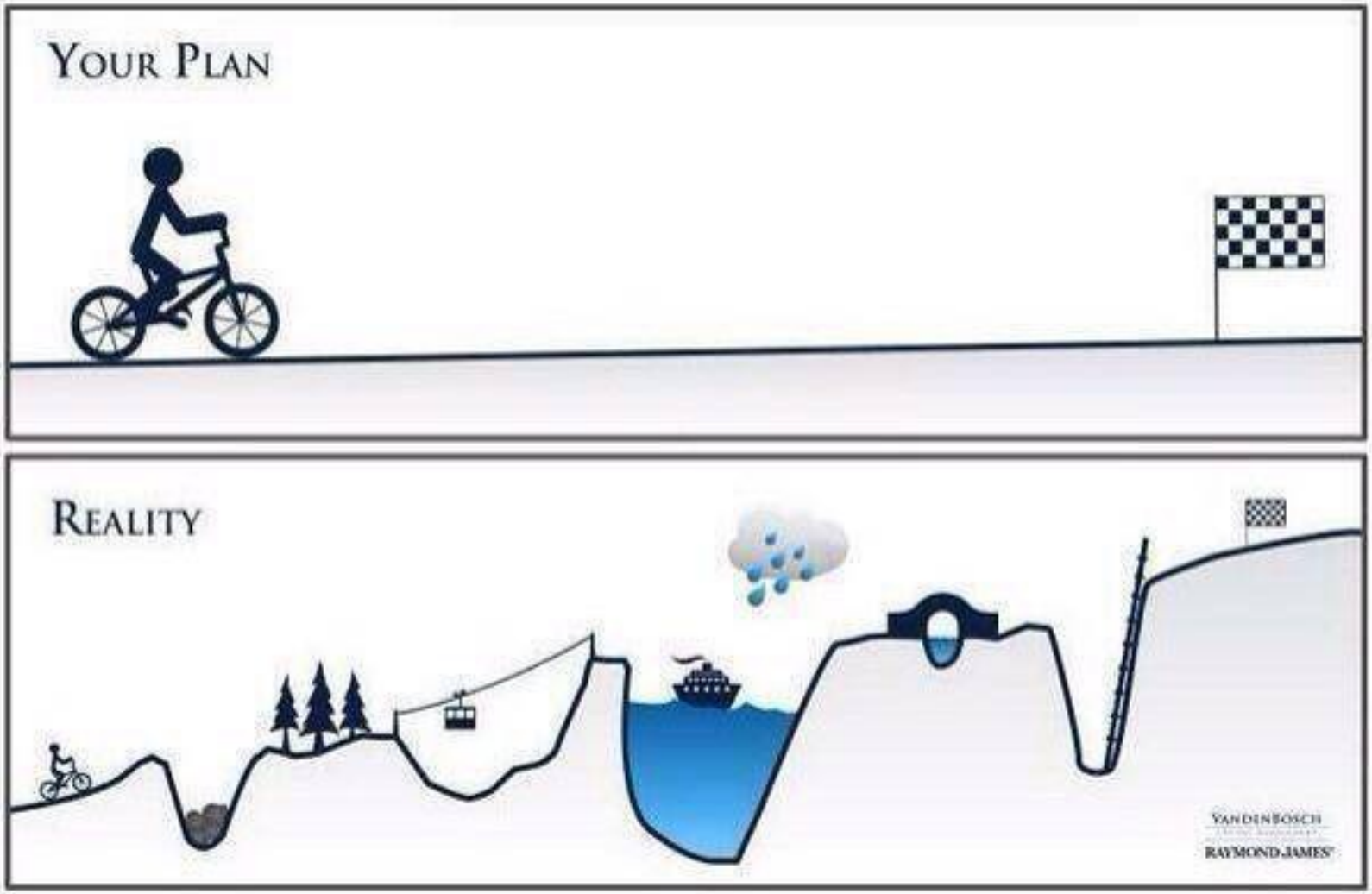
Team Resource Management

Stepping Hill Hospital

Who are we?

Who are you?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What do you want out of the next two days?

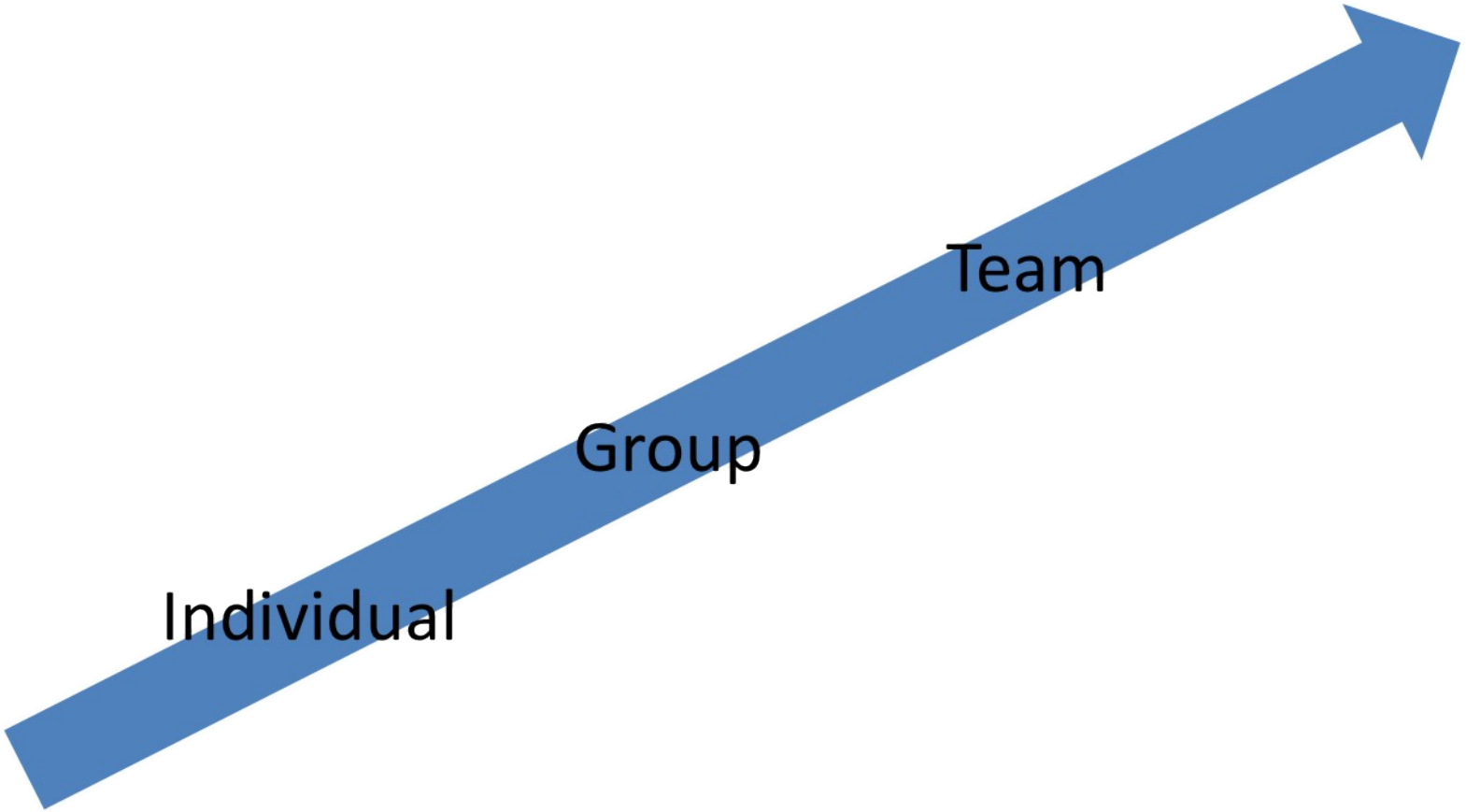
- Knowledge
- Skills

Why do we work in teams?

Group or team?

- What challenges need teams?
  - Complexity
  - Uncertainty
  - Collaboration

Cooperation needed



Simple problem

Complex problem

Team vs Group	
Decision by consensus	Decisions often not made
Disagreements examined and resolved	Unresolved disagreements
Objectives are well understood and accepted by the team	Objectives often not agreed
All members contribute ideas	Personal feelings are hidden
Self-examination of how the group is functioning occurs frequently	Discussions are avoided regarding how the group is functioning
Roles are understood by all members	Individuals tend to protect their role and their niche in the group
Shared leadership occurs on an as-needed basis	Leadership is appointed

What is Team Resource Management?

Objectives of TRM

- Enhance the communication and management skills of the team by the effective utilisation of all available resources to achieve safe and efficient practices
- Increase knowledge and awareness of human factors which could cause or exacerbate incidents
- To develop TRM knowledge skills and attitudes, which:
  - when applied appropriately could extricate a person from incipient accidents and incidents
  - when integrated throughout every facet of the organisation culture may prevent the onset of incidents and potential accidents

Team Resource Management

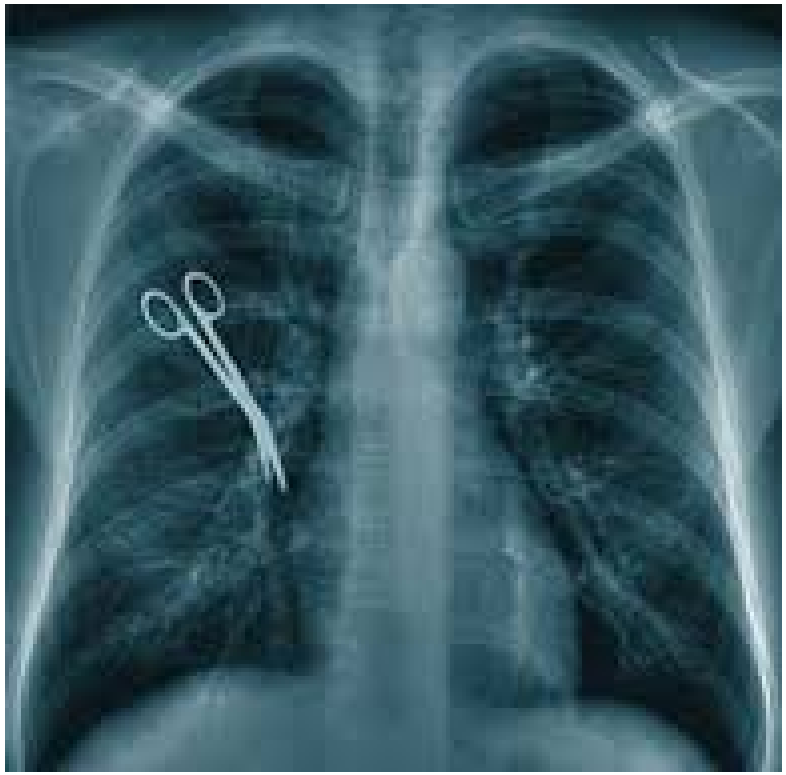
- Definition - is the utilisation of all available human, information & equipment resources towards effective and safe patient care.
- It studies the application of human factors knowledge by individual members of the team and their interaction as a team.

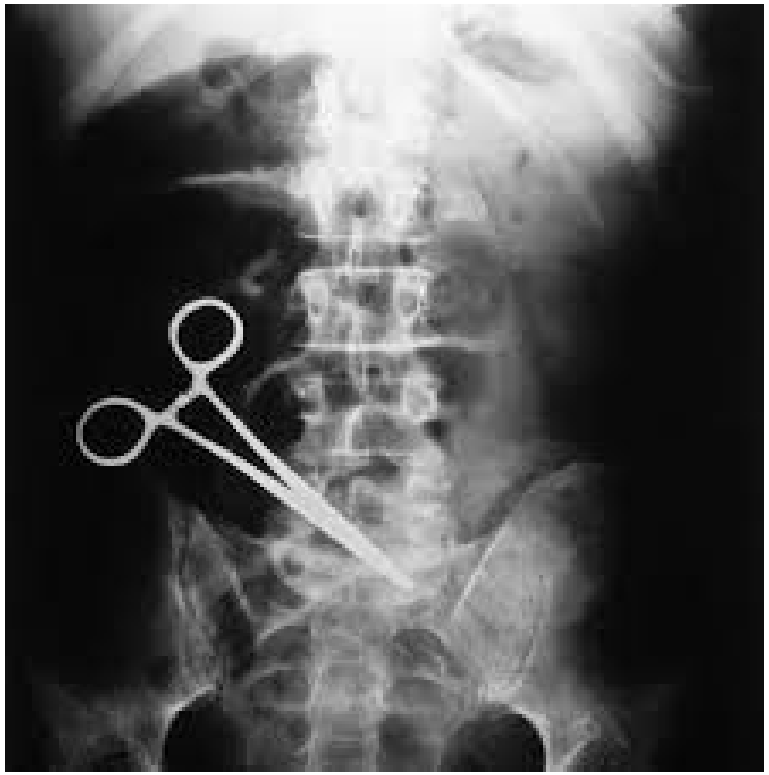
What is patient safety?

Safety

- Safety is the state in which the risk of harm to persons or property damage is reduced to, and maintained at or below, an acceptable level through a continuing process of hazard identification and risk management.
- “…….to err is human” Alexander Pope (1688 – 1744)
- “…….all men are liable to error” John Locke (1632 – 1704)

Errors cannot be eliminated..





Requirements for TRM

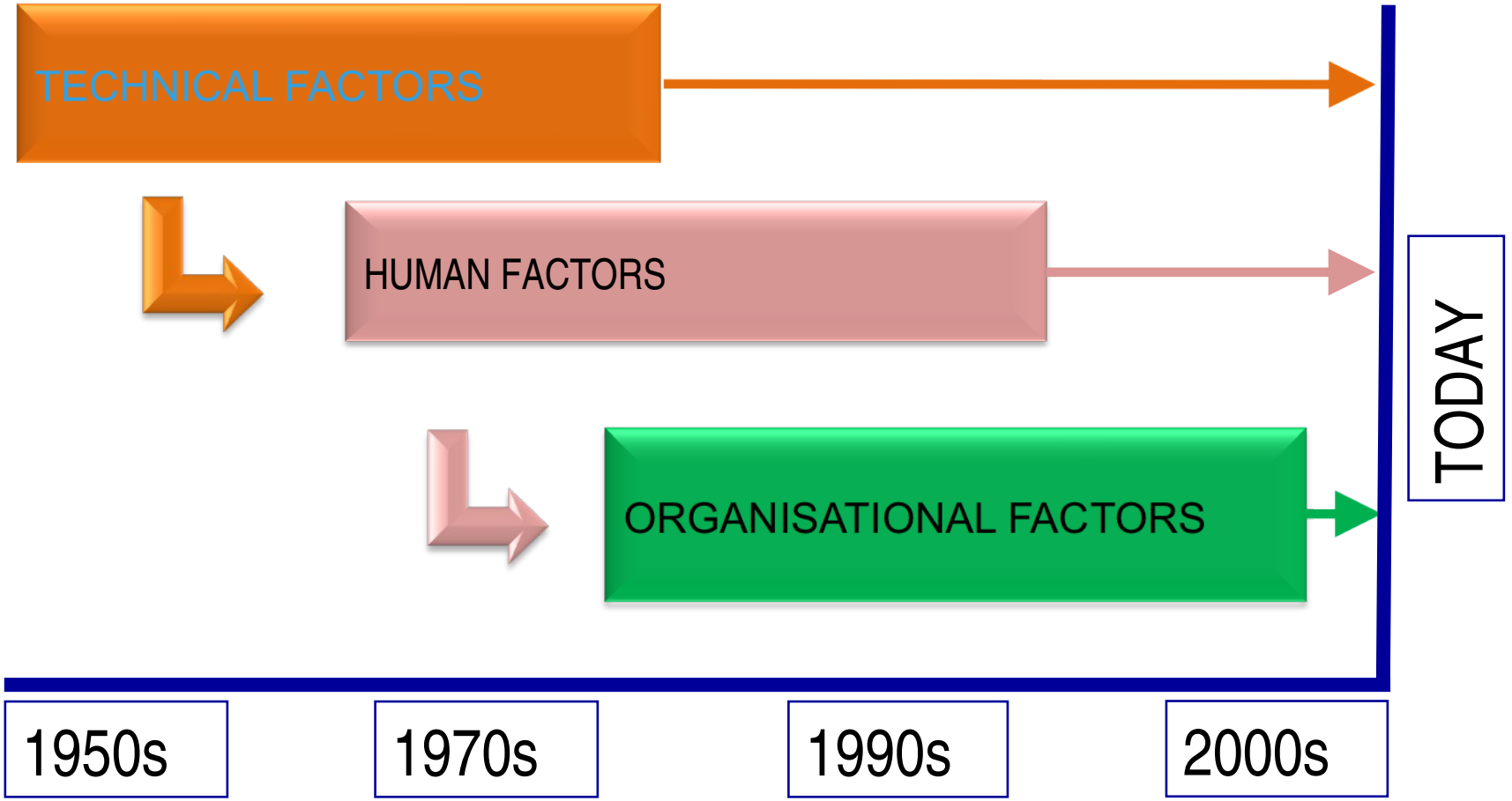
- Support from and working together with – Managers and Clinicians
- Role model TRM by Trainers and all involved
- Dedicated Team

- Safety and efficiency requires a “team effort”
- Wider Team involved which is more than the team on the scene.

TRM learning encompasses

- Interpersonal relationships
- Leadership
- Communication and feedback
- Personality and behaviour
- Stress management
- Decision making

The Evolution of Safety Thinking in Aviation



Even with technical failure……

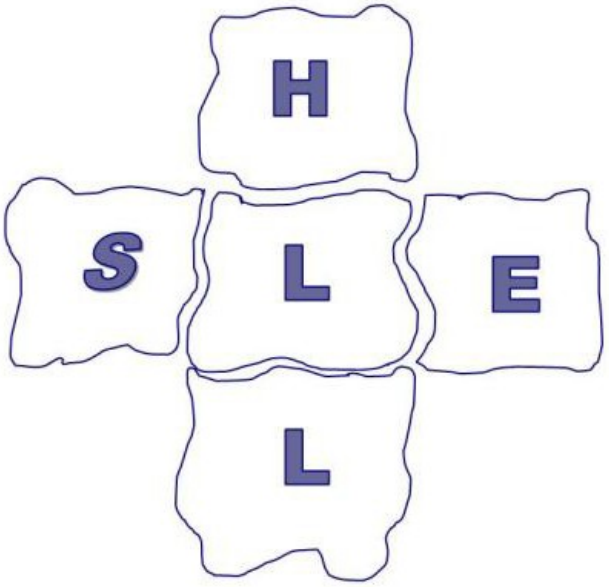
Blocks to TRM success

- Resistance to Change
- Fear of Failure
- TRM delivery methodology

Change Agents (Wild West scenario)

- **Pioneers**
  Make the change
- **Settlers**
  Go with the change
- **Old Dogs**
  Happy as things are don't want to change
- **Well Poisoners**
  Do anything to stop the change

Human Factors – SHELL Model



Software – procedures etc.
Hardware - machine
Environment - situation
Liveware - human

Liveware- Human

- Physical needs
- Information processing
- Environmental tolerance

Liveware- Hardware interface

- Machine/equipment ergonomics
  - Physical size & shape
  - Sensory & information processing – eg. monitoring equipment, warning lights
  - Work space eg. operating theatre, clinics etc.

Liveware-Software interface

- Document design
- Symbols & computer programs
- Procedures eg. SOPs, drills
- Rules & regulations i.e. organisation & relevant statutory bodies

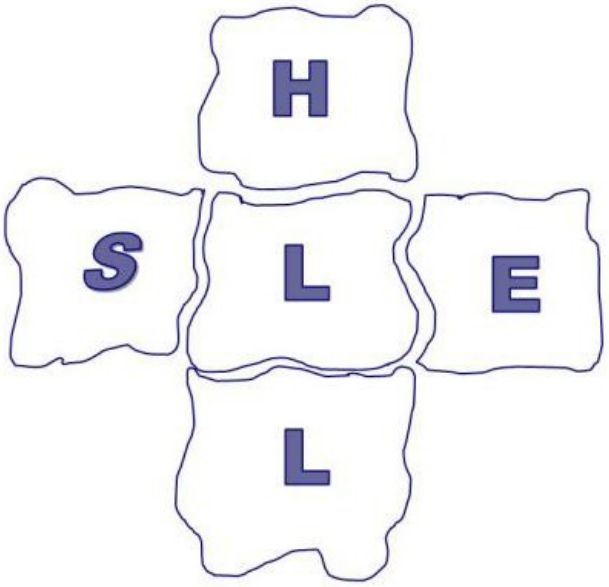
Liveware – Environment interface

- Disturbed biological rhythms
- Sleep disturbance and deprivation
- Heat, cold, humid, light & dark

Liveware – Liveware interface

- Interface between people
  - Leadership
  - Teamwork & Co-operation
  - Personality interface
  - Corporate culture & climate
  - Staff/management relationships
  - Pressures
  - conflict

Human Factors – SHELL Model



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