

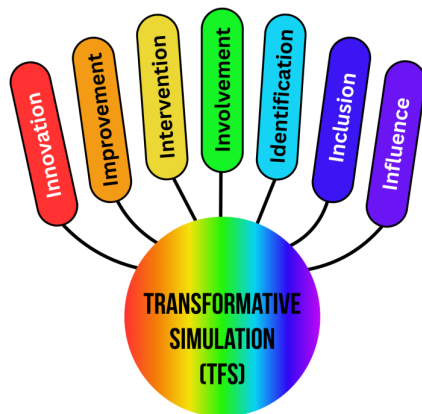


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TfS Dispatch #2 | November 2025



Sharon Marie Weldon ✓

Professor of Healthcare Simulation and Workforce Development; ASPIH President



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In this issue, we explore how healthcare leaders are thinking differently about simulation – not just as a training method, but as a lever for organisational change.

We spotlight two powerful examples of Transformative Simulation in practice: one tackling cultural dynamics in a New York ED, the other reshaping outbreak preparedness in Ghana.

You'll also find:

- A framework focus on the 7 Simulation-Based Intentions (SBIs)
- A reminder of our upcoming *TfS in Practice* webinar
- And a thought to consider, as we continue growing this collective movement

What's New?

A recent Australian study explored how senior healthcare leaders in a large metropolitan healthcare facility view simulation as a tool for organisational change and how it aligns with leadership priorities.

While leaders valued simulation for identification (testing systems under realistic conditions) what stood out even more were the relational functions: involvement and inclusion. These functions enabled staff and patient engagement, built resilience, and helped create shared mental models of the care and work.

But a familiar tension emerged: when a simulation's intention isn't


aligned with its design, tools or timelines, its ability to shift real-world practice is weakened.

This is why coherence matters — aligning why a simulation is happening with how it's designed, delivered, captured, and debriefed.

The authors observed:

"Many of the results in this study align with Weldon et al.'s (2023) taxonomy of simulation, which includes innovation, improvement, intervention, involvement, identification, inclusion, and influence."

Leaders involved in this study described the value of activities across these categories, in particular, innovation (introduction of novel solutions, new ways of working or new systems), improvement (enhancing existing systems or aligning with best practice), involvement (engaging with individuals and groups otherwise excluded to create shared understanding), identification (diagnostic activity to explore circumstances and events) and inclusion (key stakeholders engaged and involved).

 [Read the article](#)

Author's: [Sharon Clipperton Leah McIntosh](#) Sarah Janssens

TfS in Practice: Real-World Spotlights

This recurring section highlights real-world examples of Transformative Simulation in action - across geographies and sectors.

Simulation-Based Innovation, Identification & Inclusion




Outbreak Preparedness in Ghana

In Ghana, the WHO and United Nations partnered with local and international agencies to run a full-scale outbreak response simulation. The scenario implemented new innovations and tested how the country would respond to a high-threat zoonotic virus - involving over 150 participants from public health, veterinary services, emergency management, and security sectors.

The exercise was not just a drill - it was designed to implement innovative approaches and uncover coordination gaps, test communication systems, and challenge assumptions across agencies.

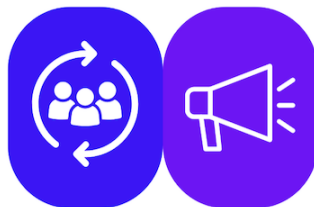




 [Read the article](#)

[World Health Organization UNICEF Médecins Sans Frontières \(MSF\)](#)

Simulation-Based Inclusion & Influence



Cultural Change in a New York ED


At a major New York medical centre, Dr. Riggins, a Medical Director, used simulation to address entrenched cultural patterns around bias, safety, and violence in the Emergency Department.

Collaborating with hospital security teams, he co-designed scenarios that exposed often-unspoken dynamics between ED clinicians, high-risk patients, and security personnel. The simulations intentionally surfaced:

- how implicit bias affects perception and escalation,
- how behaviours are interpreted through different lenses,
- how fear, threat, and moral distress influence decision-making, and
- how interprofessional relationships shape staff and patient safety.

Dr. Riggins concluded that

"Participating in this simulation experience has made me a better physician, leader, and advocate for my patients and colleagues"

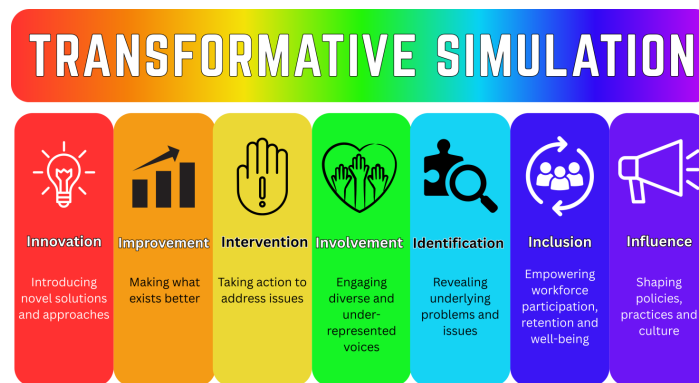
 [Read the article](#)

Author: [John K. Riggins Jr, MD, MHA, FACEP](#)

Framework in Focus: The 7 Simulation-Based Intentions (SBIs)

In Transformative Simulation (TfS), we don't ask what a simulation is about - we ask what it's for. That shift in focus changes everything.

That's where the 7 Simulation-Based Intentions (SBIs) come in.



Each SBI represents a distinct reason for using simulation to shape systems, culture, and practice. They are:

- **Innovation** – Introducing novel solutions and approaches to prototype, refine, or implement a specific change.
- **Improvement** – Enhancing something that already exists and ensuring expected standards are met.
- **Intervention** – Unearthing, understanding, and addressing issues that are difficult to tackle in real time.
- **Involvement** – Creating space for diverse voices and lived experiences to shape understanding and generate change
- **Identification** – Using simulation to uncover latent safety threats, gaps, or hidden dynamics.
- **Inclusion** – Ensuring workforce participation, retention and well-being through shared insight, empowerment and collective learning
- **Influence** – Shaping policies, practices, mindsets and culture

Why they matter

Transformative Simulations are often designed without clarity about their true intention - or they are framed around "types" (e.g. in situ, high fidelity, technical, team-based) rather than purpose.

When intention isn't named, Transformative Simulations risk being misaligned, underpowered, or hard to extract meaning and data from.

SBIs bring clarity and coherence. They:

- Make the purpose of the simulation explicit
- Guide design, delivery, data capture, and debriefing (4D's)
- Strengthen theoretical and methodological transparency
- Enable replication and scalability
- Generate insights and data for better impact

How they differ from simulation “types”

Simulation “types” describe form – like where a simulation happens, who it involves, or what tools are used.

Simulation-Based Intentions describe function — the deeper purpose or change the simulation is trying to achieve.



SBI = Why we’re simulating



Type = What it looks like

When we align the two, we can design with far greater clarity and impact.

Don't forget!

Inaugural Webinar – 17 December 2025

Guest Speaker: Dr Julie Mardon, NHS Forth Valley

Join us for our first *TfS in Practice* webinar, where Julie will share how her team embedded Transformative Simulation across an entire health board during a time of system-level challenge and change.



Tuesday 17 December



13:00–14:00 UK time

Open to all –  [Register here](#)



Thought to Consider

It’s often said that simulation **bridges** the gap between theory and practice – and when used for education, it does just that.

But when we use simulation to transform, we go further.

We **apply** theory to practice in ways that shape, shift, and reimagine the practice itself.



Get Involved

- Want to **present at a webinar**? Let us know.
- Interested in joining the **Strategic Group**? Expressions of interest opening soon.
- Our **TfS WhatsApp group** is launching soon for updates and informal discussion.
- Further resources available here: <https://aspih.org.uk/tfs-infographics/>

Thanks for being here. This movement is growing — and it needs your