

## STRIPE Module Two



# Crisis Resource Management

### Overview.

Explain the context of this presentation. STRIPE Phase One Module one introduces the participants

to basic principles of Crisis Resource Management.

Participants will be presented with crisis situations in the scenario

s in module two and the purpose of this talk and the exercises is to prepare them and give them a basic understanding of the importance of human behaviors and to equip them

with some skills in how to manage stressful situation in the clinical setting.

Discuss why Crisis Resource Management (CRM) is so important in health care to ensure

safety for patients and staff is maintained, especially in stressful/crisis situation.

Often when things go so wrong it can be traced back to ineffective communication, failure to

escalate a problem, poor leadership or situational awareness.

Through out the presentation try to involve the participants in discussion, ask them if they

can think of any situations where they have witnessed or been

involved where they can identify either good or bad examples of CRM

## TODAYS OBJECTIVES

- Helium stick
- Introduction to principles of Crisis Resource Management (**CRM**)
- History of **CRM**
- Trigger videos
- Application of CRM to acute and non-acute settings
- (Helium stick)

Quick overview of objectives for the rest of the session



Show the You Tube clip from ER TV show. <http://youtu.be/47cizzArM0s>

The hyperlink should open when you click on the picture, but if not the link is provided below

This is intended to lighten the mood and a trigger discussion on basic CRM principles throughout the session.

Tell the participants you want them to focus on how the situation is managed in this video clip.

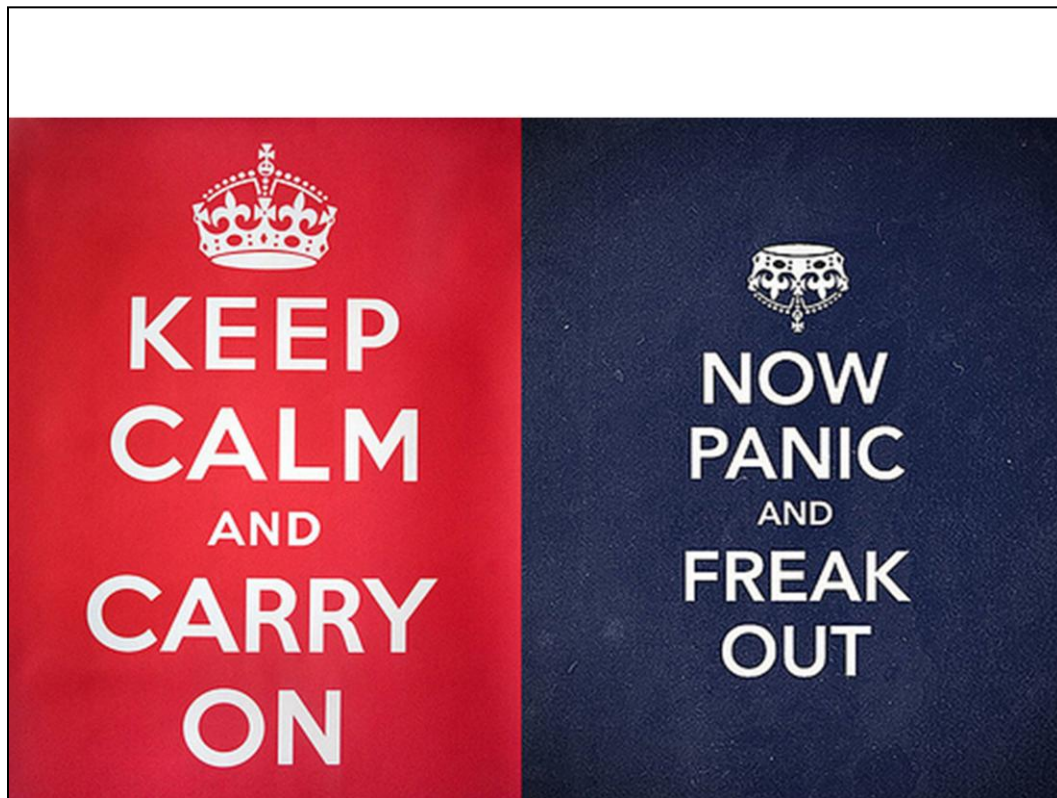
Ask them to look for good and bad communication examples, situational awareness, who do they think took the lead?

Were task delegated appropriately?

How do you feel about  
potentially being in this sort of  
situation?

Keep **calm** and **carry on**?

Sum up comments about the video



Which would you do?

A red rectangular area with a white border. The top edge of the red area has a jagged, paint-splattered appearance. The text is in white, bold, sans-serif capital letters. A small crest is located at the bottom right of the red area.

KEEP CALM.  
NOBODY  
ELSE KNOWS  
WHAT  
THEY'RE  
DOING  
EITHER



[schuhlewis.com](http://schuhlewis.com)

# Helium Stick

This website outlines the basic rules for this team building game, and you can also find similar game rules by using a Google search.

It is good to split the group up into smaller groups. 10 per group will work as long as you have a long stick.

We used 2 camping poles that joined together but were still quite flexible, which is more suitable than a more rigid stick.

Look up more instructions from the following website to find out more about the game.

You are looking for good team work skills, delegation, leadership, closed loop communication etc.

Having two facilitators is recommended if there is more than one group, so you can closely

Observe the interaction during the exercise.

When the exercise is completed by the first group, stop and debrief the exercise.

Ask what went well, what could have been improved and key message to take away.

You can use the Pendleton model of feedback to do this.

[http://www.businessballs.com/freeteambuildingactivities.htm#helium\\_stick\\_games](http://www.businessballs.com/freeteambuildingactivities.htm#helium_stick_games)

What are the elements of a good team?

What do teams need?

Ask the participants to tell you what they think here. Fill in the gaps as need be.  
You want them to talk about the following points

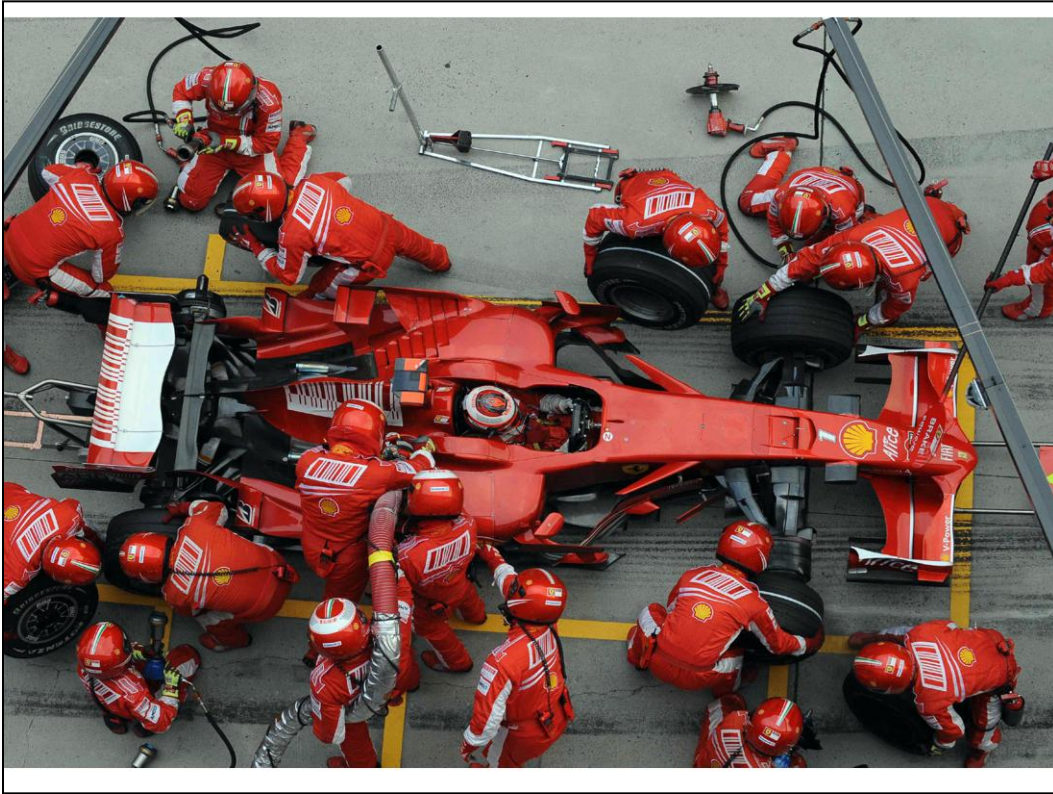
A leader, and follower too

Closed loop communication.

Sensible delegation of roles

Everyone has the ability to play a part and speak up too if they notice a problem





This slide is about teams in the pit stop in racing. Ask the participants what they think about this slide.

Why are they so efficient in changing in changing the wheels of the racing car?  
Who is the leader and why?

(The guy holding the paddle at front right of picture is the one who controls when the car goes again)

Talk about how they frequently practice these skills in teams so they can get it right in the race.

Slide 13 asks them how this compares with teams in health care.

Do people know their roles and who is in charge in a crisis for example?



When things go wrong in team, What might have caused this to occur in the example given?

Similar slide to previous, the example of teamwork and communication.



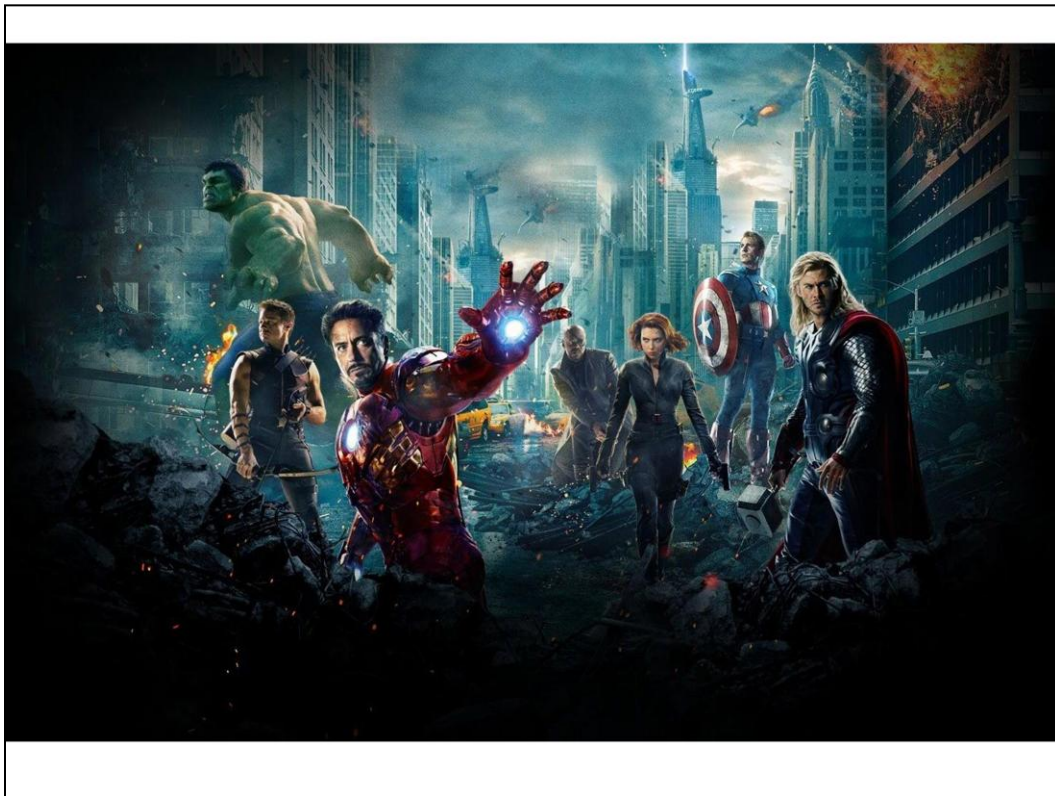
Example of good outcome in teamwork

- What are the **similarities** of these teams to our workplace?
- What are the **differences**?

Patient is real, not like a car or race. Systems much more complex in health care with  
so many people involved in a patients journey,  
it opens up the potential for things to go wrong.

- What are the **similarities** of these teams to our workplace?
  - High pressure – limited time and high stakes
- What are the **differences**?
  - Similar skill set/knowledge base
  - Roles clear from the outset
  - Reliable resource set





The avengers. This type of team is different, but all come together when a crisis occurs as they all have a role to play in saving the earth and people

## From Cockpit to Resus Room Ed Link – circa WWII



Edwin Link who invented the first flight simulator in 1929 used in WWII

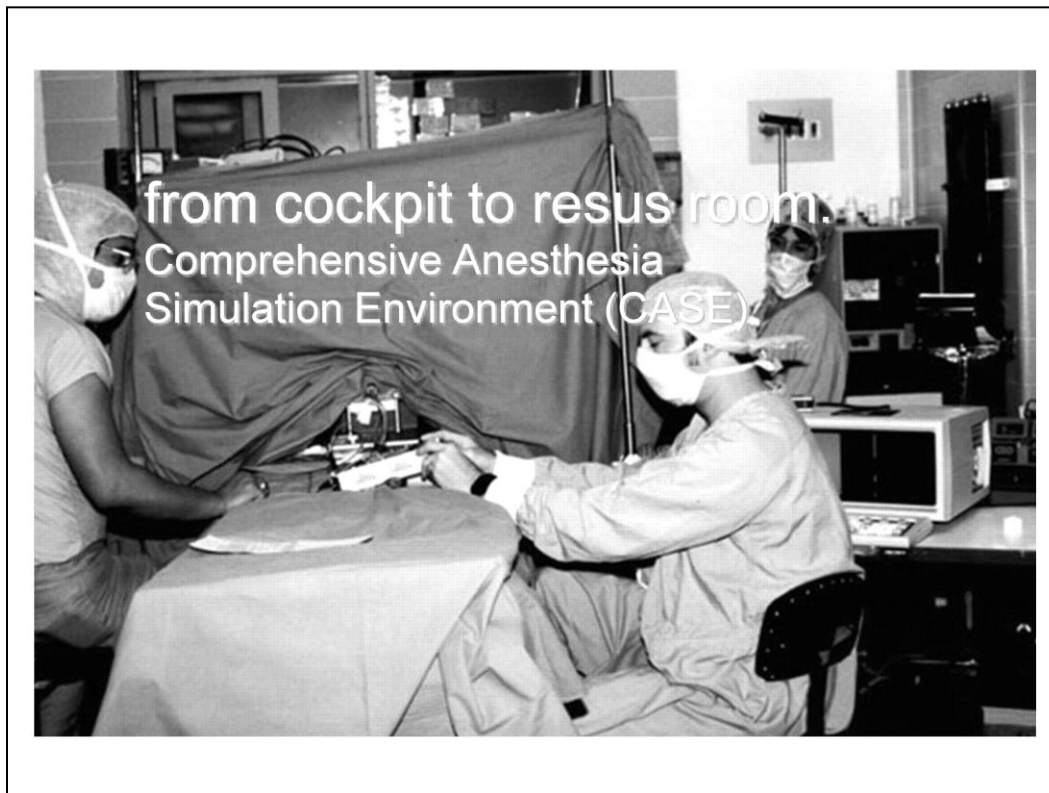


Photo of David Gaba in 1990's anesthesia crisis training, anesthesia early adopters in using simulation and teaching CRM principles.



## From cockpit to resus room

Simulation used to prepare pilots

1981 United Airlines first CRM course for pilots

Cockpit Resource Management -->

Crew Resource Management -->

Crisis Resource Management

1990 Gaba/Fish/Howard (of CASE) developed  
Anaesthesia based course modeled on aviation  
CRM courses

Brief history of how CRM became established in healthcare



Good example to show.

1972 Eastern airline crash where pilots lost situational awareness during the flight as fixated on light indicator for landing gear which was not working.

They put plane on auto pilot and did not notice they were losing altitude whilst on autopilot resulting in plane crashing with 101 fatalities.

The plane could have landed safely apparently if they had manually lowered the landing gear.

Poor communication from ground crew who had noticed the loss of altitude but did not communicate this effectively to the flight crew.

EA 401

What went **wrong**?

See previous slide

## Principles of CRM

- Know your environment
- Exercise Leadership
- Anticipate and plan
- Distribute workload evenly, allocate attention wisely
- Communicate clearly
- Call for help early
- Use all available resources

The rest of the slides sum up the principles of CRM.

## EA 401

- Role delegation? Resource allocation? Distribute workload evenly?
  - Do you want me to fly Doug?
  - Everyone focused on the light
    - Third cockpit member distracted
- Understanding your environment?
  - Night-time
- Clear communication?
  - “How are you going out there?”
- Anticipate and plan
- Exercise leadership?

## Principles of CRM

### Know your environment

- Prepare. Orientate.  
Familiarise.

## Principles of CRM

### Exercise **Leadership**

- Allocate.
- Exercise followership

## Principles of CRM

Distribute workload evenly,  
**allocate attention wisely**

### Selective Attention Test

<http://www.youtube.com/watch?v=vJG698U2Mvo.com/watch?v=ICqPGkto3Yo>

#### The Invisible Gorilla:

Show the video and ask them to count how many times the players in white pass the basketball.

At the end ask them how many times. The correct answer is 15, but did they see the gorilla?



## Principles of CRM

Distribute workload evenly,  
**allocate attention wisely**

- Situational awareness
- Error wisdom, **HALTS**
- **Hungry Angry Late Tired Stressed**

## Principles of CRM

### **Anticipate** and plan

- Situational awareness
- Preparation
- Prior experience

## Principles of CRM

- **Communicate** clearly

We do not share the same mental model when we communicate? Being clear about what you mean is very important in a crisis.

## Principles of CRM

- **Communicate** clearly
  - Shared mental models
  - Closed loop communication

## Principles of CRM

- Call for **help** early
  - Graded assertiveness
  - **PACE**

## Principles of CRM

- Call for **help** early
  - Graded assertiveness
  - **P**robe
  - **A**lert/**A**lternative
  - **C**oncern/**C**hallenge
  - **E**scalate

The mnemonic PACE can be used to demonstrate how to use graded assertiveness techniques.

You can give an example of this to the participants.

## Principles of CRM

Use all **available** resources

- Know what is available (orientate)
- If you are a resource – let people know!

## Principles

- Know your environment
- Distribute workload evenly
- Allocate attention wisely
- Call for help early
- Communicate clearly
- Exercise leadership
- Anticipate and plan



Can you think of ways  
to apply CRM to your  
day to day ?

CRM – just a fancy  
way of saying  
**common sense?**

Why do we do what we  
do?

Why do we do what we  
do?

What you do makes a  
difference

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