# Multidisciplinary Approaches to Patient Care: Integration of Laboratory Technicians, Phlebotomists and Nursing Technicians

Aldosseri Abdullah Abdulrahman, Meshari Ali Almutairi<sup>2</sup>, Alaa Mohammed Ahmad Alsaidi<sup>3</sup>, Dhuha Mohammed Alkhraje<sup>4</sup>, Jarallah Awadh Alqahtani<sup>5</sup>

<sup>1</sup>Lab Tech Phlebotomy, PSMMC, Riyadh, Saudi Arabia <sup>2,3</sup>LAB TECHNICIAN, PSMMC, Riyadh, Saudi Arabia <sup>4</sup>Specialist Nursing, PSMMC, Riyadh, Saudi Arabia <sup>5</sup>Nursing Technician, PSMMC, Riyadh, Saudi Arabia

### **ABSTRACT**

**Aim:**-This review aims to explore the integration of laboratory technicians, phlebotomists, and nursing technicians into multidisciplinary healthcare teams (MDTs) and evaluate how their inclusion enhances patient care, operational efficiency, and healthcare outcomes.

**Methodology:-**A narrative review was conducted using databases such as PubMed, Scopus, and CINAHL to gather peer-reviewed literature from the past 10 years. Keywords including "multidisciplinary healthcare teams," "allied health professionals," "laboratory technicians," "phlebotomists," and "nursing technicians" were used. Articles were screened through title and abstract review, followed by full-text evaluation. Inclusion criteria focused on studies that discussed MDTs involving support roles. Data were extracted on study design, team composition, and patient care outcomes, and synthesized qualitatively.

**Results:-**The review highlights the indispensable roles of support staff in MDTs. Laboratory technicians contribute to over 70% of clinical decisions through accurate diagnostics. Phlebotomists ensure quality specimen collection and foster patient trust, directly impacting diagnostic efficiency. Nursing technicians provide essential bedside care, monitor vitals, assist in medication administration, and ensure continuity of care. Integration of these roles in collaborative models like Team STEPPS and the Inter professional Collaborative Practice framework enhances communication, reduces delays, and improves both patient and provider satisfaction. Case studies illustrate how their involvement leads to early diagnosis, reduced hospital stay, and minimized medical errors.

Conclusion:-Support roles such as lab technicians, phlebotomists, and nursing technicians are critical to the functioning of multidisciplinary teams. Their integration optimizes workflows, improves clinical outcomes, and enhances patient safety. To maximize their contributions, healthcare systems must invest in structured training, clear role definitions, interprofessional education, and supportive policies. Strengthening these roles is essential for delivering high-quality, patient-centered care in complex healthcare environments.

Keywords: Multidisciplinary Healthcare Teams, Allied Health Professionals, Laboratory Technicians, Phlebotomists, Nursing Technicians, Patient-Centered Care.

### INTRODUCTION

A multidisciplinary healthcare team (MDT) is a coordinated group of healthcare professionals from diverse fields such as medicine, nursing, allied health, and laboratory sciences who collaborate to provide comprehensive, patient-centered care. These teams are essential because they unite varied expertise to improve clinical decision-making, enhance patient outcomes, foster better communication, and increase patient and staff satisfaction across many specialties. (1)The multidisciplinary approach breaks down silos, reduces errors, and shortens hospital stays, making it fundamental in managing complex health conditions effectively. Allied health professionals play a crucial role within MDTs by delivering specialized care aimed at symptom management, rehabilitation, prevention, and psychosocial support. This group includes physiotherapists, occupational therapists, dietitians, speech-language pathologists, respiratory therapists, and psychologists. Their extended roles now include care coordination, patient education, and filling service gaps, especially amid rising chronic disease burdens and aging populations.(2) Their diverse skill sets complement the work of physicians and nurses, ensuring a holistic approach to patient care and improving overall health outcomes. Integrating support roles such as laboratory technicians, phlebotomists, and nursing technicians is vital for the operational efficiency and success of multidisciplinary teams. Laboratory technicians conduct essential diagnostic analyses supporting over 70% of clinical decisions, making their accuracy and speed pivotal to effective treatment.

Phlebotomists ensure the safe, timely, and quality collection of blood and other specimens, directly affecting diagnostic reliability and patient experience. Nursing technicians provide hands-on patient care and assist with specimen collection, acting as key liaisons that facilitate smooth workflows and improved healthcare delivery.(3) The synergy between these roles and clinical team members reduces delays, enhances patient safety, and optimizes resource use, thereby elevating the overall quality of care.

The objective of this review is to underscore the structure, significance, and evolving functions of multidisciplinary healthcare teams while emphasizing the critical need to integrate allied health professionals alongside support roles such as lab technicians, phlebotomists, and nursing technicians. Such integration enhances coordination, reduces errors, and leads to better patient outcomes and staff satisfaction. In the context of increasing healthcare complexity and demand for high-quality patient-centered care, maximizing collaboration among all members of the healthcare team is essential for delivering effective and efficient services.

#### **METHODOLOGY**

The methodology for this review focuses on multidisciplinary healthcare teams, with a particular emphasis on integrating laboratory technicians, phlebotomists, and nursing technicians. This narrative review was conducted to explore the roles and integration of allied health and support professionals in multidisciplinary healthcare teams. The data sources used for the literature search included PubMed, Scopus, and CINAHL, chosen for their comprehensive coverage of biomedical, health sciences, and allied health literature. The search strategy employed specific keywords and Boolean operators such as "multidisciplinary healthcare teams," "allied health professionals," "laboratory technicians," "phlebotomists," "nursing technicians," and "integration," ensuring a focused retrieval of relevant articles. Inclusion criteria were peer-reviewed articles published in English, from the past 10 years, that discussed multidisciplinary approaches in patient care involving allied health and technical support roles. Exclusion criteria included articles that were opinion pieces without empirical data, studies focusing solely on physician or nursing roles without allied or technical staff involvement, and publications outside the healthcare context.

Screening process was conducted in two stages. First, titles and abstracts were reviewed to assess relevance, followed by full-text reviews for articles meeting the initial criteria. Data extraction involved systematically collating information about study design, population, roles of health professionals described, and outcomes related to team integration and patient care efficiency. Quality assessment of included studies was performed using adapted checklists appropriate for narrative and descriptive studies to ensure credibility and validity of the extracted data. The findings were synthesized qualitatively to provide an overview of current knowledge, gaps, and recommendations for practice. A flow chart that illustrates this overview of the data collection study methodology is mentioned below in **Fig-1**.

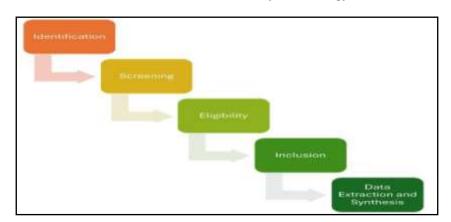


Fig-1, Overview of the data collection study methodology.

#### 3. Role of Laboratory Technicians in Patient Care

Laboratory technicians hold a critical position within multidisciplinary healthcare teams, as their specialized skills in sample analysis, equipment management, and result accuracy directly influence diagnosis and therapeutic decisions. They are responsible for collecting and preparing patient specimens like blood, urine, and tissue samples, ensuring these samples remain uncontaminated and viable for testing. Utilizing sophisticated laboratory equipment and adhering to strict quality control protocols, they conduct a wide range of diagnostic tests that underpin over 70% of clinical decisions(4). Their diligent processing and accurate analysis of samples provide physicians and nurses with essential information for precise diagnosis, monitoring disease progress, and tailoring treatment plans to individual patient needs. The communication between laboratory technicians and other healthcare professionals forms an integral part of their role. They translate complex laboratory data into understandable reports and often collaborate closely with

clinicians to interpret results in the context of the patient's condition. This collaboration supports timely adjustments in therapy, such as medication changes or further diagnostic testing.(5) Laboratory technicians also play a pivotal role in educating other healthcare staff about laboratory procedures and ensuring that the environment and equipment comply with safety and regulatory standards.

Despite their indispensable role, laboratory technicians face several challenges. High workloads and increasing test volumes can create significant time pressure, risking fatigue and errors. Variability in standardization across laboratories and frequent advancements in technology require continual training and adaptation. Budget constraints and shortages of skilled personnel further strain laboratory operations.(5) Additionally, maintaining effective interdisciplinary communication remains a challenge due to differing terminologies and workflows among healthcare professionals. Laboratories also grapple with compliance to stringent regulatory standards and ensuring workplace safety when handling biohazardous materials.(6)

Addressing these challenges is crucial to optimizing the vital contributions of laboratory technicians in multidisciplinary teams. Their expertise ensures diagnostic accuracy, supports therapeutic decision-making, and ultimately improves patient outcomes by providing reliable laboratory data promptly and efficiently.

### 4. Role of Phlebotomists in Healthcare Settings

Phlebotomists play a vital role in healthcare settings, primarily responsible for the accurate and safe collection of blood and other specimens required for diagnostic testing. Their responsibilities begin with effective patient interaction; phlebotomists prepare and reassure patients, many of whom may feel anxious or fearful about needles, fostering trust and comfort through clear communication and empathetic care.(7) This patient-centered approach not only eases the procedure but also encourages cooperation, leading to more successful sample collections.

Accuracy in sample collection is paramount, as errors can lead to misdiagnosis or delays in treatment. Phlebotomists ensure proper identification, correct technique, and precise labeling of specimens, reducing the likelihood of errors. They adhere strictly to infection control and safety protocols to protect both patients and themselves.(8) These protocols include rigorous hand hygiene, use of personal protective equipment like gloves, sterile single-use needles and equipment, immediate disposal of sharps in approved containers, and proper disinfection of work surfaces and reusable tools. Such measures prevent contamination and the transmission of bloodborne pathogens.

Timely reporting and seamless coordination with laboratory personnel are also crucial. Phlebotomists accurately document specimen details and ensure samples are promptly and safely transported to the lab, maintaining the integrity of samples and supporting efficient laboratory workflows.(9)

Beyond technical duties, phlebotomists significantly influence the patient experience and trust-building. By explaining procedures clearly, addressing concerns, and creating a welcoming environment, they alleviate anxiety and contribute to overall patient satisfaction. Their professionalism and compassionate communication establish rapport, making patients feel respected and safe, which is essential for quality healthcare delivery.(10)

# 5. Role of Nursing Technicians in Clinical Practice

The nursing technicians are indispensable members of the clinical healthcare team, playing a vital role in delivering comprehensive patient support under the supervision of registered nurses (RNs). Their responsibilities extend across a broad spectrum of routine care, including assisting patients with essential activities of daily living such as bathing, feeding, toileting, and mobility assistance. This hands-on support significantly enhances patient comfort, dignity, and emotional well-being while also helping to prevent complications such as pressure ulcers, malnutrition, and falls. In addition to physical care, nursing technicians monitor critical vital signs—including blood pressure, temperature, pulse, respiration rate, and oxygen saturation—which serve as key indicators of a patient's evolving health status. This frequent and meticulous monitoring enables early detection of clinical deterioration, prompting timely interventions and facilitating better clinical outcomes.(11) By providing this vital layer of support, nursing technicians effectively enable RNs and other licensed healthcare providers to focus on more complex assessments, treatment planning, and decision-making, thereby improving overall clinical efficiency and patient care quality.(12)

Beyond routine care and monitoring, nursing technicians also contribute to medication administration under the direct guidance and supervision of licensed nurses, within the scope allowed by institutional policies and regulatory frameworks. Their role may include preparing medications, assisting patients in taking oral medications, and ensuring accurate and complete documentation within the patient's medical records.(13) By meticulously recording medication administration, vital signs, and other observations, nursing technicians help maintain continuity of care and provide critical data for nursing and medical staff to make informed clinical decisions. This documentation also serves as an essential communication conduit among multidisciplinary team members, promoting transparency and reducing the risk of errors.

Nursing technicians' continuous bedside presence serves as a cornerstone for patient safety and continuity of care. Their close proximity to patients allows for ongoing assessment of patient comfort, responsiveness, and condition changes that might not be immediately apparent during scheduled nursing rounds.(14) As frontline observers, they are often the first to recognize subtle signs of distress or complications—such as altered consciousness, respiratory difficulty, or emerging pain—and can initiate prompt notification of nursing or medical staff, thereby facilitating early escalation and intervention. This vigilant presence fosters a safer care environment, minimizes adverse events, and contributes to positive patient recovery trajectories.(15)

Despite their critical contributions, nursing technicians face significant challenges related to training, competencies, and role clarity. The evolving complexity of healthcare demands continual professional development to remain abreast of technological advances, evidence-based care protocols, and regulatory changes. Inadequate or inconsistent training may limit nursing technicians' effectiveness and potentially jeopardize patient safety. Therefore, it is essential to implement structured orientation programs, ongoing competency assessments, and access to continuing education that equip nursing technicians with up-to-date knowledge and clinical skills.(16) Furthermore, clear delineation of roles and responsibilities—supported by institutional policies and collaborative team dynamics—can empower nursing technicians to work confidently within their scope, enhancing job satisfaction and team cohesion. Strengthening these areas not only optimizes the performance of nursing technicians but also elevates the overall quality and safety of patient care delivered by multidisciplinary healthcare teams.(17)

### 6. Collaborative Practices and Communication

Collaborative practices and effective communication are fundamental to the success of multidisciplinary healthcare teams, particularly in facilitating seamless interaction between laboratory technicians, phlebotomists, nursing technicians, and clinical staff. These professionals regularly coordinate patient care activities ranging from specimen collection and processing to bedside monitoring and direct patient care.(18) Their daily interactions ensure that critical clinical information flows smoothly between those who perform diagnostic or supportive tasks and those who make treatment decisions, minimizing delays and errors.(19)

In multidisciplinary team (MDT) meetings, the inclusion of laboratory, phlebotomy, and nursing technicians fosters comprehensive case discussions. Their input provides essential perspectives on laboratory data accuracy, specimen integrity, and patient response trends that influence clinical decision-making.(2) By contributing their specialized knowledge, these support roles help identify potential issues early, align care objectives, and optimize workflow coordination. Their involvement also strengthens teamwork and mutual understanding among all members of the healthcare team.(20)

Communication tools such as Electronic Health Records (EHRs) and integrated reporting systems are pivotal in enhancing collaborative efforts. EHRs provide a centralized platform where laboratory results, phlebotomy notes, nursing observations, and physician orders are recorded, accessed, and updated in real time.(21) This integration reduces information silos, enables prompt alerts for abnormal findings, and supports timely clinical actions. Structured reporting systems further standardize data entry and communication, improving clarity and reducing misinterpretations. Interprofessional collaboration models guide these interactions by emphasizing clear role delineation, mutual respect, and shared goals. Established frameworks like Team STEPPS promote strategies for improving communication and teamwork, while the Interprofessional Collaborative Practice (ICP) model advocates coordinated care delivered through partnerships among diverse healthcare providers.(22) These models highlight the importance of situational awareness, conflict resolution, coordinated decision-making, and continuous feedback to support a cohesive team environment. By applying such models, multidisciplinary teams, including laboratory, phlebotomy, and nursing technicians, enhance patient safety, care quality, and service efficiency.(23)

# 7. Impact on Patient Outcomes and Healthcare Efficiency

The integration of multidisciplinary healthcare teams, including laboratory technicians, phlebotomists, nursing technicians, and clinical staff, positively impacts patient outcomes and healthcare efficiency in several key ways. The involvement of multidisciplinary teams significantly improves diagnostic turnaround time. The introduction of daily multidisciplinary diagnostic meetings has been shown to reduce the time for initial management decisions by around six days and decrease the time to definitive diagnosis by about seven days, streamlining pathways and enabling faster, more accurate patient care. (Table 1) This "one-stop shop" approach to diagnostics enhances service efficiency by coordinating multiple tests early in the care pathway, minimizing delays.(24)The multidisciplinary collaboration reduces patient wait times and improves workflow across healthcare settings. Teamwork in emergency departments, for instance, contributes to shorter times to see physicians and decreases total visit durations, helping more patients meet quality targets like the four-hour ED stay.(25) Enhanced communication and coordination across departments—including laboratory, radiology, and wards—are essential for sustaining these improvements. Integrated care models that leverage real-time data sharing, optimized scheduling, and resource matching can reduce outpatient cycle times by 12% to nearly 30%, directly enhancing patient flow and reducing bottlenecks.(26)

Multidisciplinary team-based care increases satisfaction among both patients and providers. Research shows that patient satisfaction scores are higher when care is delivered by teams composed of multiple professional disciplines rather than individual providers alone. Collaborative team-based models foster a culture of teamwork and communication that patients perceive positively, improving their experience through more comprehensive, coordinated, and personalized care.(27) Providers also benefit from clearer communication channels and shared decision-making, which reduce errors and improve workplace satisfaction. As the various case studies are listed below in **Table No-1** with their key highlights.

Table-1-Various case studies and their related key highlights.

S. N.	Case Study Description	Key Highlight	Ref.
1	Early cancer diagnosis through precise lab results	Accurate and timely laboratory diagnostics enabled early detection and initiation of cancer treatment.	(28)
2	Rapid response to infection due to timely sample collection	Prompt phlebotomy and sample processing facilitated early antimicrobial therapy, improving prognosis.	(29)
3	Continuous monitoring of post-op patient	Regular nursing technician checks led to early identification of complications and stabilized recovery.	(30)
4	Integrated lab and nursing report led to early discharge	Coordinated reporting between lab and nursing reduced discharge delays and hospital stay duration.	(31)
5	Effective communication during rounds	Clear communication between team members improved clinical decision-making and enhanced patient safety.	(32)
6	Cross-checking lab error prevented misdiagnosis	Early detection of pre-analytical lab error avoided incorrect treatment and ensured diagnostic accuracy.	(33)
7	Phlebotomist's patient engagement reduced anxiety	Compassionate interaction by phlebotomist improved patient cooperation and sample collection quality.	(34)
8	Routine checks detected early sepsis	Frequent bedside monitoring by nursing technicians enabled early sepsis intervention and better outcome.	(35)

# 8. Challenges in Integration

The integration of multidisciplinary healthcare teams faces several significant challenges that can hinder effective collaboration and patient care. One major issue is role clarity and interprofessional boundaries. Ambiguity about the specific roles and responsibilities of team members often leads to overlapping duties and conflicts, diminishing teamwork effectiveness. Clear role definition and understanding among all professionals are essential for smooth collaboration and to reduce intra-team conflict.(36)

Communication gaps and hierarchical structures within healthcare teams further complicate integration. Rigid hierarchy can discourage junior staff from speaking up, leading to important information being withheld or delayed, which jeopardizes patient safety. Miscommunication during shift changes, documentation errors, and fragmented information sharing exacerbate these gaps.(37) Overcoming hierarchical barriers and fostering open, respectful dialogue is critical to addressing these issues.

Training disparities and policy limitations also pose challenges. Healthcare professionals often receive education focused on their specific discipline, with little emphasis on interprofessional teamwork skills. This siloed training limits understanding of others' roles and creates barriers to collaboration. (38)Additionally, insufficient ongoing training and lack of supportive policies can restrict the full integration of new roles and innovative team practices, underscoring the need for comprehensive education and organizational support to build effective team competencies.

Resource and staffing constraints remain persistent obstacles. Chronic understaffing, high turnover, and burnout burden healthcare systems and reduce time available for team communication and joint activities. Financial pressures can limit investment in team support infrastructure, such as meeting spaces, communication technology, and personnel to facilitate coordination.(39) These constraints force staff to prioritize immediate clinical tasks over collaborative practices, impairing team function and potentially impacting patient outcomes.

Addressing these challenges involves clarifying roles with organizational processes and leadership, promoting open communication and flattening hierarchies, enhancing interprofessional training, and securing adequate staffing and resources. Successful multidisciplinary teams require time to develop trust, shared goals, and effective workflows adapted to local contexts. Integrating these elements will strengthen collaboration and optimize patient care in complex healthcare environments.

### 9. Recommendations and Future Directions

To enhance the integration and effectiveness of laboratory technicians, phlebotomists, and nursing technicians within multidisciplinary healthcare teams, several strategic recommendations are proposed. Developing structured interprofessional education (IPE) programs that include these support roles alongside physicians, nurses, and allied health professionals is essential. Such programs should emphasize team-based learning, role awareness, collaborative problem-solving, and simulation-based training to foster mutual respect and communication. Standardized care protocols must clearly define the scope and responsibilities of all team members, including escalation pathways and feedback mechanisms, ensuring role recognition and preventing task overlap. Leveraging technological tools—such as interoperable Laboratory Information Systems (LIS), Electronic Medical Records (EMRs), AI-driven diagnostic aids, and mobile point-of-care devices—can facilitate real-time data sharing, improve documentation, and expedite workflows. Policy reforms are needed to recognize and empower support roles through inclusion in workforce planning, licensure and certification requirements, continuing education, and incentives for institutions excelling in multidisciplinary integration. Collectively, these measures will strengthen collaboration, enhance patient care quality, and advance the role of support staff within modern healthcare teams.

#### CONCLUSION

An effective and responsive healthcare system is built on the critical contributions of support positions including lab technicians, phlebotomists, and nursing technicians. Patient outcomes are significantly impacted by their coordinated efforts, which range from precise diagnosis and prompt sample collection to ongoing patient monitoring and efficient communication. These positions help to decrease hospital stays, speed up diagnoses, and increase overall patient happiness in addition to ensuring safety and trust, as demonstrated in a number of case studies. To improve the quality of healthcare delivery, these functions must be acknowledged and strengthened via organized training, inclusion into care protocols, and policy support. In order to improve clinical outcomes and operational efficiency, healthcare systems must give priority to increasing the visibility and optimizing these vital responsibilities in the future.

# REFERENCES

- [1]. Taberna M, Gil Moncayo F, Jané-Salas E, Antonio M, Arribas L, Vilajosana E, et al. The Multidisciplinary Team (MDT) Approach and Quality of Care. Front Oncol. 2020 Mar 20;10.
- [2]. Korylchuk N, Pelykh V, Nemyrovych Y, Didyk N, Martsyniak S. Challenges and Benefits of a Multidisciplinary Approach to Treatment in Clinical Medicine. Journal of Pioneering Medical Science. 2024 Jun 30;13(3):1–9.
- [3]. Heidt B, Siqueira W, Eersels K, Diliën H, van Grinsven B, Fujiwara R, et al. Point of Care Diagnostics in Resource-Limited Settings: A Review of the Present and Future of PoC in Its Most Needed Environment. Biosensors (Basel). 2020 Sep 24;10(10):133.
- [4]. Balogh EP, Miller BT, Ball JR, editors. Improving Diagnosis in Health Care. Washington, D.C.: National Academies Press; 2015.
- [5]. Lazaro G, Dicent Taillepierre J, Richwine C. Literacy and Language Barriers to Overcome in Laboratory Medicine. Clin Lab Med. 2024 Dec;44(4):629–45.
- [6]. Dietl JE, Derksen C, Keller FM, Lippke S. Interdisciplinary and interprofessional communication intervention: How psychological safety fosters communication and increases patient safety. Front Psychol. 2023 Jun 15;14.
- [7]. Srikanth KK, Lotfollahzadeh S. Phlebotomy. 2025.

ISSN: 2960-2068, Volume 4, Issue 3, July-September, 2025, Available online at: https://ijmirm.com

- [8]. Sandhu PK, Bandyopadhyay K, Hunt W, Taylor TH, Birch RJ, Krolak J, et al. Effectiveness of Laboratory Practices to Reduce Specimen Labeling Errors at the Time of Specimen Collection in Healthcare Settings: A Laboratory Medicine Best Practices (LMBP) Systematic Review. J Appl Lab Med. 2017 Sep 1;2(2):244–58.
- [9]. Chaudhry AS, Inata Y, Nakagami-Yamaguchi E. Quality analysis of the clinical laboratory literature and its effectiveness on clinical quality improvement: a systematic review. J Clin Biochem Nutr. 2023;73(2):23–22.
- [10]. Butt MF. Approaches to building rapport with patients. Clinical Medicine. 2021 Nov;21(6):e662–3.
- [11]. Karam M, Chouinard MC, Couturier Y, Vedel I, Hudon C. Nursing Care Coordination in Primary Healthcare for Patients with Complex Needs: A Comparative Case Study. Int J Integr Care. 2023 Feb 2;23:5.
- [12]. Wong KL, Chua WL, Griffiths P, Goh QLP, Low KWC, Tan JQA, et al. Teamwork between registered nurses and unlicensed assistive personnel in acute care settings: A scoping review. Int J Nurs Stud Adv. 2025 Jun;8:100293.
- [13]. Shore CB, Maben J, Mold F, Winkley K, Cook A, Stenner K. Delegation of medication administration from registered nurses to non-registered support workers in community care settings: A systematic review with critical interpretive synthesis. Int J Nurs Stud. 2022 Feb;126:104121.
- [14]. Roustaei Z, Sadeghi N, Azizi A, Eghbalian M, Karsidani SD. The effect of regular nursing rounds on patients' comfort and satisfaction, and violence against nurses in surgical ward. Heliyon. 2023 Jul;9(7):e17708.
- [15]. Maxson PM, Derby KM, Wrobleski DM, Foss DM. Bedside nurse-to-nurse handoff promotes patient safety. Medsurg Nurs. 2012;21(3):140–4; quiz 145.
- [16]. Altmiller G, Pepe LH. Influence of Technology in Supporting Quality and Safety in Nursing Education. Nursing Clinics of North America. 2022 Dec;57(4):551–62.
- [17]. Babiker A, El Husseini M, Al Nemri A, Al Frayh A, Al Juryyan N, Faki MO, et al. Health care professional development: Working as a team to improve patient care. Sudan J Paediatr. 2014;14(2):9–16.
- [18]. Sheehan J, Laver K, Bhopti A, Rahja M, Usherwood T, Clemson L, et al. Methods and Effectiveness of Communication Between Hospital Allied Health and Primary Care Practitioners: A Systematic Narrative Review. J Multidiscip Healthc. 2021 Feb; Volume 14:493–511.
- [19]. Meneses-La-Riva ME, Fernández-Bedoya VH, Suyo-Vega JA, Ocupa-Cabrera HG, Grijalva-Salazar RV, Ocupa-Meneses G di D. Enhancing Healthcare Efficiency: The Relationship Between Effective Communication and Teamwork Among Nurses in Peru. Nurs Rep. 2025 Feb 7;15(2):59.
- [20]. Pillay B, Wootten AC, Crowe H, Corcoran N, Tran B, Bowden P, et al. The impact of multidisciplinary team meetings on patient assessment, management and outcomes in oncology settings: A systematic review of the literature. Cancer Treat Rev. 2016 Jan:42:56–72.
- [21]. Quinn M, Forman J, Harrod M, Winter S, Fowler KE, Krein SL, et al. Electronic health records, communication, and data sharing: challenges and opportunities for improving the diagnostic process. Diagnosis. 2019 Aug 27:6(3):241–8.
- [22]. McLaney E, Morassaei S, Hughes L, Davies R, Campbell M, Di Prospero L. A framework for interprofessional team collaboration in a hospital setting: Advancing team competencies and behaviours. Healthc Manage Forum. 2022 Mar 20;35(2):112–7.
- [23]. van Diggele C, Roberts C, Burgess A, Mellis C. Interprofessional education: tips for design and implementation. BMC Med Educ. 2020 Dec 3;20(S2):455.
- [24]. Harrison CJ, Spencer RG, Shackley DC. Transforming cancer outcomes in England: earlier and faster diagnoses, pathways to success, and empowering alliances
  J Healthc Leadersh. 2019 Jan; Volume 11:1–11.
- [25]. Muntlin Athlin Å, von Thiele Schwarz U, Farrohknia N. Effects of multidisciplinary teamwork on lead times and patient flow in the emergency department: a longitudinal interventional cohort study. Scand J Trauma Resusc Emerg Med. 2013 Dec 1;21(1):76.
- [26]. Simion Luduşanu DG, Fertu DI, Tinică G, Gavrilescu M. Integrated Quality and Environmental Management in Healthcare: Impacts, Implementation, and Future Directions Toward Sustainability. Sustainability. 2025 Jun 4;17(11):5156.
- [27]. Will KK, Johnson ML, Lamb G. Team-Based Care and Patient Satisfaction in the Hospital Setting: A Systematic Review. J Patient Cent Res Rev. 2019 Apr 29;6(2):158–71.
- [28]. Nass SJ, Cohen MB, Nayar R, Zutter MM, Balogh EP, Schilsky RL, et al. Improving Cancer Diagnosis and Care: Patient Access to High-Quality Oncologic Pathology. Oncologist. 2019 Oct 1;24(10):1287–90.
- [29]. Fabre V, Carroll KC, Cosgrove SE. Blood Culture Utilization in the Hospital Setting: a Call for Diagnostic Stewardship. J Clin Microbiol. 2022 Mar 16;60(3).
- [30]. Amiri A, Solankallio-Vahteri T, Tuomi S. Role of nurses in improving patient safety: Evidence from surgical complications in 21 countries. Int J Nurs Sci. 2019 Jul;6(3):239–46.
- [31]. O'Leary KJ, Sehgal NL, Terrell G, Williams M V. Interdisciplinary teamwork in hospitals: A review and practical recommendations for improvement. J Hosp Med. 2012 Jan 31;7(1):48–54.
- [32]. Kourkouta L, Papathanasiou I. Communication in Nursing Practice. Materia Socio Medica. 2014;26(1):65.
- [33]. Miligy DA. Laboratory errors and patient safety. Int J Health Care Qual Assur. 2015 Feb 9;28(1):2–10.
- [34]. Ialongo C, Bernardini S. Phlebotomy, a bridge between laboratory and patient. Biochem Med (Zagreb). 2016;17–33.

- [35]. Kleinpell R. Promoting early identification of sepsis in hospitalized patients with nurse-led protocols. Crit Care. 2017 Dec 11;21(1):10.
- [36]. Rawlinson C, Carron T, Cohidon C, Arditi C, Hong QN, Pluye P, et al. An Overview of Reviews on Interprofessional Collaboration in Primary Care: Barriers and Facilitators. Int J Integr Care. 2021 Jun 22;21(2):32.
- [37]. Rosen MA, DiazGranados D, Dietz AS, Benishek LE, Thompson D, Pronovost PJ, et al. Teamwork in healthcare: Key discoveries enabling safer, high-quality care. American Psychologist. 2018 May;73(4):433–50.
- [38]. Green BN, Johnson CD. Interprofessional collaboration in research, education, and clinical practice: working together for a better future. Journal of Chiropractic Education. 2015 Mar 1;29(1):1–10.
- [39]. Oprea N, Giacomelli G, Sartirana M, Trinchero E, Georgescu I. Meso-level organisational perspective for health policy to improve resilience among healthcare workers: evidence from a scoping review. Health Policy (New York). 2025 Aug;105412.