THE TRANSFORMATIONAL LEADERSHIP MODEL

PLEASE OPEN TODAY’S POLL TO PARTICIPATE:

- Scan the QR code
- Find it online: PollEv.com/mdhhsiprat688
- Via text: Send mdhhsiprat688 to 22333

CAMERON LEADERSHIP CONSULTING AND MDHHS

FOLLOW THE LEADER...
THE TRANSFORMATIONAL LEADERSHIP MODEL

Putting new ideas into practice

CAMERON LEADERSHIP CONSULTING AND MDHHS

FOLLOW THE LEADER...
OVERVIEW FOR TODAY

• Transformational Leadership and Public Health Leadership Academy (PHLA) - Cameron
• PHLA Evaluation - Hales-Smith
• Application of Transformational Leadership - Parr & Brum
A healthy, productive work environment that supports the creation and delivery of accessible services aligned with the needs of the community
CAMERON LEADERSHIP CONSULTING

Transforming organizational capacity through leadership development
**Transactional**

Administers processes and policies
Maintains status quo
Motivates through rewards and punishment
Is responsive

**Transformational**

Driven by vision and influence
Seeks to improve organizational structure
Motivates through influence and vision
Is proactive
TRANSFORMATIONAL LEADERSHIP COMPONENTS

Individualized Consideration
- Adapting management styles to accommodate various individuals on your team

Inspirational Motivation
- Articulating a unified vision that encourages team members to exceed expectations

Idealized Influence
- Modeling ethical behavior to earn respect and trust

Intellectual Stimulation
- Fostering an environment where it’s safe to be creative and voice diverse perspectives
PHLA SEMINARS

1. Servant Leadership
   Empower followers to perform their best

2. Inclusive Leadership
   Understand, respect, and respond to individual diversity

3. Change Leadership
   Lead change and help others adapt to change

4. Relational Leadership
   Build trust through authenticity and empathy

5. Entrepreneurial Leadership
   Think out of the box and influence others to do so

6. Visionary Leadership
   Articulate a vision that encourages action
PHLA TO DATE

Spring of 2019 - Summer 2023

Number of seminars: 49

Number of participants:
- PHA - 228
- MPHI - 82
- LPH - 6
GOALS OF PHLA

- Build trust and enhance collaborative work across agencies
- Increase knowledge of key leadership types
- Increase practice of self-reflection and continuous learning
- Put learning into practice by applying leadership skills
EVALUATION OVERVIEW

• Process and impact
• Qualitative and quantitative methods
• Seminar feedback forms
  • Online surveys
  • Interviews
## WHAT WE FOUND

### GOALS

- Build trust and enhance collaborative work across agencies
- Increase knowledge of key leadership types
- Increase self-reflection and continuous learning
- Put learning into practice by applying leadership skills

### RESULTS

- 100% found interactions valuable; are using their skills to be stronger collaborators
- 93% enhanced their leadership skill set
- Participants and supervisors alike attested to an increase in self-reflection and continuous learning
- Marked increase in applied leadership skills of communication, inclusive behavior, and vision
**Participant**
You consider different views and perspectives when making decisions

- **Often**
  - Subsequent to Attending PHLA: 89.2%
  - Before Attending PHLA: 55.3%
- **Sometimes**
  - Subsequent to Attending PHLA: 10.8%
  - Before Attending PHLA: 39.5%
- **Rarely**
  - Subsequent to Attending PHLA: 0.0%
  - Before Attending PHLA: 5.3%
- **Never**
  - Subsequent to Attending PHLA: 0.0%
  - Before Attending PHLA: 0.0%

**Supervisor**
Staff member considers different views and perspectives when making decisions

- **Often**
  - Subsequent to Attending PHLA: 72.0%
  - Before Attending PHLA: 36.0%
- **Sometimes**
  - Subsequent to Attending PHLA: 20.0%
  - Before Attending PHLA: 56.0%
- **Rarely**
  - Subsequent to Attending PHLA: 0.0%
  - Before Attending PHLA: 0.0%
- **Never**
  - Subsequent to Attending PHLA: 0.0%
  - Before Attending PHLA: 0.0%
- **I don't know**
  - Subsequent to Attending PHLA: 8.0%
  - Before Attending PHLA: 8.0%
**PARTICIPANT**

You have a vision for your role in public health

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**SUPERVISOR**

Staff member has a vision for their role in public health

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**PARTICIPANT**
You take action to implement your vision

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- **Subsequent To Attending PHLA**

**SUPERVISOR**
Staff member takes action to implement their vision

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- **Subsequent To Attending PHLA**
Putting New Ideas Into Practice

Denise Parr, MSN-IPC, RN, CIC
Renee Brum, MSN-IPC, RN, CIC, CPHQ
MISSION:
Michigan Department of Health and Human Services (MDHHS) provides opportunities, services, and programs that promote a healthy, safe, and stable environment for residents to be self-sufficient.

The Michigan Department of Health and Human Services will not exclude from participation in, deny benefits of, or discriminate against any individual or group because of race, sex, religion, age, national origin, color, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person’s eligibility.

The authors of this presentation have no conflicts of interest to disclose.
Objectives

“I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential.”

Dr. Brené Brown

- Construct a culture survey
- Appraise survey results
- Develop actions for improvement
- Describe the actions we executed
Some Background

- Adult Foster Care
- Acute Care and Critical Access
- Assisted Living
- Behavioral Health / Psychiatric Health
- Correctional / Prison
- Dialysis
- Home for the Aged
- Rehabilitation / Substance Use Disorder
- Shelters
- Skilled Nursing Long Term Care
April 2022:
Initial survey

May 2022:
Survey analysis

June – October 2022:
Action plan

October 2022:
Follow-up survey

January 2023:
Survey analysis

March-April 2023:
Team/group discussions

April-May 2023:
Group discussion analysis
Assessing the Culture

- Diversity, Equity, and Inclusion Committee
  - Recruit, Retain, and Hire Workgroup
  - Climate and Culture Workgroup
    - 32 Question Survey
    - Baseline April 2022
    - Follow up October 2022
April 2022 Survey

Opportunities:

- Clarity on vision and strategies
- Establish priorities
- Policies and procedures that reflect EDI
- Environment for open expression

Strengths:

- Appreciation for diversity
- Leadership support
- Co-workers contribute to positive environment
Action Plan

- Community agreement and policy
- Team charter
- Project prioritization
- Professional development opportunities
- Utilizing team member strengths
- Emotional intelligence and communication training
October 2022 Survey

• Analyzed responses for each question
• Compared to previous (April 2022) results
• Placed in “improve” or “maintain” buckets
• Grouped survey questions and responses into themes:
  • Work/Life Balance
  • Empowerment
  • Environment
  • Leadership and Professional Development
October 2022 Survey

Improve:
- Establish priorities
- Empower to influence external change
- Team member communication and relationships

Maintain:
- Empower to make programmatic change
- Job contributing to happiness and growth
- Professional development opportunities
Team Discussions

• Activity objectives
  • Discuss Work/Life Balance and Empowerment themes
  • Responses anonymously documented
  • Promote psychological safety

• Breakout groups/rooms
  • Team Leads
  • Infection Preventionists
  • Nurse Consultants
  • Data Specialists
Putting it all together…

Maintain:

• Environment
• Leadership and Professional Development

Improve:

• Work/Life Balance
• Empowerment
When you roll out a new project to staff, do you provide any of the following items?

(A) Vision with objectives
Lessons Learned
Visionary Leadership

- Big Picture
- Inspiring
- Think “Why Not?”
- Requires a Strategy
- Include the team in the creation
Visionary Leadership

• Strategy
• Clear Objectives
• Define Roles
• Accountability
• Data Collection Method
• Quality or Validation Cycle
Team Charter

- Fun Theme
- American with Disabilities Act (ADA) Compliant
- Feedback Loop

Mission, Vision, Value

MDHHS

IPRAT

- IPRAT Team Structure
- IPRAT Funding
- IPRAT Community Agreement
- IPRAT Communication Protocol
- Well-being and Resiliency
- Conflict Resolution
- Decision-Making Steps
- IPRAT Approval Process
- How Success is Defined
Team Charter

MISSION & VISION

MISSION: To promote and foster a culture that values equity, diversity, and inclusion (EDI) throughout the Infection Prevention Resource and Assessment Team (IPRAT) and the diverse communities we partner with. We will do this through providing expert consultation that ensures facility infection prevention practices reflect evidence-based policies and industry standards to maintain patient and staff safety. We are available to these congregate care settings as a community level resource and providing in-person guidance and direction.

VISION: To develop and strengthen a culturally proficient workforce that is an essential asset to infection prevention outreach, education, and technical assistance to address existing and emerging health and social issues.

VALUES

- Equity and inclusion in our daily lives and work environment that supports a diverse workforce.
- Accountability to our EDI initiatives and our work with congregate care settings.
- Humility that provides cultural awareness of the settings we work in.
- Open communication about the values of our congregate care partners and increased awareness about equitable and inclusive practices.
- Continuous review, assessment, and implementation of EDI services.
- Strive to achieve justice through directly dismantling barriers to resources and opportunities.

Thank you to the EDI Leadership workgroup who created the IPRAT Get to Know Us document whose material was used for this slide.
We each play an important role.

- **Data Team**: The purpose of the DA team is to help ease the reporting burden off facilities, to provide leadership with facts, trends, and statistical numbers that help with decision-making, to ensure IPRAT meets our grant metrics, and to present analyzed data for program support, intervention recommendations, and policy advocacy.

- **Infection Preventionists**: Important for the dissemination of infection prevention guidelines and principles to help ensure the safety of residents, patients, clients, and staff within the Congregate Care Settings IPRAT serves.

- **Nurse Consultants**: In addition to providing infection prevention guidance to Congregate Care Settings, the nurse consultant provides direct service and support to frontline staff, observes practices and procedures supplemented with real-time education, and assists with patient care workflows and services.
Team Charter

Defining Success

• Providing evidence-based practice infection prevention guidance to our congregate care settings in a timely manner.

• Supporting our congregate care settings with timely on-site assistance.

• Meeting our grant milestones.

• Reporting our grant information accurately and by the deadline.

• Maintaining a professional, equitable, and inclusive working environment.
Community Agreement

- Commit to Improvement
- Be Present
- Stay confidential
- Get comfortable with being uncomfortable
- Be encouraged to participate
- Allow yourself to be vulnerable
- Agree to disagree
- Use "I" Statements
- Be conscious of body language and non-verbal responses
- Use Both/And thinking instead of either/or
- Lean In/Lean Out
- We are all teachers and learners
- Extend Grace
- When you are ready to comment, use the “raise your hand” function
- Open mind and kind heart
Inclusive Leadership

The Conflict Resolution Process

Address the Emotion
- Get Centered
- Reflect Emotion

Understand the Problem
- Listen
- Reflect
- Verify

Understand the Real Objective
- Means and Ends
- Root Cause Analysis

Create Options
- Seed Win-Win
- Elicit
- Enhance

Select the Option
- Weigh the Options
- Decide
Emotional Intelligence

- Emotion vs. Reason
- Consider Intent vs. Impact

Listen
- Open mind
- Kind heart

Pause
- Did I hear correctly?
- How/Why is this impacting me?
- How am I a part of this?

Reflect

Ask
- Clarification question
- Agree to disagree
- Ask Team Lead to help facilitate if unable to find common ground

Resolution
Poll

Question

What is the one item found on most gap analysis reports? A gap analysis is a strategic tool used for analyzing the gap between what actually happened and what you wanted to have happen.

I've never participated in a gap analysis before.

0%
Effective Communication

Utilize 1:1 sessions
- Professional goals
- Workload / Balance
- Concerns / Questions
- Interests / Opportunities

Life / Work Balance
Requires Communication
IPRAT Communication Protocol

- Background
- Communication Guidelines
- Meetings
- Etiquette
- External Communication
- Internal Communication

- Listening
- Nonverbal Communication
- Clarity and Concision
- Friendliness
- Showing Empathy
- Open-Mindedness
- Respect
- Picking the Right Medium
# Gallup Clifton Strengths

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Professional Development

• Invest in your team.
• Share the amazing work you do!

• Attend conferences
• Abstracts
• Posters
• Presentations
Questions?

www.Michigan.gov/IPRAT

MDHHS-IPRAT@Michigan.gov
References

content/uploads/2018/01/FCJhana_1-on-1-prep-for-managers.pdf
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