





**Rosemary Pavoni 05:46**

Wendy I think it's about knowing your staff. When we talk about person centred care, we talk about it to our residents and their life before they came to us. What are their interests? What are their hobbies, what's their lifestyle, who their partners are, who their children are. And if we do exactly the same for our service users, for our staff, we get to know them as individuals, and they get to know us, then it shouldn't be a barrier between us and them, we're all working together. We're all working in the same team. We're all working for the same ends, we may be different roles within our setting, but we're all working to the same outcome. So actually, I don't think it's difficult to write in your diary when their birthdays I don't think it's difficult to know when their children are having difficulties. I don't think it's difficult to have your staffs husband is unwell. I don't think it's difficult because if you see your, your staff as a big family group, extended family, that is what you do for them. So knowing and remembering their birthday, knowing how long they've worked for you and recognising if it's coming up to 10 years service is really hard. It's to me, it's common sense. And I I don't think everybody does use their common sense when it comes to this. I think they think they do. But I don't think they really do. It's a bit like the colour of the cat, it doesn't even matter why you do it. Although to me it does. But obviously, if the outcome is you have staff who want to come to work feel in a safe, secure environment can even get their manager to write their letters for them if they're having difficulty paying their rent, or to offer them some constant support, because so often other staff have been through it themselves, especially at the moment when life is hard. I don't think it's really, as I say rocket science. And I do you know, I do query why people make it so difficult really?

**Pia Rathje-Burton 08:01**

Yeah, I think some of it is do we feel like some staff take advantage and I know, I've definitely been in that situation where I've, I feel like I've really looked after someone and then I feel like they do something and you think that wasn't very nice. And I think

**Rosemary Pavoni 08:20**

I think I've had that too, but I don't think it can allow you to change the way you you work. Because you're gonna get one, maybe two, who will stab you in the back go out to trick you because people are human. But I think in general, if that does happen, I found that you have the staff rallied around you even more.

**Wendy Adams 08:46**

Well, it's the same logic isn't it of saying I've had a I've been in a personal relationship it's broken down therefore I'm not going to have another one because that person might absolutely might treat me the same. And that wouldn't be logical would it just because you've had one dodgy boyfriend doesn't mean to say that they're all going to be no and was this something that when you were a manager you put into almost like a process so you you checked with them and you know some of these this personal stuff, you know when you employ them or was it just something that was almost built into the fabric of your culture?

that they could come to a safe place where we could they would feel safe and supportive. And when they are leaving lots of unhappy or baggage behind them to walk through the front door or back door in our case and knows It's a safe environment where they can share their worries, forget their worries, be supported in their worries. And I would know instantly with my staff, if something was worrying them, just by their manner, by picking up little words that said, so I don't think there's anything difficult when your kids come through the door, you know, immediately and, and let's face it, we see the staff probably more often than when we see some of our children, if you're an older manager, and you're you do know, by their facial expressions, even by their appearance, if something is wrong with them, and I just don't think I hate this expression, leave your worries at the door. Why would you do that? Why would anybody do that, when you're coming to work in what we perceive, is to be a caring environment. It just doesn't make sense to me, if one of the service users wasn't feeling their best, or was obviously had something troubling them, we were just managers hopefully do our very best to try and uncover what was wrong. Why don't we do the same for our staff really?

**Pia Rathje-Burton 11:15**

And I thought one of the things that was really interesting in your presentation, you said was that, because you got to know your staff so well. And you, if someone one of them, was doing something out of character, you kind of, you know, rather than jump to conclusions for what is it that is happening? Because I think sometimes, you know, particularly if you're really stressed or and I, you know, I'm still kind of reflecting back as my own time as manager, you know, you you sort of told somebody, you know, lots and lots of times and they know what to do and then suddenly they don't don't do what you what you expect them to do. And because you're stressed you think, Ah God, and then you know, they're a bit lazy or whatever you're thinking but actually stepping back and thinking Hang on a moment, is there something going on there means that suddenly, they're not doing what they normally do? Suddenly they have a lot of sickness, suddenly they're late, suddenly, they're not, you know, performing how you want them to do. I thought that was a really interesting point. Tell me a bit more about that?

**Rosemary Pavoni R**





comfort zone? Is there a training issue around? So again, it's like looking if somebody comes in, in a, you know, very distressed or even had too much drink the night before? Looking at the reasons why why did that mistake happen? And acknowledging that we can all make mistakes.

**Wendy Adams 22:46**

Do you think that's difficult for managers to do sometimes to acknowledge that they've made a mistake to their staff teams?

**Rosemary Pavoni 22:55**

Think if you're working as a team Wendy and the word is team. Why wouldn't managers make a mistake just the same as somebody else? If I if I made a mistake? When I was managing? I would say i i Hold my hands up. I did it. I forgot to do this or I forgot to cover the rota. Hopefully not the rota, but you know what I mean, because we're human aren't we. I think if it were to happen lots of times, and it was putting service users in danger. But I think initially I'll be looking at the reasons why it happened. And as I say, Do we have enough staff on duty at the time? Was there a training issue was I think it would depend on what the mistake was?

**Pia Rathje-Burton 23:41**

Yeah, and how often it's happened. If the same mistake is happening again, and again. And again, you might say, well, you would look at a point where you're wanting to do something about this more formally, but initially, you would kind of say, yeah, absolutely.

**Rosemary Pavoni 23:53**

Just like any other situation that you're dealing with, really?

**Pia Rathje-Burton 23:58**

Yeah, exactly. And sometimes it's, I remember one particular occasion, where I had a member of staff who had made a medication error, but actually, you know, and, and I think I was sort of quite there was a manager between between me and the person. When we when I sort of did the investigation, and the person that made a mistake was really, really worried about losing her job or losing her role. She was fairly new, sort of kind of promoted into a new role. And when we when I sort of did investigation, I realised it was partly was because we didn't have a, we didn't have a process. It was a new, a new new medication that had to be administered in particular way. And we actually didn't have a process. So actually, it was, you know, you know, yes, you'd made an error, but actually, it helped us because we were able to put the process in and therefore avoid anybody else making that mistake. You know, and, and I think she was so I remember sitting with her and had been really, really upset that she had made a mistake and me saying, really don't worry about the fact that you made a mistake. But I'm actually because because I can see we were going to make an improvement as a result. You know, so

**Rosemary Pavoni 25:13**

here we have people living in a culture of fear, they're not, you know, you they've made a mistake. Know, exactly, which is 100 times worse. Yeah.

**Wendy Adams 25:22**

And I think, you know, the point that you're making Pia about the member of staff was really upset about it. I think if we've recruited the right people, people don't make mistakes on purpose it is. So, you know, therefore, it is a learning experience. You know, there's a difference between doing something wrong on purpose, which isn't a mistake.







