

Application of Leadership Theories to Infection Prevention & Control Practices

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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



APIC[®]

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

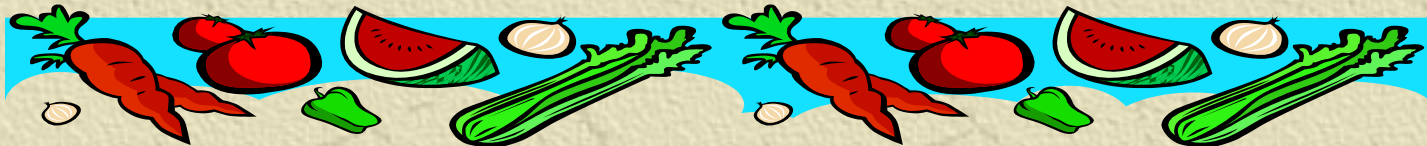
- ✦ Establishes and uses goals and objectives
- ✦ Performs regular self evaluations
- ✦ Seeks constructive feedback
- ✦ Keeps current on best practices
- ✦ Participates in professional organizations
- ✦ Committed to protecting clients



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

✦ 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

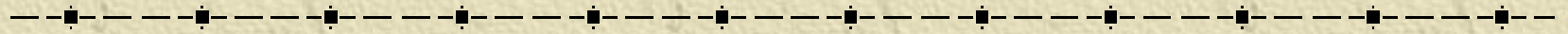
- ✦ Six indicators

✦ 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.

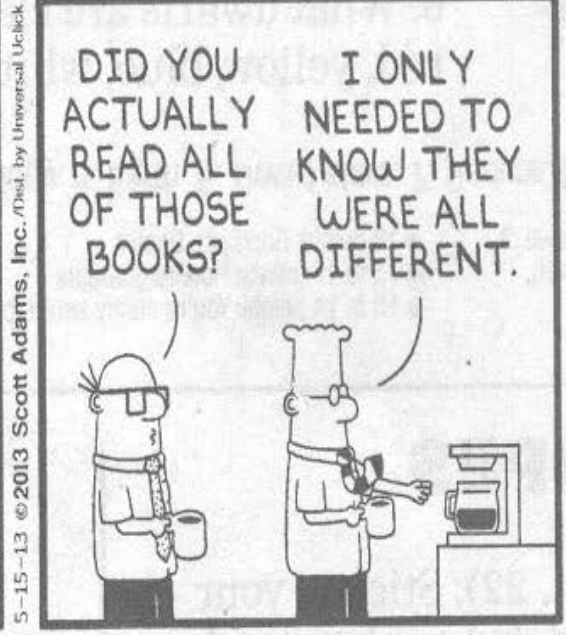
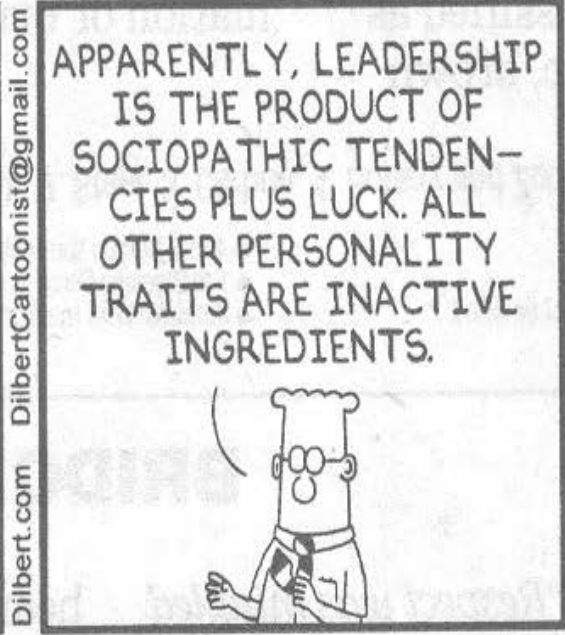
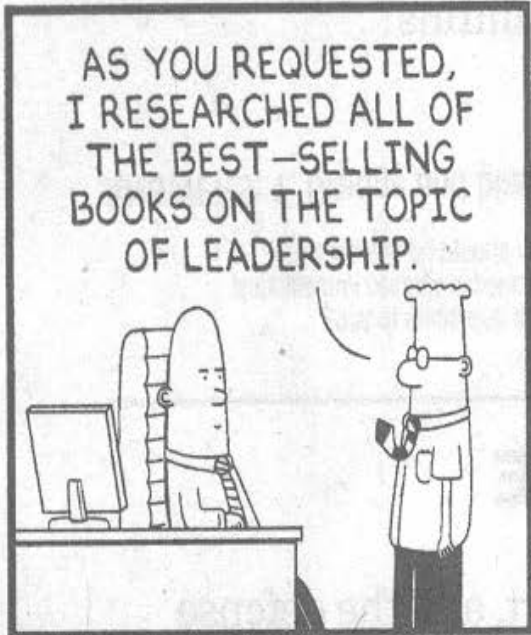


True.

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



Dilbert.com DilbertCartoonist@gmail.com

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Leadership - Recipe



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

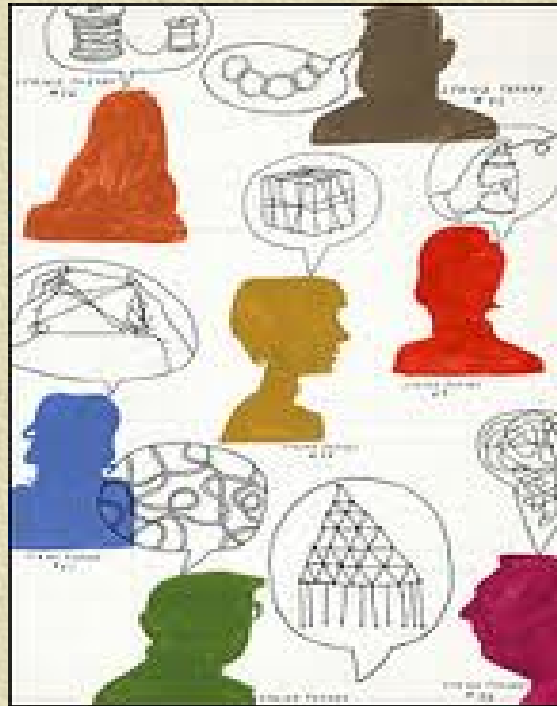
Leadership - Recipe



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

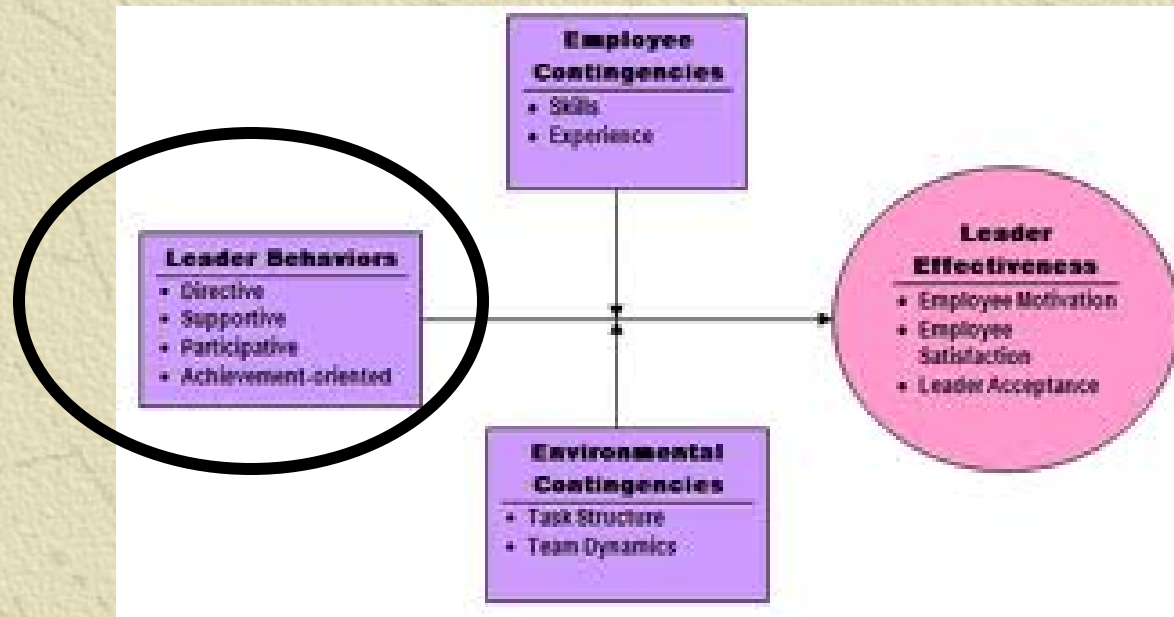
Leadership Theories

- ✦ 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

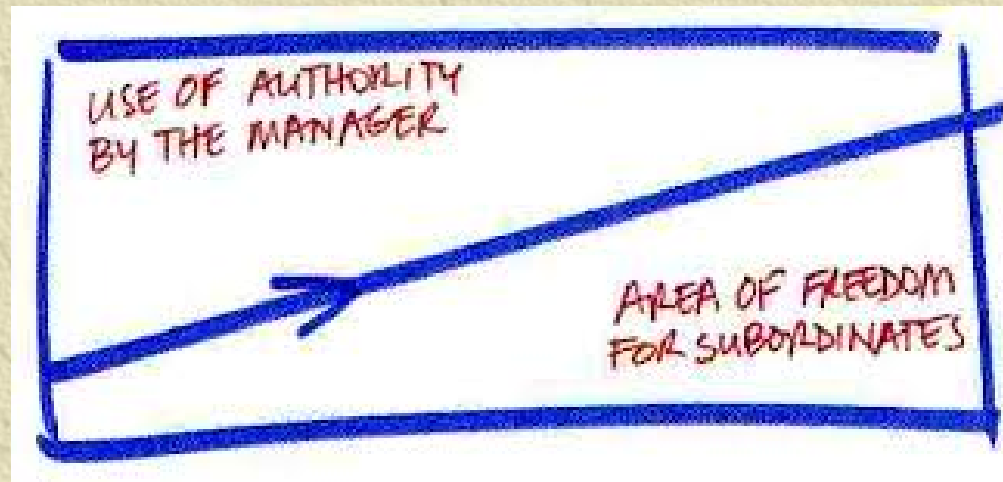


House, Path-Goal Leadership Theory

Leadership

✦ Tannenbaum and Schmidt's Continuum of Leadership Behavior

- ✦ Boss-centered *to*
- ✦ Subordinate-centered

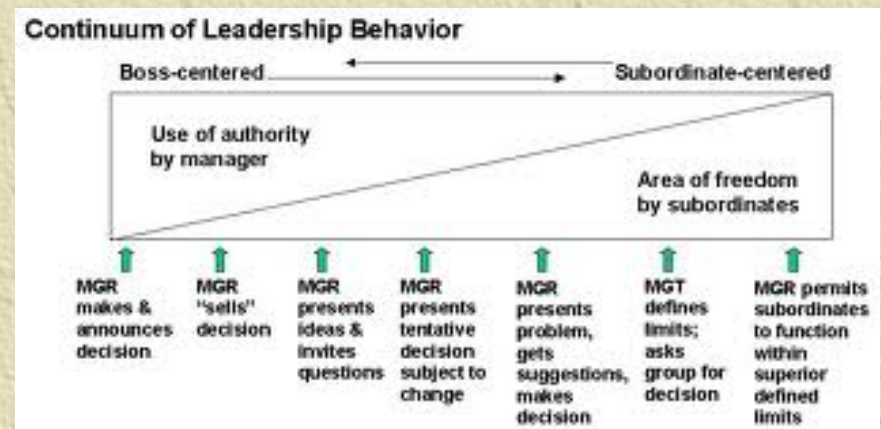


Leadership

✦ From left –

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

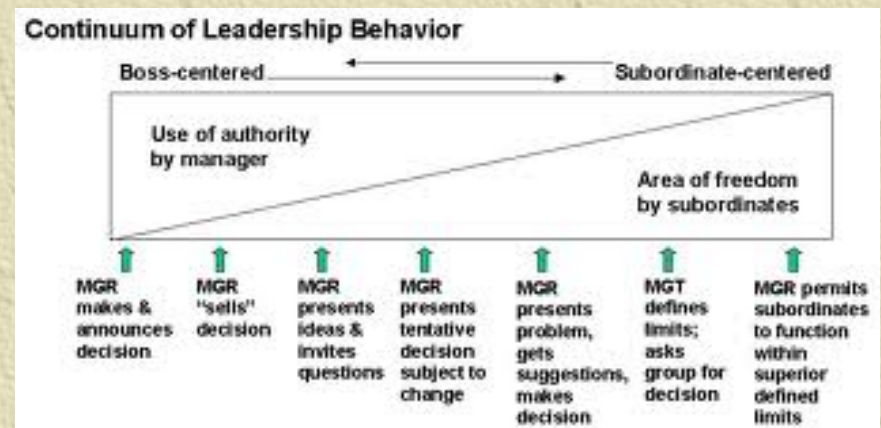
Tannenbaum and Schmidt
1958, 1973



Leadership

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

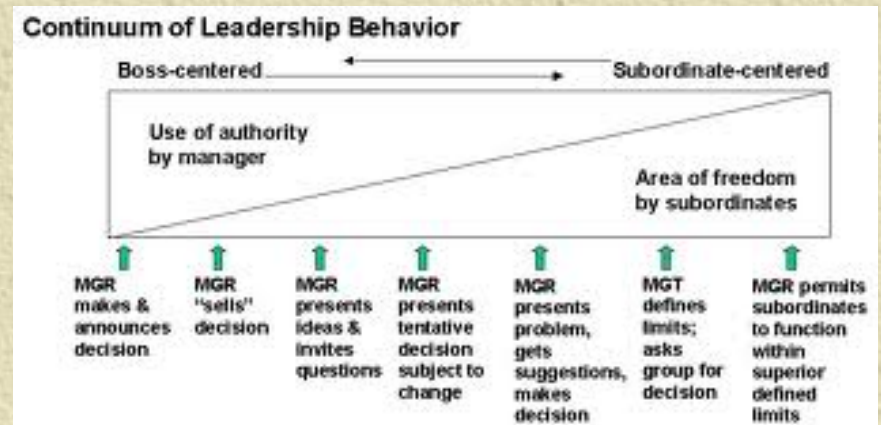
Tannenbaum and Schmidt
1958, 1973



Leadership

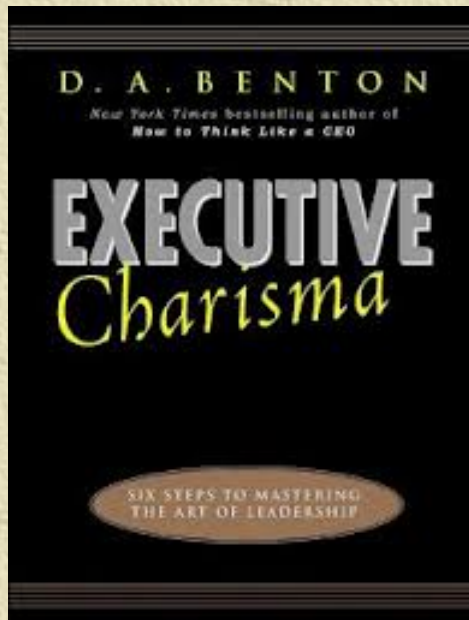
- ◆ Manager defines limits; asks group to make decision
- ◆ Manager permits subordinates to function within defined limits

Tannenbaum and Schmidt
1958, 1973

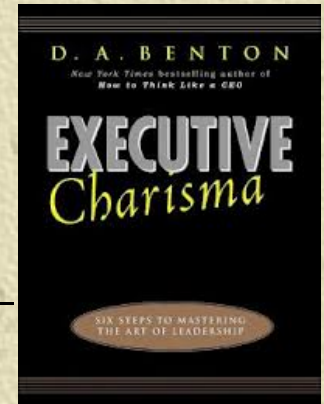


Leadership

✦ 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

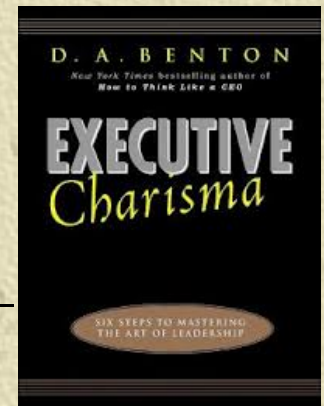
Step 3: Ask Questions and Ask Favors

Step 4: Stand Tall, Straight and Smile

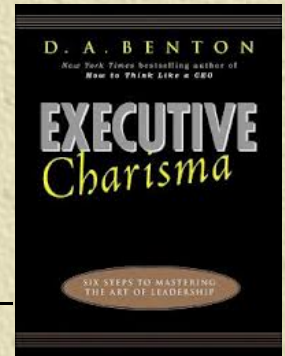
Step 5: Be Human, Humorous, and Hands On

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.”

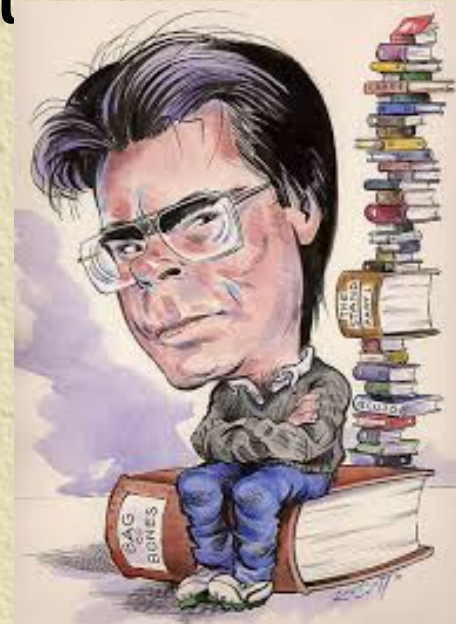
Benton, 2003

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.”

Stephen King, *The Writer*, March 2000

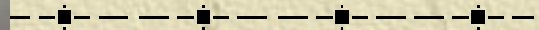




DO
WHAT YOU
LOVE

LOVE
WHAT YOU
DO





Judith Viorst



References

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