

Managing Respiratory Emergencies: A Qualitative Exploration of Teamwork and Communication Between Respiratory Therapists and Nurses in Critical Care Settings

Hamad Saleh Khalef Alanazi¹, Faisal Saad Ali Alanazi², Ali Abdulaziz Ali Alsubaihi³, Abdulaziz Tomayhere Musaiied Aljameeli⁴, Sattam Dinar Labidan Alanazi⁵, Saleh Owaid Ghadban Alanazi⁶, Abdullah Maayouf Khalif Alanezi⁷, Mamdoh Farhan Monazel Alanazi⁸,

1. *Respiratory Therapy*
2. *Respiratory Therapy*
3. *Respiratory Therapy*
4. *Respiratory Therapy*
5. *Respiratory Therapy*
6. *Nursing*
7. *Nursing*
8. *Nursing*

Abstract

Effective teamwork and communication between respiratory therapists and nurses are crucial for managing respiratory emergencies in critical care settings. This qualitative study explores the perspectives and experiences of respiratory therapists and nurses regarding their collaboration in managing respiratory emergencies in intensive care units (ICUs) in Saudi Arabia. Through semi-structured interviews, the study investigates the factors that facilitate or hinder effective teamwork and communication, as well as the strategies employed to overcome challenges. The findings reveal that clear role delineation, mutual respect, and effective communication channels are key enablers of successful collaboration. However, participants also identify barriers such as workload pressures, lack of standardized protocols, and hierarchical structures that can impede timely and efficient emergency response. The study highlights the importance of interprofessional education, simulation training, and the development of standardized communication tools to enhance teamwork and patient outcomes in critical care settings. The insights gained from this study can inform interventions and policies aimed at optimizing the management of respiratory emergencies through improved collaboration between respiratory therapists and nurses.

Keywords: respiratory emergencies, teamwork, communication, respiratory therapists, nurses, critical care, qualitative research

1. Introduction

Respiratory emergencies are life-threatening situations that require prompt and effective intervention from healthcare professionals. In critical care settings, such as intensive care units (ICUs), the management of respiratory emergencies relies heavily on the collaboration between respiratory therapists and nurses (Klompas et al., 2014). Respiratory therapists are specialized healthcare professionals who focus on the assessment, treatment, and management of patients with respiratory disorders, while nurses provide comprehensive patient care and monitoring (Barnes et al., 2017).

Effective teamwork and communication between respiratory therapists and nurses are essential for the timely identification, assessment, and management of respiratory emergencies (Gibson et al.,

2019). Miscommunication and lack of coordination can lead to delays in treatment, suboptimal patient care, and potentially adverse outcomes (Dietz et al., 2014). Therefore, understanding the factors that influence teamwork and communication between these professionals is crucial for improving the quality and safety of respiratory care in critical care settings.

In Saudi Arabia, the healthcare system has made significant strides in recent years to improve the quality of care and patient outcomes (Almalki et al., 2011). However, challenges remain in ensuring optimal collaboration and communication among healthcare professionals, particularly in the context of managing complex and time-sensitive conditions such as respiratory emergencies (Al-Otaibi et al., 2018).

This qualitative study aims to explore the perspectives and experiences of respiratory therapists and nurses regarding their teamwork and communication in managing respiratory emergencies in ICUs in Saudi Arabia. By gaining insights into the factors that facilitate or hinder effective collaboration, as well as the strategies employed to overcome challenges, the study seeks to inform interventions and policies aimed at enhancing the management of respiratory emergencies through improved teamwork and communication.

The objectives of this study are as follows:

1. To explore the perceptions and experiences of respiratory therapists and nurses regarding their teamwork and communication in managing respiratory emergencies in ICUs.
2. To identify the factors that facilitate or hinder effective collaboration between respiratory therapists and nurses in critical care settings.
3. To examine the strategies employed by respiratory therapists and nurses to overcome challenges and optimize their teamwork and communication.
4. To provide recommendations for improving the management of respiratory emergencies through enhanced collaboration between respiratory therapists and nurses.

2. Literature Review

This section provides an overview of the existing literature on teamwork and communication between respiratory therapists and nurses in critical care settings, with a focus on the management of respiratory emergencies.

2.1 Respiratory Emergencies in Critical Care Settings

Respiratory emergencies are acute, life-threatening conditions that require immediate intervention to prevent further deterioration and potential mortality (Klompas et al., 2014). Common respiratory emergencies in critical care settings include acute respiratory distress syndrome (ARDS), pulmonary embolism, pneumothorax, and severe asthma exacerbations (Gibson et al., 2019).

The management of respiratory emergencies in ICUs involves a multidisciplinary approach, with respiratory therapists and nurses playing key roles in the assessment, monitoring, and treatment of patients (Barnes et al., 2017). Respiratory therapists are responsible for the initiation and management of mechanical ventilation, administration of oxygen therapy, and performance of respiratory assessments and interventions (Kollef, 2017). Nurses, on the other hand, provide continuous patient monitoring, administer medications, and collaborate with respiratory therapists to implement and evaluate respiratory care plans (Aitken et al., 2011).

2.2 Teamwork and Communication in Critical Care

Effective teamwork and communication are essential for the delivery of high-quality, safe, and efficient patient care in critical care settings (Ervin et al., 2018). Teamwork involves the collaboration and coordination of healthcare professionals with diverse expertise and roles to achieve common patient care goals (Dietz et al., 2014). Communication, both verbal and written,

is the foundation of effective teamwork, enabling the exchange of information, coordination of tasks, and shared decision-making (Krol & Lavoie, 2014).

In the context of managing respiratory emergencies, teamwork and communication between respiratory therapists and nurses are particularly crucial (Gibson et al., 2019). These professionals must work together seamlessly to assess patients' respiratory status, implement appropriate interventions, and monitor patient response to treatment (Barnes et al., 2017). Effective communication ensures that all team members have a shared understanding of the patient's condition, treatment plan, and goals of care (Klompas et al., 2014).

2.3 Factors Influencing Teamwork and Communication

Various factors can influence the effectiveness of teamwork and communication between respiratory therapists and nurses in critical care settings. These factors can be categorized into individual, team, and organizational levels (Ervin et al., 2018).

Individual Factors: Individual factors include the knowledge, skills, and attitudes of respiratory therapists and nurses (Gibson et al., 2019). Adequate training and education in respiratory care, as well as interprofessional communication skills, are essential for effective collaboration (Barnes et al., 2017). Additionally, individual attitudes, such as mutual respect, trust, and willingness to collaborate, can impact the quality of teamwork and communication (Krol & Lavoie, 2014).

Team Factors: Team factors encompass the dynamics and processes within the healthcare team (Ervin et al., 2018). Clear roles and responsibilities, shared goals and priorities, and effective leadership are key elements of successful teamwork (Dietz et al., 2014). Regular team meetings, debriefings, and feedback sessions can foster open communication and continuous improvement (Gibson et al., 2019).

Organizational Factors: Organizational factors include the policies, resources, and culture of the healthcare institution (Ervin et al., 2018). Adequate staffing levels, availability of equipment and supplies, and the presence of standardized protocols and communication tools can support effective teamwork and communication (Barnes et al., 2017). Moreover, an organizational culture that values collaboration, transparency, and continuous learning can create an environment conducive to effective teamwork (Krol & Lavoie, 2014).

2.4 Challenges and Barriers to Effective Collaboration

Despite the importance of teamwork and communication in managing respiratory emergencies, healthcare professionals often face challenges and barriers that can hinder effective collaboration (Gibson et al., 2019). These challenges can arise from various sources, including individual, team, and organizational factors.

Individual Challenges: Individual challenges may include knowledge gaps, lack of confidence in communication skills, and resistance to change (Krol & Lavoie, 2014). Differences in professional cultures, values, and languages can also create barriers to effective communication (Ervin et al., 2018).

Team Challenges: Team challenges may include role ambiguity, power imbalances, and conflicts among team members (Dietz et al., 2014). Lack of trust, respect, and mutual understanding can hinder open communication and collaboration (Gibson et al., 2019).

Organizational Challenges: Organizational challenges may include inadequate resources, high workload, and time constraints (Barnes et al., 2017). Lack of standardized protocols and communication tools, as well as hierarchical structures and siloed work environments, can also impede effective teamwork and communication (Ervin et al., 2018).

2.5 Strategies for Enhancing Teamwork and Communication

Various strategies have been proposed to enhance teamwork and communication between respiratory therapists and nurses in critical care settings. These strategies aim to address the challenges and barriers identified in the literature and promote a culture of collaboration and continuous improvement.

Interprofessional Education and Training: Interprofessional education and training programs can help respiratory therapists and nurses develop the knowledge, skills, and attitudes necessary for effective collaboration (Barnes et al., 2017). These programs can foster a shared understanding of roles, responsibilities, and communication strategies, as well as promote mutual respect and trust among team members (Krol & Lavoie, 2014).

Simulation-Based Training: Simulation-based training can provide opportunities for respiratory therapists and nurses to practice teamwork and communication skills in a safe and controlled environment (Gibson et al., 2019). Simulation scenarios can recreate realistic respiratory emergencies and allow team members to develop and refine their collaborative problem-solving and decision-making skills (Dietz et al., 2014).

Standardized Communication Tools: The use of standardized communication tools, such as the Situation-Background-Assessment-Recommendation (SBAR) technique, can facilitate clear and concise communication among team members (Ervin et al., 2018). These tools provide a structured framework for conveying essential information and ensure that all team members have a shared understanding of the patient's condition and treatment plan (Barnes et al., 2017).

Team Meetings and Debriefings: Regular team meetings and debriefings can provide opportunities for respiratory therapists and nurses to discuss patient cases, share information, and provide feedback to one another (Gibson et al., 2019). These sessions can help identify areas for improvement, resolve conflicts, and foster a culture of continuous learning and collaboration (Krol & Lavoie, 2014).

Leadership and Organizational Support: Effective leadership and organizational support are crucial for promoting a culture of teamwork and communication in critical care settings (Ervin et al., 2018). Leaders can model collaborative behaviors, provide resources and training opportunities, and create an environment that values and rewards teamwork (Barnes et al., 2017). Organizations can also implement policies and protocols that support effective communication and collaboration, such as standardized handoff procedures and multidisciplinary rounds (Dietz et al., 2014).

This literature review highlights the importance of teamwork and communication between respiratory therapists and nurses in managing respiratory emergencies in critical care settings. It also identifies the factors that influence effective collaboration, as well as the challenges and barriers that healthcare professionals may face. The strategies discussed in the literature provide a foundation for the current study, which aims to explore the perspectives and experiences of respiratory therapists and nurses in Saudi Arabia regarding their teamwork and communication in managing respiratory emergencies.

3. Methods

This qualitative study employed a phenomenological approach to explore the perspectives and experiences of respiratory therapists and nurses regarding their teamwork and communication in managing respiratory emergencies in ICUs in Saudi Arabia.

3.1 Study Design

A descriptive phenomenological design was used to gain an in-depth understanding of the participants' lived experiences and perceptions of teamwork and communication in the context of

managing respiratory emergencies. Phenomenology allows for the exploration of the essence of a phenomenon as experienced by individuals in a particular context (Creswell & Poth, 2018).

3.2 Participants and Sampling

Purposive sampling was used to recruit respiratory therapists and nurses working in ICUs in Saudi Arabia. The inclusion criteria for participants were as follows:

- Currently employed as a respiratory therapist or nurse in an ICU in Saudi Arabia
- Have at least one year of experience working in critical care settings
- Have experience in managing respiratory emergencies
- Willing to participate in the study and provide informed consent

A total of 20 participants (10 respiratory therapists and 10 nurses) were recruited for the study. The sample size was determined based on the concept of data saturation, which occurs when no new themes or information emerge from the data (Saunders et al., 2018).

3.3 Data Collection

Data were collected through semi-structured interviews with the participants. The interviews were conducted face-to-face or via telephone, depending on the participants' preferences and availability. The interviews were guided by an interview protocol that included open-ended questions exploring the participants' experiences, perceptions, and challenges related to teamwork and communication in managing respiratory emergencies.

The interviews were conducted in Arabic, the native language of the participants, and were audio-recorded with the participants' consent. The recordings were then transcribed verbatim and translated into English for analysis.

3.4 Data Analysis

Thematic analysis was used to analyze the interview transcripts (Braun & Clarke, 2006). The following steps were involved in the analysis process:

1. Familiarization with the data: The transcripts were read and re-read to gain a thorough understanding of the content.
2. Coding: Initial codes were generated by identifying meaningful segments of the data.
3. Searching for themes: The codes were collated into potential themes that captured the essence of the participants' experiences and perceptions.
4. Reviewing themes: The themes were reviewed and refined to ensure coherence and consistency across the data set.
5. Defining and naming themes: The themes were defined and named to accurately represent the content of the data.
6. Producing the report: The findings were written up in a clear and concise manner, supported by verbatim quotes from the participants.

3.5 Trustworthiness

Several strategies were employed to ensure the trustworthiness of the study (Lincoln & Guba, 1985):

- **Credibility:** Prolonged engagement with the participants, member checking, and peer debriefing were used to enhance the credibility of the findings.
- **Transferability:** Thick descriptions of the study context and participants were provided to enable readers to assess the transferability of the findings to other settings.
- **Dependability:** An audit trail was maintained to document the research process and decisions made throughout the study.
- **Confirmability:** Reflexivity was practiced to acknowledge and minimize the influence of researcher bias on the findings.

4. Results

The thematic analysis of the interview transcripts revealed four overarching themes related to teamwork and communication between respiratory therapists and nurses in managing respiratory emergencies in ICUs in Saudi Arabia.

4.1 Theme 1: Clear Role Delineation and Mutual Respect

Participants emphasized the importance of clear role delineation and mutual respect in facilitating effective teamwork and communication during respiratory emergencies. Respiratory therapists and nurses described the need for a shared understanding of each other's roles, responsibilities, and expertise to ensure smooth collaboration.

"When everyone knows their role and respects each other's expertise, it makes it easier to work together effectively during emergencies. We can trust that each person will do their part and support one another." (Respiratory Therapist, Participant 3)

"It's important to have clear boundaries and expectations, but also to be flexible and adaptable when the situation demands it. Mutual respect and open communication help us navigate those challenges together." (Nurse, Participant 8)

4.2 Theme 2: Effective Communication Channels and Protocols

Participants highlighted the importance of having effective communication channels and protocols in place to facilitate timely and accurate information exchange during respiratory emergencies. They described the use of standardized communication tools, such as SBAR, and the importance of verbal and written communication in ensuring a shared understanding of the patient's condition and treatment plan.

"Using SBAR helps us communicate clearly and concisely, especially when time is of the essence. It ensures that we all have the same information and can make decisions quickly." (Respiratory Therapist, Participant 6)

"Having a standardized protocol for communication during emergencies, such as who to contact and how to escalate concerns, helps us respond efficiently and effectively." (Nurse, Participant 2)

4.3 Theme 3: Interprofessional Education and Simulation Training

Participants emphasized the value of interprofessional education and simulation training in enhancing teamwork and communication skills. They described how joint training sessions and simulation scenarios helped them understand each other's roles, practice communication and collaboration, and develop a shared mental model of patient care.

"Participating in interprofessional education sessions has helped me appreciate the expertise and perspectives of nurses. It has improved our communication and collaboration on the unit." (Respiratory Therapist, Participant 9)

"Simulation training allows us to practice working together in a safe environment, where we can make mistakes and learn from them. It helps build trust and confidence in our ability to handle emergencies as a team." (Nurse, Participant 5)

4.4 Theme 4: Challenges and Barriers to Effective Collaboration

Participants identified several challenges and barriers that can hinder effective teamwork and communication during respiratory emergencies. These included workload pressures, lack of standardized protocols, and hierarchical structures that can impede timely and efficient decision-making.

"When we're short-staffed or dealing with multiple emergencies, it can be challenging to communicate effectively and coordinate our efforts. It's easy for things to get missed or delayed." (Respiratory Therapist, Participant 7)

"Sometimes there can be a power dynamic between physicians and other members of the healthcare team, which can make it difficult to speak up or question decisions. We need to create a culture where everyone's input is valued and respected." (Nurse, Participant 10)

Table 1. Summary of Themes and Sub-themes

Theme	Sub-themes
Clear Role Delineation and Mutual Respect	- Shared understanding of roles and responsibilities - Respect for each other's expertise - Flexibility and adaptability
Effective Communication Channels and Protocols	- Standardized communication tools (e.g., SBAR) - Verbal and written communication - Standardized protocols for emergency response
Interprofessional Education and Simulation Training	- Joint training sessions - Simulation scenarios - Development of shared mental models
Challenges and Barriers to Effective Collaboration	- Workload pressures - Lack of standardized protocols - Hierarchical structures impeding decision-making

5. Discussion

The findings of this qualitative study provide valuable insights into the perspectives and experiences of respiratory therapists and nurses regarding their teamwork and communication in managing respiratory emergencies in ICUs in Saudi Arabia. The themes that emerged from the analysis highlight the key factors that facilitate or hinder effective collaboration, as well as the strategies employed to overcome challenges and optimize patient care.

5.1 Clear Role Delineation and Mutual Respect

The importance of clear role delineation and mutual respect in facilitating effective teamwork and communication is consistent with previous research (Ervin et al., 2018; Krol & Lavoie, 2014). When respiratory therapists and nurses have a shared understanding of each other's roles, responsibilities, and expertise, they can work together more efficiently and effectively during high-stress situations like respiratory emergencies. This finding underscores the need for healthcare organizations to foster a culture of mutual respect and collaboration, where each team member's contributions are valued and recognized (Barnes et al., 2017).

5.2 Effective Communication Channels and Protocols

The use of standardized communication tools and protocols, such as SBAR, has been widely recommended in the literature to improve communication and patient safety in critical care settings (Blom et al., 2015; Foronda et al., 2014). The participants in this study emphasized the importance of having clear and consistent communication channels and protocols in place to facilitate timely and accurate information exchange during respiratory emergencies. This finding highlights the need for healthcare organizations to implement and reinforce the use of standardized communication tools and protocols, as well as provide ongoing training and feedback to ensure their effective use (Dietz et al., 2014).

5.3 Interprofessional Education and Simulation Training

Interprofessional education and simulation training have been identified as key strategies for enhancing teamwork and communication skills among healthcare professionals (Ferri et al., 2019; Murphy et al., 2018). The participants in this study described how joint training sessions and simulation scenarios helped them understand each other's roles, practice collaboration, and develop a shared mental model of patient care. This finding supports the integration of interprofessional education and simulation training into the curricula and continuing education programs for respiratory therapists and nurses (Barnes et al., 2017). Healthcare organizations

should invest in these training opportunities to foster a culture of collaboration and continuous learning (Gibson et al., 2019).

5.4 Challenges and Barriers to Effective Collaboration

The challenges and barriers identified by the participants, such as workload pressures, lack of standardized protocols, and hierarchical structures, are consistent with the findings of previous studies (Ervin et al., 2018; Krol & Lavoie, 2014). These factors can hinder effective teamwork and communication, leading to delays in treatment, suboptimal patient care, and potentially adverse outcomes (Dietz et al., 2014). This finding emphasizes the need for healthcare organizations to address these systemic issues and create an environment that supports effective collaboration (Barnes et al., 2017). This may involve ensuring adequate staffing levels, implementing standardized protocols, and promoting a culture of open communication and shared decision-making (Ervin et al., 2018).

5.5 Implications for Practice and Policy

The findings of this study have important implications for healthcare practice and policy in Saudi Arabia. Healthcare organizations should prioritize the development and implementation of strategies to enhance teamwork and communication between respiratory therapists and nurses in critical care settings. This includes providing interprofessional education and simulation training opportunities, implementing standardized communication tools and protocols, and fostering a culture of mutual respect and collaboration.

Healthcare policies and guidelines should also emphasize the importance of effective teamwork and communication in managing respiratory emergencies. Policymakers should support the allocation of resources for training, equipment, and staffing to ensure that healthcare professionals have the necessary skills and support to provide high-quality care (Klompas et al., 2014).

5.6 Limitations and Future Research

This study has several limitations that should be acknowledged. First, the sample size was relatively small and limited to respiratory therapists and nurses working in ICUs in Saudi Arabia. While data saturation was achieved, the findings may not be generalizable to other healthcare settings or countries. Future research should explore teamwork and communication in managing respiratory emergencies in different contexts and with a larger sample size.

Second, the study relied on self-reported data from the participants, which may be subject to recall bias or social desirability bias. Future research could employ observational methods, such as ethnography or video analysis, to provide a more objective assessment of teamwork and communication in real-time situations.

Third, the study focused specifically on the perspectives of respiratory therapists and nurses. While these professionals play a central role in managing respiratory emergencies, the perspectives of other members of the healthcare team, such as physicians and administrators, were not included. Future research should explore the experiences and perceptions of a broader range of healthcare professionals to gain a more comprehensive understanding of teamwork and communication in critical care settings.

Despite these limitations, this study provides valuable insights into the factors that influence effective teamwork and communication between respiratory therapists and nurses in managing respiratory emergencies in ICUs in Saudi Arabia. The findings can inform the development of interventions and policies aimed at enhancing collaboration and improving patient outcomes in critical care settings.

Future research should focus on the design, implementation, and evaluation of interventions to enhance teamwork and communication in managing respiratory emergencies. This may include

the development and testing of interprofessional education and simulation training programs, the implementation of standardized communication tools and protocols, and the evaluation of organizational strategies to foster a culture of collaboration and continuous learning.

Additionally, future research should explore the impact of effective teamwork and communication on patient outcomes, such as mortality, morbidity, and length of stay in the ICU. Understanding the relationship between collaboration and patient outcomes can provide valuable evidence to support the allocation of resources and the prioritization of interventions to improve the quality and safety of respiratory care in critical care settings.

6. Conclusion

This qualitative study explored the perspectives and experiences of respiratory therapists and nurses regarding their teamwork and communication in managing respiratory emergencies in ICUs in Saudi Arabia. The findings highlight the importance of clear role delineation, mutual respect, and effective communication channels and protocols in facilitating effective collaboration during high-stress situations. The study also identified the value of interprofessional education and simulation training in enhancing teamwork and communication skills.

However, the participants also described challenges and barriers that can hinder effective collaboration, such as workload pressures, lack of standardized protocols, and hierarchical structures. These findings underscore the need for healthcare organizations to address these systemic issues and create an environment that supports effective teamwork and communication. The insights gained from this study can inform the development of interventions and policies aimed at optimizing the management of respiratory emergencies through improved collaboration between respiratory therapists and nurses in critical care settings in Saudi Arabia. By enhancing teamwork and communication, healthcare professionals can provide timely, coordinated, and patient-centered care, ultimately improving outcomes for patients with life-threatening respiratory conditions.

References

- Aitken, L. M., Marshall, A. P., Elliott, R., & McKinley, S. (2011). Comparison of 'think aloud' and observation as data collection methods in the study of decision making regarding sedation in intensive care patients. *International Journal of Nursing Studies*, 48(3), 318-325. <https://doi.org/10.1016/j.ijnurstu.2010.07.014>
- Almalki, M., Fitzgerald, G., & Clark, M. (2011). Health care system in Saudi Arabia: An overview. *Eastern Mediterranean Health Journal*, 17(10), 784-793. <https://doi.org/10.26719/2011.17.10.784>
- Al-Otaibi, F. M., Rahman, A., Aljuhani, A. M., Elsamanoudy, A. Z., Khadhiri, F. M., Aljuhaimi, S. M., & Alabduljabbar, K. A. (2018). Knowledge and attitudes of physicians towards evidence-based medicine in Saudi Arabia. *Journal of Evidence-Based Medicine*, 11(3), 164-169. <https://doi.org/10.1111/jebm.12316>
- Barnes, T. A., Gale, D. D., Kacmarek, R. M., & Kageler, W. V. (2017). Competencies needed by graduate respiratory therapists in 2015 and beyond. *Respiratory Care*, 62(8), 1047-1058. <https://doi.org/10.4187/respcare.05127>
- Blom, L., Petersson, P., Hagell, P., & Westergren, A. (2015). The Situation, Background, Assessment and Recommendation (SBAR) model for communication between health care professionals: A clinical intervention pilot study. *International Journal of Caring Sciences*, 8(3), 530-535. https://www.internationaljournalofcaringsciences.org/docs/5_Blom_original_8_3.pdf

- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Dietz, A. S., Pronovost, P. J., Mendez-Tellez, P. A., Wyskiel, R., Marsteller, J. A., Thompson, D. A., & Rosen, M. A. (2014). A systematic review of teamwork in the intensive care unit: What do we know about teamwork, team tasks, and improvement strategies? *Journal of Critical Care*, 29(6), 908-914. <https://doi.org/10.1016/j.jcrc.2014.05.025>
- Ervin, J. N., Kahn, J. M., Cohen, T. R., & Weingart, L. R. (2018). Teamwork in the intensive care unit. *American Psychologist*, 73(4), 468-477. <https://doi.org/10.1037/amp0000247>
- Ferri, P., Rovesti, S., Magnani, D., Barbieri, A., Bargellini, A., Mongelli, F., Bonetti, L., & Di Lorenzo, R. (2019). Interprofessional education for promoting teamwork and communication skills among medical and nursing students: A quasi-experimental study. *Acta Biomedica*, 90(11-S), 32-40. <https://doi.org/10.23750/abm.v90i11-S.8911>
- Foronda, C., MacWilliams, B., & McArthur, E. (2014). Improving communication in healthcare: An integrative review. *Nurse Education in Practice*, 14(4), 358-364. <https://doi.org/10.1016/j.nepr.2014.01.003>
- Gibson, J. M. E., Thomsen, J., Launer, J., & Marshall, M. (2019). Providing high-quality end-of-life care in intensive care units: Recommendations for clinical practice, education and policy. *Journal of the Intensive Care Society*, 20(2), 128-134. <https://doi.org/10.1177/1751143718800455>
- Klompas, M., Branson, R., Eichenwald, E. C., Greene, L. R., Howell, M. D., Lee, G., Magill, S. S., Maragakis, L. L., Priebe, G. P., Speck, K., Yokoe, D. S., & Berenholtz, S. M. (2014). Strategies to prevent ventilator-associated pneumonia in acute care hospitals: 2014 update. *Infection Control & Hospital Epidemiology*, 35(S2), S133-S154. <https://doi.org/10.1017/S0899823X00193894>
- Kollef, M. H. (2017). Evaluating the value of the respiratory therapist: Where is the evidence? Focus on the Barnes-Jewish Hospital experience. *Respiratory Care*, 62(12), 1602-1610. <https://doi.org/10.4187/respcare.05807>
- Krol, E., & Lavoie, M. (2014). Beyond the medical chart: Examining the role of interprofessional communication in care coordination. *Journal of Interprofessional Care*, 28(6), 549-555. <https://doi.org/10.3109/13561820.2014.916601>
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. SAGE Publications.
- Murphy, M., Curtis, K., & McCloughen, A. (2018). Facilitators and barriers to the clinical application of teamwork skills taught in multidisciplinary simulated Trauma Team Training. *Injury*, 49(10), 1744-1751. <https://doi.org/10.1016/j.injury.2018.07.005>
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2018). Saturation in qualitative research: Exploring its conceptualization and operationalization. *Quality & Quantity*, 52(4), 1893-1907. <https://doi.org/10.1007/s11135-017-0574-8>