

REVIEW



Emergency team competencies: scoping review for the development of a tool to support the briefing and debriefing activities of emergency healthcare providers

Gabriele Lorenzini^{1*}, Alberto Zamboni², Luca Gelati³, Alberto Di Martino³, Alberto Pellacani³, Nicolò Barbieri³ and Marcello Baraldi³

Abstract

Globally, at least one adverse event occurs in 10% of patients using emergency, inpatient, outpatient, surgical and primary care services. Particularly in emergency health care, this problem is exacerbated by additional variables such as patient criticality, high-risk diagnostic and therapeutic interventions and varying levels of healthcare provider training. In relation to the last point, briefing and debriefing activities during an emergency reinforce staff training and support them in managing work resources, planning interventions and improving future performance. The aim of the scoping review is to explore the state of the art in human factors applied to emergency situations and to develop a new tool to support healthcare professionals in conducting evidence-based briefings and debriefings. This review was developed using a search strategy based on the Arksey and O'Malley's six-step framework for scoping reviews. The literature analysed and the data identified, which are heterogeneous due to different study methodologies, objectives and types of interventions, suggest that human factors applied to emergency situations are still under-researched. At the end of the data extraction, analysis process, authors' reviews, discussion rounds and comparison with the multidisciplinary team of healthcare providers, 42 behaviours, 33 elements and 8 domains were considered relevant and included in the Emergency Team Comptencies (ETC) briefing and debriefing tool, ranked in order of priority as follows: communication, decision-making, clinical skills, situational awareness, leadership, task management, collaboration and stress and fatigue management. Further research is needed to investigate human factors applied to emergency situations and to generate new evidence to improve clinical practice and reduce the risk of error. In the near future, further studies will be conducted by the authors to test the validity of the Emergency Team Competencies tool in objectively measuring the performance of professionals and multidisciplinary teams.

Keywords Debriefing, Briefing, Emergency medicine, Human factor, Non-technical skills, Technical skills

*Correspondence:

Gabriele Lorenzini

ga.lorenzini@gmail.com

¹ Emergency Department Pavullo N/F, Azienda USL Di Modena, Modena, Italy

² Simulation Center SIMANNU, Nuoro, Italy

³ Azienda USL Di Modena, Modena, Italy

Introduction

Globally, data from the Organisation for Economic Cooperation and Development (OECD) for the year 2021, show that 10% of patients receiving care in emergency, inpatient, outpatient and elective healthcare services will experience at least one adverse event. There are an estimated 3 million deaths per year due to unsafe care and an

© The Author(s) 2023. **Open Access** This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made. The images or other third party material in this article are included in the article's Creative Commons licence, unless indicated otherwise in a credit line to the material. If material is not included in the article's Creative Commons licence and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this licence, visit http://creativecommons.org/licenses/by/4.0/.

extraordinary cost of US \$606 billion [1, 2]. In this context, human factors play a crucial role in the development of adverse events, and the results of surveys conducted by the OECD show that only 46% of healthcare professionals feel that they effectively transferred information about patient care during shift changes and during handover between operating units (OUs) [3]. Only 68% of staff report a high level of teamwork within their OU, and that their organization shows an improvement in the quality of care following an adverse event (65%) [3]. This is an indication that patient safety is one of the most important hidden issues for public and private healthcare worldwide [2, 4]. Particularly in emergency healthcare setting, this problem is exacerbated by additional variables such as patient criticality, high emotional involvement of healthcare providers and bystanders, crowded emergency rooms, limited resources, limited time, high-risk diagnostic and therapeutic interventions and different levels of healthcare provider experience and education [5]. As an example, a specific training on the timely use of briefing and debriefing during an emergency may support staff to better manage work resources, planning interventions, recognizing mistakes made, strengths and improving future performance [6].

Purpose

The research objectives are as follows: (1) to explore the state of the art by means of a scoping review following the six-step framework of Arksey and O'Malley [7] on human factors applied to emergency situations, (2) to create a briefing and debriefing tool that can be applied in clinical reality in emergency situations, consisting of a framework of technical and non-technical observable competencies and (3) to identify the technical and non-technical competencies highlighted in the literature as fundamental in reducing the incidence of adverse events and able to support effective critical patient care. All this competencies should be identified, assessed and discussed with healthcare team members during the briefing and debriefing phases.

Design

This review was developed using a search strategy based on the Arksey and O'Malley's six-step framework for scoping reviews [7]. The literature search was conducted in the databases of MEDLINE, PsycInfo, CINAHL, Embase, MedlinePlus, Scopus, Ovid and Google Scholar. The search terms were as follows: (Non-Technical Skills [Title]) AND (Technical Skills [Title]) AND (prehospital) AND (emergency department) OR (Human Factors in emergency) OR (NTS) AND (English[lang]) AND ("2002/01/01" [PDAT]: "2022/10/30"[PDAT]) and TI Non-Technical Skills AND TI Technical Skills AND TI prehospital TI emergency department OR AB Human Factors in emergency AND LA English. The additional search terms for the other databases were human factors in prehospital, human factors in emergency medicine, non-technical skills in prehospital, non-technical skills in emergency medicine, adverse event in emergency medicine and adverse event in prehospital. Studies in the elected literature were manually consulted, and those that met the established criteria were included. Literature from the aviation and aerospace sectors was also analysed, as these are high-risk contexts in which specific and in-depth human factors training and its application are carried out since decades. The inclusion criteria regarded all the original research, primary studies, reports, narrative reviews, systematic review, meta-analyses, scoping reviews, qualitative studies, commentary, textbook and validation studies that delved into, discussed and evaluated at least one domain of technical or non-technical competencies applied to emergency health situations, in the 1995-2022 time frame. All articles written in English were included as well. Literature not comprised in the selected period but considered relevant from a scientific point of view was discussed before being excluded. All studies included were open access, full text or retrievable through university and corporate credentials.

The literature was elected based on the inclusion criteria and the scientific relevance following author comparison sessions. Duplicate literature, lack of access to the full text of the article, non-relevance to the purpose of the study, not published in English or conducted in contexts other than healthcare and aviation/aerospace were not considered.

The literature search was conducted during the period from July 2022 to October 2022. Table 1 is summary of steps related to the literature search.

Data extraction and analysis

A descriptive-analytical approach, based on qualitative analysis of the technical and non-technical expertise present in the selected literature, was used to maintain a consistent approach to data extraction. The studies were analysed in several stages, starting with title analysis and then with abstract and full-text reading. After the first screening stage, the selected studies were analysed again. The data were entered into extraction tables. (A supplementary film file shows this in more detail. See supplementary file no. 1.) The aim was to summarize and contextualize the main findings and to highlight the technical and non-technical expertise examined. Data extraction was performed by the lead author and reviewed by the other authors using the same process. The following data were extracted:

Table 1 Summary of steps related to bibliographic research

Search terms

(Non-Technical Skills [Title]) AND (Technical Skills [Title]) AND (prehospital) AND (emergency department) OR (Human Factors in emergency) OR (NTS) AND (English[lang]) AND ("1995/01/01" [PDAT]: "2022/10/30" [PDAT])

TI Non-Technical Skills AND TI Technical Skills AND TI prehospital TI emergency department OR AB Human Factors in emergency AND LA English Human factors in prehospital, human factors in emergency medicine, non-technical skills in prehospital, non-technical skills in emergency medicine, adverse event in emergency medicine and adverse event in prehospital

Databases

PubMed, MEDLINE, PsycInfo, CINAHL, Embase, MedlinePlus, Scopus, Ovid MEDLINE and Google Scholar

Inclusion criteria

Original research, primary studies, reports, narrative reviews, systematic review, meta-analyses, scoping reviews, commentary, qualitative studies, textbook and validation studies with relevance for non-technical skills and technical skills in the emergency situation, aviation and aerospace sector, publications in English, time frame 1995–2022, open-access publications and studies available through corporate or university credentials

Exclusion criteria

Publications not in English, publication not in time frame 2000–2022

Expanded inclusion criteria

Literature that was not included in the reporting period and was scientifically relevant was discussed before being excluded

Result

1045 studies, of which 913 were ineligible because they did not meet the inclusion criteria, and the remaining 135 studies were identified as potentially eligible. At the end of the second stage of analysis, 89 studies were excluded because they were either not relevant to the research objective or delved into taxonomies of technical or non-technical skills already included

author, publication date, study design, study purpose, setting, human factors investigated and results. Quantitative data found in the selected studies were included to facilitate an understanding of the context and relevance of the technical or non-technical competence examined. The extracted data were discussed in four rounds of virtual meetings at the end of the tabulation review. The aim of the meetings was to identify the relevant competencies for the construction of the briefing and debriefing tool and its application in clinical practice. The internal classification of the tool was divided into domains, elements and behaviours, following the structure of the European Union Aviation Safety Agency (EASA) Competency Framework [8]. Competencies that were eligible at the end of the discussion rounds were discussed again in a fifth round to identify their priority level and position within the framework. (A supplementary film file shows this in more detail. See supplementary file no. 2.) Behaviours and elements included in the framework were discussed in the same rounds, also taking into account techniques, acronyms and practical tools that emerged during the data extraction and review of the results. Disagreements that occurred during the rounds were moderated until consensus was reached in all phases of literature review, data extraction, inclusion and classification of domains, elements and behaviours. The technical and non-technical comptenecies found to be eligible were schematized in a mapping grid (Additional file 4), which included the items found to be eligible for all stages of analysis.

It should be noted that due to the different types of studies and contexts in which the research was conducted, the extrapolated data were heterogeneous.

At the end of the development of the instrument, the optional sixth step described by Arksey and O'Malley [7] was applied, which was to create a network for discussion and comparison with medical health professionals: physicians, nurses and technicians specialized in the management of medical emergencies. The professionals, a total of 13, were physicians specializing in anaesthesia, resuscitation, intensive care and pain management, physicians specializing in pre-hospital emergencies, technicians specializing in pre-hospital emergencies and emergency and intensive care nurses. Discussions with clinical experts provided additional views and experiences that encouraged the authors to include further literature and to revise the classification of the briefing and debriefing tool.

Results and discussion

The first screening identified 1045 studies, of which 913 were ineligible because they did not meet the inclusion criteria, and the remaining 135 were identified as potentially eligible. At the end of the second stage of analysis, 89 studies were excluded because of their lack of relevance to the research objective or because of their repetition of technical or nontechnical knowledge already included. Of the remaining 46, 13 were reviews, 11 were reports, 6 were observational studies, 4 were validation studies, 2 were qualitative studies, 2 were scoping reviews, 2 were textbooks, 2 were systematic reviews,

1 was a mixed methods study, 1 was a cross-sectional study, 1 was a commentary and 1 was a trial. Thirty-three studies were conducted in the health sector, 8 in the aviation sector and 3 in the aerospace sector.

At the end of the data extraction, analysis process, authors' reviews, discussion rounds and comparison with the multidisciplinary team of healthcare providers, 42 behaviours, 33 elements and 8 domains, ranked in order of priority: *communication, decision-making, clinical skills, situational awareness, leadership, task management, collaboration and stress and fatigue management,* were considered relevant and included in the *Emergency Team Comptencies* (ETC) briefing and debriefing tool.

Technical skills vs. non-technical skills

Peltonen, Peltonen and Salanterä evaluated the association between non-technical and technical skills in real advanced life support (ALS) scenarios in a hospital setting. The results suggest that they are not independent skills but have a positive association with each other [9]. In this regard, the Emergency Team Competencies tool integrates "clinical skills" within it to overcome the concept that often separates technical and non-technical skills by introducing a single skills framework. All clinical and non-clinical expertise are to be considered "competencies" that every professional must possess and must be appropriately trained.

Communication between professionals during emergencies

The most common errors recorded by the Safety Human Incident & Error Learning Database (SHIELD) were attributable to staff's inappropriate approach to other professionals surrounding them [10]. Evans, Evans, Slack, Peddle and Lingard point out that the circular communication is a good strategy for understanding whether the receiver has understood and received the information. Gradual assertiveness was found to be effective when disagreements were present within the work team. The results show that this is important in situations in which the younger professional has to assert his or her point of view against experienced practitioners [11].

From a clinical risk management perspective, the implementation of protocols of assertive communication standardized has reduced the loss of important data, shortened the time to transfer it between professionals and enabled the sharing of mental models [12, 13]. There is no gold standard model in the literature, but the evidence suggests that operating units belonging to the same network adopt a uniform, single method [14, 15]. Standardized communication models, circular communication and feedback are emerging as essential tools for delivering quality care and reducing errors in emergency situations [16]. In this regard, in the civil aviation environment, the regulations reference issued by the European Aviation Safety Agency (EASA) suggests that the communication should be by appropriate means with respect to the operational context, and the information sharing must follow the same procedures to avoid distortion of the message transmitted through telemedicine tools [17].

During the briefing and debriefing of teams, communication should be used to establish the right atmosphere of collaboration, assign roles and responsibilities, settle doubts, requests and defuse emotions or discomfort experienced during operations [18]. Kohn L. T. et al. highlight that effective communication fosters the creation of a universal learning, where professionals are incentivized to let information flow freely, regardless of the degree of authority. All of this constitutes a moment of professional growth that stimulates each member of the team to improve their own performance [19, 20].

Interprofessional relationships and the role of leadership

Dagnell A. J. pointed out that leadership can improve the critical phases and quality of cardiopulmonary resuscitation, one of the major emergencies faced by healthcare providers [21].

Herzberg, Hansen, Schoonover, Skarica, McNulty, Harrod, Snowden, Lambert and Guise examined the correlation between measured teamwork and observed adverse events in the out-of-hospital setting. Logistic regression analysis showed that the odds of occurrence of adverse events decreased by 28% for each point gained on the Clinical Teamwork Scale (*OR* 0.72, 95% *CI* 0.59–0.88) [22]. A characteristic that determines good teamwork is the social climate, which falls within the responsibilities of all professionals involved, and the key to increase levels of team effectiveness is to optimize that climate [23–26].

The studies underline the importance of staff familiarity with various leadership styles especially when facing a rapidly-changing situation, which requires a corresponding rapid change in leadership style. This is imperative in order to ensure a favourable outcome for the patient, with a subsequent increase in job satisfaction for all practitioners involved [17, 27, 28]. Furthermore, conflicts are universally recognized as one of the causes of delays within healthcare facilities, and they affect significantly on the social climate of the team [29]. At this juncture, the leader represents a key figure in managing these kinds of events [11, 29–32]. The briefing phase, in which the leader may acts as moderator, aims to plan activities, analysing the own skills and the situation in which they are going to operate [10, 11, 33].

Task management and cooperation

The debriefing phase aims to discuss the services provided, the behaviours used and any errors made, helping to alleviate some conflicts and motivate the team to overcome the fear of negative repercussions [11, 20, 34, 35]. The sharing of goals, information and priorities should be of primary importance in setting a common course of action, encouraging "shared mental models" [36]. In addition, by preparing the team to act according to a predefined pattern, it is possible to identify any issues that can be resolved even before the team is called to action; understaffing situations, the need for multiple resources (human and instrumental) and discussion of any doubts with respect to one's role/task can be corrected quickly, reducing the risk of error [37, 38].

Relevant in this regard is the management of workloads, with the aim of maintaining a good balance [39] and avoiding the overload of work for someone and inactivity for others. Cummings, Tate, Lee, Wong, Paananen, Micaroni and Chatterjee argue that the implementation of these models of physical and mental preparedness and the spread of a collaborative climate reduce dissatisfaction among staff and incentivize skill enhancement [28] while maintaining high levels of operational flexibility and adaptability [13, 40].

The literature has found positive correlations between effective communication, leadership, cooperation and organization [41, 42]. These non-technical competencies are found to be dependent variables with respect to the others. Insufficient performance of one of them tends to affect the social climate of the team. To maximize cooperation among professionals, studies highlight the need to provide support whenever it is necessary, including providing feedback with respect to the service provided and behaviours adopted. It is also important to be able to accept or request such support when needed, using effective communication models that discourage judgement [12, 23, 42].

Situational, environment and time awareness

Improved situational awareness and cognitive flexibility result in less stress, less fatigue and a lower incidence of unsafe behaviour by care teams [43]. They also play a role in the previously mentioned areas, particularly communication, shared mental models and confrontational methodologies focused on problem-solving [42]. The English Civil Aviation Authority (CAA) classifies the situational awareness into three levels of awareness: information gathering, understanding and analysis and anticipation [44]. Applied to the healthcare environment, situational awareness results critical in determining whether any intervention is necessary and anticipating future developments of the situation [17, 23, 31]. The World Health Organization includes two other aspects to consider: the self-awareness, based on the analysis of one's skills, knowledge and limitations imposed by the training acquired and awareness of the team with which one works, which includes the analysis of the skills of each member. Such knowledge promotes the proper allocation of human resources, managing staff appropriately according to the difficulties that may be encountered [38, 45].

Scene assessment (environmental safety), including inherent distractors and hazards, should be done systematically to avoid superficial analysis of the environment [39, 46, 47]. The well-known phenomenon of frequent misalignment is between "chronological time" and "perceived time" by an individual, which is often conducive to the "fixation on the task" behaviour at the expense of maintaining awareness of the big picture of ongoing activities. Bennett R. et al. emphasize that good awareness related to time management helps reduce potential errors in fixation [39].

Decision-making and clinical skills

The decision-making area aims to promote a standardized patient approach and a thinking methodology that focuses on the rational interpretation of information. Fletcher, Flin, McGeorge, Glavin, Maran and Patey included the cognitive active flow (CAF) model by simplifying decision-making at critical moments, including the steps as follows: situation assessment, problem identification, diagnosis formulation and risk assessment [37, 38]. In the field of civil aviation, the reference regulations issued by the European Union Aviation Safety Agency (EASA) recommend the use of decision aids to reduce the risk of error and the occurrence of cognitive bias [17]. Sedlár M. and Kaššaiová Z. included three additional steps: implementation of the decision, reassessment of it and maintenance of standards [30]. With reference to the standards, clinical practice guidelines (CPGs) aim to improve the process of decision-making by healthcare professionals, clearly describing the scientific evidence and the most effective diagnostic-therapeutic pathways to be undertaken [48].

Although the intuition of the experienced practitioner is not to be systematically excluded, especially when he/ she has gained sufficient experience to recognize signs/ symptoms related to an immediate risk to the patient's survival, the systematic approach and adherence to guidelines should be applied by all staff, especially those with limited experience, in order to facilitate the delivery of safe care, evidence-based care and the building of sound training for future practice [30].

This is also supported by the World Health Organization, which recommends the use of models for decision support, data mining and predictive models to support clinical reasoning [38]. The DECIDE model (D: define the problem, E: establish the criteria, C: consider all the alternatives, I: identify the best alternative, D: develop and implement a plan of action, E: evaluate and monitor the results) provides a resource for healthcare executives to make more performance [49]. T-DODAR (T: time, D: diagnose O: options, D: decision, A: act the decision, R: review periodically) is a decision-making tool used in the aviation industry and later applied to the surgical setting [50]. CIRCLE (C: clinical analysis; I: identification and treatment; R: resolution - Ri evaluation; C: consequences and developments management; L: location and transport; E: evaluation in continuous), a decision support model developed by the authors, is a decision-making model under development that could support the reasoning clinical professionals in emergency situations.

Sterling M. R., in the space flight resource management (SFRM) model, defines decision-making as a critical element because its fundamental steps create a more situation more effectively. Each step, therefore, is referred to as a "window of awareness" [45, 51]. Hall, Robertson, Rolfe, Pascoe, Passey and Pit tested the effectiveness of Emergency Protocols Handbook, a medical emergency management and treatment protocol, in a simulated emergency room (ER) environment simulated, observing team error rates. The authors highlight that by applying the manual, physicians are more than halved their teams' error rates. All groups in the study reduced error rates by at least 20% when they had access to the Manual of Emergency Protocols. Overall, there was a 54% reduction in errors in clinical practice carried out in high fidelity simulation [52].

Workload, stress and fatigue management

The ability to better manage non-technical aspects in an emergency is an important part of the preparedness of providers to deal with increasingly challenging events of longer duration and frequency [43]. The management of fatigue and stress is closely associated with situational awareness, communication and the social climate that are established in a team. Flowerdew, Gaunt, Spedding, Bhargava, Brown, Vincent and Woloshynowych identified the main factors of stress for emergency department (ED) personnel by analysing the positive and negatives associated with working under pressure and investigating interventions that could improve the team functioning. It was found that leadership, teamwork and emotional intelligence were found to be mediating factors between objective stress and subjective stress, reducing the mental impact on professionals and students [53, 54].

Conclusion

The literature analysed and the data identified, which are heterogeneous due to different study methodologies, objectives and types of interventions, suggest that human factors applied to emergency situations must deserve great attention and are still under-researched. The proposed briefing and debriefing tool identifies a framework of core competencies to be observed, discussed and assessed with the team and consisting of 8 domains, 33 elements and 42 behaviours. Further research is desirable to deep the investigation on human factors involved into emergency situations and to generate new evidence to improve clinical practice and reduce the risk of error. In the near future, the authors will conduct further studies in order to test the validity of the Emergency Team Competencies tool in objectively measuring the performance of professionals and multidisciplinary teams.

Implications for practice

The Emergency Team Competencies tool (Table 2) needs periodic revision to update the items as the scientific literature evolves. Also, the experience of personnel who work in emergency situations on a daily basis is considered a relevant contribution to the revision process. In this sense, the tool has already been proposed in various trainings with advanced simulation for healthcare personnel prior to its current drafting, with the intent of identifying possible errors and improving comprehensibility. These training experiences convinced the authors that for effective implementation of the Emergency Team Competencies tool within departments, it is necessary to conduct in advance some training sessions dedicated to the methodologies in applying the tool in clinical practice. A working version of the Emergency Team Competencies tool is included in supplementary file no. 3 to facilitate its use in daily clinical practice.

Table 2 Emergency team competency tools (ETC tools)

Areas	Elements	Behaviours
Communication	Listening Clarity and relevance "Close loop" Feedback loop Standard phraseology Assertiveness	 Demonstrates willingness to listen with empathy Makes sure that the recipient is ready and able to receive information Delivers messages clearly, comprehensibly, concisely, comprehensively, correctly Confirmation is expected after making a request or giving orders It requests and provides the return messages after each communication Uses acronyms, abbreviations, sequences, etc Maintains his point of view respectfully (doubt, worry, request, action) Activates to limit non-essential talks and interruptions in critical situations
Decision-making	Diagnosis Options Risk assessment Review	 Involves the team periodically in the diagnosis process Decides about the action plan (stay and play; scoop and run) Evaluates different options (risks and benefits) and considers alternative plans Periodically reviews the decision made and is available for changes Uses decision aids
Clinical skills	System awareness Compliance with standards Knowledge and application of procedures/ guidelines Understanding of legal regulations Quick look	 Shows familiarity with systems, their limits and interactions Able to locate each item of the equipment within the operational space Knows and applies procedures, guidelines, algorithms and international standards Justifies to colleagues any deviation from established standards Demonstrates adherence with the rules of conduct, applicable regulations and legal responsibilities Recognizes obvious clinical signs; interprets posture, non-verbal and para-verbal language to establish the patient' status
Situation awareness	Information gathering Understanding and analysis Anticipation	 Actively searches for information related to the following: patient status, environment, timing Organizes information and analyses it critically Verifies the assumptions made and is willing to update the "mental model" Identifies distracting factors (interruptions, noise, etc.) Anticipates possible developments and consequences of actions
Leadership	Leadership style Briefing and planning Conflict management	 Adapts leadership to the situation and the group Shares the vision, goals, thoughts and actions with others to achieve better results Performs briefing and debriefing Involves colleagues in planning and coordinating activities Calm in conflicts and able to negotiate alternative solutions
Task management	Priorities setting Time optimization Resource management Task distribution Role adherence	 Sets the right priorities and is flexible in changing them Considers time constraints/deadlines Identifies and uses all available resources (human and otherwise) Balances the workload within the team Knows the assigned tasks and the associated limitations
cooperation	Coordination and integration Supporting others Sharing Call for help	 Collaborates actively with colleagues; shows adaptability Is attentive to colleagues' work, helps if necessary Asks for help promptly when needed Shares information, doubts and concerns Knows how to give and receive feedback honestly and respectfully
Stress & fatigue management	Stress factors Emotions Coping strategies	 Recognizes sources of stress and the effects on oneself and on team members Shares own psychophysical condition with the group (emotional debriefing) Has good management of personal stress and emotions

Supplementary Information

The online version contains supplementary material available at https://doi.org/10.1186/s44158-023-00109-3.

Additional file 1. Data mining of the literature included at the end of the first screening.

Additional file 2. Mapping of behavioural markers broken down in the ETC tool.

Additional file 3. Emergency Team Competencies tool.

Additional file 4. Mapping of the behavioural markers, elements and competence domains explored in the included studies and multistage development of the ETC tool.

Acknowledgements

A. Z. would like to thank all the medical staff with whom he had the opportunity to appreciate their passion and dedication. G. L. would like to thank the Modena Local Health Authority for deciding to invest in the project and the idea. The authors would like to thank all the professionals involved in the evaluation of the paper for their valuable support, new insights and points of view.

Authors' contributions

GL and AZ came up with the idea for the research, explored the existing literature, performed the discussion rounds and validated the items found to be eligible for the briefing and debriefing tool. GL created the data extraction tables, analysed the existing literature and extrapolated the data. LG, AD, AP, MB and AZ revision and validated the collected data and the competence framework. NB and GL revised the manuscript, data extraction tables, data validity, translated the article and the ETC framework.

Funding

No third-party or corporate funding was required to complete the research and data collection.

Availability of data and materials

The data collected are available in the manuscript itself. The additional material was included in the supplementary files published with the manuscript.

Declarations

Ethics approval and consent to participate

The study design did not require the opinion of the ethics committee. No persons were included in the study.

Consent for publication

All authors consent to the publication of the manuscript.

Competing interests

The authors declare that they have no competing interests.

Received: 5 June 2023 Accepted: 19 July 2023 Published online: 28 July 2023

References

- 1. de Bienassis K., L. Slawomirski and N. Klazinga, "The economics of patient safety part iv: safety in the workplace: occupational safety as the bedrock of resilient health systems", OECD Health Working Papers, No. 130, OECD Publishing, Paris. 2021 https://doi.org/10.1787/b25b8c39-en
- Slawomirski L. and N. Klazinga, "The economics of patient safety: from analysis to action", OECD Health Working Papers, No. 145, OECD Publishing, Paris. 2022 https://doi.org/10.1787/761f2da8-en
- de Bienassis K. and N. Klazinga, "Developing international benchmarks of patient safety culture in hospital care: findings of the OECD patient safety culture pilot data collection and considerations for future work", OECD

- de Bienassis K., A. Llena-Nozal and N. Klazinga, "The economics of patient safety part III: long-term care: valuing safety for the long haul", OECD Health Working Papers, No. 121, OECD Publishing, Paris. 2020 https://doi. org/10.1787/be07475c-en
- Stang AS, Wingert AS, Hartling L, Plint AC (2013) Adverse events related to emergency department care: a systematic review. PLoS One 8(9):e74214. https://doi. org/10.1371/journal.pone.0074214. PMID: 24069281; PMCID: PMC3772011
- Gilmartin S, Martin L, Kenny S et al (2020) Promoting hot debriefing in an emergency department. BMJ Open Qual 9:e000913. https://doi.org/10. 1136/bmjoq-2020-000913
- Arksey Hilary, O'Malley Lisa (2005) Scoping studies: towards a methodological framework. Int J Social Res Methodol 8(1):19–32. https://doi.org/ 10.1080/1364557032000119616
- Report: proposal for a competence framework for competent authority inspectors, working group established following EASA WP06 MB 03–2015. Document available at: https://www.easa.europa.eu/en/document-libra ry/general-publications/easa-aviation-inspector-competencies-report
- Peltonen V, Peltonen LM, Salanterä S et al (2020) An observational study of technical and non-technical skills in advanced life support in the clinical setting. Resuscitation 153:162–168. https://doi.org/10.1016/j.resuscitat ion.2020.06.010
- DBL. UoS. ECTL. NLR. MAI, RSSB. ENAC. NTUA., SHIELD human factors taxonomy for risk analysis, WP2 2.0. 2020
- Evans JC, Evans MB, Slack M, Peddle M, Lingard L (2021) Examining non-technical skills for ad hoc resuscitation teams: a scoping review and taxonomy of team-related concepts. Scand J Trauma Resusc Emerg Med. 29(1):167. https://doi.org/10.1186/s13049-021-00980-5
- Steinemann S, Berg B, DiTullio A, Skinner A, Terada K, Anzelon K, Ho HC (2012) Assessing teamwork in the trauma bay: introduction of a modified "NOTECHS" scale for trauma. Am J Surg 203(1):69–75
- Hamilton AL, Kerins J, MacCrossan MA, Tallentire VR (2018) Medical students' non-technical skills (Medi-StuNTS): preliminary work developing a behavioural marker system for the non-technical skills of medical students in acute care. BMJ Simul Technol Enhanc Learn. 5(3):130–139. https://doi.org/10.1136/bmjstel-2018-000310. PMID: 35514943; PMCID: PMC8936547
- Donaldson L, Ricciardi W, Sheridan S, Tartaglia R (2021) Textbook of patient safety and clinical risk management (p. 496). Springer Nature
- Golling M, Behringer W, Schwarzkopf D (2022) Assessing the quality of patient handovers between ambulance services and emergency department - development and validation of the emergency department human factors in handover tool. BMC Emerg Med. 22(1):10. https://doi. org/10.1186/s12873-022-00567-y. PMID: 35045828; PMCID: PMC8772155
- Kim Y, Groombridge C, Romero L, Clare S, Fitzgerald MC Decision support capabilities of telemedicine in emergency prehospital care: systematic review. J Med Internet Res 22(12):18959. https://doi.org/10.2196/18959. 2020 PMID: 33289672; PMCID: PMC7755537
- 17. AMC and GM to Part-ORO of Regulation (EU) No 965/2012 Issue 2, Amendment 17, EASA. AMC1 ORO.FC.231 (b) Evidence based training, EASA competency framework. Available of: https://www.easa.europa.eu/ en/domains/aircrew-and-medical/evidence-based-training-ebt
- Purdy E, Alexander C, Shaw R, Brazil V (2020) The team briefing: setting up relational coordination foryour resuscitation. Clin Exp Emerg Med 7(1):1–4
- Institute of Medicine (US) (2000) Committee on Quality of Health Care in America. In: Kohn LT, Corrigan JM, Donaldson MS (eds) To Err Is Human: Building a Safer Health System. National Academies Press (US)
- Landon LB, Slack KJ, Barrett JD (2018) Teamwork and collaboration in long-duration space missions: going to extremes. Am Psychol. 73(4):563– 575. https://doi.org/10.1037/amp0000260
- Dagnell AJ. Teamwork and leadership in out-of-hospital cardiac arrest do these non-technical skills require attention?. Australasian Journal of Paramedicine. 2020;17. Available from: https://ajp.paramedics.org/index. php/ajp/article/view/748. Cited 19 Dec. 2022
- Herzberg S, Hansen M, Schoonover A, Skarica B, McNulty J, Harrod T, Snowden JM, Lambert W, Guise JM (2019) Association between measured teamwork and medical errors: an observational study of prehospital care in the USA. BMJ Open 9(10):e025314. https://doi.org/10.1136/bmjop en-2018-025314. PMID: 31676639; PMCID: PMC6830602

- Civil Aviation Authority. Flight-crew human factors handbook, CAP 737. Available from: https://publicapps.caa.co.uk/modalapplication.aspx? appid=11&mode=detail&id=6480. 2014
- Boamah SA, Spence Laschinger HK, Wong C, Clarke S (2018) Effect of transformational leadership on job satisfaction and patient safety outcomes. Nurs Outlook 66(2):180–189. https://doi.org/10.1016/j.outlook. 2017.10.004
- Sharon J (2018) Transformational leadership and ethical leadership: their significance in the mental healthcare system. Bri J Nurs 27(17):998–1001. https://doi.org/10.12968/bjon.2018.27.17.998
- Lo D, McKimm J, Till A (2018) Transformational leadership: is this still relevant to clinical leaders? Br J Hosp Med (Lond) 79(6):344–347. https:// doi.org/10.12968/hmed.2018.79.6.344. PMID: 29894243
- Giltinane CL (2013) Leadership styles and theories. Nurs Stand 27(41):35– 9. https://doi.org/10.7748/ns2013.06.27.41.35.e7565. PMID: 23905259
- Cummings GG, Tate K, Lee S, Wong CA, Paananen T, Micaroni SPM, Chatterjee GE (2018) Leadership styles and outcome patterns for the nursing workforce and work environment: a systematic review. Int J Nurs Stud. 85:19–60. https://doi.org/10.1016/j.ijnurstu.2018.04.016. Epub 2018 May 3. PMID: 29807190
- Saltman DC, O'Dea NA, Kidd MR (2006) Conflict management: a primer for doctors in training. Postgrad Med J 82(963):9–12. https://doi.org/10. 1136/pgmj.2005.034306. PMID: 16397073; PMCID: PMC2563732
- Sedlár M, Kaššaiová Z (2022) Markers of cognitive skills important for team leaders in emergency medical services: a qualitative interview study. BMC Emerg Med 22(1):80. https://doi.org/10.1186/ s12873-022-00629-1
- Flin R, Martin L, Goeters K-M, Hörmann H-J, Amalberti R, Valot C, Nijhuis H (2003) Development of the NOTECHS (non-technical skills) system for assessing pilots' CRM skills. Hum Factors Aerospace Safety 3:95–117
- Hörmann H.J., Fletcher G., Goeters K.M., Synthesis of cultural aspects and their influences on crew behaviour, JAR TEL/DERA&DLR/WPR/1/03. Joint Aviation Requirements : Translation and Elaboration of Legislation (JAR TEL project). 1998
- Bleetman A, Sanusi S, Dale T, Brace S (2012) Human factors and error prevention in emergency medicine. Emerg Med J. 29(5):389–93. https:// doi.org/10.1136/emj.2010.107698. Epub 2011 May 12. PMID: 21565880
- Andlauer E., Delsart M.C., Complementary experimental activity, operational validation of NOTECHS, JARTEL/SOF/WP4/D6_22. Joint Aviation Requirements : Translation and Elaboration of Legislation (JARTEL project). 2001
- O'Connor P, Hörmann H-J, Flin R, Lodge M, Goeters KM (2002) Developing a method for evaluating CRM skills: a European perspective. Int J Aviation Psychol 12(3):263–286
- Myers JA, Powell DM, Psirides A, Hathaway K, Aldington S, Haney MF (2016) Non-technical skills evaluation in the critical care air ambulance environment: introduction of an adapted rating instrument–an observational study. Scand J Trauma Resusc Emerg Med 24:24. https://doi.org/10. 1186/s13049-016-0216-5. PMID: 26955943; PMCID: PMC4784461
- Fletcher G, Flin R, McGeorge P, Glavin R, Maran N, Patey R (2003) Anaesthetists' non-technical skills (ANTS): evaluation of a behavioural marker system. Br J Anaesth 90(5):580–8. https://doi.org/10.1093/bja/aeg112. PMID: 12697584
- Human factors: technical series on safer primary care. Geneva: World Health Organization; 2016. Licence: CC BY-NC-SA 3.0 IGO.
- Bennett R, Mehmed N, Williams B (2021) Non-technical skills in paramedicine: a scoping review. Nurs Health Sci. 23:40–52. https://doi.org/10.1111/ nhs.12765
- Moll-Khosrawi P, Kamphausen A, Hampe W, Schulte-Uentrop L, Zimmermann S, Kubitz JC (2019) Anaesthesiology students' non-technical skills: development and evaluation of a behavioural marker system for students (AS-NTS). BMC Med Educ 19(1):205. https://doi.org/10.1186/s12909-019-1609-8. PMID: 31196070; PMCID: PMC6567593
- 41. EASA., (2014). AMC2 ORO.FC.105(c) Designation as pilot-in-command/ commander.
- Hayes P, Bearman C, Butler P, Owen C (2021) Non-technical skills for emergency incident management teams: a literature review. J Contingencies Crisis Manag 29:185–203. https://doi.org/10.1111/1468-5973.12341
- Sedlár M (2022) Work-related factors, cognitive skills, unsafe behavior and safety incident involvement among emergency medical services crew members: relationships and indirect effects. Int J Occup Saf Ergon.

- 44. CAA Paper 2002/05: methods used to evaluate the effectiveness of flightcrew CRM training in the UK aviation industry.
- 45. Rowland M, Adefuye AO, Vincent-Lambert C. The need for purposeful teaching, learning and assessment of crisis resource management principles and practices in the undergraduate pre-hospital emergency care curriculum: a narrative literature review. Australasian Journal of Paramedicine. 2021;18. Cited 19 Dec. 2022
- 46. Lowe DJ, Ireland AJ, Ross A, Ker J (2016) Exploring situational awareness in emergency medicine: developing a shared mental model to enhance training and assessment. Postgraduate Med J 92(1093):653–658. https:// doi.org/10.1136/postgradmedj-2015-133772
- Hu X, Chen H, Yu M (2020) Exploring the non-technical competencies for on-scene public health responders in chemical, biological, radiological, and nuclear emergencies: a qualitative study. Public Health 183:23–29. https://doi.org/10.1016/j.puhe.2020.04.015
- Institute of Medicine (US). Committee on standards for developing trustworthy clinical practice guidelines, Graham, R., Mancher, M., & Miller Wolman, D. Clinical practice guidelines we can trust. 2011
- Guo KL (2020) DECIDE: a decision-making model for more effective decision making by health care managers. Health Care Manag (Frederick). 39(3):133–141. https://doi.org/10.1097/HCM.00000000000299
- Gogalniceanu P, Kunduzi B, Ruckley C, Scripariu DV, Kessaris N, Calder F, Sevdalis N, Mamode N (2022) Crisis recovery in surgery: error management and problem solving in safety-critical situations. Surgery 172(2):537–545. https://doi.org/10.1016/j.surg.2022.03.007. Epub 2022 Apr 22. PMID: 35469650
- Sterling M. R. Space flight resource management: lessons learned from astronaut team learning. Available from: https://moam.info/space-flightresource-management-lessons_5c91583b097c47f81d8b4630.html. 2006
- Hall C, Robertson D, Rolfe M, Pascoe S, Passey ME, Pit SW (2020) Do cognitive aids reduce error rates in resuscitation team performance? Trial of emergency medicine protocols in simulation training (TEMPIST) in Australia. Hum Resour Health 18(1):1. https://doi.org/10.1186/s12960-019-0441-x. PMID: 31915029; PMCID: PMC6950852
- Flowerdew L, Gaunt A, Spedding J, Bhargava A, Brown R, Vincent C, Woloshynowych M (2013) A multicentre observational study to evaluate a new tool to assess emergency physicians' non-technical skills. Emerg Med J. 30(6):437–43. https://doi.org/10.1136/emermed-2012-201237. Epub 2012 Jun 15. PMID: 22707472
- Ranasinghe P, Wathurapatha WS, Mathangasinghe Y et al (2017) Emotional intelligence, perceived stress and academic performance of Sri Lankan medical undergraduates. BMC Med Educ 17:41. https://doi.org/ 10.1186/s12909-017-0884-5

Ready to submit your research? Choose BMC and benefit from:

- fast, convenient online submission
- thorough peer review by experienced researchers in your field
- rapid publication on acceptance
- support for research data, including large and complex data types
- gold Open Access which fosters wider collaboration and increased citations
- maximum visibility for your research: over 100M website views per year

At BMC, research is always in progress.

Learn more biomedcentral.com/submissions

