



Start Well, End Well (SWEW)

Vardeep Deogan

Senior Continuous Improvement Manager

Executive Coach

Schwartz Facilitator

Diagnostic Radiographer

Connect

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Start well → End well

3 STEP TEAM PROCEDURE

A practical framework for fostering team connection, compassion, and effectiveness

(Where staff are working virtually; Screen share the prompt list or add it to a channel so it is visible to staff but doesn't interrupt being able to see someone on the screen)

NHS North Bristol NHS Trust

STEP 1: TEAM CHECK IN

FOR USE IN ALL SETTINGS DURING THE START OF EACH WORKING DAY / SHIFT:

A ARRIVING WELL

- Welcome and Introductions
- Make sure everyone is clear about their roles and priority tasks for the day
- Identify individuals on hand to help
- Include team members who are working remotely
- Ask: What's worked well over the previous days?
- Remind team of why our work matters

B BASICS

- Essential information from operational updates
- What are the priority tasks and / or challenges today?
- Clarify capacity to respond to demand e.g. beds, equipment, vehicles

C COLLEAGUES

- Check in - how are we?
- How do we want to be as a team today? (Remember - it's normal to experience a range of emotions when we're doing what matters)
- Who's not here today, are they okay?
- Allocate team members to communicate with others who can't make the check in.
- Nominate suitable member(s) of staff to lead the optional peer to peer pit stop (STEP 2)

D DIFFICULTIES - Any concerns, near misses, incidents on the last shift?

E EQUIPMENT

- PPE availability - E.g. _____ (List appropriate)
- Any digital / IT issues
- Any equipment issues / education needs, missing, or on order
- Any new learning from previous days or training sessions being held

F FEEL SAFE TO SPEAK UP

IF ANY OF YOU...

- Need a peer-to-peer PITSTOP (See page 2)
- Are not okay or are worried about a colleague
- Are concerned about something happening or needs more support
- Thanks Team: We've got this. Remember resilience is between us not just within us.

FINALLY TOP TIP: Set your alarm for _____ minutes before the end of your shift to carry out STEP 3: CHECK OUT

AND REMEMBER: ADAPT THESE STEPS TO YOUR CONTEXT #StartWellEndWell

(Please laminate and display this page in your work area.)

NHS North Bristol NHS Trust

STEP 2: PEER-TO-PEER PITSTOP

#StartWellEndWell

PITSTOP

PAUSE for a moment as a team (include all those who could benefit)

INTENTION - Share the aim of this PITSTOP

TALK THROUGH GROUND-RULES (standing or sharing is voluntary, what we discuss must remain confidential, we need to leave feeling connected and supported)

ummarise what has been happening

One individual (facilitator) to summarise what's been happening, inviting input from others in the team to share their perspectives. The focus should be on the facts not judgements.

hings that have been going well

Facilitator to help colleagues to identify things that have been going well, highlight strengths within the team, and what has made a difference so far today.

pportunities for learning

Facilitator to draw upon what has been learned so far that can help the team moving forwards, any strengths and resources the team have noticed. Validate what is shared and encourage a climate where colleagues feel safe to speak up.

romote wellbeing

Facilitator to invite actions that promote self care and team care, recognising individual differences in how people respond and cope. Remind team it's normal to feel a range of thoughts and feelings when doing work that matters. Ask if there is anything further that can be done to promote wellbeing as a team, signpost to additional support where required. Remind team that resilience is between us not just within us.

Finish by directing team to avenues of further support, and encourage reaching out if they feel they need to (see below).

If you feel that your or your team require further support around a challenging or potentially traumatic event then please contact: (List relevant in house / other support below e.g. Psychology or TRIM trauma focussed peer-to-peer support)

For further information on peer-to-peer PITSTOP please consult the accompanying information sheet (Page 4)

(Please laminate and display this page in your work area.)

NHS North Bristol NHS Trust

STEP 3: CHECK OUT

Daily end of shift check list

Our work is demanding, and our current climate makes it more so. We are human beings, and we are doing our best. It's important we can look after ourselves, and each other, to enable us to look after our patients.

#StartWellEndWell

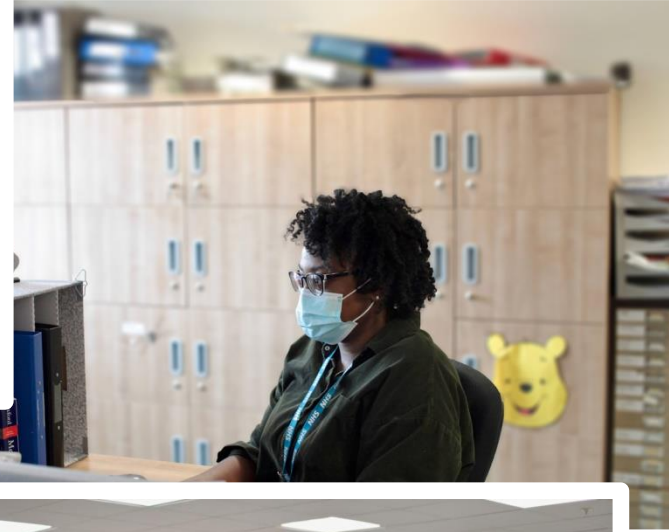
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- Are there any outstanding jobs our colleagues need help with?
- What went well? What are we proud of?
- What have we learned that will help us tomorrow?
- Are you okay? Are your colleagues okay?
- Is there anything to offload before you go?
- Who can we thank before we leave?
- Lastly: What one thing will you do to take care of yourself?

Now it's time to focus on life outside of work. It's important to rest and recharge.

Top tip: Set an alarm on your phone for ___ minutes before the end of your shift as a reminder to check out.

If following STEP 3 (check out) you feel that you or your team require further support then please contact: (List other relevant local / other support below):



How do we create effective team working under pressure, quickly, and build trust?

Actions

Make clear team purpose

Give clear objectives

Clarify roles

Focus on teamwork competencies

Habits/Behaviours

Provide regular feedback

Develop shared responsibility

Regularly plan and review

Value everyone's contribution

Principles/Philosophy

Encourage a climate of compassion

Minimise hierarchy

Trust is key

Competition is disastrous



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Step 1: Check in

Step 2: Peer to peer PITSTOP

(Please laminate and display this page in your work area.)

STEP 2:
(Optional)

PEER-TO-PEER PITSTOP

#StartWellEndWell

P
I
T

PAUSE for a moment as a team (include all those who could benefit)

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Summarise what has been happening

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Things that have been going well

Facilitator to help colleagues to identify things that have been going well, highlight strengths within the team, and what has made a difference so far today.

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Opportunities for learning

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STEP 3:

CHECK OUT

Daily end of shift check list



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#StartWellEndWell

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What went well? What are we proud of?



What have we learned that will help us tomorrow?



Are you okay? Are your colleagues okay?



Is there anything to offload before you go?



Who can we thank before we leave?



Lastly: What one thing will you do to take care of yourself?

Now it's time to focus on life outside of work. It's important to rest and recharge.



Step 3: End of shift check-out

Top tip: Set an alarm on your phone for ___ minutes before the end of your shift as a reminder to check out.

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(List other relevant local / other support below):



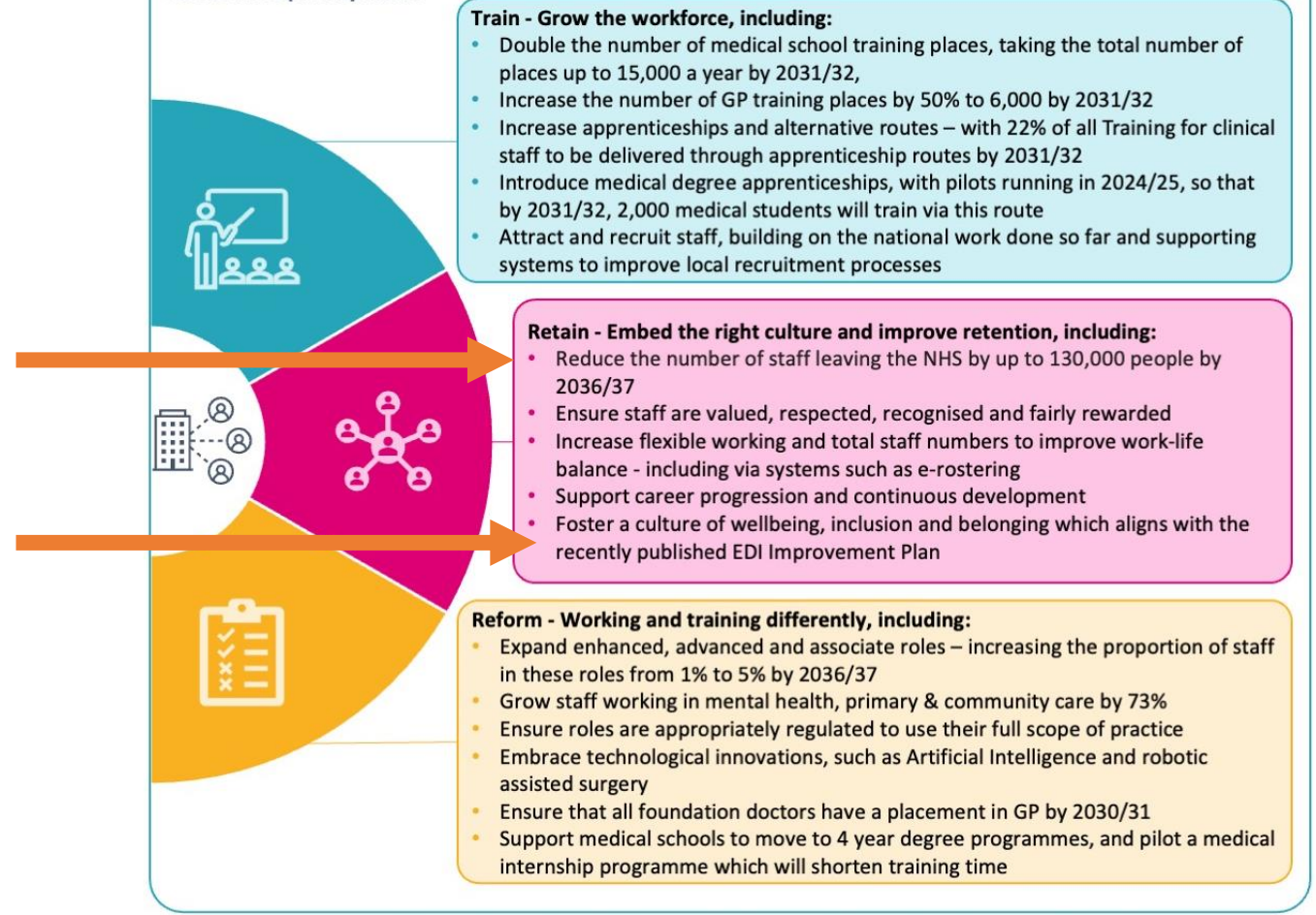
What makes SWEW relevant today?

comprehensive, long term, workforce plan – the NHS Long Term Workforce Plan represents a ‘once-in-a-generation’ opportunity to sustainably address workforce challenges throughout the NHS

additional funding – the Long Term Workforce Plan is designed to address challenges including:

- 112,000 NHS vacancies throughout the NHS in March 2023 alone
- Increasing demand due to demographic pressures & burden of disease
- Reliance on temporary staffing, equivalent to 150,000 FTE in 2021/22
- An estimated workforce gap of 260,000–360,000 staff by 2036/37

The NHS will take action to address workforce gaps and meet the challenges of a growing and ageing population across three priority areas:



The NHS has defined 22 next steps against 4 categories to implement the Long Term Workforce Plan:

- 1 Deliver and embed the plan within new NHS structures – including governmental and national support
- 2 Support Integrated Care Systems to play a critical role – including prioritising actions that drive recruitment and retention of their ‘one workforce’ across health and care
- 3 Utilise an adaptable approach to enable planning over the long term – including refreshing modelling regularly to assess progress against critical assumptions



There are clear links between the quality of teamworking, quality of patient care, patient satisfaction and staff well-being.

Michael West

**Adapt SWEW
relevant to your
context.**

StartWellEndWell@nbt.nhs.uk



Vaccination Hub



Seema Srivastava
@Mountain_medica

Fab to hear the success of our [#QExchange2020](#) bid for [#StartWellEndWell](#) This highly adaptable approach has enabled a culture of good teaming, compassion & fun in the [@NorthBristolNHS](#) vaccination hub [@JudeClipsom](#) [@Vardeep_QI](#) [@LMotuel](#) [@callenridge](#) [@Dr_O_Donnelly](#) [@theQCommunity](#)

A ARRIVING WELL

The purpose of this is to create a friendly atmosphere for COVID-19 vaccine to be made. It is important that the team working together and good for all those who are involved in the process.

- What is the goal? (Understand, Respect, Safety, Advice, Information, Transparency, Help, Help, Help, Help, Help, Help)
- Respect each other and each other's time
- Help each other and each other's time
- Help each other and each other's time
- Help each other and each other's time
- Help each other and each other's time

D DIFFICULTIES

Difficulties can arise in any situation. It is important that the team working together and good for all those who are involved in the process.

- Any concerns from patients and staff
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B BASICS

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C COLLEAGUES

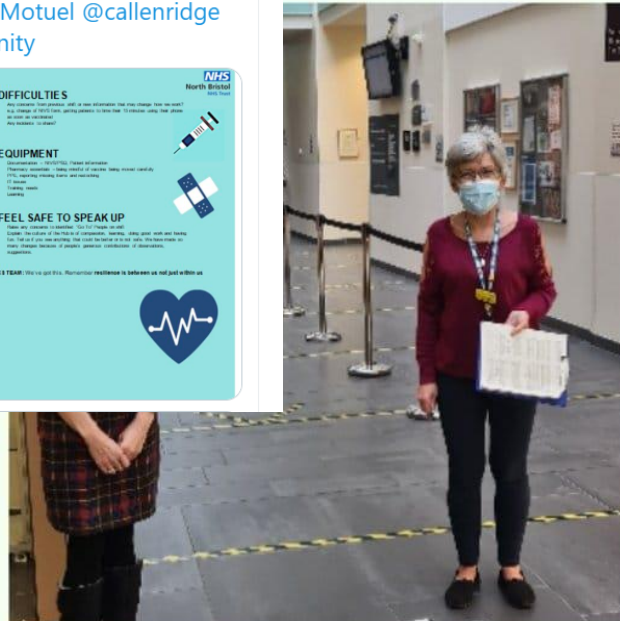
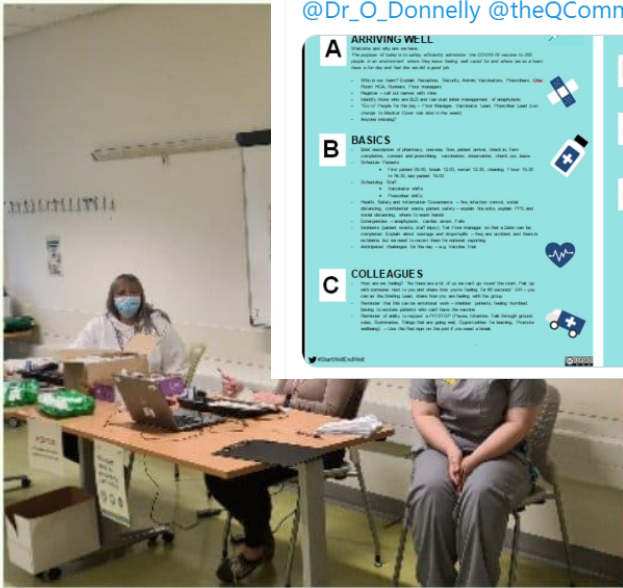
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Respiratory physiotherapy team

Cat Caley
@CatherineCaley

Our resp physio team have been doing these daily check outs at the end of the day for the past couple of months. Really helpful to come together and offload, prepare for tomorrow and most importantly leave work behind, switch off and look after ourselves 🙌😊👏
[@NBTWellbeing](#)

NBT Staff Wellbeing @NBTWellbeing · 1 Feb

StartWell>EndWell drop in session - Tuesday 2nd February 4-5pm
SW>EW team are running a Community of Practice session for any NBT colleagues who are using the approach, or interested in how it might support your team.
Please email StartWellEndWell@nbt.nhs.uk to join

Start well → End well

3 STEP TEAM PROCEDURE

Compiled and co-developed by Senior Clinicians, NBT Staff Wellbeing Psychology Team, Quality Improvement, and Perform Team

[#StartWellEndWell](#)

We recommend all teams follow each of the 3 steps below everyday:

(Please laminate and display pages: 2, 3 & 9 in work areas.)

22nd TH OCTOBER

ISSUES FROM YESTERDAY:

* Avoided extra clinic - on 6436.

QUICK CATCH UP:

* hoist new battery ref 820 155
* Mathyn - server centra

* Christmas meal (DEPOSITS PLEASE).

Hand Hygiene Audit

* sling/hoist A/W response Manual handling re: LCCER inspection AB.

DAY IS PAYDAY!!!!

DON'T FORGET CHECKS AND CLEANING

QUOTE/JOKE/RIDDLE OF THE WEEK:

I have cities but no houses. Mountains but no trees, I have water but no fish. What am I?

Healthcare Individual Support poster with various icons and text.

What to know what to eat for your kidneys? Join a free webinar. Run by the National Kidney Federation and featuring a registered kidney dietitian.

Christmas card with a tree and the text: So Christmas is fast approaching, I would be interested in a Christmas... We were thinking of the air balloon... Filton? Cheap and cheerful?

Why patient, suitable for Lounge? poster with detailed text and a yellow sticker.

GATE

3



6

Things to do Daily checklist: Check Cash, Turn Haulage, Check Bin, Check Rooms, Check Fridges.

Checklist with stars and text: 5 to 10 in Screens, twice, a penalty, height, ekly.

Star rating graphic with 5 stars and a person holding a star.

End well with a smiley face drawing.

How **Start Well** is contributing to changes

Wellbeing- strengthening relationships & team bonds, sense of support, recognition and value felt .

Examples- welcoming people when arrive, even when late



Moving from reactive-proactive in planning, solving of problems & management

Examples- engaging whole team in solutions; checking that team were happy with suggested plan

Continuity in service & care- via handover, updates from shift to shift, maintaining and improving standards & quality.

Examples-familiarisation with processes for staff member returning from long term absence; clarification on start times, booking & transport processes

Working together- speak up, sharing info, contribute, celebrate together (pin, exams) support one another (offering to swap shifts to cover gaps)

What is core to
SWEW?



A group of healthcare professionals, including nurses and doctors, are standing in a hallway with light blue walls and wooden floors. They are dressed in blue scrubs or white lab coats. Some are holding tablets, and one person in the background has their hand raised. The scene appears to be a training or meeting session.

Team Psychological Safety

Compassion

Coaching skills/leadership

Team Psychological Safety



The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes, and the team is safe for interpersonal risk-taking.

Amy Edmondson

Compassion



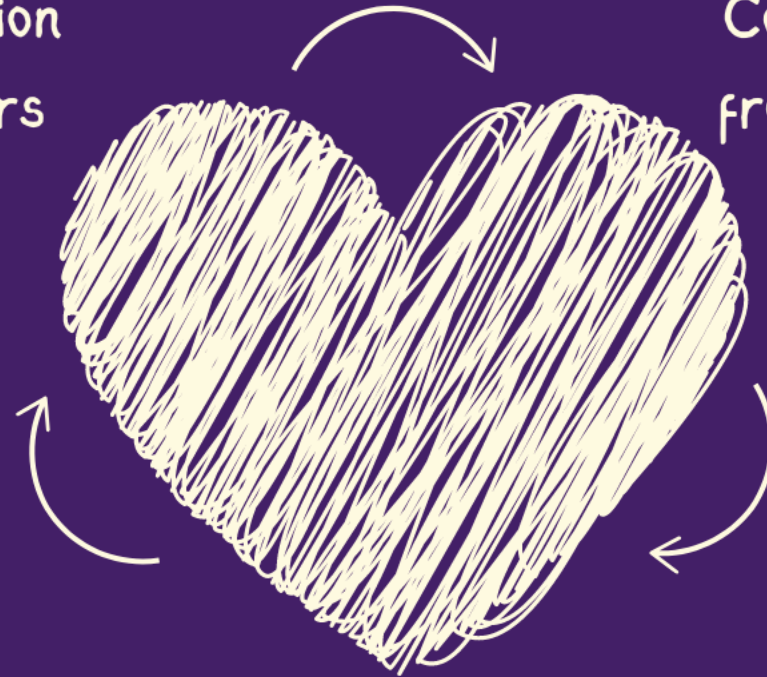
A culture of supportive teams with compassionate team leadership is linked with reduced levels of stress, errors, staff injuries, harassment; bullying, staff absenteeism, patient mortality.

Michael West

3 Flows of Compassion

Compassion
for others

Compassion
from others



Compassion
for one-self



Coaching skills

“

Behaviours such as listening, demonstrating competence and transparency in terms of sharing relevant information, and being open to feedback are positively associated with psychological safety in teams.

How do we create effective team working under pressure, quickly, and build trust?

Actions

Make clear team purpose

Give clear objectives

Clarify roles

Focus on teamwork competencies

Habits

Provide regular feedback

Develop shared responsibility

Regularly plan and review

Value everyone's contribution

Principles/Philosophy

Encourage a climate of compassion

Minimise hierarchy

Trust is key

Competition is disastrous

What Start Well, End Well is?

How it came about?

Why it was and is important

What is core to SWEW

Contact:

StartWellEndWell@nbt.nhs.uk

Editable copy

Implementation guide



What questions and/or reflections do you have?



References

Cashman. J (2023) Why psychological safety at work boosts employees and productivity. Report

The Health Foundation (2018) The Spread Challenge. Report.

West. M (2021) Compassionate Leadership. Book

West. M The key components of effective teamworking during the COVID-19 Crisis. NHS England Video.