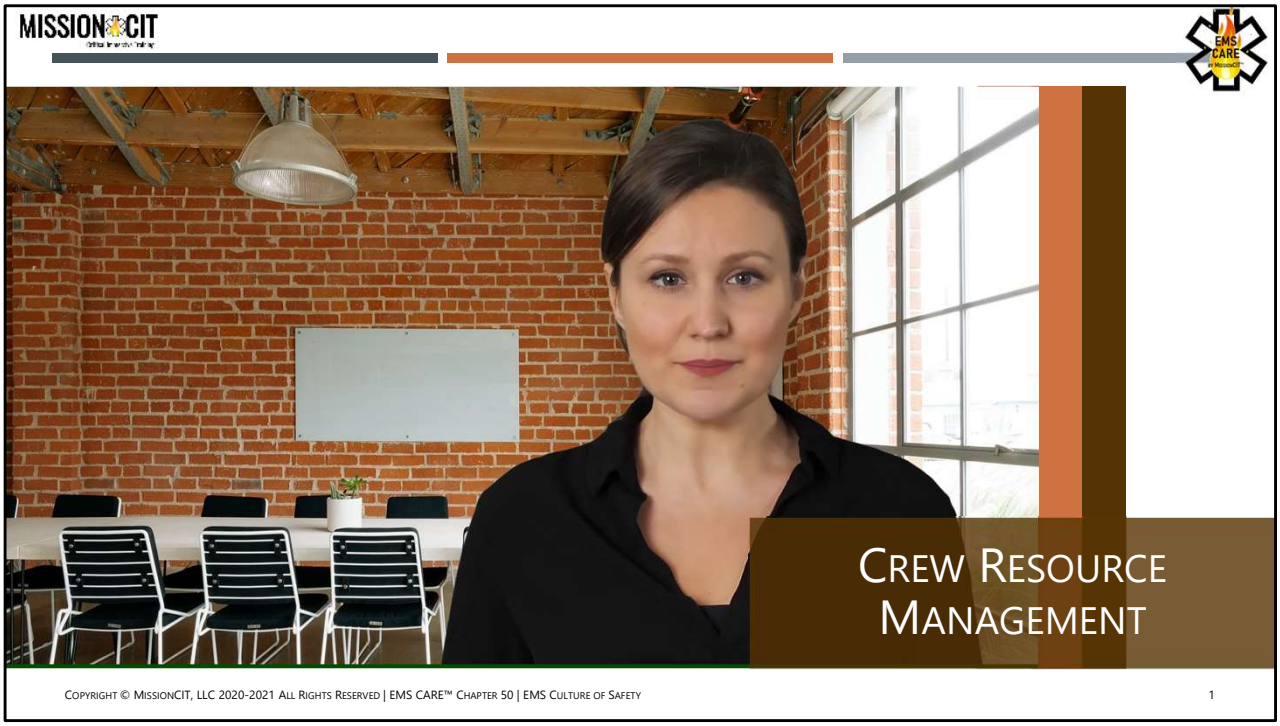
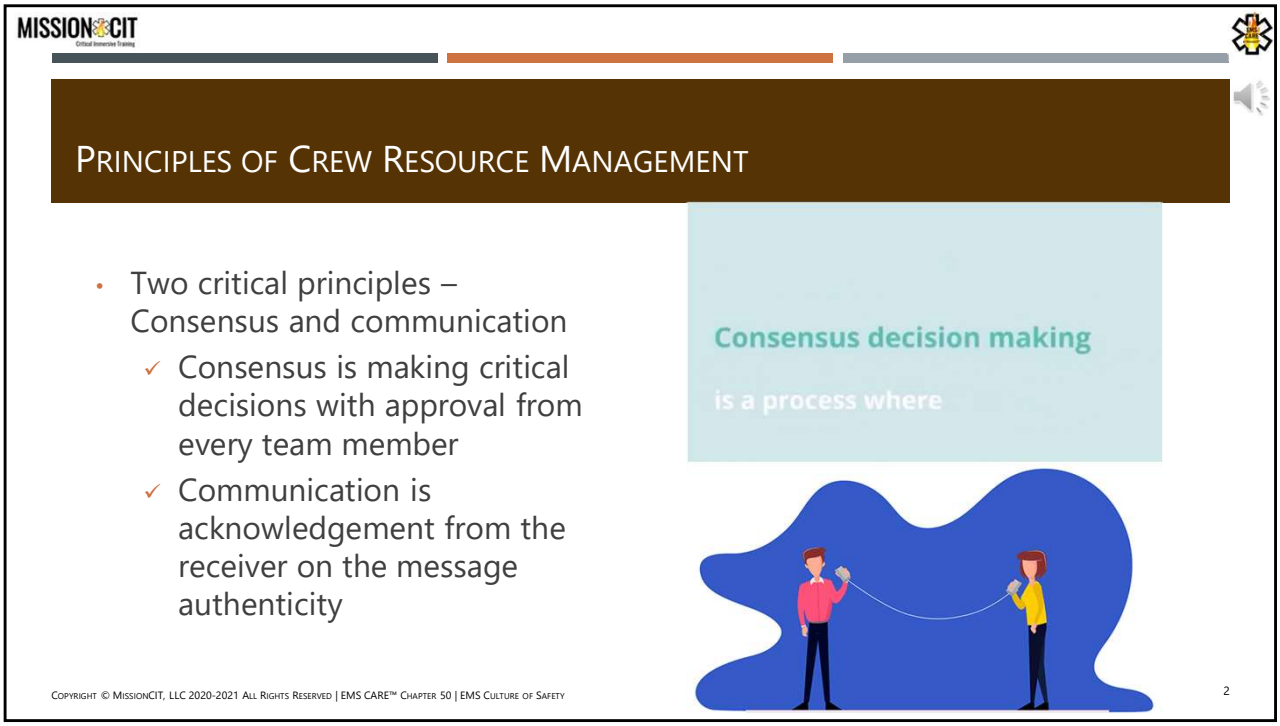


Thank you, Justin!

In this last lesson, we will talk about crew resource management. Though CRM has been extensively used in airlines and other industries, it is now being applied to EMTs and firefighters as well. CRM provides a defined framework for addressing the underlying causes of communication problems and managing the consequences of these problems. That's why we will touch upon it in this lesson.



Two critical principles of crew resource management are consensus and communication.

Consensus is where the critical decisions are made in agreement with the entire team as opposed to just the senior members. Everyone is encouraged to listen to the opinions of others, and no decisions are made without consensus. Everyone voices their opinion constructively.

The second principle is communication that involves an

acknowledgment of receipt of the message from the receiver. This communication assists in running through checklists.



CRM implementation in EMS makes a big difference to the overall operations and outcomes.

The first step to implementing, is to lay down the goals and create a feasible plan to achieve them. This plan is shared with all the members and necessary changes are made after taking everyone's opinion, so all the EMTs are on page with the goals and the plan to achieve them.

The next step is a constant evaluation of the changing

conditions that could impact the plan. This is reported by the EMTs based on their field experience. During this process, EMTs are trained for maximum situational awareness where they understand the resource limitations and still can make the most of what is available.

Clear communication and teamwork are critical and help improve the collective outcome. Data gathered through fieldwork are analyzed, evaluated, and appropriate decisions are made with everyone’s consensus, to minimize errors and maximize operational efficiency.



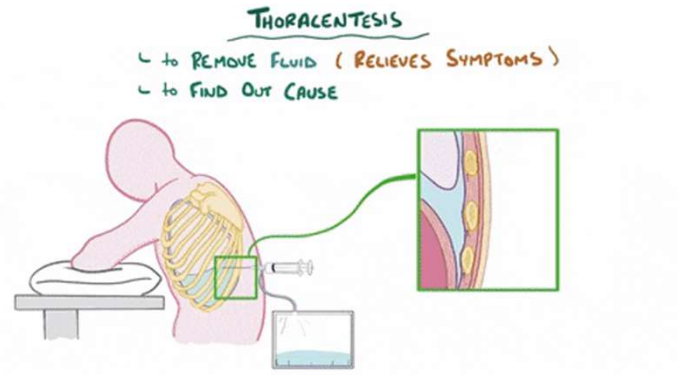
Here are some tricks and tips that will significantly enhance CRM in an EMT team:

- Start with a commitment from everyone to improve the outcome
- Enhance communication through regular meetings and team activities that would foster better relations among the team members
- Train everyone to maximize situational awareness and to make the most of the available resources
- Strengthen decision-making by involving everyone
- Constantly improve the problem-solving and

decision-making skills so it would result in better outcomes

Case Study | How to Speak Up

- Raise concerns about safety
- Speak up
- 3 W's
  - ✓ What I see
  - ✓ What I'm concerned about
  - ✓ What I want



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5

Before we end this topic, let us discuss a case study.

In a Just Culture, the overriding message to staff is that it's safe to raise safety concerns. However, "speaking up" especially in the face of the hierarchy may not be easy to do. Therefore, in addition to saying that it's fine to speak up, or "stop the line", a culture of safety guides on how to do so. Using standardized communication tools is one element of a robust team training program.

One such tool is called the “3Ws”, which stands for: What I see, What I’m concerned about, and What I want. Using the “3Ws” is a simple way to state concerns and provide feedback that is specific, direct, and concise, especially when time is of the essence. The following case study demonstrates the use of the “3Ws”:

A nurse is accompanying a resident physician on a medical-surgical unit in the hospital. The physician is about to perform a bedside thoracentesis on a patient who has been having trouble breathing. After obtaining supplies and preparing the patient, the physician picks up a needle and moves toward the patient to start the procedure. The nurse is concerned that they have not completed a time-out checklist; this is a required step as per policy to confirm important elements such as verifying the patient’s identification, verifying the correct side on which the procedure is to be accomplished and looking at available radiologic images. The nurse immediately addresses the physician by simply answering the questions that comprise the “3Ws”.

“I see that we have not completed a time-out.” “What I’m concerned about is that we may miss an important

step and put the patient at risk.” What I want us to do is stop and complete a time-out before starting the procedure”.

Notice that the nurse used the words “us” and “we” rather than “you” when addressing the physician. It is an example of using team-oriented language that may lessen the chance team members will feel personally affronted by the statement.

With this, we come to the end of this lesson, and next, Justin will recap the chapters for you.