



## **The care exchange - Series 4 Episode 2: Would you ever dance in the rain?: Samantha Crawley, CEO of Bracebridge Care and a director of The Outstanding Society**

**Hosts:** Pia Rathje-Burton and Wendy Adams

**Pia Rathje-Burton** 00:07

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

**Wendy Adams** 00:12

And I'm Wendy Adams.

**Pia Rathje-Burton** 00:15

Today on the care exchange, we have a guest. This is Samantha Crawley. Samantha is the CEO and nominated individual of Bracebridge care group a new organisation with a number of new nursing homes for older people. Samantha has worked in social care for 25 years in various roles, including operational Director and Director of care quality. In these roles, she's overseen the management of services that have been rated outstanding by CQC.

**Wendy Adams** 00:41

Samantha is also a director for the outstanding society. In her role of the outstanding society. She is involved in webinars and podcasts, sharing her experiences of achieving outstanding and CQC inspections,

**Pia Rathje-Burton** 00:55

So, sounds really exciting. So looking forward to chatting to Samantha, and on with the show.

**Pia Rathje-Burton** 01:11

Welcome to the care exchange, Samantha. How are you?

**Samantha Crawley** 01:14

yeah, good. Thank you. Glad to be here.

**Pia Rathje-Burton** 01:16





that back into the home so that that could actually be fixed. What that then did was create a huge divide between days and nights, as we often see in care homes don't we with the night team and the day team so therefore there was it was a fractured team. So nobody was actually considering Mr. Smith and room 90. Everyone was considering where they were in this place. And nobody was actually working together to kind of deliver what was needed. And so as leaders, it can be quite uncomfortable to sit in those rooms to hear how we failed to hear how actually, if we had answered that particular question, or that particular email, or if we'd done that survey, or if we'd gone in and met people, we would have known these things, and we would have actually been able to make a difference. I've I've, I've gone off the question there. But why what I would say as the team typically are hugely affected, we you can feel it, you don't even need to walk around, you don't need to smell it, you don't need to look at it, you can feel that when you walk into into a service. So culture is everything. And it doesn't. I suppose what I'm trying to get across is that culture is something that you have to work on. Every single day, I had a conversation, I was in one of our services yesterday, and there was a query we've got, we do assessment days, we do emotional intelligence assessment days before we interview people. So we don't interview until we've assessed emotional intelligence, long story, but it's just a way of actually getting people who really want to be in care. And somebody was suggesting yesterday that someone



face to face, learn in the boat vision, the values, everything, you've got to be able to know that we your side of the street clean. A lot of the time when you go into service like this, and you find people are doing bad practice moving and positioning, for example, they're standing above people when helping them to eat or they're rushing around because they've got to do you have to ask question, how come this is happening because this person didn't get up this morning, put on the uniform and say, I'm going to do a bad day of care today. So what has driven that, it's often training, it's often the culture inside of the home and people being able to speak, and it's often just not knowing, and you don't know what you don't know. So I think most of the time, instead of going, right, I'm gonna get rid of this person, I'm gonna get rid of this person, they can go they can go work it through, find out what we need to do to clean our side of the street as leaders, and then start making those decisions. But with the caveat that if we see something that wouldn't be okay for our mammy, if it if it's not okay, and it feels wrong, and it's something that something is innately wrong in that human being, then deal with that. And the one other thing I never shut up, do I but the other thing I'd say is with this is Paretos Law, so Paretos Law, 8020 rule, isn't it. So in home care and home management, whether that's in care homes, home care, any service, you spend 80% of your time dealing with 20% of the people. So that means that an awful lot of your time is dealing with people who are not performing and not dealing actually with all of the people who are performing and actually making sure that they're motivated and continue. So there are times where you have to say Right, I've had a conversation about this person now x times we've met with this person And we've done all that we can, we know what we we've done, we were meant to do has been done. So therefore that person can no longer be here because I cannot spend my time on this person when actually I've got all of these other people to actually develop and make a really good space really. So does it, you have to give yourself a cut off, I would say in any in going into any service like that. And just make sure the team are part of the plan are the plan. Yeah,

**Wendy Adams 20:27**

one of the things that you one of the things that I think takes up a lot of manager's time is dealing with disagreements between staff. And that was something you alluded to before, when you were talking about night shift versus day shift. And I suspect that lots of of managers thinking, Yes, I have those problems, one shift and another or different teams. How do you deal with that?

**20:52**

I think there's lots of different ways. So I think the first, the easiest way, the very easiest way is to get people to swap, walk in the shoes of the other person. It's very difficult to judge somebody if you walk in their shoes. That's not always practical, though. Because not all of our teams can go on to nights and work on nights and not all our night teams can go on Days and work But if you have the ability to do that, please do this. Because that will actually if we can walk in the shoes, that will really help people understand what life is really like in that shift during that because you don't know you might think you know, we don't really know until you actually do it. And so that's the first thing I would say. The second thing is, is have open and honest conversations. So have open honest conversation with the first team then with the second team then with the two teams together. But let's set some ground rules in that as well. So that it will be set in respect. It will be set in looking for outcomes that will be set in looking for solutions. We don't want to sit on Well, you did this I did this. This was a problem. So one of the things I do at my teams is I share a thing called Cartman Drama Triangle. So it's Cartman Drama Triangle,

persecutor you can have a victim or can have I don't know if you see that. Have you ever seen that? So I've shared this triangle with people. And then they have to decide where they are in. Are they in the triangle? Are they have an adult adult conversation? What's on

**Pia Rathje-Burton** 22:29





interesting, I just did one of these a couple of weeks ago, I like to hop in on these, you know, as often as I can. And it's interesting that people really do share who they are. And I think that that's really important because I think in a lot of jobs, a lot of roles and especially in nursing actually people have been asked to depersonalised themselves a little bit they've been asked to come in, put on the mask, come to work and be this person. That's not real. We are human beings first and foremost. So what hurts me today is going to affect me today. What makes me happy today, it's going to affect me today. So what we do in our teams is we really want them to know each other as human beings, before they ever know the person's job. So they won't know what the other person's job is on the induction, yes, but they'll learn that person as a human first, and I think we have to do a lot more of that in care. I think we've got to make it much more humanised and looked at human beings being human. First, before we look at titles before we look at what role you're going to do before we look at anything, because then actually when you do get a bit annoyed, but sometimes it's annoying, you know, you can come in, you know, I've done nights, and I've done days in care. Now coming on nightshift, and the dining room is in a hot mess. Nobody's picked up any of the stuff. It's not being brought to the kitchen, all of this. And it can be kind of frustrating. But actually, when you think that oh, well, Mary was on and her kids is not well, and actually, she I remember her saying about this, it just puts it into a whole different perspective. Because we're now dealing with human beings. And we're not dealing with the night team, the day team, the person who didn't do this. So I think we need to become much more personal in care than what we have. And I think we've kind of maybe tried to train out the humaneness. And actually, it's the humanists, that actually creates great culture, and that respect and honour of each individual is really, really important. So yeah, I would say, so it's not an escape room, but it is a sharing of who I am with you. And this is who I am. And yeah, it just changed the dynamic and in teams, because people understand who each other is.

**Pia Rathje-Burton 31:15**

Tell me about that psychological safety. So is that part of the interviewing, you say?

**Samantha Crawley 31:22**

So the assessment centre. Yeah. So yeah, not? Well, it isn't. We don't interview until we've actually done and they've completed an assessment centre. So it doesn't actually matter whether you've got 25 degrees, or none. And you'll be invited to our assessments to see you need to answer some really quirky questions when you apply for a job with us. So it's not, you do have to answer whether you've got a right to work because we have to do that key. But other than that, you do. Yeah, you can do application, which covers all of the usual everything that we need to do. But the first few questions you're asked, are slightly strange. So ask, Would you talk to a stranger at a bus stop? Would you ever dance in the rain? Yeah, there's just quirky questions. And what we do then is we see how people answer those. And if they answered them with a, yeah, gotcha, I would do that. Yeah, I would or No, I wouldn't because of this, but I'd love to be able to, there's some people wouldn't, but they'd love to have the freedom to but they've been taught not to. So it depends on how the answer is, they then get invited to an assessment centre. And the assessment centre is literally I can't give everything away, because that's fine. I mean, as in if future people come to the assessments, let them know each of the things that we're looking for, because otherwise but, essentially, we're assessing people's emotional intelligence for a few hours. So they've got a couple of things that they need to do as team members together. And while looking at who leads who doesn't lead, who kind of starts having discussions with

other people who listens. So you can have, it's quite interesting because you get very qualified people. So people who've been in care a long time, they're very qualified, who actually take over the whole room, and don't actually listen to other people don't actually let that person's life experience come out, because they have the experience. Those kinds of people don't tend to do very well, assessment centres, because they haven't learned to listen. But those assessment centres only then if you get through the assessment centre, we've got five different people assessing throughout the assessment centre. And then if you get through that, then you'll be interviewed and then we'll know what job but until then, you're a human being being assessed for emotional intelligence first,

**Wendy Adams** 33:44

and I love the quirkiness of that, you know, I've gotten engrossed in the would I dance in the rain question, and I haven't moved on from there.

**Samantha Crawl rg**

front and front and centre about it. Really Yeah. And if you're not willing to talk about who you are, you're not willing to share who you are, it's probably not going to be the organisation for you. Because



**Samantha Crawley** 43:44



