



PROTOCOL COMMUNICATION AND LEADERSHIP IN EMERGENCY SITUATIONS

Justification: Communication and leadership are two interrelated concepts that are essential for the success and the quality of the team's response to emergencies. Many mistakes are related to human factors like communication and leadership. Doctors and nurses are key players during emergency situations.

Aim: Propose best practices for communication and leadership in emergency situations.

Methods: A systematic literature review with meta-synthesis was conducted using the *Joanna Briggs Institute Evaluator Manual (JBI)* (JBI, 2014). This analysis is published in *Clinical Nursing Studies* (Martins et al, 2017) (appendix)

Protocol:

- a. Team members should receive a regular training for team work;
- b. Team member should receive regular communication and leadership training in emergency situations;
- c. The leader should have strong interpersonal and communication skills, sound scientific, technical and ethical knowledge, experience in clinical practice, and should have received leadership training;
- d. The leader should be clearly identified before the caregiving;
- e. The leader should know all the team members, their competences and their limits;
- f. If possible, an initial briefing should be organized in order to define the strategy and delegate tasks to team members, taking into account their individual characteristics;
- g. Ideally, the leader should not be involved in other activities than leadership;
- h. The information should be explicit and clear;
- i. Communication should be a structured two-way process;
- j. The leader must communicate instructions with assurance, when a quick reaction is needed, or when less experienced team members are present;
- k. If possible, the leader must implement shared leadership, especially when it comes to solving ethical dilemmas;
- l. Leaders must check that information has been received and understood;
- m. The leader must check if the number of people in the room is as small as possible;
- n. The leader must avoid overloading team members by assigning them multiple tasks;
- o. The leader must encourage, motivate and provide positive feedback to team members;
- p. The leader must listen to the team members and answer their questions;
- q. The leader must gather information continuously and optimize resources and constraints;
- r. In case of gaps, the leader must be able to provide quick advice and strengthen the organization;
- s. Immediately after the critical event (or as soon as possible), the leader must initiate and conduct a meeting with the team in order to analyse the intervention (debriefing), identify and analyze the feelings of the members of the team, the positive aspects of the intervention, and areas for improvement.

ORIGINAL ARTICLE

Communication and leadership in emergency situations: Systematic literature review and recommendations for practice

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ABSTRACT

Background: Communication and leadership are two interconnected concepts that are essential to achieving successful and high-quality team interventions in emergency situations.

Objective: To identify communication and leadership best practices in emergency situations.

Methods: A systematic literature review with meta-synthesis was conducted using the Joanna Briggs Institute (JBI) Reviewers' Manual (JBI, 2014). A search was conducted to identify studies published between January 2006 and July 2016 using the terms communication, leadership, and emergency. Studies in the areas of pediatrics or simulated practice environments were excluded.

Results: Nineteen of the 447 studies found in the search met the inclusion criteria. During synthesis, data were divided into three dimensions: leader's characteristics, initial and lifelong training, and leadership process. Communication and leadership training were considered essential for developing skills required in emergency situations.

Conclusions: Despite the low level of evidence of the included studies, this study puts forward recommendations for communication and leadership best practices in emergency situations.

Key Words: Communication, Leadership, Emergency, Emergency care, Health care team, Best practices