## Society of Simulation in Healthcare: International Meeting of Simulation in Healthcare Workshop: Implementing Change Management and Securing Buy-in for Your Simulation Center Worksheet

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Questions on worksheet, please email Krystle at Krystle.Campbell@utsouthwestern.edu

**Objectives**: By the end of this presentations all participants will:

- 1. have a better understanding of change management theory and its importance for simulation integration throughout different organizations, which includes but is not limited to nursing education, medical education, allied health education, quality and safety initiatives, interprofessional education, as well as hospital systems;
- 2. conceptualized real-world solutions to improve stakeholder buy-in specific to your organization;
- 3. gain a larger, comprehensive perspective from other participants on the variety of different stakeholders, challenges that plaque other Centers, and mechanisms to mitigate;
- 4. and have a better understanding on how to effectively use change management theory and mechanisms to promote buy in, promoting the adoption, success, effectiveness, sustainment, and longevity of a curriculum, course, program, or simulation center.

**Instructions:** Please use this sheet to write down ideas on how to implement a change management-driven strategy to improve stakeholder buy-in. Pages 2-3 are a blank worksheet for you to complete during the workshop. Pages 4, 5, and 6 provide an example of a filled-out plan for our example initiative.

| Need for change/Initiative | 1.   |
|----------------------------|--|
|                            | 2.   |
|                            | Example Initiative: The aim of this Change Initiative is to increase Simulation Center usage throughout the hospital |

|           | Identify Stakeholders   | Stakeholder 1 | Stakeholder 2 | Stakeholder 3 | Stakeholder 4 |
|-----------|---|---------------|---------------|---------------|---------------|
| <b>d)</b> | Awareness Plan  |               |               |               |               |
|           | Plan to Identify Desires  |               |               |               |               |
| Unfreeze  | Desires Defined   |               |               |               |               |
| Unf       | Knowledge   |               |               |               |               |
|           | Engagement/Involvement<br>Strategy (re-evaluated with<br>ability) |               |               |               |               |
|           | Reinforcements  |               |               |               |               |
|           | Identify Stakeholders   | Stakeholder 1 | Stakeholder 2 | Stakeholder 3 | Stakeholder 4 |
|           | Awareness Plan  |               |               |               |               |
|           | Plan to Identify Desires  |               |               |               |               |
| CHANGE    | Desires Defined   |               |               |               |               |
| CH        | Knowledge   |               |               |               |               |
|           | Engagement/Involvement<br>Strategy (re-evaluated with<br>ability) |               |               |               |               |
|           | Reinforcements  |               |               |               |               |

|          | Identify Stakeholders   | Stakeholder 1 | Stakeholder 2 | Stakeholder 3 | Stakeholder 4 |
|----------|---|---------------|---------------|---------------|---------------|
| REFREEZE |   |               |               |               |               |
|          | Awareness Plan  |               |               |               |               |
|          | Plan to Identify Desires  |               |               |               |               |
|          | Desires Defined   |               |               |               |               |
|          | Knowledge   |               |               |               |               |
|          | Engagement/ Involvement Strategy (and re-evaluated with ability |               |               |               |               |
|          | Reinforcements  |               |               |               |               |

|            | Identify          | Administrators/       | Champions                                     | SimTeam                    | Learners                      |
|------------|-------------------|-----------------------|---|----------------------------|-------------------------------|
|            | Stakeholders      | Org Leaders           | Instructors, Engineers, Patient               | Simulation Educators,      | Students, Residents, Faculty, |
|            |                   | (CEO/CNO/COO/CFO/     | Safety Team, Faculty,                         | Operations Specialist,     | Clinicians, APPs, and allied  |
|            |                   | Dean/Provost/Departm  | Instructional Designers                       | Managers,                  | health                        |
| -          |                   | ent Chairs/VPs        |   | Directors, Interns         |                               |
|            | Awareness Plan    | Meetings and          | Champions Committee                           | Huddles                    | Quarterly meetings with       |
|            |                   | Presentation          | Presentations/Proposal                        | Training                   | Administrators                |
|            |                   | Proposal              | Website                                       | Interviews                 | Biweekly with Champions       |
|            | Plan to Identify  | Research              | Research                                      | Meetings                   | Research                      |
|            | Desires           | Mission/Vision        | Meetings                                      |                            | Meetings                      |
|            |                   | Extant data           | Focus Groups                                  |                            | Focus Groups                  |
|            |                   | Meetings              |   |                            | Surveys                       |
|            | Desires Defined   | Improved patient care | Improved patient care/safety                  | New innovative initiatives | Improved patient care/safety  |
|            |                   | and safety            | Improved mechanisms teams                     | for sim                    | Improved mechanisms for       |
| l e        |                   | Improved mechanisms   | Improved efficiencies                         | Research and Development   | training                      |
|            |                   | for training in teams | Improved competency                           | Improved Care              | Improved efficiencies         |
| <b>–</b> 5 |                   | Improved efficiencies | CME   | Center success             | Publications                  |
| Jnfreeze   |                   | Improved competency   | Publications                                  |                            |                               |
|            | Knowledge         | High-level and impact | Specific details                              | Specific details           | Benefit to them               |
|            |                   | (benefit v risk)      | Simulation Content Logistics                  | Simulation Content         | Plan for delivery             |
|            |                   | Financials ROE/ROI    | Curriculum                                    | Logistics                  | Logistics                     |
|            |                   | Organizational        |   |                            |                               |
|            |                   | Importance            | 26  | 36 1                       | 7.6                           |
|            | Engagement/       | Meetings (road show)  | Meetings – early involvement                  | Meetings – early           | Meetings-                     |
|            | Involvement       | Proposals             | as SME  | involvement as SME         | learner perspective           |
|            | Strategy (and re- | Videos/Emails         | Empower (formal education)                    | Empower (formal education) | Pilot                         |
|            | evaluated with    |                       | Simulation Learning                           | Simulation Learning        | Syllabus                      |
|            | ability           |                       | Community (SLC)                               | Community<br>CHSE/CHSO     | Principles Prebrief           |
|            |                   |                       | Champions Committee Director of Simulation in | CHSE/CHSO                  | Prebriei                      |
|            |                   |                       | Unit/Department                               |                            |                               |
|            | Reinforcements    | Annual Report         | Annual Report                                 | Annual Report              | Annual Report                 |
|            | Remotechients     | Appreciation Dinner   | Appreciation Dinner                           | Appreciation Dinner        | Appreciation Dinner           |
|            |                   | Summary reports       | Summary reports (annually)                    | Summary reports (annually) | Summary reports (annually)    |
|            |                   | (annually)            | Summary reports (annually)                    | Summary reports (annually) | Summary reports (annually)    |
|            |                   | (umuany)              |   |                            |                               |

| CHANGE | Identify<br>Stakeholders  | Administrators/ Org Leaders (CEO/CNO/COO/CFO/ Dean/Provost/Departm ent Chairs/VPs  | Champions Instructors, Engineers, Patient Safety Team, Faculty, Instructional Designers   | SimTeam Simulation Educators, Operations Specialist, Managers, Directors, Interns        | Learners Students, Residents, Faculty, Clinicians, APPs, and allied health                                      | Others? Marketing, IT, Financial Team, Infection Prevention |
|--------|---|--|---|--|---|---|
|        | Awareness<br>Plan   | Meetings and Status<br>Updates to<br>Proposal  | Champions Committee Presentations Updates to Proposal   | Huddles<br>Update meetings   | Quarterly meetings<br>Pilot and Feedback  | Meetings to<br>engage<br>Website                            |
|        | Plan to Identify<br>Desires                                     | Ongoing Research<br>Mission/Vision<br>Extant data<br>Meetings  | Ongoing Research<br>Meetings<br>Disseminate and review<br>pilot data  | Meetings Disseminate and review data collected from pilots                               | Pilots and data<br>Feedback on revisions  | TBD   |
|        | Desires<br>Defined  | Improved patient care<br>and safety<br>Improved mechanisms<br>for training in teams<br>Improved efficiencies<br>Improved competency<br>CME | Improved patient care/safety Improved mechanisms for training in teams Improved efficiencies Improved competency CME Publications | New innovative initiatives for sim Research and Development Improved Care Center success | Improved patient<br>care/safety<br>Improved mechanisms<br>for training<br>Improved efficiencies<br>Publications |   |
|        | Knowledge   | High-level and impact<br>(benefit v risk)<br>Progress  | Progress on Specific details/Simulation Content Logistics Curriculum  | Specific details<br>progress<br>Simulation Content<br>Logistics                          | Benefit to them Updates to logistics/content  | High-level<br>and impact to<br>society/patient<br>s         |
|        | Engagement/ Involvement Strategy (and re-evaluated with ability | Meetings (updates)<br>Proposals (updates)<br>Emails  | Meetings - ongoing Empower SLC Champions Committee Director of Simulation   | Meetings - ongoing<br>Empower (formal<br>education)<br>SLC<br>CHSE/CHSO                  | Meetings ongoing learner perspective  |   |
|        | Reinforcements  | Annual Report Appreciation Dinner Summary reports (annually)   | Annual Report Appreciation Dinner Summary reports (annually)  | Annual Report Appreciation Dinner Summary reports (annually)                             | Annual Report Appreciation Dinner Summary reports (annually)  | Annual Report   |

|          | Identify                    | Administrators/                   | Champions                                  | SimTeam                           | Learners                          | Others?         |
|----------|-----------------------------|-----------------------------------|--|-----------------------------------|-----------------------------------|-----------------|
|          | Stakeholders                | Org Leaders                       | Instructors, Engineers,                    | Simulation                        | Students, Residents,              | Marketing, IT,  |
|          |                             | (CEO/CNO/COO/CFO/                 | Patient Safety Team,                       | Educators,                        | Faculty, Clinicians,              | Financial       |
|          |                             | Dean/Provost/Departm              | Faculty, Instructional                     | Operations                        | APPs, and allied                  | Теат,           |
|          |                             | ent Chairs/VPs                    | Designers                                  | Specialist, Managers,             | health                            | Infection       |
|          |                             | New leaders?                      | Expand to new                              | Directors, Interns                | New learners?                     | Prevention      |
|          |                             |                                   | specialties?                               | New team?                         |                                   |                 |
|          | Awareness                   | Meetings and Status               | Champions Committee                        | Huddles                           | Quarterly meetings                | Meetings to     |
|          | Plan                        | Summary Report                    | Presentations                              | Update meetings                   | Pilot and Feedback                | engage          |
|          |                             |                                   | Updates to Proposal                        |                                   |                                   | Website         |
|          | Plan to Identify            | Ongoing Research                  | Ongoing Research                           | Meetings                          | Disseminate data                  | Meetings        |
|          | Desires                     | Mission/Vision                    | Meetings                                   | Disseminate and                   | Solicit feedback for              |                 |
| - 3      |                             | Extant data                       | Disseminate and review                     | review data collected             | revisions                         |                 |
| REFREEZE |                             | Meetings                          | data collected                             | from year's efforts               |                                   |                 |
| Ŋ        | Desires                     | Improved patient care             | Improved patient                           | New innovative                    | Improved patient                  | Desire to grow  |
|          | Defined                     | and safety                        | care/safety                                | initiatives for sim               | care/safety                       | org influence   |
|          |                             | Improved mechanisms               | Improved mechanisms                        | Research and                      | Improved mechanisms               |                 |
|          |                             | for training in teams             | for training in teams                      | Development                       | for training                      |                 |
| <b>7</b> |                             | Improved efficiencies             | Improved efficiencies                      | Improved Care                     | Improved efficiencies             |                 |
|          |                             | Improved competency               | Improved competency                        | Center success                    | Publications                      |                 |
|          |                             |                                   | CME  |                                   |                                   |                 |
|          | 77 1 1                      | TT' 1 1 1 1 1 .                   | Publications                               | G 'C 1 : 1                        | D C                               | TT' 1 1 1       |
|          | Knowledge                   | High-level and impact             | Progress on Specific                       | Specific details                  | Benefit to them                   | High-level      |
|          |                             | (benefit v risk)                  | details/Simulation                         | progress                          | Updates to                        | and impact to   |
|          |                             | Progress                          | Content Logistics                          | Simulation Content                | logistics/content                 | society/patient |
|          | E                           | Martines (ass 1-4-a)              | Curriculum                                 | Logistics                         | Martine                           | Markinson       |
|          | Engagement/                 | Meetings (updates)                | Meetings - ongoing                         | Meetings - ongoing                | Meetings ongoing                  | Meetings        |
|          | Involvement                 | Proposals (updates) Emails        | Empower/SLC                                | Empower/SLC<br>CHSE/CHSO          | learner perspective               |                 |
|          | Strategy (and re-evaluated  | Emails                            | Champions Committee Director of Simulation | Conferences                       |                                   |                 |
|          |                             |                                   | Publications                               | Conferences                       |                                   |                 |
|          | with ability Reinforcements | Annual Report                     |  | Annual Report                     | Annual Report                     | Annual Report   |
|          | Kemiorcements               | Annual Report Appreciation Dinner | Annual Report Appreciation Dinner          | Annual Report Appreciation Dinner | Annual Report Appreciation Dinner | Aimuai Keport   |
|          |                             | Summary reports                   |  | Summary reports                   | Summary reports                   |                 |
|          |                             | (annually)                        | Summary reports                            | (annually)                        | (annually)                        |                 |
|          |                             | (aiiiiuaiiy)                      | (annually)                                 | (aiiiiuaiiy)                      | (aiiiiuaiiy)                      |                 |