



The care exchange - Series 3

Episode 2: I love data: Paul Tolley, CEO, New Directions Rugby

Hosts: Pia Rathje-Burton and Wendy Adams

Pia Rathje-Burton 00:07

Welcome to the care exchange, the Skills for Care podcast for managers and social care. I'm Pia Rathje-Burton. And I'm Wendy Adams. So welcome to the second episode of Series Three. Today's guest is Paul Tolley. He is the CEO for New Directions Rugby. And that's an organisation that supports over 100 people with learning disabilities, and physical disabilities offering residential care, supported living respite and day opportunities.

Wendy Adams 00:37

Paul started his career by volunteering as a personal assistant for an individual who employ their own staff. Prior to his current role, he was working in the voluntary and community sector. Paul's been in his current CEO role for about three years.

Pia Rathje-Burton 00:51

So looking forward to chatting to Paul today. lots lots of things to ask him about some things that I don't think we've spoken about before on this podcast. So stay tuned and enjoy the show. So welcome, Paul to the care exchange. Thanks. Great to have you on. Really, really good. Got lots of things as usual, we want to ask you, so let's get let's get started. So I know you've been involved with the voluntary sector in your previous role. And we've heard introduction there about some of the other other roles, and also the new direction rugby is engaged with volunteers. What sort of value do you think that volunteers give to a service?

Paul Tolley 01:45

Volunteers are absolutely invaluable. But I think it's always really important to think that they're not a free resource, you need to be able to invest in volunteers really quite heavily to get them the most out of them. So it's about having that infrastructure in place already to make sure that you can, and volunteers, they are your link to the local community as well. So they're also really powerful sort of link into the local community, the local , community sector, faith communities, as well. And the more models you can bring the people that we support, and the community together, the better it is, we have a great link with the local church to run a cafe. And actually, our guys run that cafe, one day a week. And it's just a lovely way of making sure that people we support have that fantastic sort of outlet and place where they can engage with people, but also is somewhere where people get to see mix with talk to the people we support. Rugby is a very inclusive town. And it's one of the things I'm very, very proud of sort of living here. But to have that inclusiveness, you've got to be continually pushing those boundaries and

sort of making sure that, you know, there are opportunities to engage. So for us, you know, linking with volunteers and voluntary organisations is really, really important. And I think as volunteers as well, it's the voluntary opportunities that we can put in place for people we support. One of those supporters was fantastic Archivist for our organisation. So we've got these wonderfully detailed boards that detail the history of the organisation over 70 years, and he was key to putting all of that together. Yeah.

Wendy Adams 03:27

That's brilliant to hear. And you've talked about volunteers and the links to the local community. How do you recruit volunteers?

03:38

I think it's having previously worked for and lead of infrastructure organisation. I think quite often providers aren't always aware that there is a volunteer Bureau, a council for Voluntary Service, or an infrastructure organisation that exists purely to have all of those connections and networks to those sorts of voluntary groups, volunteers, and faith based organisations as well. So actually having that on your doorstep, they've done all of that legwork for you. So you know, briefly, it's also about recognising that quite often, it will be a sort of handful of key individuals who are connected to people who are connected to people, you tend to find it's your individuals who sort of volunteer and lead key institutions, key organisations, in groups like rotary groups, etc. Those are the ones that are the ones who know people who know people. So they will very quickly put you in contact with key individuals and have roots getting information out very, very quickly. So using those resources that are on your doorstep, rather than trying to sort of start from scratch, I think is probably the key.

Wendy Adams 04:54

It's clear that the volunteers have made a huge difference to your service, but I'm guessing that may also have been challenges in in this process as well. Are there any challenges with using volunteers that you've experienced?

Paul Tolley 05:09

Yeah. And certainly, our level of monitoring went down during the pandemic, I think. So getting that momentum back up to speed is certainly a challenge. We've got more work to do there definitely. That, you know, getting volunteers back in, and sort of engaging in ways that we've never done before. So, you know, just always challenging ourselves to say, well, actually, how can we do this differently? Whether it's working with animal charities, locally as well, you know, what, allotment groups? How do we work with those guys so that we can support the people we support far better?

05:47

Yeah, suppose is for sort of registered managers who might be listening to this who think, Oh, well, I haven't really engaged with volunteers before, kind of just rather than thinking, Oh, that's going to be a lot of work. And I appreciate what you were saying you kind of can't just say they are free resource. So I'm going to, you know, just put an advert out, and they're going to come in and do it, or you kind of have to invest, don't you really to get to get but then once you've done that, you're actually going to a increase the community presence and the Community Links, because I think is really important. But

also you're going to be able to offer some things that you perhaps can't offer now, is that kind of what you're saying.

06:22

So maybe just that added value? If so, and I think it's sort of taking the time. And that's the luxury at the moment, isn't it, just finding the time to sit down and think it through and say, well, actually, what are we really trying to achieve, and whether to go down that route of actually building partnerships and links with existing voluntary groups, or directly trying to recruit an individual volunteer for a particular role or purpose. And I think, if you if you go down the partnerships route, you'll find I think that you'll get even more payback. Because again, it's that awareness, and that the starts looking at connection into parts, the local community that perhaps you're not already reaching.

Pia Rathje-Burton 07:03

Yeah. And that partnership working seem to be really important to you as well. Yeah.

07:09

Yeah, absolutely. And having, I suppose, in my previous role, realised just the volume of volunteering, voluntary organisations, groups that exist on a daily basis, and their power to get things done, is a it's absolutely so you know, unmatched, so often you sort of realise that it's the voluntary groups who will just get things done without worrying about bureaucracy without having to sort of, you know, run through a huge sort of tome of sort of your policies and procedures and all the rest of it and just get things done. And there's, there's a huge amount of power in that we have to be careful as providers, obviously, around how we engage and how we work with individuals. But you know, that that energy that is there that is untapped quiteoften, is really, really powerful.

Wendy Adams 08:00

We know that seek working and engaging with local communities is really important. CQC now, it's one of those identified in their, in their strategy. If there are managers sitting here today, thinking, what I need to do more work and engage better with my local community, what would be your top tips for where to start with that?

08:28

is really interesting, I think you're actually right on some of the CQC's focus. And I think also CQC are also sort of taking a look at this whole sort of system approach as well. And I think that brings into scope a whole range of health and social care partners that we engage with, and we work with, but perhaps we're not as strong partners with as we might be. So I think, you know, kind of mapping that through understanding, I think, the journey from the people that you support, how do they engage. So if I take an individual that we support, I know that the one thing he is so so happy to do, and always so that we have an internal Facebook page, and he's always sort of, you know, posting on there and giving them sort of regular updates. He engages with the local hospital, he actually volunteers on the dialysis ward. And it's so rewarding for him. That that he provides us that connection between that hospital and ourselves. And it's then using that sort of route to illustrate how they are having a benefit for the people we support, but in a very different way to the traditional sort of care service delivery approach. So I think for me, it's about mapping that through and saying well actually how do the people

we support already link with those partners, those organisations, those institutions, and how do we use that, whether it's the local colleges, schools, but also whether it's local church as well. The church was really, really important to a number of people we support, but particularly through the pandemic, I think, you know, taking the time to sort of map that if you like, and appreciate it. And also, I think, you know, takes time to actually just recognise it and say, actually, through all of this, we did a fantastic job, we supported all of our people. But actually, you were key to that journey as well. I think sometimes we don't take that step of just sort of mapping out how those organisations groups, businesses in town, you know, like I say, we've got a very inclusive town, which is lovely, lovely to see. That actually do we take the steps just to say, something that we support really enjoys coming in here and the fact that they, we know that they can come in in here anytime and get, you know, get to engage, we just think that's really brilliant, we just want to celebrate that. And sometimes it's approaching it in a very different way, maybe it is just about doing a little recognition, almost like a recognition award approach to it. And sort of just having the sort of top 10, you know, organisations groups, partners in the town that make a difference to the people you support, and just start from there and try and build.

11:03

Yeah, and I thought it was interesting when you were talking about your volunteering, and that were partnership, I can imagine you're working similarly, once you get to have connection with some of the key organisations in your area that often will link to, they will have partnership with others. So you're almost kind of adding to adding to your partnerships working aren't you?

11:26

Absolutely, and it snowballs, which is lovely to see. You know, key individuals are often linked in several different ways. And most recently, we had a lovely lady who walked over 120 miles, she did a walk called the Ridgeway, she walked over 120 miles and raised about 2300 pounds for us as a charity. And that came through a link through a link through the link, you know, and that then led to she actually is president of the inner wheel. And she made us charity of the year. That follows on from the mayor of the town had actually made us one of his Charities of the year. And he ended up serving for two years because the pandemic. So we got two years worth of sort of cover from that which was, which was actually great. And again, it's just that raising awareness that leads them to people knowing that you're there, people wanting to know more about what you do, and wanting to sort of know support you more. Yeah.

Wendy Adams 12:27

I think what's really struck me about what you're saying is that I think for a lot of services, we often think about, well, what could volunteers do for us? But actually what you're talking about is not only what volunteers do to support our service, but actually what are the people, What can the people in our service that we provide support to, how can they volunteer in their local community as well. And I think what your that two way process is what's really magical about what you what you're talking about?

12:57

Yeah, yeah, absolutely. We all find it hugely rewarding to sort of be able to give up our time. And you know, like I say, people we support, whether it's volunteering to sort of run a cafe, whether it's volunteering, whether it's charity shops in town, or as I say, sort of gave volunteering on one of the

wards in the hospital. We have a whole range of those activities, and so rewarding for the people we support. But it's just taking the time to acknowledge that and I think celebrate it. Yeah.

13:27

Just changing tact a little bit. I wanted to ask you about workforce data. It's very different. So how do you use workforce data within New Directions?

13:41

Sure. I opened my mouth at a recent nominated individuals West Midlands session. And I was quite surprised, actually, that there were a number of new nominated individuals in the group who weren't using the workforce data, they weren't using ASC-WDS. And so because I sort of opened my mouth and said, how we use it, I then got asked to do a presentation to nominated individuals quite recently. It's something we've used since I came in. But to be perfectly honest, we were doing the bare minimum of really just putting the data in there so that we could claim against workforce development fund, and if I'm absolutely honest, but I think it's I think, through the pandemic, and also sort of think recognising that that data is so powerful when we're all putting into it, that there is actually a collective responsibility to put in as much information as possible, because that's the information that's being used to lobby around wages to lobby around, you know, resourcing the social care sector better than it is currently and has been for the past decade or so. So for me, we put more information in there, but actually we use that information primarily to look at turnover and our retention rates and actually have that benchmark and compare and contrast. So It forces us to not just compare with what the regional rates are. But it also forces us to look at our trends and data and say, Well, okay, we started doing this differently is that making an effect is that having the desired effect is it you know, meaning that we've got fewer people leaving the organisation. turnover is a big, big trend data sort of issue for all of us at the moment, I think. And I know we, for years, our turnover was sort of less than half the regional average. And it's great to have that because then you know, what you're doing well, but all of us, I think, now are facing that. That challenge where, after two, three years of sort of working through sort of pandemic conditions, with less funding coming through, and minimum wage increasing, I think social care worker rates of pay, are being driven closer and closer to minimum wage levels. And that we're seeing in terms of staff turnover, individuals leaving, and you find that you are swimming to sort of standstill, you know, it's a lot of time and effort being spent by providers now on recruitment, being able to analyse that data to be able to share that information in really succinct ways to be able to feed back not just the local authority, but central government as well. If I look at the 17 individuals we've recruited into the organisation over the last six months, we had to go through 144 applications to get them 17. That's a huge amount of time and energy spent. And we do it, we absorb it as organisations, we absorb that time energy cost. But sometimes we just need to be able to lay it out there and compare with the previous six months and the year before that, to say, this is what we're seeing. And this is the trend. If this carries on in the same way, we'll get to the point where we don't have the capacity to deliver outstanding care.

16:55

So you're really sort of using it strategically, aren't you really to say strategically, but also practically, for you doing? You're kind of using it both? Because I think, thinking as a manager, in particular, if you have a small service, obviously, you're part of a big organisation. But if you have a small service, you

think Well, I kind of know what's happening, but actually being able to see black and white, you know, this is this is exactly what what we have, the more data you're putting in, the more you can get out. And what you're saying is that you are kind of you, you're you're starting to use it a lot more because then you can, it's not just because you can claim some some training funding. And that's, that's, that's amazing. But it's also for your own organization's purpose to be able to say, actually, this just shows us loads of information about the our workers and what's happening with our workers in terms of how long they're staying with us. And, you know, if you know, if they have some training that does that make a difference. If it recruitment from this place, does that make a difference? All those things that you can kind of go Okay, we've got to do more of that. Less of this.

17:58

Yeah, exactly that and I love data. I'm a bit of a geek. So I enjoy sort of, you know, seeing those numbers and the pattern, but what, what it then does is it gives you that in to have the conversation with staff with managers to be able to say, Okay, we're now spending, I can see that we're spending twice as much time doing this. How does that feel? What does that stop you from doing? What's that, and then you've got a more rounded position to be able to go back to whether it's funding central government DHSC, whoever, just to be able to say this is this is the effect of what we're seeing.

Wendy Adams 18:31

And that's really interesting that you're talking about time, because I think one of the things that sometimes registered managers think is, well, I don't have time to put the data in. But what you're describing is actually, the amount of time it saves you, in terms of other things by having data in far outweigh as it seems, the amount of time that it takes to get the data in there. And that's really good to hear

18:56

Yeah, absolutely. And, you know, I, when I came into the organisation in November, so 2019, just kind of had my feet under the table, you know, but as we went into the pandemic, and one of the guiding principles I heard was, okay, we've got, we're really sort of data rich, we've got information, we record information data, so well. And then actually, sometimes it's all in sort of slightly different places. We're really lucky, although I'm really lucky that when I came in here, as an organisation, everything we run is on Google. And the organisation I ran previously was all run on Google as well. So I understand those systems, I can work with them. So we were able to put things in place where staff didn't have to record information in any different ways. They just did what we always did, but we pull that data through using a couple of clever little spreadsheets and just pull them through and present it in a dashboard, which is really nice to see. Absolutely.

20:00

Yeah, I think, hopefully you've inspired somebody to think, oh my god, I'm gonna have a look at this. This is what we would want. And the other thing you're involved with with peer review project. So when you're thinking about peer review, what sort of the benefits of being involved with a project like that?

20:19

Yeah, it came out of the blue. For me, and it was a great piece of work that I did with Oxford as a local authority. And you know, the principles are peer reviewed, local authorities use it a lot. Basically, just to bring a team of individuals who are all taking a slightly different view, they've all got a different background, the one I got involved in was because of my voluntary sector knowledge. So being able to bring a team in who are purely there to hold the mirror up. And that's the principle of a peer review is to hold the mirror up and say this, we come in with no agenda, we're not here to catch anybody out. And this is what we're hearing, this is what we're seeing. And we're just reflecting that back up and saying, have a think about that, because, you know, staff will certainly when I've been involved in peer reviews externally, you know, staff are very, very quick and open to talk, to share their experience to share what they feel. Instead, as you say, to some people, this is not attributable, just tell me how it feels to be working here. In local authorities, when we did that, they open up straightaway. And it's just taking some of the same principles of that. I think it's really difficult. I think in our sector, though, to think about bringing almost like a team of peers together from different organisations. Because I think in the in the sort of commissioning world that we live in, often those partners are often potentially our competitors, as well. And I think that that sort of does put some barriers in the way of that. But the ability to bring sort of, you know, whether it's a trustee, whether it's a person who support work alongside a manager, alongside a team leader from a different service, and thinking about that widening scope, that CQC is having now and looking at systems, and other ways in which you know, there are individuals from the local GP surgery, the local pharmacists, etc, that you work with really, really well on that day in day out basis, around sort of, you know, blister pack medic medication, or whatever it is, is that the opportunity to bring some of that feed in and include somebody, you know, a family member, or someone you support as well, you know, so you've got a very, very small team, but actually just looking in the round, because every, what I found working on peer reviews previously was everybody will spot something different, because everybody's coming from a different perspective. And that's the, that's the real sort of value of it, I think, you know, our audits are really important to us. We do a lot of cross compliance, audit, Team Leader audits, managers audits, across those different services. So you know, the kind of cross compliance element has always been there. But I think the ability to sort of widen that out, I also think, as an organisation, then you impact your culture. In the sense that, what you're doing is you're opening up a bit wider, and you're being, I think, prepared, then for those quality audit visits, CQC visits, etc, it gives you the opportunity to sort of, you know, rehearse, to practice, and take that approach of being really, really proud of your services and welcoming people in. And you know, it's such a joy to be able to take people around, and show them your services and show them what you're achieving. That's something that you should be rehearsing and practising on a frequent basis. I think it's just another way of doing that.

Wendy Adams 23:46

So how do you think registered managers if they're, if they're thinking, well, actually, I would really like to be involved in peer reviews? How do you think registered managers could start their own peer reviews?

23:58

It could just be, if it's an organisation, it's got more than one service, you know, just reviewing each other services across compliance. That's the very basic level that we've had in place for for many, many years. But I think it's also the opportunity to sort of network with another provider, maybe that

geographically is then just a little bit, you know, just far enough away that they're not your competitor, but close enough that it's conveniently geographically close enough. So you know, I think that that's where the relationship starts, or maybe even sort of say, well, okay, I'm, we did, we did it with a with a provider in Warwickshire, who achieved outstanding and actually, their focus is primarily around dementia. And that was just brilliant to be able to go in there and see the approaches they were taking, and some actually some of this is really quite, quite transferable. Even though our focus is not primarily dementia. We do support individuals who have dementia and developing dementia as well, because we support individuals right through to end of life. For us, it was quite a lot of transferability. Within that, and I think for me that just that sort of reciprocal arrangement, I think certainly providers have become far more sort of partnership focused, I think we've become less competitive. During the pandemic, we've all had to sort of rely on each other and share tips and tricks with each other, and give each other moral support. And I think that that kind of offers the opportunity to connect at a deeper and on a different level. Yeah,

Wendy Adams 25:30

I think that's really interesting what you're saying about that learning from others aspect, but not necessarily always those people who've got similar services to yourselves, because I think, you know, that that example that you've just given of where a learning disability service might actually look at something an older person service is doing and think, you know, what, we're very different, but the principles of what they're doing is transferable and would really enhance what we do. And I think often we are in Adult Social Care very compartmentalised. And we don't often mix with, you know, people who have services who are different to ourselves. So that's, that's really interesting.

Paul Tolley 26:11

Yeah, I think it just also gives you the opportunity to do something fun as well, believe it or not, I think if we weren't if we hadn't been linked with other services, and this was specifically the dementia provider groups and other other person's home.

26:29

So I suppose what you're saying is that, to go back to Wendy's question about how would a registered manager, who was sat thinking Well, I'd like to do that, but don't know where to start? It's just kind of reaching out to, to a provider which nearby and that's not necessarily the same type of provider? Actually, the, the more different, the better? And then just start having those conversation about what how can we, you know, as you get, as you say, that getting I liked the fact that this thing about having a little team rather than something, when I first read about it I thought it was just be a manager, come into your service, and you would go to there, but actually taking a family member and a person you're supporting So you have a little team and they will see different things, and then just and then this swap over and kind of try and say, Well, you know, no, no, you know, don't don't take this kind of, because I think people could become a bit defensive but don't take a defensively, we're just we're just kind of putting a mirror up saying this is what we saw, is for you to decide what to do to do with it. I think that's a really interesting fact. Absolutely.

27:31

And even just you don't even think about it as peer review. Don't even think about it necessarily, as part of your audit process, maybe just a learning visit and just say, Can we host a reciprocal learning visit where a couple of guys can come over with a few of us that will come up and look around your services, you can walk around as well have a coffee afterwards, we'll just talk about what we saw. Again, it's as much about building those connections as it is, you know, in terms of organisational learning, sort of auditing processes. Don't overthink it

Wendy Adams 28:05

I think that's really important, isn't it? Because when we say peer review, that sounds very formal. But what you're describing is something that could be much more informal than that and fun.

28:20

Absolutely. Absolutely. Yeah, I think that's that's also quite rewarding then because you own the process, you make it what you want it to be.

Pia Rathje-Burton 28:30

Brilliant, back to the partnership, isn't it?

Wendy Adams 28:34

So Paul, we always have our time for care slot in every episode. So you've talked a lot about, you know, all of the things that you do in your service, I was wondering if you could share with us what's your most time saving tip?

28:53

I suppose for me, bizarrely, I suppose the most time saving tip I can find is actually investing time in helping in understanding how other people do processes and find the shortcut for them. So often, you know, talking through this stuff, they'll sort of say, Oh, well, you know, it takes me ages to do this. There's got to be a, there's gonna be a cheat in the system somewhere. And at any point, spending time with them sitting down, walk it working it through. Okay, so you're trying to get from A to B. Actually, they're spending a huge amount of time and energy, doing that process, when actually it can be done much shorter and easier way sometimes. And it's absolutely lovely to sort of be able to get to that process. We've been, we've been working with a rota system for many years now. And it was only a couple of months ago, I sat down with one of my managers. And she was saying, it's taking ages to sort of get this report, clean it down and then send it out and within about 10 minutes, we found a way of actually producing a customised report for her that she said, that will literally save me hours. That will save me hours now that I can do that, that was 10 minutes of my time, really well invested to save, you know, a manager, several hours a month, and that was being replicated in each of the services. So she went straight back and said, Actually, we're all doing this, you need to do like this. And people become energised, and they become excited about, you know, saving time. But I think, you know, some, like the biggest sort of time saving trick is to actually invest time. So if you're just trying to problem solve, trying to work out, how do we make that a more efficient way of working? So I think just finding out what are people's frustrations, where is their time lost? And how do we make that a more efficient process?

Wendy Adams 30:48

Brilliant. Thank you. And on to our final question, and this is a question we ask all of our care exchange guests, I want you to imagine that we're in a lift on the 10th floor, and we're going down, we've got a group of registered managers in that lift. And before we all get out at the bottom, you've got the opportunity to tell them what you think is the most important key message that you want to leave them with? What would that be?

31:17

I think probably my key message to any managers would be, you know, your services, you know, your staff and the people that you support, pretty much better than anybody else. Have the confidence to trust in what you know, and the bravery to welcome that challenge and feedback transparently and positively. Quite often, I think the role of a nominated individual is there to have faith in self when we're each of us has a crisis of faith at different times. And the crisis of sort of confidence. And I think it's about trying to just be that mirror and say, you know, this really really well, your your gut reaction is always the right reaction. And just talking people through and building them up in terms of their confidence. So to me, it's, it's, I think it's really difficult for any managers, and particularly registered managers, you have to make so many decisions on a daily basis, there's so much information coming at you, you second guess yourself several times every single day. And I think sometimes it's just about, you know, somebody has to be there to say, you know this and you've got this

32:27

great message. Thanks so much. Yeah, no, I think that's a really good point. Absolutely. And I think people just sometimes they get so swamped with everything that there's going on and, and we know that the role of registered manager and manager in social care is so busy, and so complex, and they asked to do so many different things to actually just sometimes just step back and go, you know, you know, this, you know, you can do this, you know, you just don't don't kind of try and pretend you know, try and remember that you know that you know this. So thank you so much. Really great to talk to you. Paul it's been amazing, you've shared some really good stuff, you know, and things that we we have never talked about on the podcast before. So thank you so much for for being a guest on the care exchange. Thank you, and bye. Bye.

33:26

Gosh, Wendy that was a great chat with Paul, wasn't it? It was indeed.. Yeah, we just talked about some things. So we've never talked about about volunteering about that community partnership. I don't think we've talked about before and not in that that detail. I also thought that his thoughts and, and how he, how important he thinks that workforce data is, and how he how they use that as a almost like a time saving device in the organisation that was really interesting. You know, just, you know, just just thought that, you know, you kind of, you know, I think a lot of managers when they think about workforce data is something that's just sort of there and you don't really they don't really use you something you kind of got got to do, and they might not kind of use it as a, as a as device to do something with and he was like really using it as a device to use for his organisation to improve his organisation, rather than do something that you're having to do. Yeah, absolutely. Interesting. So obviously, Paul talked about ASC-WDS and having an account. You know, if you are yourself not thinking well, I don't really know what our workforce they say is that that's what that's there for you can upload your workforce data. It's a fairly, I think, initially, some time you're going to be spending some

time uploading that workforce data. But I think once you've done that, you kind of have it then you just need to sort of update it every so often. then. And then the great thing is that you can then use it, as Paul talked about to kind of analyse your own workforce data. And even if you have a small organisation, or you have a big organisation, you can really use that to kind of think, what is happening with my recruitment retention. Does it make a difference when I trained staff do they stay longer? That kind of thing? Or was the has a benchmarking tool, which I think is really useful? Because you can then you can use that benchmark, and then you can kind of say, you know, I'm paying this, what are the people in my area, similar organisation? What are they paying? Is my pay rate is my pay rate, right. And then obviously, once you have uploaded all your workforce data for the year, then you can attract that Workforce Development Fund that again, Paul talked about, and you can access so many different types of training, or funding for training, both learning programme particularly for for leaders, but also some of the bigger qualifications and diplomas, small qualifications, like handling medications, there's so many different ones. So if you haven't looked at that, before, we have lots of information on our website, on those things do have a look, was what really stood out for you, Wendy,

Wendy Adams 36:15

I think the thing that stood out for me was when Paul was talking about peer review, and about how that could involve linking in with managers of other types of services, it didn't have to be a formal or a structured process, it could be something as simple as finding another manager in the local area, who might come along and have a look at your service. And I suppose what that really, what really resonated with me was about how people could use the registered manager networks to make some links with other people who might be able to, or might be interested in getting involved in a reciprocal peer review type process. You know, obviously, we've got these Skills for Care registered manager networks. And the purpose of those is very much around peer support, the sharing of good practice. And what's fantastic is that many of those networks have different types of managers in so they may be managers of Learning Disability Services, older people services, domiciliary care services. And I just love that idea about linking in with a manager from a different type of service. Because I think very often, we speak to managers, but we speak to managers who either manage similar types of services to us or manage other services within our own organisation. And sometimes there's, there's so many things that somebody who's looking from outside might be able to just see that we've lost the ability to see because we're too close to the situation. So I love that up that the idea of that peer review, and thinking about how that could link in with really those registered manager networks. And obviously, if managers aren't already part of those registered manager networks, they can again, go to our website, find the local registered manager network, and start making those connections with managers about the services and their communities. Yeah.

38:20

And perhaps ask the chair of that network to put peer reviews on the agenda. You know, and however, have a bit of a chat about, you know, what, you know, how to do them? What are the things that we want to look at, and then from that, kind of see if anybody's up for it, because I think, to have somebody else, an expert, and you're all experts in, in managing social care absolutely. But to have an expert to come into your service. And as Paul put, put a mirror up to see what's actually happening, and they will notice things that you have walked past. And suddenly, it'll be so obvious. And then you go into that service. And Paul was talking about how go into another service has gone there that didn't really was

the same wasn't the same type of service and suddenly seeing something and going, Oh, my God, we can we can take a bit of that and we can develop it and we can improve the service that we've got is just amazing. And, and I suppose it's just taking that time and the trust in that other manager that this is going to be a mutual arrangement. So yeah, no, I completely agree. Really great idea and great use of the networks. That's what they're there for. Absolutely. .

Pia Rathje-Burton 39:30

So that's it for now. We really hope you've enjoyed this episode. If possible, do follow the care exchange on whatever podcast platform that you're using, just follow it and then you'll get notification when you get the next episode when we have the next episode out. So that's it. Bye for now.