California Simulation Alliance (CSA)
Simulation Scenario Template
Leadership Specialty

The California Simulation Alliance (CSA) is comprised of simulation users from all disciplines from throughout the state. Several regional collaboratives have formed totaling 7 as of March, 2011: The Rural North Area Simulation Collaborative (RNASC), the Capital Area Simulation Collaborative (CASC), the Bay Area Simulation Collaborative (BASC), the Central Valley Simulation Collaborative (CVSC, the Southern California Simulation Collaborative (SCSC), the Inland Empire Simulation Collaborative (IESC), and the San Diego Simulation Collaborative (SDSC). HealthImpact, a non-profit organization focused on workforce development in healthcare provides leadership for the CSA.

The purpose of the CSA is to become a cohesive voice for simulation in healthcare education in the state, to provide for inter-organizational research on simulation, to disseminate information to stakeholders, to create a common language for simulation, and to provide simulation educational courses. The goals of the alliance will include providing a home within HealthImpact for best practice identification, information sharing, faculty development, equipment/vendor pricing agreements, scenario development, sharing and partnership models. More information can be found on the CSA website at www.californiasimulationalliance.org

All scenarios have been validated by subject matter experts, pilot tested and approved by the CSA before they were published online. All scenarios are the property of the CSA. The writers have agreed to waive any and all of their individual intellectual property (I.P.) rights surrounding all scenarios. I.P release forms can be obtained by emailing KT Waxman at kt@healthimpact.org.

ALL DATA IN THIS SCENARIO IS FICTICIOUS

SECTION I: SCENARIO OVERVIEW

Scenario Title:	Leading People: Leadership Development for Succession Planning: Gravitix
Original Scenario Developer(s):	Beth Eichenberger
Date - original scenario	November 2016
Validation:	Dr. KT Waxman, M. Miller, MA, BSN, CHSE
Revision Dates:	
Pilot testing:	UWF Cohort 6, November 2016
Learner Level:	

Estimated Scenario Time: 15 Minutes

Estimated Debriefing time: 10 Minutes

Target group: Emerging executive nurse leaders and emerging nurse leaders

Core Case:
  A. Presentation to senior leaders by aspiring executive leader
  B. Presentation to new hire orientation by aspiring manager

Leadership Competencies: Leading people

Framework: Gravitas

Skills:
A. Presence
B. Command of audience in various settings
C. Caring
D. Strategic

EVIDENCE BASE / REFERENCES (APA Format)
Bates, S. (2013). *The science of influence: The three dimensions of executive presence*. Retrieved from http://www.bates-communications.com/articles-and-newsletters/articles-and-newsletters/bid/57930/The-Science-of-Influence-The-Three-Dimensions-of-Executive-Presence
Cotter, C. (2014). Succession planning for sustainable organizational development [Power Point]. Retrieved from http://www.slideshare.net/CharlesCotter/succession-planning-for-sustainable-organizational-development
Groves, K. (2007). Integrating leadership development and succession planning best practices. *Journal of Management Development, 26*(3), 239-250. doi:10.108/02621710732146
Hewlett, S. A. (2014). *Executive presence: The missing link between merit and success*. New York, NY: Harper Collins Publishers

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a program of Health**Impact**

SECTION II: CURRICULUM INTEGRATION

A. SCENARIO LEARNING OBJECTIVES
Learning Outcomes
1. Create the environment
2. Create value for the participants
3. Display caring or humanness
Specific Learning Objectives
1. Display executive (or leadership) presence and appearance
2. Own and manage the audience – know your audience
3. Establish credibility, authenticity
4. Create excitement, followership
Critical Learner Actions
1. Presence – when you see it, you will know it
2. Presence – compassion, caring, listening
3. Display respect and dignity
4. Ability to adjust to audience and audience reaction
5. Create context
6. Remember you are the leader

B. PRE-SCENARIO LEARNER ACTIVITIES	
Prerequisite Competencies	
Required prior to participating in the scenario	
Knowledge	Skills/ Attitudes
❑ Read assigned readings prior to simulation if provided	❑ Take 3 question survey prior to simulation
❑ Dress for your appropriate audience	❑ Participate positively- listen, evaluate genuinely
❑ Be prepared to learn	❑ Display respect

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SECTION III: SCENARIO SCRIPT

A.   Case summary
A nursing director being considered for executive role. She/he has been asked to present her proposal to create and implement a program for member advisory committee to the Joint Administrative team, which includes hospital-based and outpatient leaders including physicians.

B. Key contextual details
The nursing director has been with the organization for over 10 years. She has done well meeting metrics and bringing up the department service scores; although, they do not yet meet target. There is much literature and practice around improving the patient experience with the creation of a member advisory committee. Her senior leader, the CNO, who has served as her mentor, has encouraged her to step forward with this project, but it will need senior leader buy-in and support. The support will take the form of resources, time, and commitment. The director did not receive approval for her project. The CNO must now mentor her through the gaps in her performance.

C. Scenario Cast		
Leaders/others	❑ High fidelity simulator	
	❑ Mid-level simulator	
	❑ Hybrid (Blended simulator)	
	❑ Standardized patient	
Role	Brief Descriptor (Optional)	Actor/Confederate (A/C) or Learner (L)
Nursing Director		A/L
CNO		
COO, CEO, Quality VP, outpatient senior leaders, physicians		

Environment, Equipment, Essential props Recommend standardized set ups for each commonly simulated environment					
1. Scenario setting: (example: office, board room, patient room)					
Board room or conference room					

2. Equipment, supplies, monitors (In simulation action room or available in adjacent core storage rooms)					
	U-shaped table and chairs	Paper			
	Computer/monitor	Video equipment			

Original CSA template modified for Leadership Development 8/13/13 by C. Delucas. Revised 2.17 by KT Waxman

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CASE FLOW / TRIGGERS/ SCENARIO DEVELOPMENT STATES			
Initiation of Scenario:			
PARTICIPANT STATUS	DESIRED LEARNER ACTIONS & TRIGGERS TO MOVE TO NEXT STATE		
1. **Role or position** Nurse director is invited in for her turn. She is given 5 minutes to present her proposal. There is much chatter going on when she enters the room and no one looks up or greets here.	**Triggers:**	**Learner Actions** Assess the room, scan.	**Debriefing Points:** How did director respond to the initial situation? Was gravitas present during this period? What behavior was most prominent at this time?
PARTICIPANT STATUS	DESIRED ACTIONS & TRIGGERS TO MOVE TO NEXT STATE		
2. CNO notices director and starts the introduction process. The room quiets down to listen One of the audience members asks her a question during the presentation.	**Triggers:**	**Learner Actions:** Director asks for assistance in beginning her slides and then begins her 5-10-minute presentation.	**Debriefing Points** Does she appropriately set the stage for her presentation? What behaviors is she exhibiting during the presentation? Introduce self and project?
PARTICIPANT STATUS			
3. Director responds to question. She then completes presentation and asks for further questions or concerns.	**Triggers:**	**Learner Actions:** CNO steps forward, indicates that her time is up and stays with her during the Q&A. The director responds to questions, thanks audience and prepares to depart.	**Debriefing Points** What behaviors does director exhibit during this time? Does the CNO's actions support the director? How does the audience seem to be responding?
Scenario End Point:			
Suggestions to <u>decrease</u> complexity: This scenario could have the director addressing a lesser important group such as a manager meeting or a new hire orientation Suggestions to <u>increase</u> complexity: CNO not in attendance at this executive meeting, leaving the director completely on her own.			

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APPENDIX A: Optional digital images of scenario milieu/set-up

Insert digital photo here	Insert digital photo here
Insert digital photo here	Insert digital photo here

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APPENDIX B: DEBRIEFING GUIDE

General Debriefing Plan			
☐ X Individual	☐ X Group	☐ X With Video	☐ Without Video

Debriefing Materials			
☐ X Debriefing Guide	☐ X Objectives	☐ Debriefing Points	

Core Leadership Competencies to Consider for Debriefing Scenarios		
☐ X Leadership	☐ Teamwork/Collaboration	☐ X Evidence-based leadership
☐ X Communication	☐ Human factors	☐ Systems thinking

Sample Questions for Debriefing

1. How did the experience of (identify the human factor) in leadership feel for you?
2. Did you have the knowledge and skills to meet the learning objectives of the scenario?
3. What GAPS did you identify in your own knowledge base and/or preparation for the simulation experience?
4. What RELEVANT information was missing from the scenario that impacted your performance? How did you attempt to fill in the GAP?
5. How would you handle the scenario differently if you could?
6. In what ways did you feel the need to check the ACCURACY of the data you were given?
7. In what ways did you perform well?
8. What three factors were most SIGNIFICANT that you will transfer to your leadership/management setting?
9. Consider the potential leadership and managerial benefits of improving your _____(name the soft skill) expertise.
10. (All) Discuss how roles and responsibilities might vary under different circumstances.

Notes for future sessions: