



The care exchange - Series 2

Episode 8: Registered Managers are worth their weight in gold: Zoe Richardson

Hosts: Pia Rathje-Burton and Ali Rusbridge

Pia 00:08

Hello, and welcome to the care exchange Skills for Care podcast for managers and social care. I'm Pia Rajthe-Burton,

Ali 00:14

and I'm Ali Rusbridge. So today we're going to be talking to Zoe Richardson. And Zoe works as the Director of Operations and Deputy CEO for Sir Josiah Mason Trust, or SJMT, as they call it, for short. This is a charity that provides housing, residential care and extra care housing, as well as support to adults and young people from disadvantaged communities.

Pia 00:38

Zoe has got a real varied background, she's worked in mental health services, substance abuse, support for homeless people and the prison service. And in her current role, she is the nominated individual for two services, a residential service, and an extra care housing facility. So looking forward to catching up with Zoe and hearing everything about her role, let's get on with the show.

Ali 01:09

So welcome Zoe to The Care exchange, thanks so much for joining us.

Zoe Richardson 01:13

Thank you very much.

Pia 01:14

Really great for you to be here today. We've been really looking forward to chatting to you. I think we heard in the introduction there that one of the services that you are overseeing as a nominated individual is an extra care housing facility, we haven't actually had anybody on the podcast before from extra care housing. So we were just wondering what that is people might

not know what what's the difference between supported living and residential care and extra care housing.

Ali 01:46

Okay, so it's a bit of a weird service, actually, which is why people don't probably know what it is. So when I first joined SJMT, I wasn't 100% sure what it was. And so basically, it is housing as in, people live completely independently, have their own front door, and have a little flat within a bigger building. But there are staff on site 24/7, who were all care assistants, who can meet their care needs. And know those care needs can be anything from prompting with medication reminders, that sort of thing, all the way up to doing a bit of bathing personal care. And each person goes about their their independent lives. So it facilitates them to stay as independent as possible for as long as possible, but with a little bit of care in between. So from a care perspective, and the service is registered as a personal care service. So very similar to domiciliary care, but it's in one building, and they're all in little, little flats. So it is a sort of anomaly, I suppose it's kind of like what, what we describe is a bit of a hybrid. And from from a history perspective from from the organisation it was it was purpose built, because our organisation looks after lots and lots of older people, and in independent housing and people were having to move out of independent housing, go and move into care facilities. So I think originally, the idea was from the Board of Trustees at the time, which was in like the 80s. What actually why don't we build our own and see whether we can deliver something ourselves. So that's what that service is, what this does is it gives a person the ability to still go out to the shops and to the pub or go and see family or whatever. But also know that they if they need that help, then that's fine. It's just a pool called away. And it's quite a nice little community there. I'd like more of it, to be honest, it works really well. And there are obviously huge organisations now that monopolise on the idea of extra care and have like the whole village kind of idea of it, you know, like with this, like cinemas, on sites, and, you know, pubs and all that kind of stuff. I mean, we are not that we're just this kind of it's become this hybrid that we run, which works really well. And I'd say probably 80% of the people that live there have come through are already independent from the housing route, and then in living completely independently, it's been really difficult for them, so then they've moved into into that service. So it's Yeah, does that make sense? It's kind of that in between. It's very straightforward.

Pia 04:40

And the registration is yes, as you say it's it's can be just one provider with a homecare registration as such, or it can also be multiple providers, can't it? You could have

Ali 04:58

Of course you could, absolutely I mean, he only some of the bigger organisations that do that do have separate between the housing and the provider? Whereas we do we do do it in house. But yeah, so the registered manager there she is registered as if she was a domiciliary care

manager, which for us as well, it's been quite interesting in the last sort of year or so because what that's meant is that we can actually start to offer domiciliary care, based on her registration and her team outwards to some of the independent that are still on the estate as well. So it's kind of connected a few more dots for us in different ways by using that same registration, because it's basically domiciliary care. So that's worked quite well.

Pia 05:40

Interesting. And we also heard introduction there that you are a nominated individual. So what does that role involve?

Ali 05:51

That role involves so much for me and I, I take it really seriously actually, because for me, running Care Services is really, really challenging. And I think being a nominated individual, it's really important to invest in the registered managers as much as possible, you can't run care services without registered managers, that that that's my theory, you need that core basis of management in there all the time. And actually, what they do is really, really challenging. And so I it is a leadership role. It's a line management role. And obviously, I manage all our registered managers, and I do supervisions, and all of that kind of stuff. But I also do quite a lot of stuff around quality. And I do nominate individual audits, spot checks, and work with them around all the Chloe's and the work they're doing on that. So I'm quite heavily involved in the operations care services. And I'd be I kind of make it a point that they their personal development is my responsibility as nominated individual as well. And I certainly for the last couple of years, because of COVID are made some real distinctions around managing the pandemic with them, rather than it being something that was done to them. So at the time, as everybody knew, at the time, we were going through this continual change and process of, you know, you'd wake up one morning, and there's another regulations changed, or PPE is now this, but it's not that and let's go and check all these boxes, because these ones are wrong, you've got to go and find another type of mask, all this kind of stuff. So I think what I did, and what I made a decision of quite quickly, was that actually delivering the care and being in the care homes and dealing with the stress that they were on at the time was enough, as far as I was concerned. So I took over all the kind of policy change and funnelled everything through myself, so that all the contacts with the local authorities, when their phone in their capacity, Tracker, all of that stuff that came on board, I took all of that brought it into me and said, Look, all of that bureaucracy, that's my problem, I what I need you to do is I need you to make the building safe and keep everyone as safe as possible and keep the staff doing what they're doing. And all of that kind of thing. They might very much became like the front face of the pandemic while I was kind of churning stuff in the background for them. And obviously, at the time before COVID, that was never a nominated individuals role. But it very much became my role because I just felt like I needed to do something. Otherwise, they could never do what they needed to do. So that's a huge part of it for me, is that kind of making sure that they're enabled

to do their jobs. And sometimes that does actually mean kind of cutting across things for them and saying no, no, that's actually more my responsibility. And from an organisational perspective, I'm accountable to our Board of Trustees as nominated individual to say whether care is safe or not. Is it okay, are we meeting all the targets that we should be meeting, you know, on a regulation perspective, is everything the way it should be? And, you know, our Board of Trustees comes to me every quarter, and I have to put in a nominated individual kind of report around all of that so that they know. And that's where that kind of well-led things come from for me is that it goes up, but that comes from me. It's my responsibility to know that. So if out of all the things that I do in my job, I have got multiple hats and multiple titles. But I think the nominated individual one is the one that takes most of my time. Were you a registered manager yourself before you became a nominated individual? No, I've never been a registered manager. Do you think that makes a difference? Is that is there sort of pros and cons around that? I think there is and there isn't, I think So previous to being an SMT I used to work for quite a large national organisation that had services CQC and non CQC services, I used to run all of those. So I've lined managed, line management for managers for a very long time. Why did I not want to be a registered manager? I don't know, I think I think it does have its pros and cons. I think I have a huge amount of respect for registered managers and for the responsibility that they have. And I think, because I've not done it, I see it as they're worth their weight in gold to me, because it's not, I suppose it. I don't know, I think I've been a services manager before I've run housing services and data service it all sorts of things. And I've done that. But I've never ever taken that plunge of going and getting registered and running a registered service. So actually, I think what that's done is that has created this huge thing where I have so much more respect for them, because I just think I don't think I would have ever taken that risk, if I'm honest, because the accountability they have to carry is just enormous. And I that, I suppose is why I do the nominated individual the way I do it, because I feel that it's such a huge role for them to have, that they need to have somebody that can help them and enable them to do their role. And, you know, yeah, okay, I could go on, I could go and run one of our care services, of course I could, but I'm not registered. And I think there's this thing about this clout about being registered, that is very different. And I kind of we've kind of saw quite and laugh about it work, because obviously they have the registrations to put some, you know, that they're in the, the entrance of all the services and stuff like that. And it's a bit like that thing of when you've got your name above the door on a path. It's that sort of like, you know, like you, that's yours, isn't it like that you can't get much more clout than that, really. And I think when CQC come in, and, you know, the amount of inspections that I've been a part of, and stuff at the end of the day, they don't really want to talk to me, it's not really about me, is it? And I think that's where all the kind of the weight comes from, and quite rightly so it's a massively responsible role. And but I also think that therefore, as nominate individual, it's, it's really important for me to be able to take some stuff off them. That just is like a bureaucracy is maybe not really part of it, but it's become part of it. Yeah. And, yeah, it's not something I don't

know, I don't know if I would have ever become a registered manager for one. So I'll fess up now.

Pia 12:33

I think it's interesting that you, because you could imagine if you don't have that hands on, you know, you haven't done it before that you'd be a bit kind of, oh, you know, what you moaning about? Almost? Sounds like you're completely the opposite, that you're almost saying, Oh, my God, this role is so huge and have so much responsibility. Yeah, I'm, I'm gonna do whatever I can to lessen that,

Ali 12:59

that. Yeah. And I think I've massively for me, that is the kind of angle that I've come from. And I think I've said it, many times, I said it was a good registered manager is worth their weight in gold. And that is the way they should be seen, as far as I'm concerned. A service that is running at that good, or even, you know, what requires improvement, but somebody's working their way through all of that to try and get it to good. That is that is worth more than anything as far as I'm concerned. And those are the sorts of registered managers that stay, you know, and they stay and they live and breathe what they do, because it's just cutting through the middle and social care is what they do. And I think what, yeah, that's why I suppose I invest so much in in them, and also in the role, how I see my role as their supporter. It's not there as their line manager to tell them what to do. I'm there as their support or to go, right. Okay, what do you need me to do? That's how I do it. And, you know, when I do supervisions, and go to meetings, or whatever, for them, that big thing is like, what, okay, what do you need from me? I don't, that's what I say to them all the time. So for what do you need me to do? And sometimes it's just backup, isn't it? Or it's, you know, actually this has happened or Kenny, you know, we need you to look at an appeal or whatever it is, and that's fine. But a lot of the time, it's just telling them that they're doing a great job

Pia 14:25

showing their appreciation. Yeah. And do you think it's important that a registered manager understand your role, and I'm thinking particularly about this kind of CQC aspect of your role having a really understanding of the difference between their level of accountability and the nominated individual level of interaction with CQC.

Ali 14:50

I think it's really difficult because I think one of the things that I've found quite, I don't know it's a bit, I suppose a bit of a challenge really is that up. There's no like job description for a nominated individual. There's no one way of doing it. And I'm quite active in the nominated individual network in the West Midlands and stuff. But everybody does it very differently. And I think also, you know, there are registered managers who are also nominated individuals. And

there are no some providers that are really small and just don't have an infrastructure like we do, which means that they can, you know, go to other people, there, were there are discussions going on at the moment about whether nominate individuals could be like locality based, could you be a nominated individual for a number of different places, that sort of thing? And in fact, we ourselves are having conversations internally about if we were to grow and take on more care does that mean that we just have a nominated individual? Or would we need more? And I think if you're part of this, these usual care organisations, then there is that conversation? And some of that's because there's a lack of clarity, I think around what is it? What is the role? What is the point of the role from a regulatory perspective, and, for me, I think our registered managers know where the lines are, because our board kind of require a certain amount of information from me, and an accountability from me regarding care. So that kind of is dictated to from above, and the same with our chief exec, you know, he, he doesn't know the ins and outs, what's going on, but by blind managing me, he knows that care is okay. You know, that's, that's the kind of the point. And I think it's really challenging if you don't have that structure in line management structure as to what is a nominated individual? What, what is the point of it? What do they do? From a CQC perspective, I tend to get involved. Obviously, I'm there on days of inspection or whatever, absolutely. But as I said before, a lot of the time they don't want to talk to you anyway, they just sort of acknowledge you and go, Okay, nice to meet you. And that's it. But, you know, on a kind of other things, like maybe complaints, or if they're asking for certain pieces of information, or whatever, I will kind of get quite heavily involved on the basis of the fact that, from my accountability to the organisation, and to, you know, the senior leadership team, this organisation and to our trustees is that actually, I know what's going on. So I've got an accountability, and I have to do that, but also for, again, for the registered managers is that they've got someone that by their side, yeah, because it's not just their problem. It's the organization's problem. And I think that's what's really important. And, and I do find it somewhat frustrating that there is not necessarily a benchmark of how you should do this job. Because it is actually a job. It's not a title, it's a job. And so I do find that somewhat frustrating. But ultimately, there is no, you don't have to go through an interview, like a registered manager does, you don't have to go through all these hoops. In fact, some people go into jobs like mine, don't even realise that they're nominated individual until one day someone tells them that they only got performance. So you know,

Pia 18:17

so many different structures as you as Yeah, earlier that, you know, you we have very tiny organisations, where the registered manager is a nominated individual, or new huge organisations where the nominated individuals may not even go to those services. So there's so many, so many different ways. And I just think that it's, it's interesting question about, does the register manager really need to understand the nominated individual role? You know, is that is that important? Or is that

Ali 18:46

I think the registered manager needs to understand what they need. Yeah. And then I think the registered managers should always have somewhere to go. Yeah, that's what I think. Yeah. And I think that sums it up really well. That's the big thing for me. Yeah.

Pia 18:59

Yeah. And one of your organization's values, I noticed was fun. And just chatted to you findings, obviously, really, and humour is really important to you. Why is that? Why is it important to you?

Ali 19:16

Um, you know, it's one of the reasons why I applied for the job when I joined SMT because it was it was, it was advertised with the value of fun. And so it humour is a massively important to me as a person, it's kind of it's part of my makeup. And I think you've got to laugh at things. But I think also at work, it's so important, especially in the work that we do in social care, because actually, it can be pretty dark at times. And then we run services that do end of life care, and we deal with deaths a lot. And then obviously, nobody knew what was going to happen a couple of years ago, but there was a massive pandemic and that was pretty awful as well. And I think one of the big things is that you've got to be able to bring a bit of joy into either the lives of the people that you're working with, and the staff team or your managers or whoever it is, because you spent so many hours at work. And for me that the work that I do, it probably sounds really cliché, but it is a calling, I've never done anything other than work with people, but don't know anything other than working with people. And I absolutely love it. And even on the days where it is really, really dark. And there has been some awful times over the last couple of years. But there has also been throughout that whole time, days where we have laughed so much. And sometimes it's that slightly macabre humour that people get, isn't it when they do the work? You don't I mean, when you actually if anyone else heard this? Oh, that's a bit, you've got to do it, because it kind of keeps brings people together as well. Humour does, I think, and that acceptability that actually it's, you know, what it's okay to hope for things, by it being a fun thing to do. And if you're working with people all the time, that's gotta be, it's gotta be fun, isn't it? So how do you get that balance, right between being professional and having fun, because I agree with everything you said, but there's a balance in there isn't there, there is a balance in that. And I think it's really interesting, because coming from quite a big corporate organisation, and professionalism was probably the forefront of everything. And then when I came to SJMT, I find it I found it really challenging at first because it is really informal here. And it is that kind of family type approach. And although we're reasonably big, a medium sized organisation, like, everybody knows everybody, and there's not a person that you don't see and all of that kind of thing. So it kind of creates an element of informality. But I think professionalism is a totally different things, in the sense of, we're all here to do a job and to do it, it's to the highest ability that we can, and to the highest level of quality that we can,

that's what's professional, you can still have a laugh and a joke with people and be professional. There's always lines and boundaries. But I think also for the people that we work with all our residents and service users that when you know, for these people that we look after people got a sense of humour as well. That's part of people isn't, you know, like all people have something. And there's nothing better, I think, in finding that kind of like joke or sense of humour in a resident, particularly maybe one that is, say, really, really poorly, or is at that point of transitioning in life? Yeah. And you can find something that you then you actually start laughing about. I mean, that is pure joy, as far as I'm concerned. And why would you not want to love to do that? So, from my perspective, when I saw that, that was one of the values of the organisation, I can remember saying to my husband, I'm applying for that job. I mean, that is that's dream stuff for someone like me. Sounds great.

Pia 23:21

And I think it's interesting what you're saying about what is professional, I was sort of smirking what you were saying, because I just had this memory of when I was a registered manager. We had a, I can't remember exactly what the theme was. But there was some sort of fun, fun thing happening some sort of fun event where everybody has to be fancy dress, including me, as a registered manager. So I was in fancy dress. But the timing was just a bit unfortunate. So I had to do a formal meeting with one of my staff and I can't get I can't remember exactly what the formal meeting was about. But I remember sitting in my fancy dress, and she was in fancy dress, having to have this quite formal conversation about whatever it was that she was or wasn't doing. And her afterwards saying, I don't know how you did that.

Ali 24:12

But isn't it about like, what we look like externally? Kind of makes it because it really shouldn't. I mean, obviously, people can't see me at the moment, but I've got bright blue hair. So you know, this is our I kind of face this sort of stuff quite a lot. People don't expect to see someone with bright blue hair. I've also covered in tattoos and all the rest of it like I am what I am, and it doesn't make me any less professional.

Pia 24:36

Exactly. Yeah, that's a really good point. And so what you mentioned, when you're talking about your registered manager, the support they provide that one of your services was for a period of time and I think when you first took over overall requires improvements, but kind of several in several times I wasn't there and it was got to a point where we got to do something about this and, you were appointed, and your registered manager was appointed. And you really sort of kind of made some massive changes didn't? Yeah, in a very quite short period of time, wasn't it? Really? Yeah. Seven, eight months?

Ali 25:15

Yeah, it was. So, um, yeah. So when I joined, so we had residential care service, which has a specialism in end of life and dementia. And it had been in requires improvement. For seven years in total, some of the areas have been good, but it just never quite got that shift, I suppose. And so. And that one it was was one of the reasons I was appointed. Because previously, I've done a lot of kind of quality work and where I was before, and done a lot of work transforming services that were underperforming. And so I'd already kind of got a view on how I thought that that should be done. And so when I came in, that was clearly this is last chance saloon basically, is what I was kind of told is that the service either needs to get to good, or there is a bigger, wider conversation in the organisation about actually pulling the service completely. So. So that was the big priority for me when I joined. And I do go through a bit of a process, it doesn't matter whether it's day service, a residential service, you know, can be houses service, whatever, I've used the same process the whole time, I've been doing this, which is probably about six, seven years of doing this now. And you have to immerse yourself in the service, which is basically what I did. So I, when I when I took the job, I said, Right, okay, but you do realise that this is now a priority. And this is how I'm going to do it. So I literally base myself there. There was no registered manager at the time, there was like an interim arrangement, which wasn't working. So there was a real cultural problem with the way the the structure of the care home was being run. So there was a lot of unwell lead was one of the areas that we were in requires improvement for. And I could see that soon as I walked in the door, there was a lot of people not really knowing what they were doing, there was no direction and no structure. And so I spent the first month, literally there every day, and just watched it work, and ask people questions. And why do you do that? And what is what's going on there and watching the care and looking at paperwork and listen to the conversations handovers staff teams, you know how people interact with one another, that kind of thing, looking at the building, the physicality of the building, what were what needs to be done. And then from that, I then create a transformation plan. And it's broken down into areas, and it literally is every single part of that building. So everything was ripped apart all the way through the actual physicality of the building. So everything needed painting, for instance, you know, like you can't do, you can't do bits of this, if you're going to pull something out of what has been not good enough for the last seven years, you have to look at everything. So a whole plan of works was put in place for the for the building, which meant that I went to our board of trustees and said, This is fine, I can do this. And I will do this, but you need to put your hands in your pockets. Because there's a there's a cost implication here, which was fine. And they did that. So you then start changing the physical building itself and start to change starts a message for the staff. And they realised that things are changing. So the things that they've been moaning about, or they have their perception is they've been moan about it forever. You know, that door doesn't work, or that's been hanging off the wall and no one's come and fixed it. Because it's that apathy, isn't it? People think that the leadership don't care, they don't care. So instantly, you have to start throwing things at it and going right, well, actually, you've told me all these things that are broken. I'm gonna get them fixed to you within next by next week. And there's a

lot of eye rolling. Yeah, yeah, yeah, cool. She will and then it gets done. And then they start to see that. So then you start to establish the fact that things are changing. And then then you start looking at the Okay, so let's look at the staff team. Let's look at the management let's look at the paperwork, and all of that. So you just go through it. I mean, I think when you when I originally wrote the transformation plan for for this service, and it was about 35 pages, double sided of all the things that needed doing, and everything gets RAG rated. And then and that's what you're held to account on as far as I'm concerned. And so the registered manager that I appointed in that process, she was the interim arrangement that was in place she had never been registered with For, but had so much love and passion for that service. And she wanted it to change. And she knew that it could get good. So she just needed somebody by a side to go, we're going to do this. And we are going to do this together. And that's what we did. And I lived and breathed that service, I took for six months, basically and did nothing other than that, and pulled all the strings I possibly could with my title of Director of Operations and called every department in and said, right, these are things that I need, and I need them yesterday. And we turned the whole service round within seven, eight months and then got reinspected it good. The nine month period point. And we've been good ever since. So and we're now working towards outstanding. And with with that I mean transformation plan. In terms of what was the hardest bit I'm just thinking about things like the workplace culture when it was that a really hard thing to turn around? And how did you create a positive culture, it is really challenging to do that I think you've got, particularly when you've got quite a large staff team, it's quite a large care house got a quite a large staff team, who have potentially not been held to account for a very long time, I've seen managers come and go, not stuck it out. They've been told lots of things and go yeah, we've heard it all before that kind of culture is sort of like there. And you've got to change that. And I think for me, you don't promise things you can't deliver, that is a massive thing, you if you're going to, if you're going to do it, you're going to do it, you also don't expect people to do things that you wouldn't do. So I was out on the floor all the time, I was just in it constantly. But don't if you're going to try and change things like that, and change people's perceptions of not only that service, but also the organisation, you've got to be at the cold face constantly taking the same level as flat as they are experiencing the same pressures that they are. And that was a huge part of what I did. And being completely honest with people was another part of how I do it. To the point of sometimes brutally honest, this is not acceptable kind of conversations and not shying away from those conversations. And we bought the families of every resident in as well and had that brutally honest conversation led by me and said, This isn't acceptable. This is not where we see our care services. And this is what we're going to do, we showed them the transformation plan, we sent the transformation plan to CQC. And basically owned the fact that this is not what we want to do. And I think when you put yourself out that much to that level of accountability, you've got to know that you can do it, you know, and that changes by doing that, that changes the staff to think, well, you know, this, we could be a part of something here. And that those that don't want to be a part of it go. And that is the reality of change is people either ride that wave with you and then get really passionate

about it and want to be a part of it. Or they don't. And that's okay. You know, and I think that's, it's, it's accepting the fact that part of change as well is loss, and that's okay,

Pia 33:18

you know, agree with you. And they will just, they will leave when they and you think well, that's fine. Because actually what the people I want in my service, for good culture is the ones that believe in what I'm trying to do.

Ali 33:32

Yeah. And I think what we did as well is through every point of recruitment that we did, when we did lose people, we were really honest about what they're walking into. So we changed our interviewing processes and said, Right, okay, you might be coming to us for a daycare role and whatever. But we want you to know that this is where the service currently is. But this is where the service is going. And these are the expectations that we're going to put on every single member of staff doesn't matter. Wait, how long you've been, you know, you're just coming in or whatever. This is where we're going. We're pushing constantly. And what that does, then is that either infuses people and they want to be a part of that. And they go actually, Joe Yeah, I really want to work. Or they go, actually, no, this isn't me. I want a comfortable ride. It wasn't a comfortable ride. It was a hard slog, but that's why we did it so quickly. And that's how it works. So yeah, and, you know, we have an amazing staff team, this service and all my staff are amazing, but we have an amazing staff to make the service. And we don't have a lot of churn, we don't lose a lot of people, because most of them have been through the journey with us. So at some point in that, you know, whoever they recruited in that journey, or have stayed the test of time. They've they've been through that journey, and they desperately want outstanding because they've seen that they can get good. Yeah, that kind of have that goal. Oh, massively. Yeah. And you are also a Caldicott Guardian. What is that? Oh, that's a really difficult question. So I'm guessing the like technical answer So so basically a Caldecott guardian. And it is now next year, it's actually going to be some requirements or regulation required for all health and social care organisations to have one. So it's very similar to sort of a data protection officer, I suppose. But ultimately what it's about, it's about, I am responsible for making sure that all the personal information that we have about all our residents and service users who use our health and social care services, is basically used responsibly held responsibly, that it's ethically accessed, that we're not kind of like, you know, selling it to people or losing it and those sorts of things. So it's, it kind of crosses over with a data protection idea, but Caldicott's a bit grey. So it's often used ethically around. Should we be given this information? Do we need this information? Should we be asking for people for this? Is that sort of lots of debate rather than legally data protection? We'll tell you what you can and can't do a Caldicott Guardian will potentially question you a bit more and say, why why do you need that? What's the point? You know, what is the point of that? And it protects somebody's personal information. So we, I became Caldecott guardian, when I started knowing that next year 2023 Is all health and social

care organisations will have to have one. So it is a huge part of an expectation and CQC do ask now, whether you've got one, they'll ask staff for inspection, do you know who Caldecott guardian is? So it's becoming a bit of a bit of a thing? does it relate to the safe Chloe or, or the well lead or lead? Yeah, well lead. So they will ask, um, so like, my, my details are on the there's a national Caldecott Guardian register that you have to be registered to, you have to do yearly, kind of like refresher conferences and training and that sort of thing. And and, yeah, I mean, it's in this size organisation. It's not a huge part of my work. But it's a it's a necessity. And what it does allow me to do as well, is that I do, because I'm caught guardian, I actually do all the training of our care staff around reporting and recording and keeping people's information safe. So that they can join the dots as to why that's why that's important, I suppose. And any services that contract with the NHS, so actually funded by the NHS, or have NHS beds, the NHS required to have a Caldecott Guardian now as well.

Pia 37:47

And they you receive training? Yeah. From them. Okay. Well, in the show notes, we'll definitely put a link to that. So anybody listening, if they haven't heard of that before? And they can find out more? And it kind of links to my next question was about kind of you have so many different engagement with external, internal, nationally, locally, I have long list. Do you think this is something that registered managers should be involved with? Or do you think that's just mainly that sort of kind of nominated individual kind of in your organisation to kind of look externally?

Ali 38:21

No, no, definitely, I think everyone should look externally. I just, I, I like to do it. For my for me personally, because I like to hear different things and learn from from different people. And, and I think everybody's got something to contribute. And by going on to different platforms, and doing the sort of work that I do, nationally and locally, and stuff like that, you hear all sorts of things that you can pick up and think, Oh, that's good idea, I might do that. And I think it's really important that anybody that works in social care was particularly registered managers or any other, nominate individuals, don't silo work, you know, we can all learn from each other. And that's ultimately why I kind of do what I do. And I'm quite opinionated. Which is, which is why I get asked to kind of do things like this and also talk to other organisations and things because it's not because I know any better it's just because I'm quite happy to have an opinion about something. And I think that's really important. Because I'm willing to share that experience. It's just, that's for me, is what it's about. So if there's an opportunity for my registered managers to, to go and talk to another organisation, or go and see another organisation or go on to conferences or whatever, I think that's really important for their own personal development, but also to just share ideas and learn from other people. So that's why I do it and I was just gonna say an even registered manager doesn't have a nomination individually he does it you'd really recommend that they really were involved themselves anyway, I think people should put

themselves out there, you know, I really do. Because I think it is just a, it's a learning. It's all about learning all the time. And I think it's like things like this. So, you know, it kind of enables you to reflect, isn't it and think, and actually, we don't get very much time to do that, because everyone's really, really busy. So, um, I, that's another reason why I do things, because maybe people will ask me questions, which I've thought and asked, give an answer. And I thought about that. But that clearly is that you know, and that's actually a really good moment of reflection. And reflective practice is something that everybody should should do. But do any of us really have the opportunity to do it? So it's a different way of doing it. And I think if the registered manager has got an opportunity to engage, then for me, I would only ever encourage them.

Pia 40:50

Right. Now, we've talked before about reflecting the importance of reflecting and really Yes, using, setting some time aside, yeah. As you say, when you start talking to other people, when you say something, you suddenly you think, Oh, I am, I've suddenly reflected without realising.

Ali 41:08

Yeah. And I think the other thing is as well, is that everybody? I don't, I don't care what role you do. Everybody, at some point, will go, am I doing this right? Am I enough? I actually got this am I do I know what I'm doing? Everybody does that. And sometimes it just takes someone to ask you a question. And you answer it. And then that's just the clarity of you know, I've got this I'm alright. Actually, you know, and so that's a good thing.

Pia 41:32

Yeah, absolutely. Absolutely.

Ali 41:36

Okay, so moving on every episode, we have what we call our time for care slot. So this is your chance to share what you feel is your most time saving tip that you'd recommend to others. So this kind of ties into what I've just said, actually. So, um, is to stop. That is the biggest thing for me, because it's completely against the grain of probably most people that work in the sector is to stop. And I actually, it's taken me quite a long time to learn this. And it's taken, yeah, a massive amount of time. And actually, you know, COVID is probably one of the biggest things that's taught me this is the need to stop and to stop every day, at some point. And to give yourself that self care to carry on. I am a self professed workaholic, who lives and breathes what she does. But I've also learned more from more recently, actually, that I am no good to people, if I am laid up in bed, as I have been with COVID recently, and I just it's, it's a really difficult thing to do is to actually stop and then within that stopping, is to honestly move away from screen, go and take a walk or whatever it is. Or if you're on shift, go and take you five minutes and have a cup of tea, and all of that kind of thing. Because actually that self

investment, even if it is five minutes will mean that you'll be able to continue for longer. And that's a huge lesson that it's taken me 42 years to learn.. It sounds great that you've learned it really helpful. And one final question, we want you to imagine that you're in we're all in the lift of a 10th floor going down. And before people get out, we want you to tell them what you think is your your message that you want to stay with them. So the key message that you want to leave them with about social care. And for me, we're all doing an amazing job is probably one of the big things. I have never seen anything like I've seen in the last two and a half years or so as to what has happened to the sector. And what we have had to experience and it has been horrendous. And I would like there to be more opportunity for us to actually shout the loudest and say, we actually do a really, really important job as well. That is a big thing for me. It's it's been a real struggle for everybody, I think in different ways. And obviously different people have done different things and whatever. But it doesn't matter what job you do in the sector. It is as equally important as it is if it was done in a hospital. I think that there is maybe still that divide. So for me, social care is as important if not more important. brilliant and really positive note to end on that. Absolutely. Yeah. And I don't think I think anybody who works in the sector can disagree with anything you've just said, it's a really important message. So just huge thanks Zoe. As always, always, so much I've learned, and I just kind of think, oh, there's so many things to think about, and so many things that I've can reflect on afterwards and think, Oh, that was an important point. So thanks so much for your time today. No problem. Thank you. Bye. So Ali, that was Zoe, very interesting conversation. Gosh, that lady's got lots of lots of life and lots of lots of excitement about working in social care. Yeah, absolutely. It was really good to have her talk about the perspective of a nominated individual as well, because that's not something that we've had that kind of level of explanation before. And I think she explained the role really, really well. And brought it to life really, didn't it, especially the the importance of the role in supporting registered managers, I think that came across so strongly in terms of the joint responsibility and things like that, which I think is something I'm always concerned about when registered managers don't get that support from people and and I think we've we've recognised that I haven't we on the website, because we've created a page for nominated individuals to really encourage them to be as hands on as Zoe isn't she is incredibly hands on, isn't she and that page, I think it's got everything in one place. So particularly things like the resources around CQC. And the responsibilities, you know, we've got a lot of resources there in terms of looking at how you can improve your CQC rating. And the expectations of of CQC have and I know Zoe mentioned that, didn't she? So that's a page, I definitely think it was worth checking out if people haven't seen it. Yeah,

Pia 46:59

absolutely. It's got loads and loads of resources both for the nominated individual themselves, but also for the register managers, which so we spoke so passionate about, about providing that support. And as she put it there like the sort of kind of the gold dust, they're there, the bit that holds it all together. And if you don't have them, you don't have a service. So yeah, I think

if you are a nominated individual and you're listening to this, or if you are, if you are registered manager, and you have a nominated individual that is new, you know, signpost them to that page, because they may not be aware of it. The other thing I would mention for nominated individual and for register managers is that we did a an event in 2021, with in partnership with CQC. And there's a recording of that on the on a web page, which CQC have a really good explanations in that in that film about what is the role and what is their expectations of the nominated individuals. So just you know, there's really, I mean, I think even if you're registered manager, if you're not completely sure, and I have to say up hold my hands up when I was about as the registered manager that obviously I had a nominated individual, but I'm not sure I've really, really knew what their, what their role was and how what the expectations from CQC point of view was of that role. And I think just watching even if you don't kind of watch the full hour, if you watch some parts of it, whether it works, because CQC really goes into details of what is the role and what is the expectations? I think worth worth your time just to kind of having thinking Ah, okay, I'll see how it all kind of linked together

Ali 48:38

Yeah, I agree. And the other thing that Zoe mentioned, she mentioned, being part of a nominated individual network didn't she in her area. And there are more and more of these networks across the country now. And we really encourage nominated individuals to get together. So if people don't know, again, if there is a network in the area, then they can contact the locality manager for the area who will be able to put them in touch with the local networks. Because that that she mentioned that a lot, didn't she that whole thing about the importance of really joining up with others and having that chance to reflect and to think and to be able to really consider you know that what she was saying about the questions. If you ask questions of each other, you become clear for them. It's really good point. She said.

Pia 49:20

Yeah. And that makes you reflect so as you're answering you're kind of almost reflecting and that's given you some time to reflect that you perhaps wouldn't have allowed yourself to have so yeah, I think absolutely I think being external and think looking outwards. So you know, talked a lot about and nominated individual network could be one at one part of that. But it can be other things as well. So just you know, different things in different parts of the country. But if you're not sure what's happening in your area, get in touch with your locality manager and find out what's what's available in your area. So that's All from this time thank you very much for your time and for listening to Zoe we I hope you enjoyed the conversation See you next time bye bye