

A new attempt of Crew Resource Management (CRM) training (from Program Executive's perspective): Department-based training for Finance Services Division of a Hong Kong hospital



Crew Resource Management
in Healthcare

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Background

Hong Kong East Cluster Training Centre for Healthcare Management & Clinical Technology (HKECTC) in Pamela Youde Nethersole Eastern Hospital (PYNEH) has been implementing Crew Resource Management (CRM) training for healthcare teams since 2009. CRM training aims to foster safety culture for reliable patient service and promote team performance. HKECTC and HKEC Finance Services Division (FSD) co-developed the 1st FSD CRM program in 2017.

Method

Planning : June - July 2016

Needs Assessment

- Recognize training requirement, expectation and limitation

Synchronization

- Invite FSD to experience healthcare CRM Program

Faculty Composition

- Establish a multi-disciplinary team (Clinical, HKECTC Executive, Finance Services)

Development : August 2016 - June 2017

Teamwork

- Knowledge and resource sharing
- Proactive communication

Preparation

- Design specialized program structure and logistic plan
- Produce FSD training material
- Integrate healthcare and FSD training material
- Match trainers from Clinical teams and FSD
- Delineate roles of faculty members

Implementation : July - September 2017

On-going Review

- Conduct faculty briefing and debriefing at each FSD CRM class
- Review delineation of faculty roles
- Re-examine training material to enhance participant engagement

Completion

- Deliver 3 FSD CRM classes to all 100 FSD staff

Faculty Meetings



CRM SKILLS LEARNED...



Training Material

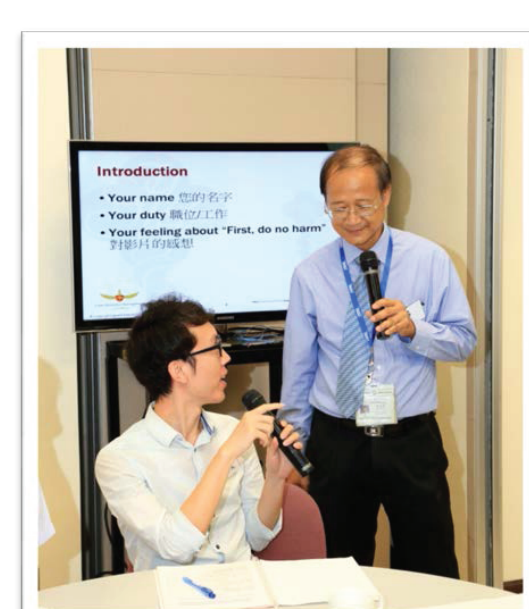


Training Activities



Outcome

- Enhanced participants' engagement by relevant training material
- Appreciated diverse working culture of different teams across disciplines
- Encouraged FSD's ownership and further planning of CRM training
- Generated reciprocity in outreaching CRM program to non-clinical teams
- Sustained development of safety culture



Conclusion

- Stereotyping of CRM training for clinical teams only can be avoided by applying creative thinking to embrace changes
- Recognition of the significance of safety culture is important to patient service and overall hospital performance by clinical and non-clinical teams
- Proactive communication with situational awareness and assertiveness are helpful to overcome hurdles
- Open-minded leadership of CRM Program Directors, FSD Management and HKECTC Management contributed to successful implementation of FSD CRM Program