

Holland Bloorview

Kids Rehabilitation Hospital

Teaching
and Learning
Institute

Using an appreciative leadership approach to define and build simulation in paediatric rehabilitation: The Holland Bloorview story

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Holland Bloorview Kids Rehabilitation Hospital – Toronto, Ontario, Canada



- Canada's largest children's rehabilitation hospital.
- Vision is to create a world of possibility for kids with disability
- 7,000 children each year (600 inpatient; 58, 000 outpatient visits)
- Fully affiliated with the University of Toronto.

Our opportunity in Simulation

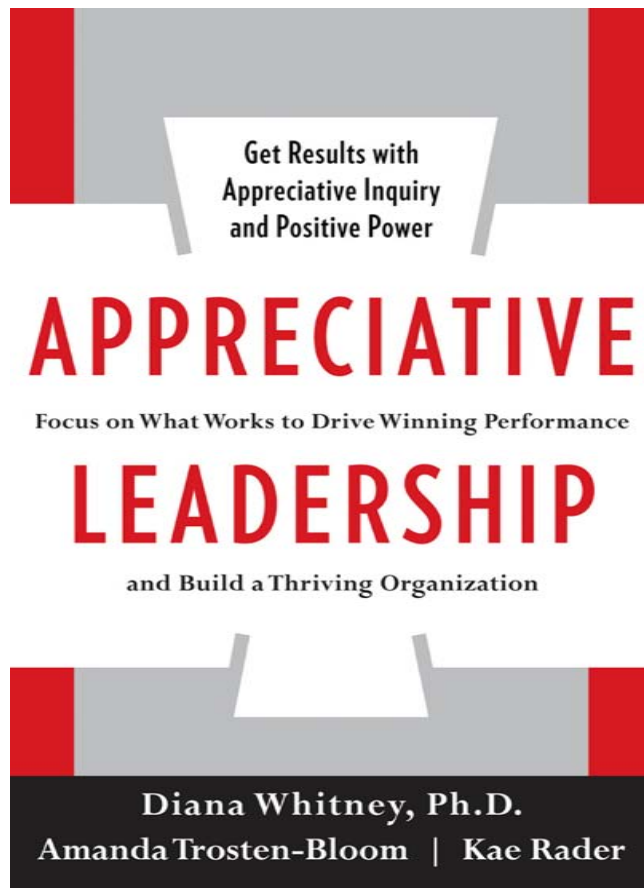
- Simulation programming in the field of paediatric rehabilitation has yet to be developed.
- We needed to define simulation in a way that was relevant to Holland Bloorview's context and to engage members of the Holland Bloorview community in the development and growth of this innovation.

The Leadership Challenge

How do we define simulation in paediatric rehabilitation so that educators and clinical staff can see the relevance and value of simulation to their work at a time of rapid transformational change in client care?

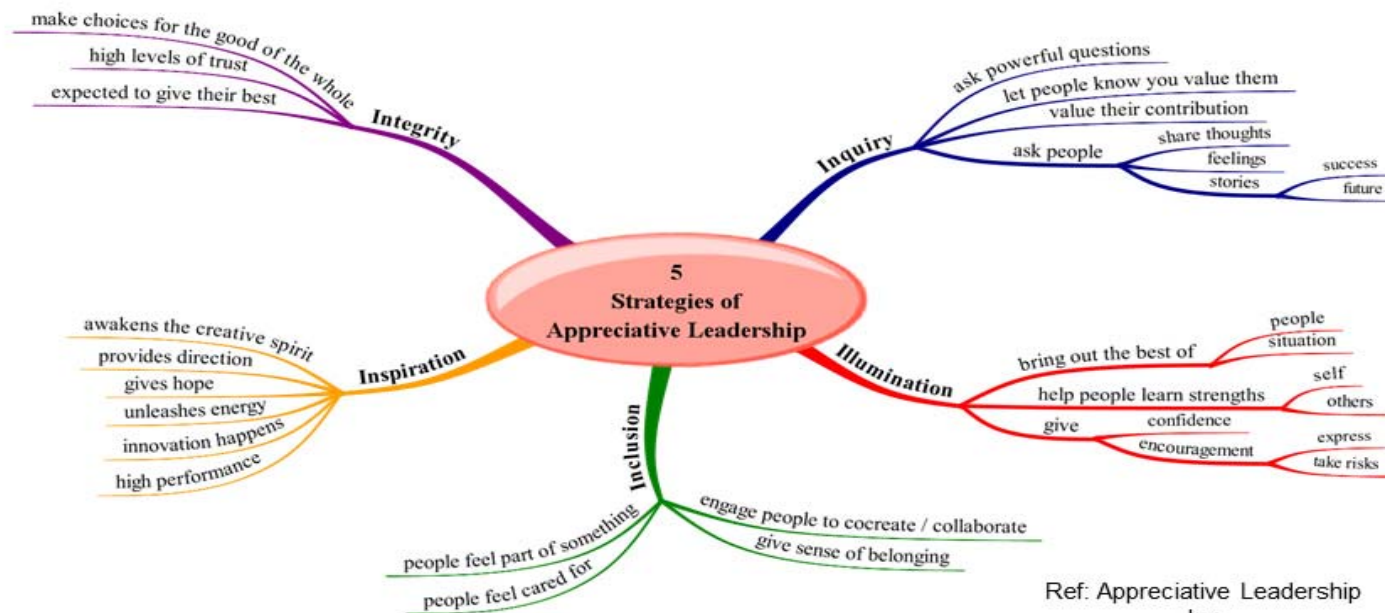
Appreciative Leadership

Whitney D, Trosten-Bloom A, Rader K. *Appreciative leadership: Focus on what works to drive winning performance and build a thriving organization*. New York: Mc Graw Hill; 2010.



- Born from the fields of positivist psychology, sociology and neuroscience, this approach uses 5 core strategies to “mobilize creative potential within an organization”.

Appreciative Leadership (Whitney, 2010)



Ref: Appreciative Leadership
by:
Diana Whitney
Amanda Trosten-Bloom

Appreciative Leadership

5 core strategies

Strategy	Definition	Use
Inquiry	Ask positively powerful questions.	Interview questions: “Tell me about what you value in your work”, “If you had a magic wand to give students the skills for success in this profession, what would those skills be?”
Illumination	Bring out the best of people and situations.	Interview questions: “Tell me about the best client encounter you have ever experienced”.
Inclusion	Engage with people to co-author the future.	Invited multiple perspectives to build our simulation story of the future.
Inspiration	Awaken the creative spirit.	Built the simulation story for HB.
Integrity	Make choices for the good of the whole.	Ensured that the definition of simulation was grounded in organizational values and principles.

Methodology

- 15 semi-structured interviews with leaders and clinical educators over a period of 4 months.
- Information from the interview notes was summarized and categorized into themes to define simulation.

Simulation Program Themes



Client and Family-Centred Care

Program Launch

Teaching and Learning Day 2012

- Seating Services in a small Southern Ontario Rehabilitation Hospital received a referral to assess for a new wheelchair prescription for a 15 year old, non verbal, ambulatory male.

Client's primary diagnosis was autism and developmental delay. The family was contacted via telephone to set up an appointment and there was nothing untoward brought to the attention of staff. The client's chart was pulled prior to the appointment and the file contained very basic information.

For this seating appointment, the OT and PT have escorted mother and son from the waiting room to the seating clinic room for their scheduled one hour appointment.

Code White for Autistic Clients



Teaching and Learning Institute Day, March 7, 2012 - Evaluation
 Comparative Feedback

Prior to today					Questions	At this moment				
Strongly disagree	disagree	Neither disagree nor agree	Agree	Strongly agree		Strongly disagree	disagree	Neither disagree nor agree	Agree	Strongly agree
	6%	29%	44%	6%	a) I can see how simulation could be useful in my work.				38%	62%
					b) I am able to describe what simulation is to a colleague or friend.				12%	50%
3%	12%	41%	32%		c) I would recommend using simulation to others.				29%	71%
	12%	26%	44%	3%	d) I am interested in using simulation in my work.			3%	32%	62%
	3%	32%	38%	9%	e) I am interested in learning more about simulation			3%	29%	65%
	3%	26%	38%	15%	f) I am interested in building my skills in simulation				24%	76%
					g) I consider simulation as a valid way to contribute to the academic agenda for the hospital			3%	24%	74%
	3%	29%	38%	12%	h) I can see how simulation could be used in my department, program or service.			3%	38%	59%
	6%	32%	35%	6%	i) I can see how simulation could be used in other departments, programs or services at Holland Bloorview			3%	35%	62%
Total number of workshop respondents					34	Footer Content Here 0000/00/00 12				

What are we noticing within the system about simulation at Holland Bloorview?

Strategy	Definition	Use
Inquiry	Ask positively powerful questions.	Interview questions: “Where are you noticing energy for simulation in the system? Who is displaying this energy?”
Illumination	Bring out the best of people and situations.	Interview questions: “Tell me about the best simulation encounter you have ever experienced”.
Inclusion	Engage with people to co-author the future.	Invited multiple perspectives to continue our simulation story of the future.
Inspiration	Awaken the creative spirit.	What has been our simulation story in the last year. What are we noticing that we need to incorporate into our future story?
Integrity	Make choices for the good of the whole.	Ensured that the definition of simulation continues to be aligned with organizational values and principles.

What are we noticing in the system?

What's next for Simulation at Holland Bloorview?

- High energy and interest in simulation. Continue to build capacity by nurturing internal champions.
- Use of simulation as a mandatory component of education around organizational change efforts (Ambulatory Electronic Health Record).
- Emergence of a Special Interest Group for Simulation.
- Strategic partnerships with University of Toronto and the Ontario Network for Simulation (Capacity Building)

Conclusions

- Fostered collaboration across groups
- Built positive energy for simulation
- Helped to the system to co-create a simulation program reflective of organizational values and principles.
- Able to identify current and future champions of simulation which will aid in building capacity for simulation across the organization.

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