



Collaborative Leadership using Team Resource Management

Introduction

Patient care, like other technically complex and high risk services, is an interdependent process carried out by teams of individuals with advanced technical training who have varying roles and decision-making responsibilities. While technical training assures proficiency at specific tasks, it does not address the potential for error deriving from communication and decision making in dynamic environments.

In response to such challenges, the aviation industry has developed training focussed on effective team management known as Crew Resource Management (CRM). The concepts originated from NASA research that examined the role that human error plays in aircraft accidents. CRM training considers the role of human factors in high-stress, high-risk environments. During the past decade lessons from aviation's approach have been applied to the health care industry and its approaches to patient safety.

Team Resource Management (TRM) training is based on concepts developed and proven in commercial and military aviation, where emphasis is given to the factors that affect human performance and the functioning and safety of the organisation. The specific aim of the session is to reduce the risk of adverse incidents through the promotion of a more effective teamwork approach to patient safety.

TRM methodologies for improving teamworking, removing organisational barriers and flattening hierarchies are explored. The training promotes learning from experience, developing cognitive and interpersonal skills and highlights the benefits of good teamwork in the analysis of patient safety incidents.

The training session will cover the theoretical and practical aspects of Collaborative Leadership and Team Resource Management and include the use of video, incident reports, case studies, simulation, group discussions and incident reviews.

An awareness of behavioural attitudes is promoted to improve and develop communication and interpersonal relationships with all those involved in a patient care pathway.

The TRM training session aims to:

- bridge the gap between research and statistics and day-to-day practice
- improve communication, co-operation and co-ordination and seeks ways of breaking down barriers across traditional and organisational boundaries
- provide competency-based training to influence safety related attitudes and behaviour
- engender a culture that allows for sharing and learning from errors and experience through greater openness and increased communication



Programme Content

The course will address the following:

- How to apply a human factors model to safe teamwork in health care
- How to improve communication and interpersonal relationships within clinical teams
- How to analyse incidents using human factors classification tools
- How to identify the lessons learnt and select appropriate methods for dissemination
- How to engage staff in team resource management
- How to address cultural change issues

Programme Aims

At the end of the two day programme the participants will be able to:

- Assess and identify the need for patient safety training
- Determine and agree patient safety standards to underpin safe practice
- Facilitate and monitor compliance with patient safety standards
- Recognise causal factors in errors and seek methods to minimise impact
- Understand human behaviour and what limits human performance
- Better understand conflict management and decision making
- Develop improved communication skills
- Rehearse and demonstrate patient safety training standards



Day One

- 09:15** **Welcome and introduction**
Programme structure and objectives
- 09:30** **The case for change**
Overview of national reports
Statistical evidence supporting the case for change
The role of the national agencies
- 09:45** **Lessons learned from other industries**
The background to safety in aviation
Principles & concepts of human factors training
SHEL – Human Factors Model
- 10:45** *Morning refreshments*
- 11:00** **Factors effecting human performance**
Human perception & information processing
Situational awareness
Workload management
Tiredness & fatigue
- 12:30** *Lunch*
- 13:15** **Healthcare Case-study**
Leadership & management styles
Conflict resolution
Group work
- 15:00** *Afternoon refreshments*
- 15:15** **Incident analysis**
Human factor classification tools used in incident analysis
- 16:15** **Communication exercise**
- 17:15** *Close*



Day Two

- 09:15** **Review of day one**
- 09:30** **Assessing Non-technical Skills**
Simulation exercise
Behavioural Markers
- 10:45** *Morning refreshments*
- 11:00** **Changing the culture**
Identifying methods to share experience and information
Opportunities for integration
Improving teamwork and interprofessional relationships
- 12:30** *Lunch*
- 13:15** **Briefing, Debriefing & Feedback**
Simulation exercises
Videos
- 15:00** *Afternoon refreshments*
- 15:15** **Critique and feedback**
Analysis of simulation exercises
- 16:15** **Lessons learned**
Group discussion
Personal Action Plans
Managing change
- 16:45** **Review & Summary**
- 17:15** *Close*