Start Well, End Well (SWEW)

Vardeep Deogan
Senior Continuous Improvement Manager
Executive Coach
Schwartz Facilitator
Diagnostic Radiographer

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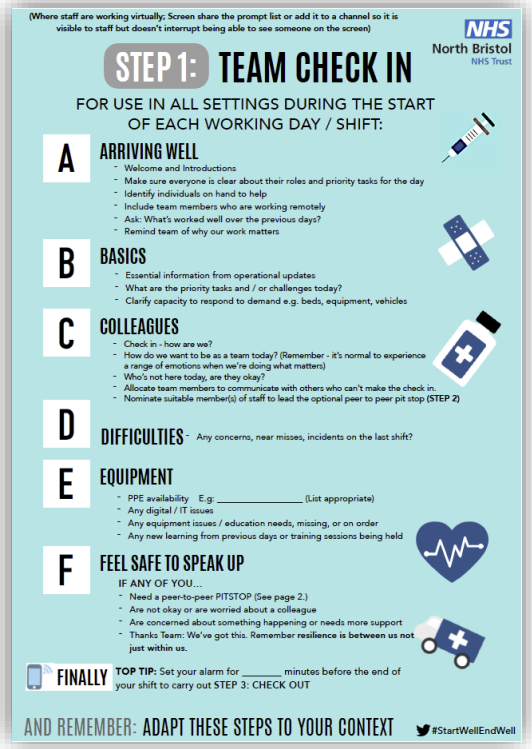
Start well → End well

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)

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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?

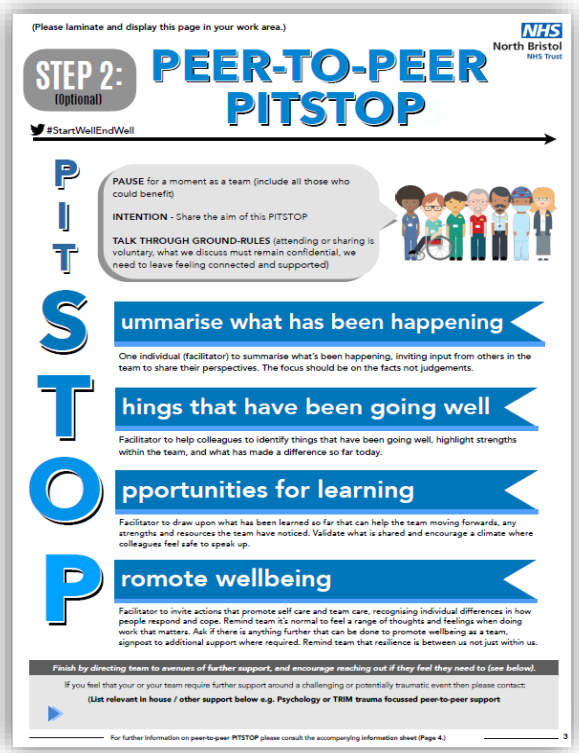
E EQUIPMENT
- PPE availability E.g: _____ (List appropriate)
- Any digital / IT issues
- Any equipment issues / education needs, missing, or on order
- Any new learning from previous days or training sessions being held

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



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STEP 2: (Optional) PEER-TO-PEER PITSTOP

#StartWellEndWell

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

I INTENTION - Share the aim of this PITSTOP

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

S 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.

T 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.

O 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.

P romote wellbeing

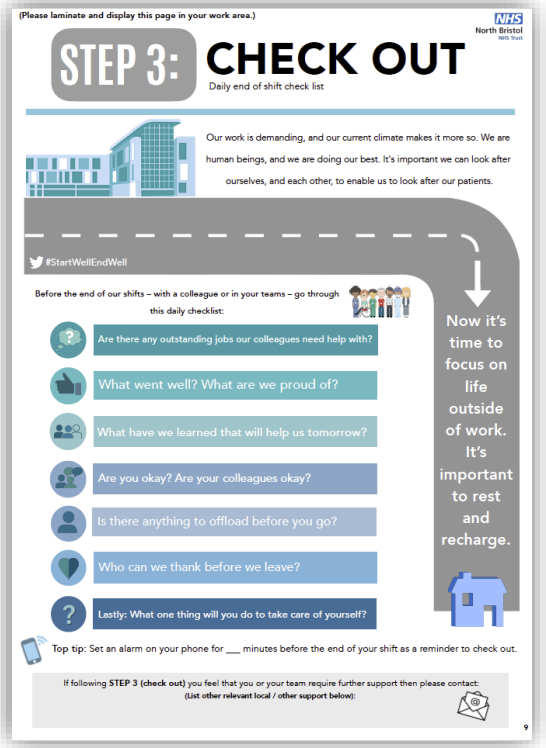
Facilitator to invite actions that promote self care and team care, recognising individual differences in how people respond and cope. Remind team it's normal to feel a range of thoughts and feelings when doing work that matters. Ask if there is anything further that can be done to promote wellbeing 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.) 3



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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

Before the end of our shifts – with a colleague or in your teams – go through this daily checklist:

- 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:
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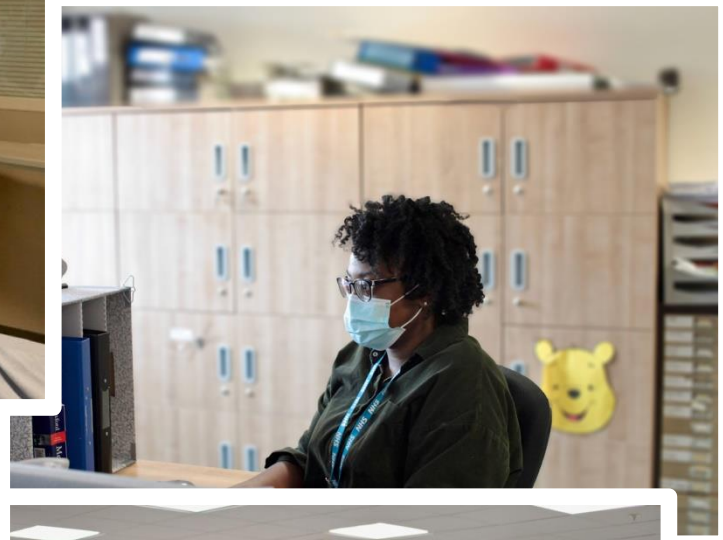

How do we create effective team working under pressure, quickly, and build trust?

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

Michael West

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FINALLY

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AND REMEMBER: ADAPT THESE STEPS TO YOUR CONTEXT

#StartWellEndWell

Step 1: Check in

Step 2: Peer to peer PITSTOP

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

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STEP 2: (Optional)

PEER-TO-PEER PITSTOP

#StartWellEndWell

P

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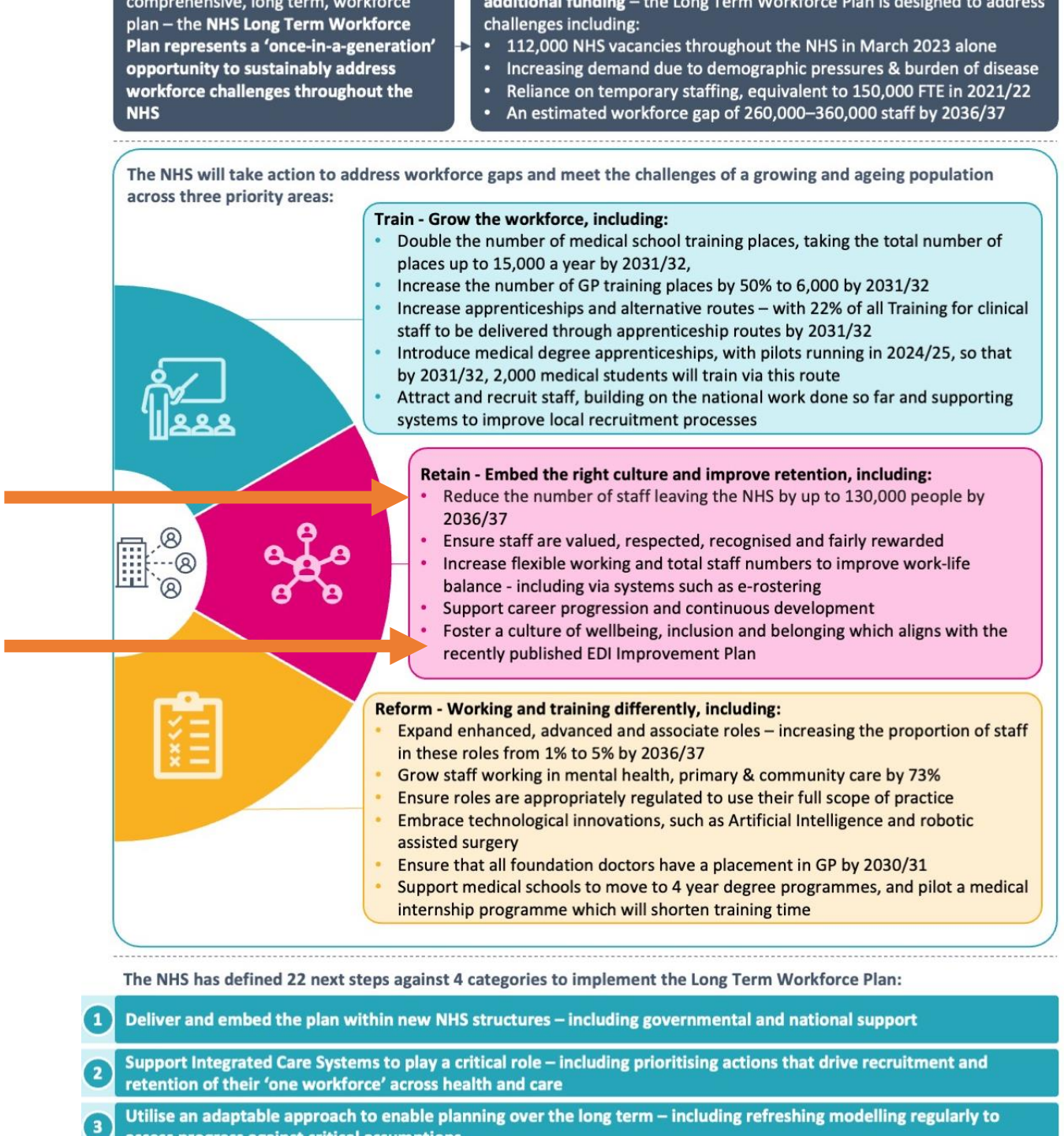
Step 3: End of shift check-out

What makes SWEW relevant today?



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

Michael West

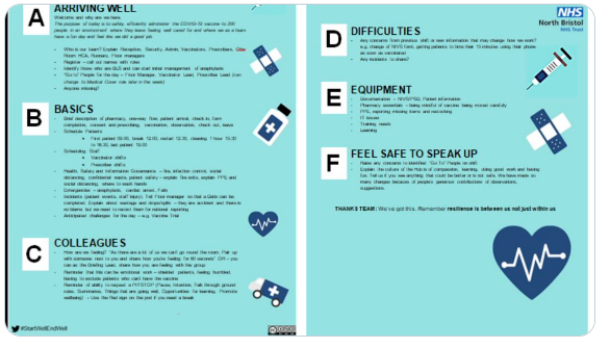
Adapt SWEW relevant to your context.

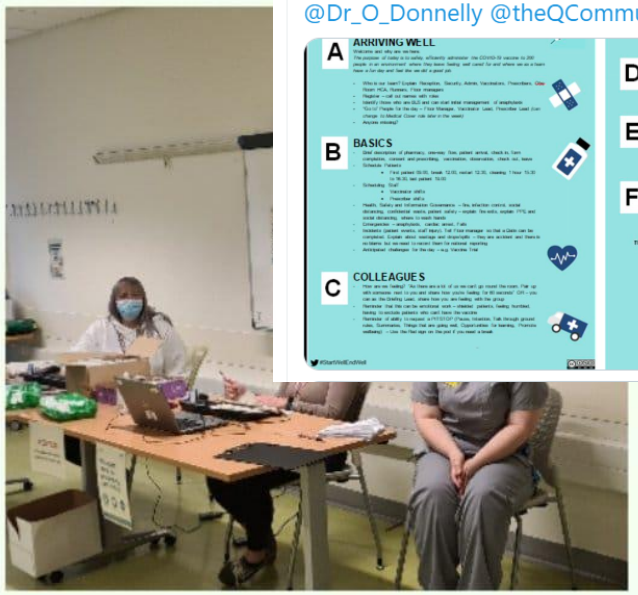
StartWellEndWell@nbt.nhs.uk

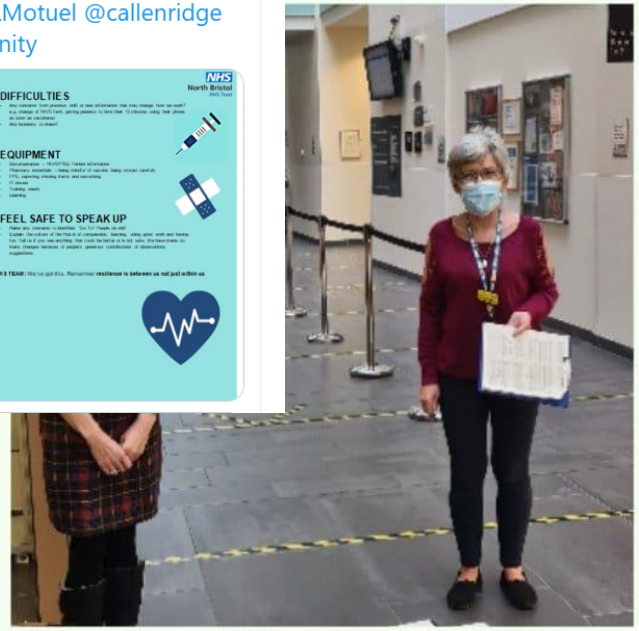
Vaccination Hub

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







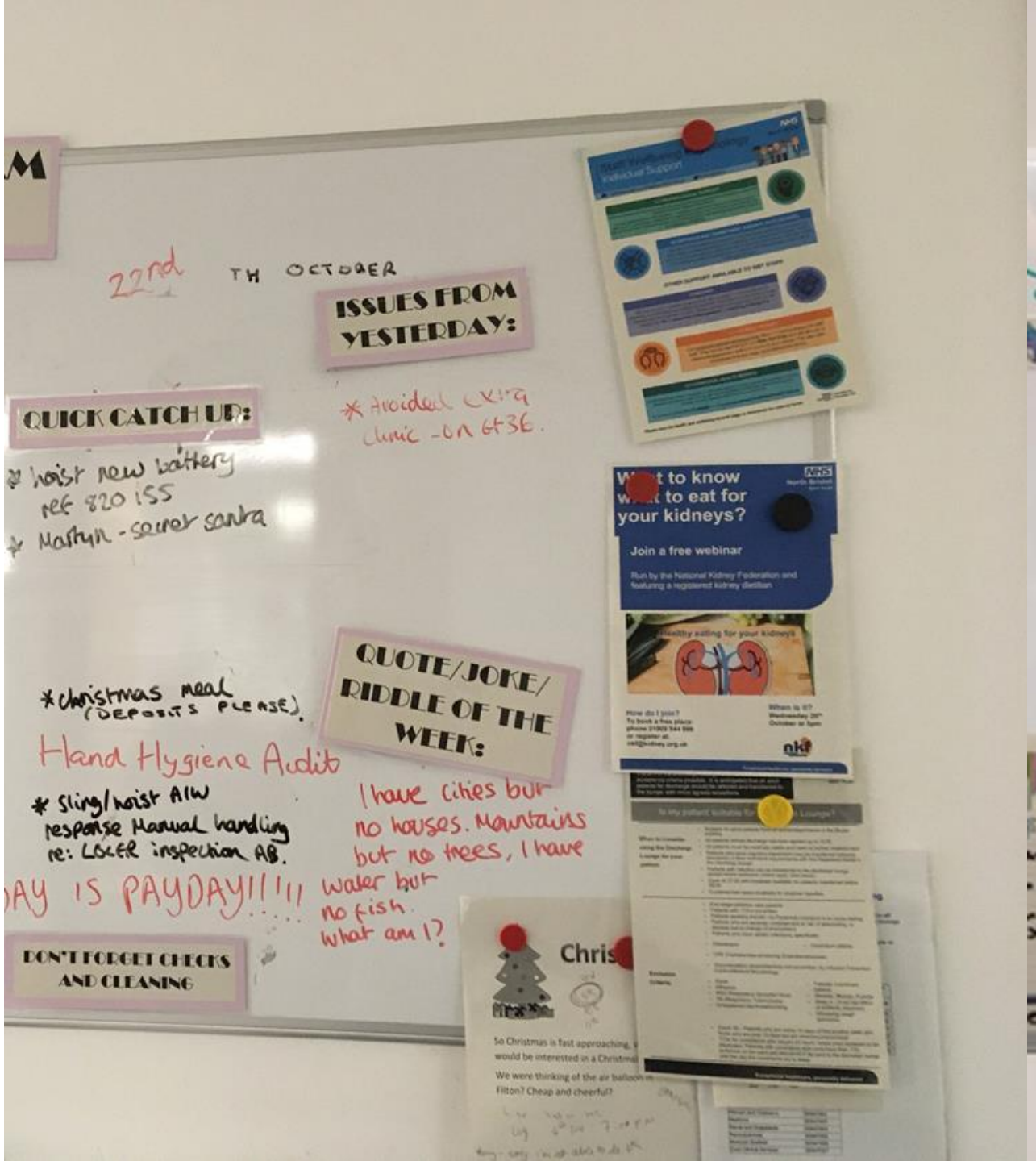
Respiratory physiotherapy team

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


22nd TH OCTOBER
ISSUES FROM YESTERDAY:
* Avoided extra clinic - on 6+36.
QUICK CATCH UP:
* hoist new battery ref 820 155
* Martyn - secret santa
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
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?
* christmas meal (DEPOSITS PLEASE).
Hand Hygiene Audit
* Sling/hoist A/W response Manual handling re: LOLER inspection AB.
DAY IS PAYDAY!!!!!
DON'T FORGET CHECKS AND CLEANING
Christ
So Christmas is fast approaching, would be interested in a Christmas
We were thinking of the air balloon Filton? Cheap and cheerful?

well
GATE
3
6
COMMUNICATIONS & TEAMWORK
HUDDLES
Things to
Check Crash
Check Bin
Check Rooms
Check Fridg
Daily
End Well

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?

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

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

Michael West

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.