Workshop
Creating situational awareness with Crew Resource Management

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Aim workshop:

- Understanding CRM principles and teamwork training
- How to make teamwork training an ongoing process
- How to determine what is needed to improve teamwork
Crew Resource Management

From the world of aviation

Insufficient communication and teamwork among team members contributed to causing incidents in 70% of cases

Awareness/training of team members a significant improvement
“A Team of experts does not make an expert team”

(Burke et al. 2004)
Team training works!

**Time on the ICU after Team Training**

- 50% Reduction

**OR Teamwork Climate and Postoperative Sepsis Rates**

(per 1000 discharges)

- Group Mean
- Low Teamwork Climate
- Mid Teamwork Climate
- High Teamwork Climate

**Adverse Outcomes**

- 50% Reduction

**Indemnity Experience**

- Pre-Teamwork Training: 20
- Post-Teamwork Training: 11
- 50% Reduction
Problems in healthcare:

Situations are:
- Sudden
- Unexpected
- Hazardous to the patient

Contributing factors:
- Time constraints
- Stress
- Insecurity
- Team processes
- Organizational flaws
What is needed to improve teamwork?

- Training (CRM, simulation)
- Knowledge of systems approach of errors (why do things go wrong?)
- Inventory of (near-)incidents and risks that threaten teamwork
- Using this info to select goals and devise improvement plans
Crew Resource Management

What is it?

• with a view on integrated ‘team situational awareness’,
• as a basis for solid decision-making and well-considered coordination of efforts, and
• as part of the professional standard
• the ambition to reach optimal exchange of information between team members
Crew Resource Management

In practice:

The effective use of all available resources within the team and in the working environment (team members, equipment and ancillary facilities) that enables the team to work safely and efficiently…
Elements CRM- training:

- Communication
- Stress management
- Group processes
- Leadership
- Risk management
- Decision-making
- Information-management
- Patient
Situational awareness is an interpretation of the world around us and is no more than a *MODEL* of reality: *NOT* reality itself! Thus there is always a risk of errors or lacunas!
Information management: situational awareness

Long term memory

Data storage

Frame of reference

Information

Mental processing

Short term memory

Decision
Information processing:
Effective communication

• Effective communication is goal-oriented
• Within CRM: aimed at creating and maintaining (team) situational awareness and performing activities
• The basis for making the right decision in an unexpected situation
Stress management

• Planning and preparation
• Compliance with protocols and checklists
• Team discussions
• Postpone unimportant things
• Be clear and honest
• If you have stress, please do tell!

KEEP CALM AND GO TEAM
Group processes

• Becoming aware of the effects of being a group member on one’s own behavior and that of others
• Recognizing group effects
• Recognizing/preventing group thinking
Leadership

• Effective leadership
• Good followership
• Leadership models:
  Situational leadership
  Daily leadership
• Team leader tasks
• Personality and individual differences
Effective leadership

Features of effective leadership

• Setting goals
• Steering of activities
• Supporting, motivating, stimulating
• Providing feedback
• Making decisions
• Considering task requirements, individual needs, and group needs
Decision-making

- How optimal decision-making is achieved
- How decision-making proceeds under time pressure/stress
- Recognizing risks for the decision-making process
Risk management

• Tailored for each department / unit / hospital

• Monitoring risks through:
  • Blame free reporting of (near-)incidents
  • Assessing protocol violations
  • Multidisciplinary meetings
  • Monitoring adverse events

• Stimulating information updates in reports, newsletters, etc.
Quality and Patient Safety Management

System & structure

Monitoring

Cultuur

Improvement interventions

Teamwork
Who’s in the team?

“What is the matter?”

“What matters to you?”

Let me know if you want to know why I am here.
Elements CRM- training:

- Communication
- Stress management
- Information-management
- Group processes
- Leadership
- Decision-making
- Risk management
- Patient
Turn training activities into an ongoing process

- CRM basic training (2 days)
- CRM advanced training (every 2 years / 1 day)
- Team simulation training (yearly / 1 day)

Safety Climate indicator: Safety Attitudes Questionnaire
Assignment

For each table:

Organise your team

Identify CRM elements in “Just an ordinary day” (movie)

Write down 3 “tops” related to CRM items: what went extremely well?
Write down 3 “tips”: what should be improved/changed?

Come up with 3 recommendations to prevent this “never event”
Creating teams

1. Choose one of the colored cards on your table

2. Search the table with that color

3. Organise your team
Assignment

For each table:

Organise your team

Identify CRM elements in “Just an ordinary day” (movie)

Write down 3 “tops” related to CRM items: what went extremely well?
Write down 3 “tips”: what should be improved/changed?

Come up with 3 recommendations to prevent this “never event”
Plenary feedback

Top 3 recommendations:
 Why?
 How?
....
recommendations

• standard operating procedures and guidelines (stressmanagement)
• ensuring valid and up-to-date training (teamtraining)
• effective communication (communication, decision making, leadership)
• medication safety (6 R’s, TOP)
• patient engagement
Thank you for your attention!

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