Application of Leadership Theories to Infection Prevention & Control Practices

June 14, 2013
Winnipeg, Manitoba

Gayle Gilmore, RN, MA, MIS
ggilmore217@gmail.com
Objectives

- Key significant infection prevention and control practices
- Applying these practices to today’s healthcare environment
- Leadership theories of relevance and application of same
- How to have fun with it all!
Significant Practices

APIC-CHICA-Canada

Infection Control and Epidemiology: Professional and Practice Standards

2008
Relatable Post #4564

Nobody ever reads the rules for Monopoly... except when an argument breaks out.
Significant Practices

Professional Standards
1. Qualifications
2. Professional development
3. Ethics
4. Professional accountability
5. Leadership
Significant Practices

Practice Standards

1. Infection prevention and control practice
2. Surveillance
3. Epidemiology
4. Education
5. Consultation
Significant Practices

Practice Standards

6. Occupational health
7. Program administration and evaluation
8. Fiscal responsibility
9. Performance improvement
10. Research
Significant Practices – Professional Standards

Qualifications

- Experienced/health sciences
- Certified when eligible
- Maintains certification
Significant Practices – Professional Standards

Professional development

- Basic training within 6 months
- Demonstrate knowledge and skills
  - Epidemiology, including outbreak management; infectious diseases; microbiology; patient care practices; asepsis; disinfection/sterilization; occupational health; facility planning/construction; emergency preparedness; learning/education principles; communication; product evaluation; information technology; program administration; legislative issues/policy making; and research.

- Incorporate and disseminate research
- Collaborate
- Participate in professional organizations
- Maintain current knowledge and manage electronic media
Significant Practices – Professional Standards

**Ethics**
- Complies with laws
- Confidentiality, safety, health
- Nonjudgmental, nondiscriminatory
- Uphold personal and professional honor
- Engages in research
- Collaborates with others to improve competency
- Transparency in research
- Builds professional reputation on personal merit
- Refrain from competing unfairly
- Refuses gratuities to obtain special advantage
Significant Practices – Professional Standards

🌿 Professional accountability
- Establishes and uses goals and objectives
- Performs regular self evaluations
- Seeks constructive feedback
- Keeps current on best practices
- Participates in professional organizations
- Committed to protecting clients
Significant Practices – Professional Standards

Leadership
- Provides direction, work collaboratively
- Shares knowledge and expertise
- Mentors less experienced
- Supports research
- Brings creativity and innovation
- Influence and educate policy makers and public
- Collaborates/educates self on global issues
Generational Views – Pat Piaskowski

“Our ability to thrive as a profession relies on our ability to attract, recruit, and retain the best candidates for the important role of ICP.”
ELMO COLI'S HARD LESSON IN MARKETING...
Applying Practices – Practice Standards

 metros

Infection prevention and control practice

Seven indicators

Surveillance

Eight indicators
Applying Practices – Practice Standards

- Epidemiology
  - Four indicators

- Education
  - Five indicators
Applying Practices – Practice Standards

➢ Consultation
  ➢ Five indicators

➢ Occupational Health
  ➢ Three indicators
Applying Practices – Practice Standards

Program administration and evaluation
- Four indicators

Fiscal responsibility
- Three indicators
Applying Practices – Practice Standards

- Performance improvement
  - Six indicators

- Research
  - Six indicators
Significant Practices

Infection Prevention and Control
Core Competencies
for Health Care Workers:
A Consensus Document

2004, 2006 rev
If we are facing in the right direction, all we have to do is keep on walking.

-Buddhist Proverb
Surveillance

- Surveillance technology not a luxury
- Traditional surveillance is gold standard
- Automation not an option
- Sub-optimal performance not acceptable
Surveillance

“The full promise of automated surveillance may be over the next hill or just beyond the horizon, but the only way to find out is to keep walking.”

Marc-Oliver Wright, MT (ASCP), MS, CIC
87% of young people have back pain.
The other 13% have no computer.
Leadership — Professional and Practice Standards

- Serves as leader, mentor, and role model
  - Provides direction and works collaboratively
  - Shares knowledge and expertise
  - Mentors less experienced HCWs/ancillary
  - Recognizes and supports research
  - Brings creativity and innovation to practice
  - Seeks opportunities to influence and educate
  - Collaborates/educates self on global community
DILBERT by Scott Adams

AS YOU REQUESTED, I RESEARCHED ALL OF THE BEST-SELLING BOOKS ON THE TOPIC OF LEADERSHIP.

APPARENTLY, LEADERSHIP IS THE PRODUCT OF SOCIOPATHIC TENDENCIES PLUS LUCK. ALL OTHER PERSONALITY TRAITS ARE INACTIVE INGREDIENTS.

DID YOU ACTUALLY READ ALL OF THOSE BOOKS?

I ONLY NEEDED TO KNOW THEY WERE ALL DIFFERENT.
Leadership - Recipe

- Multitude of ingredients
- Properly mixed
- Produces capable individuals
- Move an organization to goals
- Influencing others to function collaboratively
- Corporate success
- Economic sustainability
Leadership - Recipe

- Leadership style
- Personal and professional values
- Ability to control by influence
- Ability to function in ever changing healthcare environment
Leadership Theories

- House – Path-Goal
- Tannenbaum and Schmidt – Continuum
- Benton – Transformational Leadership
Leadership

Robert House’s Path - Goal Leadership Theory
Leadership – Leader Behavior

- Directive Leader
  - Gives detailed expectations and
  - Plan to meet expectations
  - Increases motivation and satisfaction
  - With role ambiguity

House, Path-Goal Leadership Theory
Leadership – Leader Behavior

- Supportive leader
  - Concern for people
  - Clear environments
  - Supportive atmosphere

- Increases motivation and satisfaction
- With routine/stressful tasks

House, Path-Goal Leadership Theory
Leadership – Leader Behavior

Participative Leader
- Seeks input for decision making
- Final decision maker but
- Enhances buy-in

- Improves motivation and satisfaction
- Uncertain times or in process of change

House, Path-Goal Leadership Theory
Leadership – Leader Behavior

Achievement-oriented Leader
- Stimulating goals
- Expects high performance
- Goals met
- Creates trust environment
- Acknowledgement of workforce ability to accomplish goals

House, Path-Goal Leadership Theory
Leadership

Tannenbaum and Schmidt’s Continuum of Leadership Behavior

- Boss-centered to
- Subordinate-centered
Leadership

From left –

- Manager makes decision and announces it
- Manager “sells” the decision
- Manager present ideas and invites questions

Tannenbaum and Schmidt
1958, 1973
Leadership

- Manager presents tentative decision subject to change
- Manager presents problem, gets suggestions, and makes decision

Tannenbaum and Schmidt
1958, 1973
Leadership

- Manager defines limits; asks group to make decision
- Manager permits subordinates to function within defined limits

Tannenbaum and Schmidt 1958, 1973
Leadership

D A Benton – Transformational Leadership
Leadership

Executive Charisma -
“The ability to gain effective responses from others by using aware actions and considerate civility in order to get useful things done.”

Benton, 2003
Leadership

Step 1: Be the First to Initiate
Step 2: Expect and Give Acceptance to Maintain Esteem
Step 3: Ask Questions and Ask Favors
Step 4: Stand Tall, Straight and Smile
Step 5: Be Human, Humorous, and Hands On
Step 6: Slow Down, Shut Up, and Listen

Benton, 2003
Leadership

“Executive Charisma isn’t as much about you as about your effect on others and that comes not just from what you say and do, but from what you don’t say and don’t do.”

Benton, 2003
Am I Having Any Fun?

“The answer needn’t always be yes. But if it’s always no, it’s time for a new project or a new career.”

DO
WHAT YOU
LOVE
LOVE
WHAT YOU
DO
Judith Viorst
References


