

Team Training and Resource Management in Health Care: Current Issues and Future Directions

*David M. Musson, MD, PhD and
Robert L. Helmreich, PhD*

Many authorities have suggested that some variant of team training is likely to be an effective means to reduce human error in operating rooms, emergency departments, resuscitation teams and other settings within healthcare where human interaction is common, and where breakdowns in communication and teamwork can have critical consequences. The implementation of formal training in teamwork for healthcare workers, analogous to aviation's crew resource management (or CRM) used to train pilots, was a specific recommendation of the Institute of Medicine's landmark report, *To Err is Human: Building a Safer Healthcare System*, released in 2000.¹ Indeed, our own research group has made this same recommendation on multiple

occasions over recent years.²⁻⁴ Team training is also currently suggested as part of a comprehensive Patient Safety Plan published by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), the regulatory agency charged with hospital accreditation in the United States.⁵⁻⁶

A major problem, however, is that few clear guidelines exist to help guide the implementation of such recommendations in healthcare settings. In general, training programs designed to improve team skills are a new concept for medicine, particularly for physicians who are trained largely to be self-sufficient and individually responsible for the care they deliver. While many parties acknowledge a need for such training, exactly how to go about developing

Dave Musson is a physician and research psychologist at Human Factors Research Project at The University of Texas at Austin. His primary research interest is in the performance of teams under stress in aviation, space and medicine. Robert Helmreich is a professor of psychology and the director of the Human Factors Research Project at The University of Texas at Austin. He has studied the behavior of aquanauts, astronauts, pilots and other highly trained work groups for over 30 years.

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