Evaluating Organizational Cultural Readiness to Advance Simulation-based Learning

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Abstract
The use of simulation in healthcare education and clinical practice has grown dramatically over the past several years; however, there continues to be widespread reports of organizations that have acquired simulator equipment only to have it remain unused. There are many theories about why this happens but overall, a failure to ensure organizational readiness is often the root cause. The Simulation Culture Organizational Readiness Survey (SCORS) was developed to guide programs to consider the many key variables.

Background
Support for increased simulation:
- National Council of State Boards of Nursing’s (NCSBN) study: supports replacing up to 50% of clinical time with simulation, if certain conditions are met (Hayden, et al., 2014).
- The NCSBN Simulation Guidelines for Prelicensure Nursing Programs (Alexander et al., 2015) supports need for thorough preparation and planning for successful use of simulation.

However,
- Simulation equipment remains in unopened boxes, stored in closets, or sits unused in laboratory space
- Equipment not used to fullest capability
- Faculty and staff education is not well supported
- Workload issues not addressed, nor well understood

Why?
Failure to ensure organizational readiness to make this commitment is often the root cause (Taplay et al., 2015; Kotter, 2015).

Root Causes of Problem
- Ineffective, or lack of organizational change leadership and management practices
- Lack of action orientation in strategic planning
- Organizations often bureaucratic dinosaurs – slow to move; slow to act
- Organizations fail to recognize and plan for the complexity of simulation
  - Human and physical resources
  - Talent development
  - Costs
  - Curricular integration
  - Embedded philosophy

SCORS Tool Development
Created to assist organizations to examine cultural readiness to integrate simulation-based education and to better plan for its successful integration.

- Adapted Organizational Culture and Readiness for System-wide Integration of Evidence-based Practice Survey (Fineout-Overholt & Melnyk, 2014)
- Adapted items from TeamSTEPPS Readiness Assessment (AHRQ, 2015)
- SCORS Companion Guidebook to provide direction
  - 5 sections
  - 36 survey items
  - 5-point Likert scale (Range: 1 = Not at All, to 5 = Very Much)

- Survey items validated by expert panel of simulation educators and researchers
- Data collection for reliability testing, summer 2016

Sections of the SCORS

Defined Need and Support for Change
Readiness for Culture Change
Time, Personnel, and Resource Readiness
Sustainability Practices to Embed Culture
Overall ‘SCOR’ and Plan to Lead Change

Discussion
The SCORS Tool and Companion Guidebook offers organizations a step-by-step process for assessing the organization’s cultural readiness for simulation and ultimately, for successful adoption of simulation.

Completing the scoring process will better position organizations for successful integration and sustainment of simulation activities:
1) Gather a team of individuals from organization;
2) Review the Guidebook;
3) Complete each section of the tool, making notes;
4) Score the tool and determine areas of need;
5) Prioritize needs for improvement;
6) Develop a strategic plan for comprehensive integration into the program, curriculum, and organizational culture; and
7) Evaluate your outcomes and reassess periodically.

Following psychometric testing and any required revisions, the SCORS will be published and disseminated freely.

References

8th International Pediatric Simulation Symposium and Workshops 2016
9-11 May, Glasgow, UK