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WELCOME

Komal Bajaj
 Val Howard
 Suzie Kardong-Edgren-@suzieedgren
 Kim Leighton-@huskerrn
 Juli C. Maxworthy
 Donna McDermott
 Jenny Rudolph- @getcuriousnow



SIMULATION:
BRINGING LEARNING TO LIFE

#IMSH2021

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COI declarations

- Komal Bajaj-Faculty, Debriefing Academy; Board of Trustees, Center for Medical Simulation
- Val Howard- none
- Suzie Kardong-Edgren-none
- Kim Leighton-none
- Juli C. Maxworthy- none
- Donna McDermott-none
- Jenny Rudolph-none

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Learners will be able to:

- Define VUCA (volatility, uncertainty, complexity, ambiguity)
- Explore the current and future state of simulation from a leadership perspective in an age of VUCA and the pandemic
- Consider strategies in addition to those presented by the panel to manage VUCA in your own organization

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Donna McDermott
PhD, RN, CHSE



Associate Professor of Clinical
Associate Dean, Simulation Programs



COVID Stress Relievers:
Family, Sun, Sand, Ocean, Reading, Phone-A-Sim-Friend,
Escape from Reality Breaks, Laughter with my Team

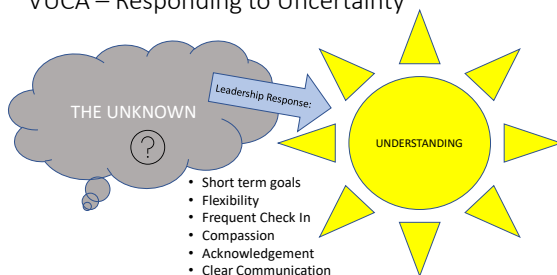
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VUCA – Responding to Volatility



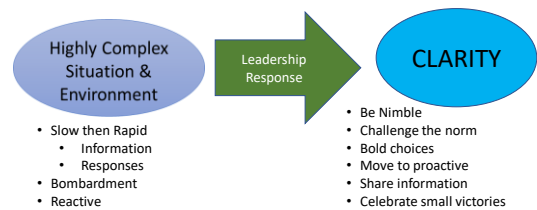
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VUCA – Responding to Uncertainty



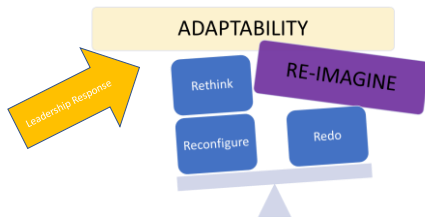
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VUCA – Responding to Complexity



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VUCA – Responding to Ambiguity



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Simulation Hospital for Advancing Research and Education (S.H.A.R.E.™)

University of Miami School of Nursing and Health Studies



Adaptability
& Empathy

- Use of virtual products March 20– Spring 21 to supplement
- Back to campus June 29, 2020 for clinical and sim
- Daily symptom monitoring
- Small groups, cleaning protocols, room sizes, staggered times, directional flow
- Continuous reassessment and adjustment

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Valerie Howard, EdD, MSN, RN, CNE, ANEF, FAAN
Vice Dean for Academic Affairs
Professor of Nursing

 Duke University School of Nursing



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Duke University School of Nursing

Vice Dean for Academic Affairs

- Center for Nursing Discovery Director
- 1160 nursing students

Programs

- ABSN**
- MSN***
 - NP Majors and Specialties
 - Systems
- DNP
 - MSN-DNP*
 - Nurse Anesthesia**
- PhD

*Distance Program
**Clinical Program
On Campus Program



Public Health Crisis

Financial Crisis

Social Justice Crisis

Political Crisis

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Volatility→Vision



- Clear commitment to mission
- Relentless dedication to preparing future nurses and nurse practitioners
- Guiding Principles

- Safety first
- Protecting the health of our community and our ability to care for Duke patients
- Advancing vital research and teaching missions
- Aligned with local and state ordinances
- Consistent with guidance from our local and national health authorities
- Responsive and adaptive to an evolving environment

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Uncertainty→Understanding

Control the controllable
Mutual support
Wise mind thinking (S. Convoy)
Student success center
Open sharing sessions
Diversity conversations
Town halls



• Get plenty of sleep
• Keep making healthy choices
• Try to avoid self-medication
• Avoid empty promises and situations
• Limit exposure to COVID-19 news and social media
• Be kind to yourself



Grace
Compassion
Forgiveness
Gratitude

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Complexity→Clarity

Weekly / Bi-Weekly huddles
Constant situation monitoring
COMMUNICATION→horizontal, vertical and 'all ways in between'
Respond with new policies and procedures (simulation lab)
Campus compact and attestation
Return to clinical attestation
Shared mental model



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Ambiguity→Agility

Remember the FAN: Flexible, Adaptable, Nimble
Quickly pivot then communicate
Support your community
Faculty development



Dr. Jacquelyn McMillan-Bohler



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Life is 10% what happens to you and 90%
how you react to it
– Charles R. Swindoll



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Kim Leighton,
Executive Director



Itqan Clinical Simulation & Innovation Center
Doha, Qatar



COVID FUN FACT:

I was afraid I would exit the pandemic without accomplishing anything . . .
Now I've lost track of how many research studies I started

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Academic Health System Simulation



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Volatility (VUCA)

March 11, 2020

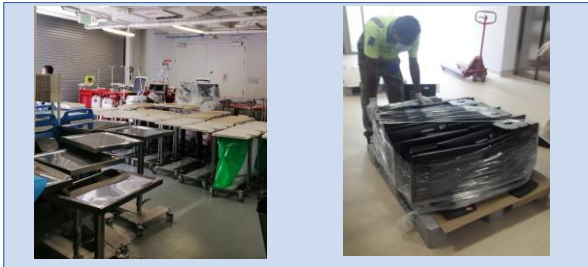


March 12, 2020



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...cont'd Volatility



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Uncertainty (VUCA)

So Many Questions...

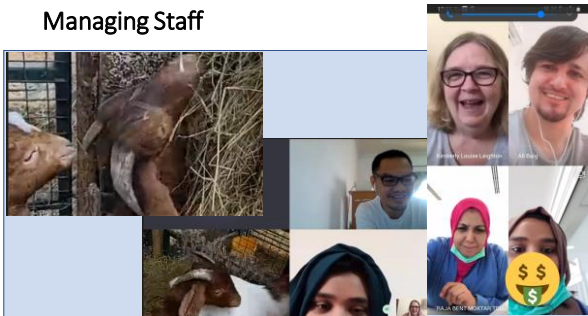
- What is COVID-19?
- How is it different from the flu?
- How is it spread?
- Who is at risk?
- How does this affect learning and training? ↓

- Discussion groups, webinars



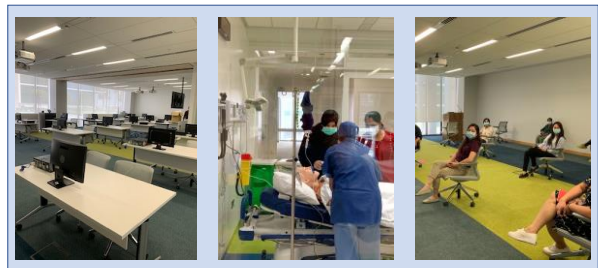
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Managing Staff



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Complexity (VUCA)



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Ambiguity (VUCA)



- Guidelines for Healthy Learning
- Conference Planning
- Course Planning
- Universities
- Other Healthcare Facilities
- Staffing
- Budget Cuts

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Strategies to Thrive in VUCA

Re-imagine

Protect

Grace, Mercy, Empathy

Be Kind to One Another



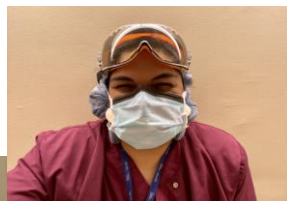
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Komal Bajaj, MD, MS-HPed

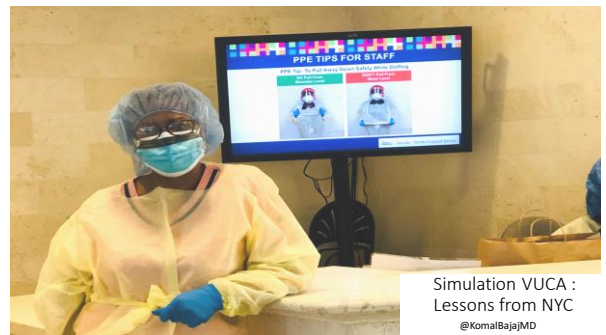
Chief Quality Officer, NYC Health + Hospitals/Jacobi
Clinical Director, NYC H+H Simulation Center
Professor, Albert Einstein College of Medicine



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Simulation VUCA :
Lessons from NYC
@KomalBajajMD

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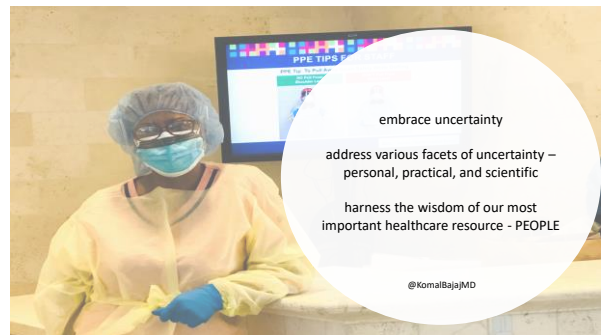
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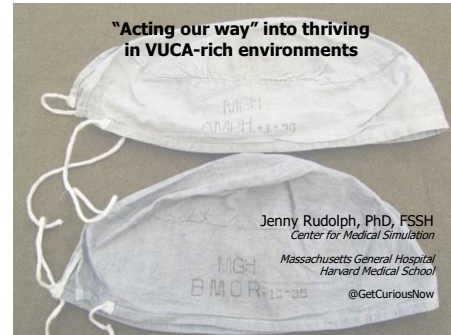


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Crazy Jump Collection

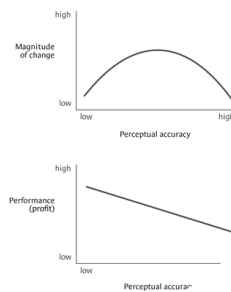
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Sutcliffe and Weber, 2003

The High Cost of Accurate Knowledge

Problem Solving under VUCA

- **Exploiting:** Following the steps in an established problem solving routine
- **Exploring:** Discovering and inventing new plans of action

Carroll JS, Rudolph JW, Hatakenaka S. Learning from experience in high-hazard industries. *Research in Organizational Behavior*. 2002;24:87-137.

Morrison JB, Rudolph JW. Learning from accident and error: avoiding the hazards of workload, stress, and routine interruptions in the emergency department. *Acad Emerg Med*. 2011;18(12):1246-1254.

Rudolph JW, Morrison JB, Carroll JS. The dynamics of action-oriented problem-solving: linking interpretation and choice. *Academy of Management Review*. 2009;34(4):733-756.

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Problem Solving Under VUCA

		Exploring	
		Low	High
Exploiting	High	Fixating	Adapting
	Low	Stalling	Vagabonding

Rudolph, Morrison, Carroll, 2009

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Juli Maxworthy, DNP,
PhD(c), CHSE, FNAP,
FSSH

Associate Professor,
University of San
Francisco

President, SSH

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VUCA Perspectives

Juli Maxworthy, SSH President, 2021
The California Experience



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VUCA Perspectives Society for Simulation in Healthcare

COVID-19 SimConnect Community

- Available to anyone with an SSH account.
- Provided a focal point for discussion and sharing.



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VUCA Perspectives Society for Simulation in Healthcare

Distance Simulation Survey: What have you been doing?

Please help us in understanding how distance/remote/tele-simulation is being utilized. We are looking to understand: *Who is using it? What motivates initiation of distance simulation? For what purposes is it being used? What is being done and how is it being used? What information would best support future distance simulation?*
https://stanforduniversity.qualtrics.com/jfe/form/SV_a3iKECqrYZB1d9u5



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Consider strategies
to manage VUCA in
your own
organization

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References

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- <https://www.emergingrnleader.com/ten-new-leadership-skills-for-an-uncertain-world/>
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- Morrison JB, Rudolph JW. Learning from accident and error: avoiding the hazards of workload, stress, and routine interruptions in the emergency department. *Acad Emerg Med*. 2011;18(12):1246-1254.
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- Sutcliffe K.M. & Weber, K. (2003). The high cost of accurate knowledge. *Harvard Business Review*. 81(5), 74-82, 129.