I think I think you just have to find the right person, you know, and trust that that person is going to do it. And I don't think it matters who it is, you know, it could be somebody that's like, I don't know, in the accounts department or something, but they're so good at that sort of work, that you know, and working like that, that they you know, it's right to pass that responsibility on somebody that finds it easy, and then it doesn't become a chore.

**Ali Rusbridge 11:13**

I was just gonna say it sounded like that you had a very clear aim for it as well, that that issue mentioned about really being positive, showing those positive images is really important.

**Marlene Kelly 11:25**

Yeah, I think trying to show something different than what people are seeing in the newspapers, you know, because even when things are really hard, you know, in the pandemic, when things were really hard, there was still some really beautiful stuff going on. So you know, you could be doing something terribly hard having a difficult conversation or supporting someone at the end of their life, but you could be at the same time, in the same shift be celebrating somebody's birthday, and, or writing a letter home to family. And I think trying to capture the good stuff is important.

**Pia Rathje-Burton 12:05**

And I really noticed this huge variety of activities that you were doing, you know, just the kind of things that I remember when I was looking at your Facebook, particularly it was, you know, water gunfights in the summer VR experiences, you had chicks, you know, there was just so many different things that that, you know, you wouldn't think of that to provide as activities, how do you come up with all these ideas?

**Marlene Kelly 12:28**

I think that it's important like to ask the team all to participate. So like, I think that ideas should be part of everyone's job, you know, come forward with ideas, yesterday, somebody came into the office with something they'd taken a picture of on their phone, they'd seen it somewhere else, they thought it would be a great idea. You know, so it's about people sort of coming forward with their ideas, and then those ideas being taken on board. I think that activities should be like really meaningful to the individuals. And, you know, I always thought if I was starting from scratch, then I would only employ the activity coordinators at the beginning. So instead of support workers I'd just employ like 20 activity coordinators, and then that everybody would see that that was the priority, and then maybe work backwards from there, see, like, then start to look at what other support the people need. But for me working with people with dementia, certainly, I feel like occupation and connection is really everything to them. So like, you know, it can make it can make differences to their medication, how much they eat and drink, you know, how loved they feel, you know, their general well being, I just think it's all about sort of being occupied doing something, making a contribution to household, I think all of those things really matter. I'd also if I was starting home from scratch, I'd fill it with animals as well. And that's not because I'm an animal person, but that is because I can see the benefits, you know, like of having if you wake up and you think you've got something to look after that day, then I think that that makes a big difference to people.

**Pia Rathje-Burton 14:21**

Yeah, and animals are so good in so many ways. If you're feeling a bit down having a bit of a cuddle it makes makes a huge, huge difference to somebody's well being as well. Yeah, I think you're right.

**Ali Rusbridge 14:34**

So is this where the chicks fit in? Where do the chicks fit in?

**Marlene Kelly 14:38**

With the hicks it was really it, it was like they were heaven sent those chicks because we had booked them like at the beginning of the year and of course we weren't expecting to be hit with the pandemic and in March and April time and then so we actually had an outbreak when those chicks arrived. And

so the residents were in our isolation. But the amazing thing that the chicks did were comfort the staff team massively. So like, with the eggs were delivered, and then they started to hatch over this period of time where we were really struggling. And so we got to cuddle these little chicks. And then the residents that couldn't be, you know, that couldn't be isolated, because, you know, it wasn't possible for their mental health. And then they were able to look after the chicks for us. So it just it was it was like, they were heaven the chicks because they arrived, we've got and we'd ordered them we were furious, because we couldn't cancel them once they've got them. And then actually, they provided us with great joy. And I think that I think that sometimes, you know, the best experiences come from the things you least expect. So yeah, I think it was, it was a great benefit for us, as well as the residents.

**Pia Rathje-Burton 16:01**

The joy of chick ey? Like, so you are the chair of a registered manager network, how has been being part of the network been, you know, beneficial for you, both before the pandemic, but also during the pandemic?

**Marlene Kelly 16:17**

And I can remember when I started my job that I didn't know another registered manager. So remember what that felt like. And it was really isolating. And although you go to network meetings, you often sit next to people of all different levels, you very rarely meet other registered managers. And then when you do, they're often based quite far away from from where you are. So for me, then I just, I just think there was just such a great benefit to not feeling so isolated. And I felt the registered managers really understand how other registered managers feel more than anybody else. Because if you speak to people outside of social care, very few know what registered managers does as a job. And so when you sit with somebody who is almost like, I don't know, you know, they go through the same experiences, they face the same challenges, there's this real understanding of each other. And, and I found that a great benefit before the pandemic. And I also felt a lot of the time as an independent organization, that, that you're doing a lot of the same work, you're writing the same policies, they're writing your, you know, you're setting up the same raters you're doing. And it's really important to be able to share with each other some of that stuff. And I remember asking at the beginning, and people being really closed about what they charged, or how much they paid their support workers, and nobody really telling you anything, and, you know, certainly for the network that I chaired, and we've tried to be really open and honest with each other so that it just saves time, it makes you more efficient. And, you know, it's just a kinder way of working, you know, you're all in competition, but there's plenty of people to go around, and you can all help each other. And so we've come again, sort of tried to create a little community where we can share information and for me, then, you know, certainly people in the network have helped me with like, safeguarding issues, and I prepared some one of the girls helped me prepare once for something for a coroner. And then at the same time, I've helped them with interviews and disciplinaries. And, you know, so we've been able to sort of get on board with what each other needs a bit of support with. And then I think during the pandemic, then I think I've tried to be really open about what my experiences have been, I've been a bit worried that people do share the difficulties they face. So I've tried to encourage that as much as possible. So again, we've been quite open with each other about how hard it's been, and is there any help we can offer each other and it's not just about like, the meetings and the WhatsApp group, but it's about you know, just knowing that there's somebody you can call and sometimes it's, it's, you know, you text somebody late into the evening, something's

bothering you, and they can come back to you with a really simple answer. And it's all resolved, you know, so, yeah, there's definitely massive benefits to it.

**Pia Rathje-Burton 19:38**

And having that way of, of, of knowing somebody else is going through the same sometimes helps and just being able to even know you don't have a solution, just being able to say I, you know, I've been really worried or you know, you know, I worry every time we have to do testing because I you know, I know, you know what, what may come and having been able to talk to somebody else about those things. makes a huge difference, isn't it?

**Marlene Kelly 20:01**

Yeah, it definitely does.

**Pia Rathje-Burton 20:03**

So why do you think it's important for managers to recognize and look after their own well being?

**Marlene Kelly 20:12**

I think sometimes, because you're leading a team, and you're constantly looking at your team and how you're going to support them with their well being, and you, you've got this amazing group of residents, and you're supporting them with their well being. And then I think sometimes your your own sort of emotional health is quite far down the list of priorities. And I think you have to be, I don't know, if it's somebody of a certain age or somebody have a certain experience, but to know, actually, you know, to have enough energy for everybody else, you've got to, you've got to be able to look after yourself to do that. So yeah, I think it's vital that registered managers, and I see what happens when people don't. And so I think it's a vital part of the role, you know, looking after yourself is part of that job.

**Pia Rathje-Burton 21:09**

A colleague of ours says, to look after yourself to look after others. And I think that's a really good way of saying that, you know, that really sort of sums it up so well.

**Ali Rusbridge 21:16**

Is that something that you've done as a network together that you've, you've tried to really look after each other in that way?

**Marlene Kelly 21:24**

I think more as a network, then I think, you know, I, I'm more sort of conscious of when we were meeting in person, I was very conscious that I always made the team, you know, when they got there, because I wanted to give them something, I wanted to give them biscuits and tea, and I picked a really lovely place to have the meeting so that they could look out onto beautiful gardens. And, you know, like, I've really thought about that. And it seems, I remember thinking it's all very indulgent. But ultimately, it was really important to me that if they were going to take the time out of their day, to come and be part of it, then I wanted them to sit down and sort of be waited on and looked after because I think that they

deserve that. But I think it's you know, it's important to be able to talk to others about the struggles that you face. And you know, I, for my own well, being through the pandemic, I struggled at different times, sometimes I was emotionally strong, sometimes I needed to seek counseling and support, sometimes I, you know, would be able to go for a long walk with one of my colleagues, and that would make me feel better. But I think you have to work out what's what's really good for your own well being the other thing that was good for me was about, you know, the active learning sessions was a real opportunity to learn from other managers and I've worked out that somehow learning is a real it's a real aid for my well being, you know, whether that's learning something new, that's like creative and, you know, a hobby or whether it's learning something about myself and, and self knowledge, or, you know, I was learning through those active learning sessions, I was certainly learning things from other managers, and that sort of peer support improved my own well being. I think working in social care is busy, and and you have to really push back sometimes to find enough balance to look after yourself. And yeah, I think, ideally, you know, my mission last year was that I was going to do some more sort of wellbeing work with the network, but obviously, it just didn't go that way. But I hope there will be a time and a place for it.

**Pia Rathje-Burton 23:51**

Yeah. I think it's really interesting what you're saying about learning being well being, you know, really kind of having a link with well being on it, I know myself, if I if I'm learning something, and I get excited about it, I feel so much better. Even though it's an additional work or you know, something extra, I have to think about whatever, because I'm excited about it that I then feel much better because I think Oh god, this is gonna be really, really good, you know, and it really kind of, you know, excites me and then encourages me and then meant that you have more energy, and then you'll feel better, isn't it? It's kind of almost like a bit of a link.

**Marlene Kelly 24:26**

Yeah, I think learning and creativity and you know, like the outdoors. During the pandemic, there was a few times where I was having like, really difficult conversations on a daily basis. And after a few few days, I was taking the calls in the garden. So I would be walking around the garden and you know, like a member of the team would say you're outside for like three quarters of an hour walking around in circles, you know, and I'm the same but you know what, it was a really difficult conversation to have and it really helped me to be outside to feel the fresh air and to feel the sunshine and, you know, those things really helped. So I think you have to, you have to work out sometimes what, what helps you. And I think that self knowledge is very important. Sometimes, you don't really think about that until you're not at work. And somebody's teaching you how to learn about your own self knowledge. I think it has to be taught you don't get taught at that school. So, yeah.

**Pia Rathje-Burton 25:29**

You should.

**Ali Rusbridge 25:34**

So Marlene, we ask all our guests, a series of four questions are gonna go into those now. The first one is, what story or experience do you always tell people? It could be in a social situation, or it could be in a work situation, what's the story? Your go to story?



**Marlene Kelly 25:51**

Um, well, I'm not really like a storyteller. But, you know, I'm, I am a really massive advocate for working in social care. And, and I did this from college. So I went, I went to work somewhere at 18 with people with learning disabilities. And over over time, I just learned so much from the people I supported along the way. So like, I learnt so much like from even now, like, there's members of my team that I look at, that have skills that, you know, I'm in complete awe of, you know, like, they, they've got something inside them that is, you know, just just amazing to me, and, and, you know, skills I could only dream of having and, and then I get to work with people, and I've worked with lots of people that have managed to stay positive, regardless of the challenges they face. And I think, you know, like, if you don't know, somebody who's like, deafblind, and still great fun to go to a nightclub with, or you don't know, who somebody who, you know, is in a wheelchair, and only communicates with their eyes or something, but can still tell you a bad joke, or, you know, you don't really understand that, and I feel really like I do tell people that I feel very privileged. I do tell people that. And, you know, like, my friends would hear me say, you know, that I felt privileged to do what I do.

**Ali Rusbridge 27:28**

That's great. So it's really your, your whole work experiences, a story of that, you know, how amazing people are and saying positive.

**Marlene Kelly 27:36**

Yeah, and also, you know, like, I feel really privileged to have a job where you can do something like, like, so maybe on a Monday, you are supporting somebody at the very end of their life, and you're working with their family, and to make it as peaceful and as comfortable as you possibly can. And then the following day, you're throwing a fireworks party and making cupcakes, you know, like so so it's, it's, you know, that very varied a role, that, you know, each day is so different. And, and it is really challenging, it is really hard. But there definitely is that element of privilege. There definitely is.

**Ali Rusbridge 28:21**

That's great. And you're you began to answer my next question to a certain extent, but what do you really, really like about what you do? And we put the two reallys in because the stress on the second one, you know, What's the best part of your work?

**Marlene Kelly 28:34**

I think I think it's that I think it's that it's, it's not boring, you know, it's never boring. And I think that the problem, the real problem solving element, because you you're constantly solving, like small problems or big problems, or, you know, like, that element is a real motivation and I think, you know, that this the amount of impact the decisions that you make have on other people, so like, I feel like, you know, if the decisions I make are impacting my team in my residents positively, then I'm doing a good job. And, yeah, I think that's what I like about it is that you get to see the results.

**Ali Rusbridge 29:21**

Well that's great. So our time for care slot. This is where we want you to try and share what do you think is your most time saving tip? What's your advice that other managers?

**Marlene Kelly 29:35**

I think for me, the, the thing is, is that through the pandemic, you sort of can I don't know how to describe it. But first of all, when I go into work, I think about actually the first thing I'll do is the thing that's likely to keep me awake at night. It kept me awake at night, you know. So that's how severe a priority the first thing is, you know if it's so so I try and resolve that niggling issue before I do anything else. So that's the one thing that I do. And then I think I am very clear about the impact of things. So now when I'm looking at like a pile of work to do, the thing with the most impact is at the top, and then the least at the bottom, so that often means that the sort of papery type work, you know, gets left, or the massive pieces of work that you can't really see any great benefit of somebody's just requested it from you. Then there goes on bottom of the pile and the things on the top of the pile, and there's things like maybe something a family needs support with, or certainly if there's anybody struggling with a situation in the community, or, you know, if there's anything we can help with, then they go to the top of the pile. And I think it's just that through the pandemic, you, you work out what really matters, and, and I thought what really matters, this might not be very popular, but I thought what really mattered was my CQC rating. And I thought what really mattered is what my monitoring officers thought. But actually, I've worked out over time, what really matters is just how your residents are feeling and how their families are feeling and how your team feels supported. And they're all the important things. It's got nothing to do with anything else. And I think that that's what it's really highlighted for me.

**Ali Rusbridge 31:41**

And that's, that's amazing. I mean, just helping people think about priorities based on on that impact and on, on the importance of the things, you've mentioned then. That's really helpful. Thank you. So our hardest task for you is we're looking to see whether you could use just three words to describe the things that you've talked about. It's a kind of your three words of wisdom that you want to leave with the listeners.

**Marlene Kelly 32:06**

Okay, do I get to explain why I've picked for them?

**Ali Rusbridge 32:09**

Yeah of course.

**Marlene Kelly 32:12**

I think one of the words I'd use is about is, is reduce. So I would say that sometimes you need to reduce your work to the absolute essentials. And I think that sometimes to keep your sanity, but also to have the right impact with the work that you're doing. So I often think about the big pile of things to do. And I think how can I reduce it just to the essential stuff and then do something really meaningful with the rest of the day? And I think that's an important word for me. I think well being is definitely one of my words, just because you can only have enough energy for everybody else if you're considering your own well being. And I think you can't run on empty, it's not healthy. And I see what happens when people do and it's not it's not good. So So I just think that well being should be I know it's a bit overused, but I think it's really important. And then maybe my third word would be about um I think maybe about community, because you know those things about having occupation and connection and

creating an environment where there's a feel for communities, good for your residents and your team. And it's good for the network's to have that feeling of community and the families. And I just think that's something that has a lot of meaning for me, especially now. So yeah, I think that would be it.

**Ali Rusbridge 33:52**

Thank you that's really great.

**Pia Rathje-Burton 33:54**

And that comes across really strongly that sense of community, how important that is to you. So I think that's a good choice. Thank you so much for taking time out, I know you've been really really busy this week. So really, thank you so much for for taking time to talk to us today. It's been so interesting. And And.

**Marlene Kelly 34:11**

Thank you both for having me. I do like I did listen to the two other podcasts before me and I love them both. So I think you're doing a great job and I really hope lots of people will be willing to participate and to listen to the podcast.

**Pia Rathje-Burton 34:25**

Thank you. That's really kind. Thank you so much.

**Marlene Kelly 34:28**

Okay, bye

**Pia Rathje-Burton 34:38**

Thank you to our guest, Marlene Kelly. We're so grateful she could spare the time to talk to us. We know managers in social care are going through a really challenging time at the moment, especially with additional restrictions and lockdown.

**Ali Rusbridge 34:50**

And I thought it was really good to hear Marlene speak so openly about the challenges of being a registered manager and the importance of thinking about your well being so that you can help other people. I mean, she was really strong on that. And the way that, you know, that was something that she really believed in. It reminded me because we've actually just got a new page on our website for wellbeing, haven't we, it's under managing people. And it's, it's put all our resources for well being in one place, I think it'd be a really useful point for people to go to, I'd agree with her, it's such an important topic, and we know how important it is at the moment for managers to really think about their own well being not just the well being of their staff and, and the people that they're supporting.

**Pia Rathje-Burton 35:35**

Yeah. And I just thought when she talked about that, she's so open and honest, which, you know, is so refreshing to hear, because it can be something that people struggle to talk about openly about how

they're feeling, and how they, particularly pandemic has really been so hard for the managers in social care. The other thing I, you know, I'm gonna think about after this, this episode is really about her how important it is to her and her team to provide meaningful activity for the community meaningful activities for the people they support. You know, she, she really does believe in that. And I thought it was really interesting when she said, Oh, you know, if I could start from scratch, I would just employ a start by employing people, activities for it. And I just thought, God, what a refreshing and interesting thing to say and think about. Because if you are providing really meaningful activities all the time, and that's everybody's responsibility, then you are creating this atmosphere in this culture where that's, you know, that's vital, and people then feel better, and it goes back to their well being, isn't it? We do have some resources and meaningful activities, and we will have a webinar around that as well. And, you know, it's I think it's something to think about how do you make sure that during a pandemic, that those activities are meaningful and they are throughout the day? Yeah, really interesting.

**Ali Rusbridge 37:01**

I love the example with a chick I thought she was gonna have that as one of her three words at the end.

**Pia Rathje-Burton 37:09**

The chicks save the day. Thank you for listening today. Don't miss the next episode. Follow the care exchange by downloading the PodBean app. You can also listen and subscribe for your usual podcast streaming service. If you enjoyed the care exchange podcast please share with anyone else who think benefit from it. Thank you for listening.