



The care exchange - Series 3 Episode 4: Be less British, be more American: Hayley Taylor and Dan Gower-Smith, Avenues

Hosts: Pia Rathje-Burton and Wendy Adams

Pia Rathje-Burton 00:07

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

Wendy Adams 00:13

And I'm Wendy Adams.

Pia Rathje-Burton 00:15

Today we have a care exchange first - we have two guests on the podcast, Hayley Taylor and Dan Gower-Smith, Hayley and Dan both work for a supported living service called Avenue South East services. Avenue SE has recently been rated Outstanding by the CQC in all five domain. This was not the first time that avenue SE has been rated outstanding as the first supported living service in England, it was the third time that they were rated outstanding each time in all five domain.

Wendy Adams 00:48

So Hayley is the registered manager of the service alongside three other colleagues, Hayley is a long standing employee for avenues haven't been there for 24 years. She started as a support worker and has been in a current role for five years now. Dan also started working in social care as a support worker. He joined avenues 16 years ago as a manager, and He currently works as the Director of Operations and as the nominated individual for Avenue Southeast services.

Pia Rathje-Burton 01:19

So it's worth at this point, just to explain the structure of the service, as mentioned, so Avenue Southeast services supporting living service, it has 22 settings across Kent and Medway. Some settings are with up to six people living in the same place. And some have just one person, all the settings support people with learning disabilities, some with complex needs, some that there have needs that may challenge each setting has a manager called a service manager who has day-to-day responsibility for the setting. And Hayley and 3 registered manager colleagues have responsibility for overseeing a number of settings, in some places this may be called an area manager role. And just for transparency, just to add that I used to work for Avenues SE services before I joined Skills for Care. So

I know Dan and Hayley very well. So long introduction. Let's get on with it. Because we've got lots of questions to ask, Dan and Hayley, let's get on with the show.

Pia Rathje-Burton 02:26

So welcome, Dan and Hayley to the care exchange. How are you both?

Dan Gower-Smith 02:30

Very well, thank you yourself.

Pia Rathje-Burton 02:32

Yeah, not too bad. Not too bad. am really excited to have two guests! A real first for us. Dan first of all, let's start with you and just say congratulations on your outstanding CQC rating. Wow. Third time!

02:48

Yeah, thank you very much. We are immensely proud of our rating and just an opportunity to really celebrate the great support that our staff provides for people that we work with. As you said, it's the third time and we are so excited and pleased to be able to share such a fantastic example of what adult social care and support can be provided.

Pia Rathje-Burton 03:09

Yeah, exactly. So tell me a little bit about, you know, what happened? How do you prepare with your team before CQC inspection?

03:18

I think I think to begin with, that's a really good question. And the fact that how do you prepare, and I think for us, we don't see it as a standalone process that we should be prepared all of the time. And actually, the word inspection can be quite worrying for staff and managers. But actually, we turn it on its head and just see it as an opportunity to celebrate the service and the support that we're providing. It's a real opportunity to share those great outcomes that individuals have had. And obviously, for our staff, for them to celebrate the skills, knowledge and experience they have supporting individuals. We're really lucky. Here, at avenues, lots of our staff have worked with us for a long time, so that over the many years, they've built up lots of knowledge and experience. So that comes across, they're able to demonstrate that not only to inspectors, but also to families, social workers, visitors and for them to be proud in their role. So yeah, we want to prepare and we always keep it live. And I think that's the really important thing is like I said earlier, it's not just as a standalone process, it's about celebration. And if we as an organisation, keep our values live and keep it real then that comes through when when inspectors come to our services and meet with people. I think the other thing that we try and do is share lots of literature from CQC and talk really positively about how they support providers to improve if you can take the advice and the information they publish on their website and if you're talking about that, a team meetings that part of the service and using their documents to help promote and prompt us into ensuring that we're capturing the good things as well.

Wendy Adams 04:57

How easy is it Dan to do that. Because avenues you've got lots of small services, how easy is it to? And how do you go about collecting the evidence across so many different settings.

Dan Gower-Smith 05:11

I think that the starting point is to be consistent as an organisation. So we, in the back office if you like, we've got sort of Office maps where documents are saved in the same place. And we try and label documents in a positive way. So for argument's sake, our smile moments, it gives a real positive spin on what they are. And they are an opportunity for our staff to celebrate what makes them smile. And that's why we launched that because we often talk about capturing evidence and good news stories, which is, is just as important, but actually, if you think about smile moments, little things make us smile, as well as big things. So we launched our smile moments campaign quite a few years ago now, for because it relates to everyone we can all think about when we're visiting services, we're talking to people, or we're seeing people out in their local community. If it makes you smile, you can then talk about it. And then what we do is capture that in a written form and supported via photos. So therefore, that we were being consistent across the organisation, but when we're looking back at achievements with individuals and what they've been doing throughout the months and years, since the last inspection, they can actually use them as almost like a prompt card for our staff and our managers, because you're reflecting back on Good Times, and things that have made us smile as an individual, or visitors as staff and as people that receiving services as well. Another way to for consistency is bringing people together, we've it's great that we've got technology where people can communicate and connect, but also still having face to face team meetings, bringing managers together from across different parts of the organisation where they can share, talk about their best practice, also share about challenges they've had and what they've learned from that. And they can take that back to their staff team. Of course, we have the very practical things of things like standard team meeting agenda, so we can make sure across many staff teams, consistent organisational messages are talked about, and then brought back to the centre of the organisation and vice versa.

Pia Rathje-Burton 07:15

So going back to those smile moments, and I love the title of them, they've really sort of kind of, you know, as soon as you say you know exactly what you mean, you know, something that like either big or small as may make you smile, and you think like I must capture that. So you write them up and who writes them was responsible for doing that.

07:37

So anyone that makes a made a smilemoment, if you like so recently, I was driving back home, and I saw someone that we support out with their support worker, and they were having a chat, walking together, it just made me smile. So I went home, I wrote that up and sent the email via our dedicated email to the manager and we record it on a central system. But the short answer is anyone that has a smile moment, can submit that for us to us. And we use text messaging, emails, sometimes we just get told them and often families will write to us in a in a written form. So they may not be describing their smile moment, but their shift is describing their experience with the support that their friend or family has received. And actually the person reading it has the smile moment because of that. So we would then turn that into a smile moment, we acknowledge it to the individual that has made us smile. So in that example, the family and we would write to them and thank them for their smile moment. But we

also make sure that the people that have been written about or created that smile moment are also written to them because we want to acknowledge it, and capture it and actually then promotes that positive culture around that uses examples. And then what happens is they share moments within their colleagues and staff teams have made them smile. I think the other thing to remember is smile moments is it doesn't have to be big, lots of organisations like us are really good at celebrating the really big things that happen with people. And that's really important, we should celebrate those most definitely. Also, we need to capture those really small things as well that are just as important like sitting to people, or going out for a walk. It just looks natural, great interaction, and people are having a good time and I went home smiling. And I wanted to capture that. And I think it's about that recognition of that good natural support.

Wendy Adams 09:32

And what I love about it is it sounds like you've made that really easy to do. You know, I think often we put in processes and we've got to have a performer for it and recording these these examples. Whereas what you're describing is people can just go that made me smile, dash off an email, send it into a standard text number or whatever. And that's it done. It's we're not making it difficult for people to to actually record the smile moments. And I think that that's a really good positive thing.

10:03

And if you think from the person that's had the smile moment experience is really sort of simple process. But actually, it creates an opportunity for celebration for the organisation. So the person that's received or had the smile moment, it plays a part in that celebration as well. And it forms part of lots of things we do across the organisation. So on our social media, it's got his own hashtag. When we think about our employee awards, we talk about small moments there. And even families now and it's been it's been sort of a slow burn. And I think that's okay, as well. Because often you're right Wendy, you launch something, you want it to be really big, but actually, we knew this would be a slow burn. And that's what's happened. And it is lovely to hear families talk about their smile moments now. And when they brought in, they even use the hashtag smile moment, so is catching on. We are also including it now as part of our induction to the staff when they sort of join our organisation. And they learn about that as well, because that's the way it's going to be growing and continue to be an opportunity for us.

Pia Rathje-Burton 11:10

Because it's embedded that way isn't everywhere, everybody's responsible. And is that is that the same with evidence? So we're sort of kind of talked a lot about the smile moments. But obviously, there's other types of evidence that you would be collecting? How practically do you store that? And when when you this, we heard introduction there that the service covers quite a big area with lots of different small services? How is some evidence locally? Or do you have a centralised way of recording it? And what do you do have a spreadsheet?

11:42

It's a bit of everything to be honest Pia. Locally with individuals, they'll have scrapbooks or memory books, memory boxes, that can be shown to inspect as the visitors and families when they're going to meet them and spend time in the service or with the individual find out about their support, we have an online system, we've moved to made a way of being quite digital with our paperwork, so we can be

accessed through a secure platform. And then yes, we do have a spreadsheet where we look some of those smile moments and the outcomes in the same way as a compliments register, really. So that's, that's the way we try and capture it. But there's lots locally as well. And I think, throughout this inspection, I think you would have read in the report, the inspector or inspectors spent quite a lot of time in services, talking to people observing, support and interacting with staff. And that's an opportunity to show and celebrate the support and that you know, individuals well. It's great being able to sit in an office and pull up a spreadsheet or pull up files to show people but we really was keen that the inspectors went and met people and spoke to families because that's where the truth is gonna come from, and we wanted it to be real. And we're really pleased and thankful to the home inspection inspectors that they did spend time in services and lots of services. Because that's, that's key, we want the voices of the people that receive services to come come through.

Pia Rathje-Burton 13:19

And hey, there was so many compliments in that report from families. So how do you kind of create a relationship with families that kind of means that they feel that they can give that kind of compliment, so they trust you so much.

13:35

So I think in terms of that the relationship building, it all starts from the very beginning when we go out and do our first assessment and, and look at whether we're going to support that person and work with that family at that moment in time and start that relationship building. Certainly, we adopt a culture of being very open and honest and transparent. We include our families in everything we do. In you know, from reviews to anytime of the day, they they pop along, they can visit whenever they like it's an open door policy. They they know who they can contact, we share information with them for the organisation. And we just really just try and build those relationships as best we can. We do have a Family Matters group within the organisation as well, well, we've got some families that are involved in that project group. And that enables families to join the group have a say in the organisation and what we do. They're able to come in and contribute to our policies and our procedures and just our ways of working and our strategies and quality and things like that. And I think it's just about being open and honest with them and just just sharing information and just engaging with them constantly. And I think that that's really key and important.

Wendy Adams 14:56

Were some of these people, the people who then we're happy to speak To the inspectors as well, because I think what I hear often is that services do really good stuff around engaging with with the people in their services and with the families. But then the inspectors don't hear about that. And I think one of the things that was really evident from your report was that you, you had people and their families who were really keen to share with the inspectors, some of the good stuff

Hayley Taylor 15:26

we did, and one of the things inspector asked, and that was for the names and contact details of the families. So we were able to go and you know, ask them, if they were happy to speak, and then a lot of them were, which was really good. So the Inspector, he did contact, quite a few of the families and they were able to give the good news stories and the feedback that they gave, which was lovely to read,

15:47

that they included the families of some of the individuals that were no longer supporting, at a time that inspection week because they had been supported, or individuals have been supported by avenues, during the sort of leading up to inspection. But they were still keen to talk to the inspector about their experience of receiving support via avenues. And I think that's, for me, that's very telling, because we'd been avenues have been a big part of their their individuals, and that families life for a long time. And they still wanted to make sure that that came across to the inspection team to understand what it's like to receive a service from from avenues,

Pia Rathje-Burton 16:26

That's really interesting. So you kind of gave them gave the inspectors details with their permission, obviously, are people, families or people you're no longer supported, because I think I don't think many, many managers would think about that, because that's, obviously if they've had a good experience, and they've moved on positively, whatever that whatever that means. That's a really great way of doing it. Yeah.

16:50

And I think with with families, we try and capture their voice, even at our quality Engagement Committee and a board level. So it's a highly talked about our family matters group, which is there as Hayley described, but we take those conversations, those messages and learning through to our quality committee up to our group board, and back down, and we're trying to grow that family network. And we've got lots of plans to work with those identified families who've said they want to be part of it to bring others on board. And when we start one example is that when we start supporting someone, we would like an existing family to talk to that family new family member, so that they can understand a bit about avenues. And obviously, they hear it from from all of us, but actually speaking to another family that the questions that you ask and the experience you had probably will ring true to you and be more more authentic, because you want to know what it's going to be like. So we very much see that families are part of the the organisational sort of delivery of support services. And another sort of focus for us is that when we talk about families, we I think, by default, we think about parents, because I think that's what's happened over the years. But we were working really hard to include siblings and other family members. Now, because the age of the organisation like us all the parents are ageing as well. But actually, we're also supporting a lot of younger people who have got younger siblings. So we're trying to include those in our conversations and our discussions. And it brings a different perspective, when you're having conversation, certainly when we're talking about developing our policies or procedures, or what does our next strategy look like, it'll be a very different view for a sibling to a mum and dad. And he typically is mum and dad, like a safe service and think about all the safe things that are also really important. But siblings talk about having a life and taking those positive risks and actually enjoying life. And we have to manage that. And we and it's nice to see families having that involvement as a whole family. And over the years, we're slowly seeing that that shift. Another point that we we try to do that when we start supporting people is that we make sure I want to try and make sure that I go and meet them. I feel very strongly about that when we're talking about people in meetings and in conversations that I've met them. And that's sort of like a personal ambition of mine to make sure that we we know people, well that we're having us support.

Pia Rathje-Burton 19:26

Hey, I just want to go back a little bit. So in introduction, we heard that you're one of four registered manager that's quite unusual. Now that this this structure, which we talked about as well that this structure is a bit unusual, but how does it work? Having four registered managers?

19:44

Yes, so we've all got an allocated patch and that we're responsible for and take a lead on that particular area. And I think the most important the key thing is ensuring good communication and keeping up to date and keeping in regular contact with each other. So one of the things that we do is we have regular monthly registered managers meetings, as in that so that that's a fixed meeting. And that's in addition to the weekly catch ups and things like that we have, but that registered managers meeting that we have once a month, we have an agenda for that. We kind of plan a day, we spend the day together, we ensure that we look at each other's services, what's going on any matters arising. Anything, that's where there's got worked well, incidents that may have happened, and we look at any lessons learned and share those experiences across the grape. We all take a lead in different areas as well. So some of us have got more strength in sort of profound multiple learning disabilities, some have got a more strengths in things like positive behaviour support, so we know each other's strengths, and who to go to for maybe needing advice and things like that. In addition to that those monthly meetings, we would look at sort of any updates in legislation, we look at our own continual development and attending conferences and things like that, and how we're going to keep up to date and how we're going to share that information amongst our teams. And with each other. We've also got, as Dan mentioned earlier, we've got a system which is our DOM care system. So all of our services, they keep information on that system. Each person we support, the quality, everything that's on there, the staff training, and we make sure that we take time out each month to review that, make sure it's up to date, any changes have been updated on it, and that the whole system's there so that when we do get an inspection, it doesn't come as a shock and a panic. And it's just a ordinary day, really. And we should be able to just have the evidence there that we've already collected, because it's an ongoing, live system that we've got together. So. So that's, I think, the working together, that's the most important thing, just ensuring that we trust, we respect each other, we've got them shared goals, and that common vision. And we just keep in regular contact constantly and just talk

Pia Rathje-Burton 22:11

Do you audit each other services and sort of kind of yes, yeah,

22:17

we do do that as well. We've got our own responsible area that we're responsible for. And we keep audits on that. But yeah, every now and again, we do go out into each other services and do various different audits. So we would do, we would look at the CQC standards, we would audit against those we do our finance audits on medication audits. We look at people we support their files, everything really training, we all did that and making sure people's training is always up to date. Yeah, just everything really so. And then we would feed back we feed back to our quality team, and to each other.

Pia Rathje-Burton 22:54

Sounds really good. Interesting, isn't it? Because I think it just, you know, maybe 10 years ago, just having like a job share was quite a big thing from a CQC being a registered manager and things are really involved and to have four registered managers. I know Dan when we chatted about it a while ago, you sort of said, well, you're a bit nervous about it. But actually they were like, yeah, yeah, whatever. You know, as long as you're doing what you're meant to be doing, and it sounds like you are then that makes sense. Isn't it really,

Hayley Taylor 23:22

team that we've got at the moment as well, we've been, we've all worked together quite closely for a long time. And I think we all know, we've got good understanding how each other works. And yeah, if we did, it just seems to work really well. We you know, we're just like I say we communicate with each other all the time. And we just keep up to date with what's going on. And I think that's really important to not only know your own services, but to keep a good and clear understanding of what's going on in others as well.

Dan Gower-Smith 23:48

And it was noted in the report as a positive change since our last inspection that we've increased the registered managers and one of our aims is to make sure that the registered managers are as close to the point of the delivery of support as possible. And I think having one registered manager of a large registration, that would be a real challenge for the individual to be able to meet their whole regulation requirements, and whilst they're all four are equally, legally responsible under the regulations, actually having that approach to share that I think is a real positive for for the people receiving the services and the staff that are in employed in under their registration.

Pia Rathje-Burton 24:24

Yeah. Dan I wanted to ask you about culture. So it was one of the things that when I was talking about the report that came out so strongly so how do you create that good culture that is mentioned in the report across all those many, many services?

24:42

I think it starts long before someone works for avenues it's we talk about values based recruitment and in is that it's about recruiting and attracting the right people but avenues been able to be very clear on what our values and aims and ambitions are and they are lived and breathed in the organisation, every decision we make, we always bring it back to how does it affect the people receive services, and the staff that work for us. And that's the starting point. We also have it from the board. So the board level down to everyone in the organisation, we talk about the culture, there's not an us and them. So when we're delivering recently, we delivered active support and positive behaviour support training that included trustees, because that's really important that they understand what what what the organisation is delivering, and aiming to, to sort of consistently deliver across the organisation. I think the other part around the culture is and it's, it's about all levels of management being visible. So you don't have just our finance director that works in a head office sitting behind her desk, she's out visiting services, all, the directors are actively involved in services, our CEO, will go and visit places and meet people in the same way as I would. But also our registered managers and area managers are positively out in service promoting what avenues is about being open and honest. And creating that culture where

people feel empowered to talk to us. Because I think that's the starting point, if people can talk to us talk to us about challenges give us good ideas, because often that's where, where the good ideas come from, when we can act and make changes that they see as a group together, we are doing what we can, I would also say our training, training is obviously really, really important. We've seen a shift to a lot of elearning training. But the one thing that we've continued at avenues is to make sure that hands on training is delivered, like active support training. So it's not just a theory base, we have our positive behaviour partners, our registered managers, our area managers in services practice leading, delivering from the start of when and how support should be delivered to individuals. And that keeps that culture alive. The one and we talk about our values, so integrity, we talk about that a lot, because we do the right thing. And that's not always the easiest. And we talk to people about that it's okay to do make a difficult decision, as long as we're doing it with integrity, we don't just do the easy option. And it links into when we saw that earlier about staff being proud. Because if you're proud of your job, you're and what you're doing, you'll talk to people about it, you will ensure that everyone knows what you do. And that comes across in how staff convey their role and what they've been doing with individuals. And recruitment and retention. So we talked about earlier about attracting the right people, but also it's retaining the staff that we've got, and we are proud of our retention rates, they are above the sector average. And that retains that knowledge that skill, that experience and that passion within a staff team, and also enable you to induct new people in so yeah, I think it's it's part of everything we do, regardless of your role within the organisation, you should uphold the values. And we have clear KPIs to make sure people visit. So even office based roles, they still go and meet people and understand what the organization's delivering.

Wendy Adams 28:27

I was just gonna say I'm really interested in what you said about empowering staff to speak up and be proud of what they do. Because one of the things that struck me in the report was staff were really, really good at being able to give very concrete examples, detailed examples of some of the great work that they've done. And I think that's a difficult thing, sometimes to empower staff to do, how would you get staff to that point where they're, they're happy to not just share examples, but to share them in that detail and recognise the things that they're doing so well.

29:05

I think there's not one answer, which is I'm sure everyone that will be listening wants to know what that magic answer isn't. I don't think there is one but I think it goes right back to where we started the conversation. Even with the smile moments, we're normalising celebrating things. We're normalising talking about being proud, trying to make it natural and I know, through team meetings that the teams will talk about what the individuals have achieved, making sure that planning with individuals is recorded and is talked about so when when an inspector or a social worker or a family member says what is X person been doing? They talked about it naturally. It's not a it's it's what they're used to doing, and it's a challenge to normalise it but I think that's the only way you can do it next and do that over a long period of time. And see, again, the inspection process is your opportunity to celebrate because I think the title inspection is a little bit scary and can make people nervous that I've got an inspection I've been looked at actually turn on its head celebration celebration, just tell show. And we often say avenues, if we will show the inspectors will tell them, we show them again. And we'll tell them once more just so that we know that they've understood what what's happening. And that's why we were so

proud when when the inspectors wanted to go out and talk to people as well, because they would have heard from Hayley and her colleagues, examples in the Registered Office, they would have then gone out and seen it in action. And then they might have spoken to a family member or staff member that said, this is what we've done. And then you see that triangulation of it happening, hopefully consistently, I think people also worry about an inspection, everything has to be perfect. And I think that's not the case. I think it's about what you're doing about it, and showing the inspection team that you're learning, and the changes you're making. And even if you haven't made a change, now, think about sharing what you're doing in the future, what What's your thinking at the moment, it is not always signed, sealed and delivered and looking wonderful. But just think about your showing how you're developing the service and moving it forward.

31:09

I think what we do as well, as an organisation, we do mock CQC inspections as well. So we go into services. And that won't necessarily be someone that the team are familiar with. It might be someone from our quality department, or someone from another area. And we speak to the team and ask lots of you know, brand new standards and things like that. We've also got another document, which is live in each service, which is what makes a good and outstanding service. We've shared the Skills for Care documents on that as well. So we're regularly go through that document and try and get evidence from the staff and get them to think about the well lead and the responsive and the caring and examples that they've got that they would share with an expert inspector if the manager wasn't there on the day as well. So talking about CQC, it's a regular agenda item in every service. And I think we just keep it live and just talk and talk about it all the time as well. So hopefully the staff when an inspection happens, and this inspector comes along , tries to stop some of those anxieties as well. And like Dan said, the staff been just feel confident to be able to share what they do really well.

Wendy Adams 32:19

Yes, we're not very good. Are we yet we're not always very good. I think we'd be able to talk about the things that we do well, you know, we're often very keen to talk about the things that aren't going very well. But we don't always shout about the things that that we are doing well and getting that sort of culture in your service seems to be part of what you've done really well.

Dan Gower-Smith 32:40

I would not wanting to offend any nationality, but we often say be less British be more American. And and I think that helps is a good way again to visualise what you're doing any American colleagues like that as well, because you can you're celebrating bring out be proud, be loud, be brash, tell people what you're doing. So trying to link things to catch phrases like that we find is quite helpful.

Pia Rathje-Burton 33:04

Tell us about the raisin, Dan

Dan Gower-Smith 33:10

the raisin story, you must have heard, we've clearly heard this before. So I think if you was to put a raisin on a table or put it in someone's hand, traditionally, they just say it's a raisin, you say put it in your mouth, it tastes small. And when you bite into it's a bit squishy. But actually, it's the opposite way you

look at a raisin it's quite small, it's a bit of a funny shape, it's got lumps and bumps in it. It's got a slight curve there, when you put it into your mouth, it tastes differently on your tongue. And that's how you should describe it. You can say a raisin is small round and goes in your mouth, one bite and it's gone. Or you can talk about a raisin being this amazing little thing that started off as a grape, it dried out and he's got little curves on it. It's a funny shape. When you put it into your mouth it feels different on your tongue. And that's a good way for managers to talk to their staff about things. But when you're describing an activity, not just so and so went swimming last week, actually, five months ago, this individual didn't leave the house, they were frightened to go out. But what we've done is we put this plan in place and this is a now they go swimming every week. It's a very different outcome for the same outcome for a very different story to tell him what the improvements you've made to that individual's life. So when we use that raisin an example in team meetings and you know, in all sorts of training it, it brings it to life for people and it stops that conversation of well that's just what we do is our job to support someone to go swimming. And yes, it is their job to support someone to go swim but when you've got an individual that hasn't left their home, or has never been swimming before, you can't just expect them to go swimming. You have to plan for that and often we celebrate what people will talk about the end part which is the swimming but the work leading up to it was the was the big piece of work and planning for with that first time you go swimming, doesn't work. We all know using that example, if you walk into swimming pool, it's loud, it's echoey smells different is really, really hot. How do you prepare someone for that if they've never experienced it, we know that. So it's planning, all those sorts of things, but not just saying this person goes swimming every week, because swimming and being active is a part of providing social care and our role. And I would say, that's what we should be doing. And it's a minimum standard, but actually, that the history behind that changes that outcome for the, for the individual considerably. And we have to assume that inspectors don't know that because often they don't. And I think we see in written reports, and we see it through conversations, we know what we know. So you start from a point of your knowledge, the person opposite the table doesn't, doesn't know that. And I think Hayley will pick up on this in a moment, but the approach of the inspectors was very open, they asked open questions and encourage that conversation. And that helps as well. And it's really useful to providers that when inspectors can see how nervous and that's natural as well, for managers and staff that approach in a way that creates a conversation, because more comes out.

Pia Rathje-Burton 36:14

So Hayley, Dan mentioned already, so I wanted to ask you a little bit about some top tips around that inspection day. So you've been preparing for, I don't know, three, four years. You you got there, the inspectors is there. What What's your top tips?

Hayley Taylor 36:32

So I think like we've said all along, really preparation is the key, I think on the day, try and remain calm, be confident. But you know, have look, I have lots of evidence together, we printed off files and files of paperwork ready to evidence what we were saying as well. So we weren't just telling the aspects of what we've done. Well, we've we've got the evidence there to back that up and show him. And I think as well all four of us were in the room that day, we worked really well together, we were able to one got stumped on a question, the other one was able to chip in really quickly. And it's just working together constantly. And I think that what I said earlier about meeting regularly, and that communication was so

key on that day, because we just worked really, really well together. But I think just having that that information to hand really. And if you do get stuck, you've got it in front of you. So you kind of got them prompts as well. But we just talked and talked that day. And until we couldn't talk anymore, really. We didn't even have lunch I think we were we started the inspection about half past nine in the morning. And I think we came out of the office about five o'clock that evening. But we just talked and talked and so many examples and so much evidence to show.

Wendy Adams 37:45

So we we always have two standard questions that we ask all of our podcast guests. And so I'm going to start with the first one for you, Hayley. As the as the Registered manager, we have our time for care slot in every episode. And so could you give us your most time saving tip?

Hayley Taylor 38:08

I think for me, what I would say is be organised, be prepared. organisation is the key keeping on top of everything utilising your resources that you have to hand. So like Dan said, we've got our admin team, things like that, but just being organised and prepared.

Wendy Adams 38:27

Brilliant. Thank you very much. And finally over to Dan, I want you to imagine this is your question, I want you to imagine that you're in the lift on the 10th floor and you're with a group of registered managers. And before everyone gets out, you've got an opportunity to tell them your something that you think is the most important, what's your key message that you'd want to leave them with?

Dan Gower-Smith 38:51

A very good question. I would say, be confident in your role, celebrate the successes. Take every opportunity to learn. But also remember that well supported staff support people well.

Wendy Adams 39:10

Yeah, absolutely.

Pia Rathje-Burton 39:12

Wendy did you just want to go back and ask Dan's time saving tip? Yes. I'm sure Yeah.

Dan Gower-Smith 39:19

I would say use a spreadsheet for everything because I think whole lives can be mapped by spreadsheets. But no, I would say it's it's planning user governance tool, whatever works for you but planning and allow your whole team to to work with you. So that delegation and plan and support your team around you there will be people in your staff teams that have got brilliant skills or a passion or an interest, harness that Share it, let them run with it and let them do that part for you. Let them do the heavy lifting and you can focus on something else but yeah, plan, develop and support people.

Pia Rathje-Burton 39:59

Right Thank you so much, both of you. I think we managed to get through it with two guests. And I hope you enjoyed being part of the care exchange. Thanks very much for your time. Bye.

Pia Rathje-Burton 40:10

So Wendy we survived that episode for two guests that was alright wasn't it It was really interesting chat with Dan. And Hayley. I think there was so many things to think about with them. I think they're that culture. And that, and I think with this culture is that those smile moments, because I think as soon as they explain those smile moments, they made sense don't like that you can, anybody can pick them up. And I think the cultural, everybody has an equal role and therefore, are equally responsible for creating smile moments goes through everything else that they do. So they they're used to talking about it as a culture to talk about things, they're proud of the things that makes them smile, that's just part of it. And you can do it by text, you can do by email, you can do it in lots of different ways. All those things, to me just says, culture and sharing good practice and sharing the things that we're proud of. You know, it's interesting, when you heard all those little things, you think, Wow, this is all fitting together, isn't it? Yeah,

Wendy Adams 41:25

absolutely. And I think when we're talking about culture, there was two sides of that for me. One was that there was the bit about being able to really shout about the things that they were doing well, but they also came across as being an organisation who were who were really keen to learn when things hadn't gone so well. And I think that's both sides of that. And I suppose what that made me think about was the Skills for Care learning from events module that we have. Because that's a really good way to develop skills in your organisation to do exactly that, to look where things maybe haven't gone, as well as planned. And to think about how that could be addressed how things could be done differently in what learning there could be. And that's a 35 minute module that's available through the Skills for Care website, and it's free. But in addition to that people can claim 50 pound back from the Workforce Development Fund. And I just think that's such a great, you know, a great opportunity. Because for me that bit about culture is both those things, it's about being able to celebrate the good, but look at the areas where things haven't gone quite well. And as a whole team, think about what can be done to work on those things. Absolutely, absolutely. And I

Pia Rathje-Burton 42:43

think this, they have so many things that they, you know, there will be there could be sharing externally, but the fact that they they seem to spend a lot of time also sharing internally with the, we're going back to the smile moments, because I do really love love them. Because clearly that, you know, they talked about it being part of the induction part of their, you know, staff awards, you know, it's it's, their families are involved with it, it's just everywhere, isn't it sharing good practice sharing good practice sharing good practice. You know, and when you're thinking about, you know, one of the Skills for Care resources, and Hayley mentioned that they they use this the resources that we have, which is great, but something like the inspection toolkit does exactly that. Sharing just loads of different good practices, you know, dividing it up in the in the five domains, looking at inside one of the things that lots of other people have done, that has been really good practice, how can we use that and mend it a bit, and then using our services, good practice. And that's exactly what they're doing with their smile moments with all those other pieces of evidence that they're sharing as a as a service across those 22 individual settings. Yeah, really interesting. Right. So thank you very much for today. So that's it for now. We really hope you enjoyed this episode. If possible, please do follow the care exchange on your podcast

platforms. You then get notifications or any episodes of the new of new episodes of the care exchange.
So bye for now. Bye