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# THE TRANSFORMATIONAL LEADERSHIP MODEL

PLEASE OPEN TODAY'S POLL TO PARTICIPATE:

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- Via text: Send mdhhsiprat688 to 22333



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# THE TRANSFORMATIONAL LEADERSHIP MODEL

*Putting new ideas into  
practice*



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# **OVERVIEW FOR TODAY**

- Transformational Leadership and Public Health Leadership Academy (PHLA) - Cameron
  - PHLA Evaluation - Hales-Smith
  - Application of Transformational Leadership - Parr & Brum
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**MY  
VISION**

*A healthy, productive work environment that supports the creation and delivery of accessible services aligned with the needs of the community*

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# CAMERON LEADERSHIP CONSULTING

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*Transforming  
organizational capacity  
through leadership  
development*

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# 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

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# TRANSFORMATIONAL LEADERSHIP COMPONENTS

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## 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



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# PHLA TO DATE

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Spring of 2019 -  
Summer 2023

Number of participants:

- PHA - 228
- MPHI - 82
- LPH - 6

Number of seminars :  
49



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**PUBLIC HEALTH  
LEADERSHIP ACADEMY  
(PHLA)**

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**PROGRAM  
EVALUATION**

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## **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
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# **EVALUATION OVERVIEW**

- Process and impact
  - Qualitative and quantitative methods
  - Seminar feedback forms
    - Online surveys
    - Interviews
-

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# WHAT WE FOUND

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## GOALS

Build trust and enhance collaborative work  
across agencies



100% found interactions valuable; are using  
their skills to be stronger collaborators

Increase knowledge of key leadership types



93% enhanced their leadership skill set

Increase self-reflection and continuous  
learning



Participants and supervisors alike attested to  
an increase in self-reflection and continuous  
learning

Put learning into practice by applying  
leadership skills

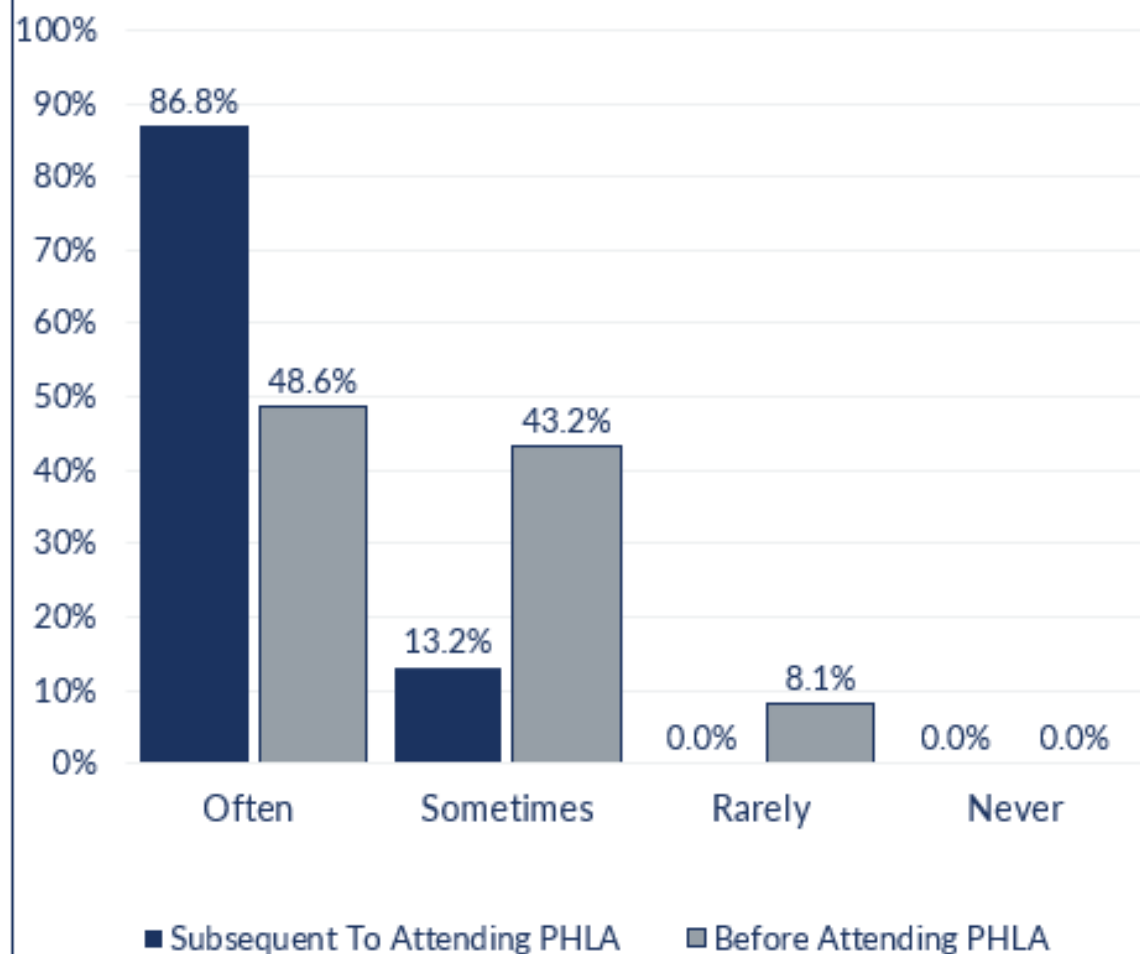


Marked increase in applied leadership skills of  
communication, inclusive behavior, and vision

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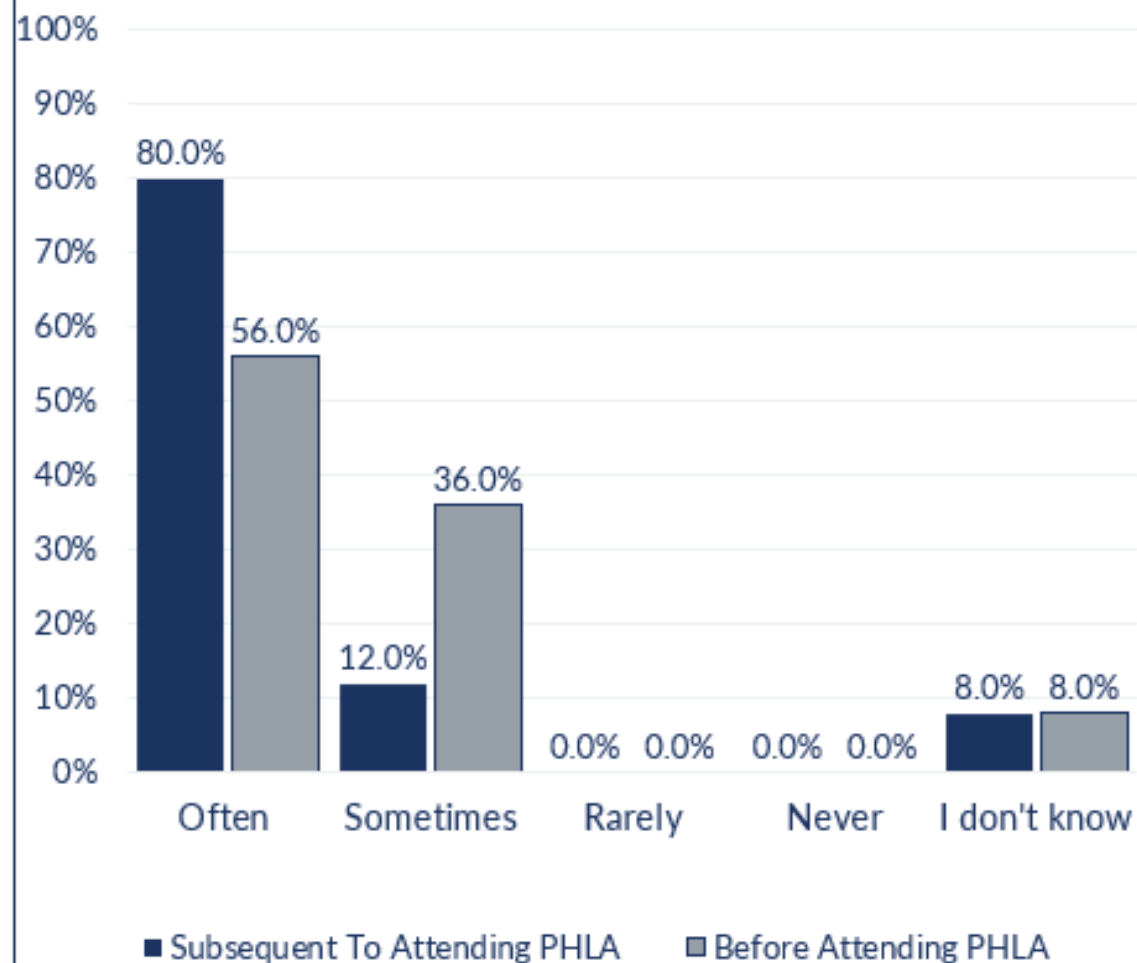
## PARTICIPANT

You practice active listening



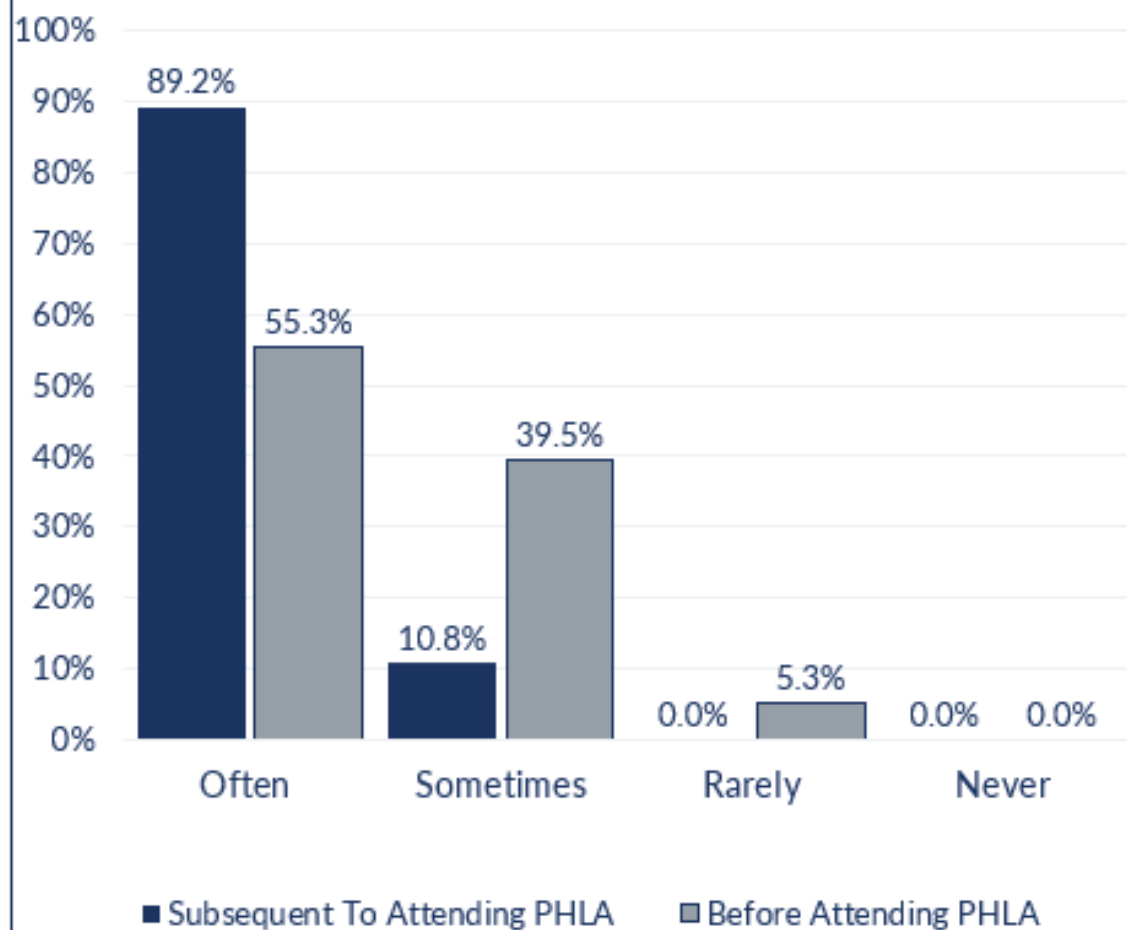
## SUPERVISOR

Staff member practices active listening



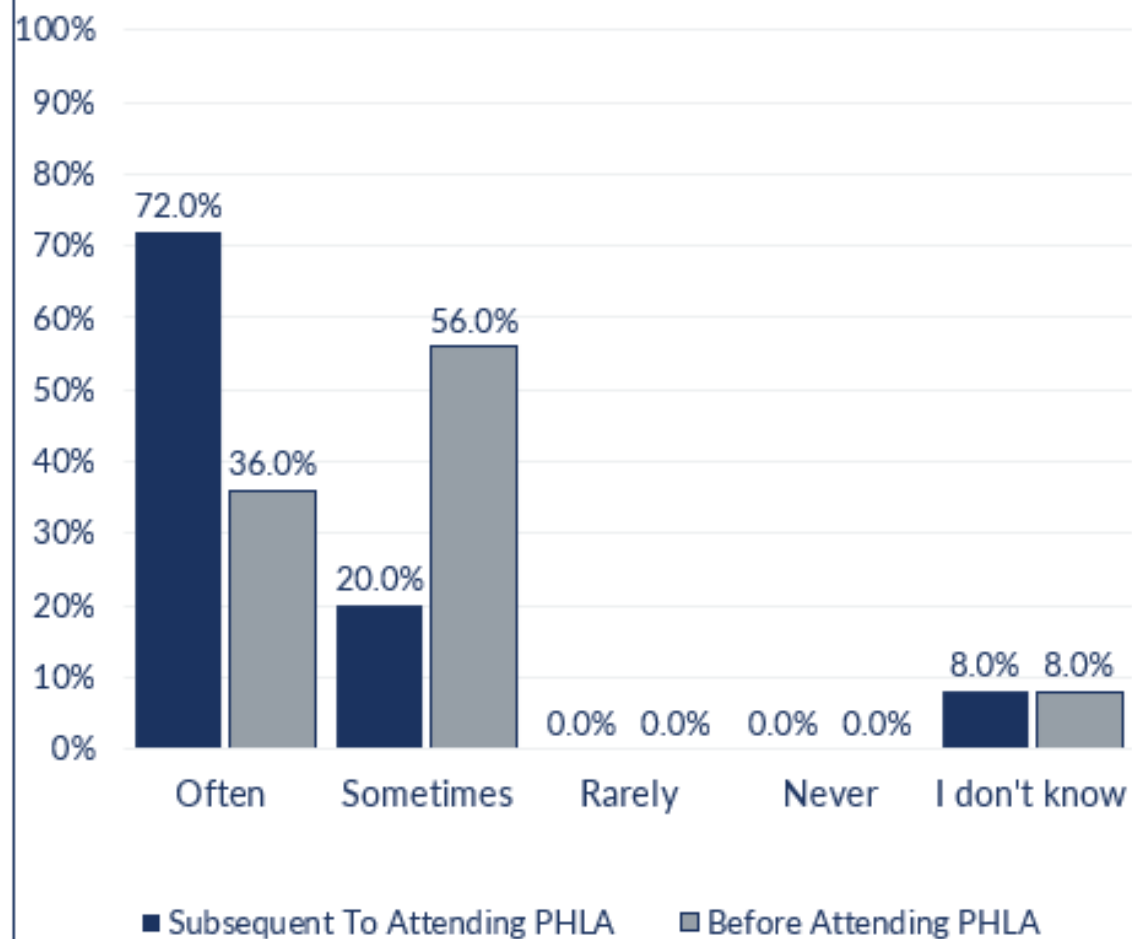
## PARTICIPANT

You consider different views and perspectives when making decisions



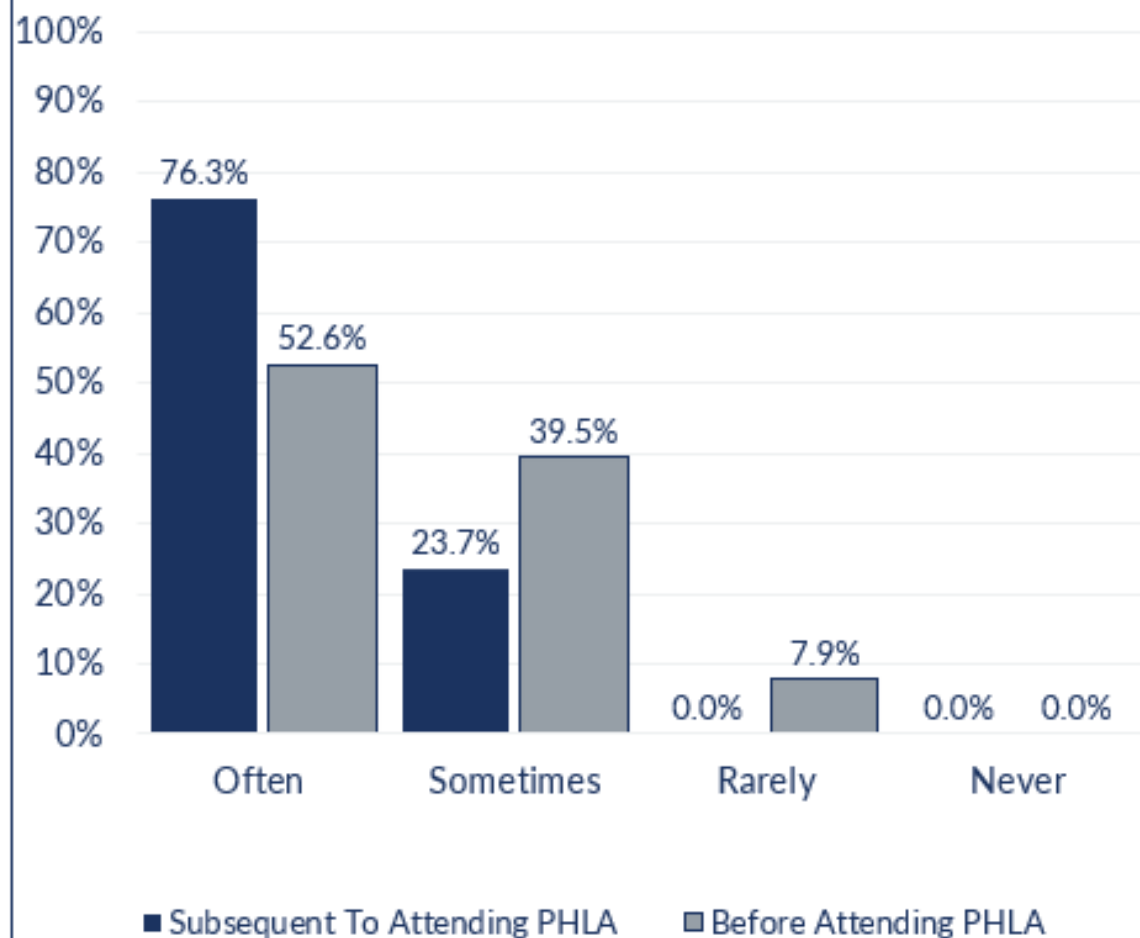
## SUPERVISOR

Staff member considers different views and perspectives when making decisions



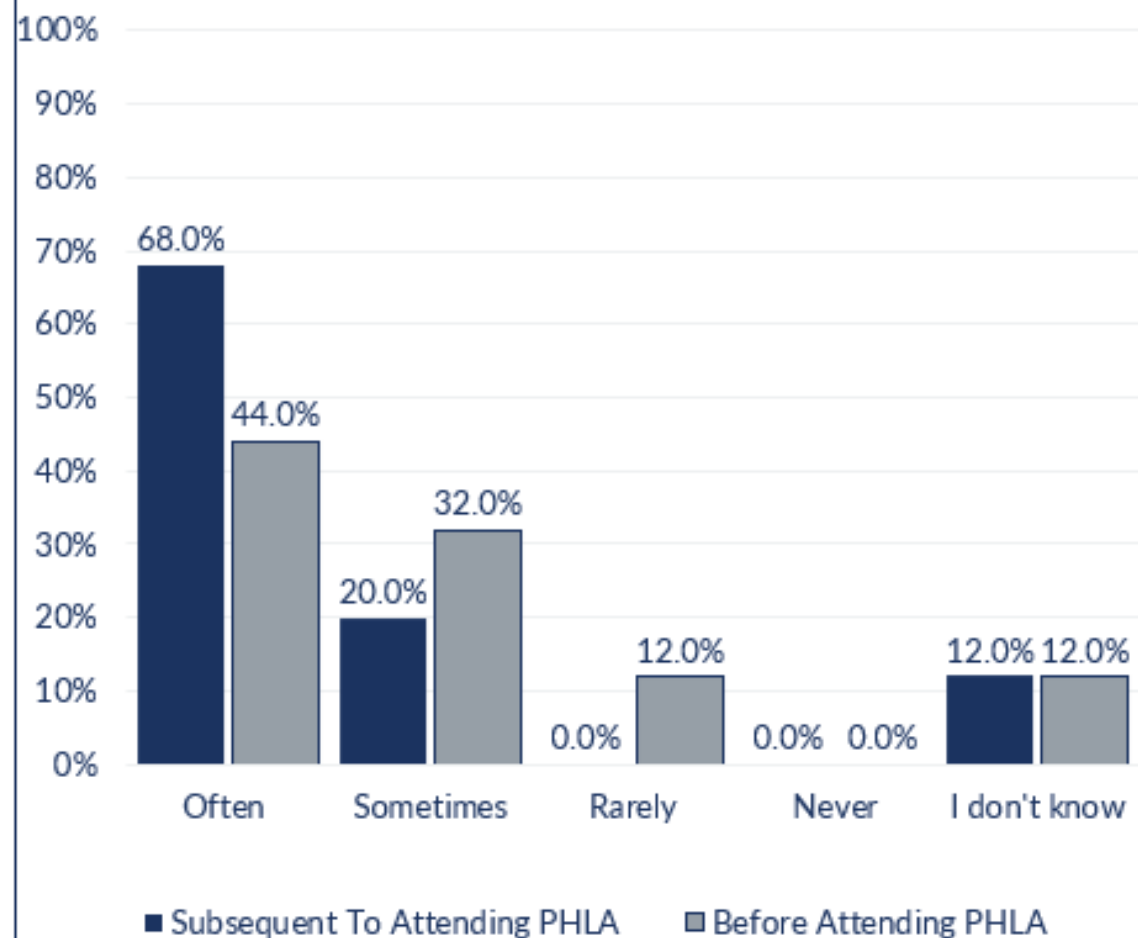
## PARTICIPANT

You are aware of your own emotions



## SUPERVISOR

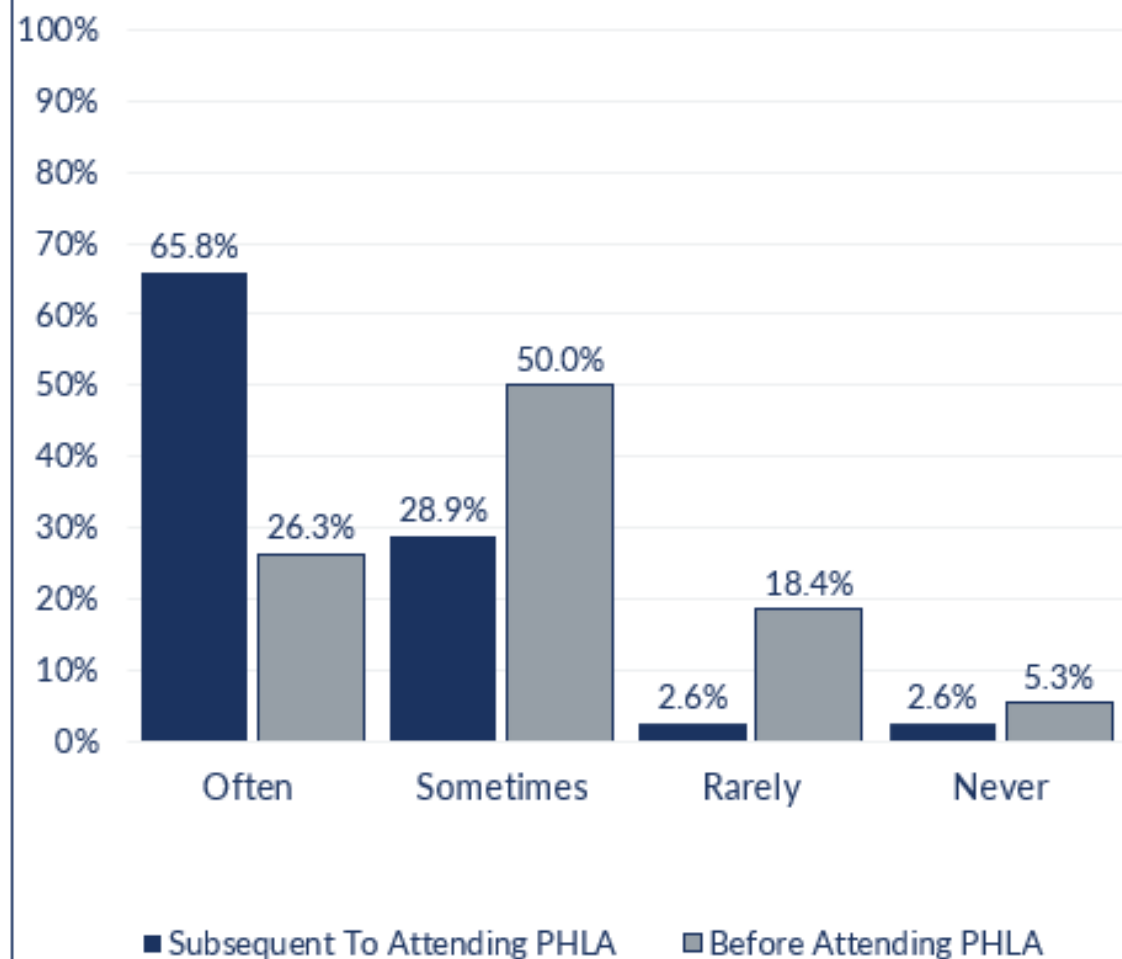
Staff member is aware of own emotions





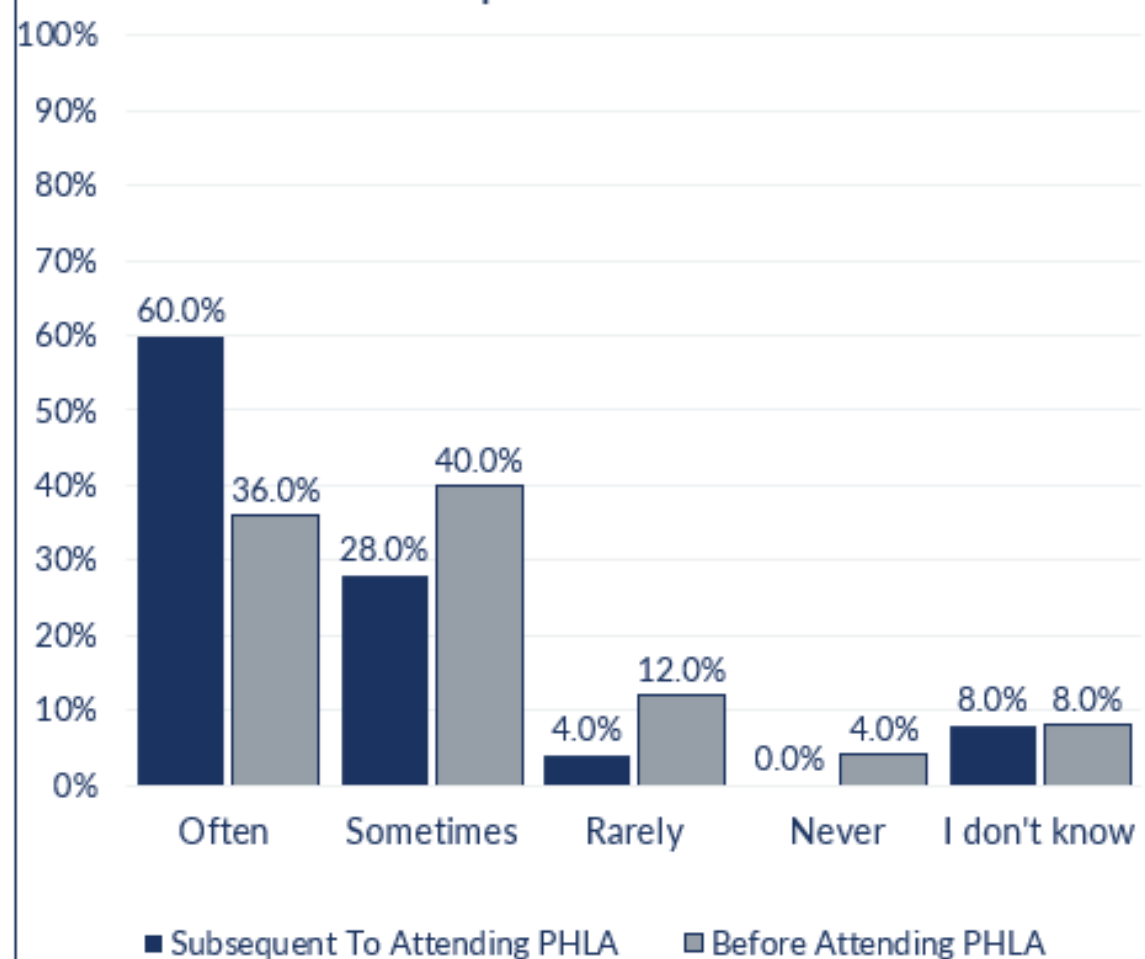
## PARTICIPANT

You have a vision for your role in public health



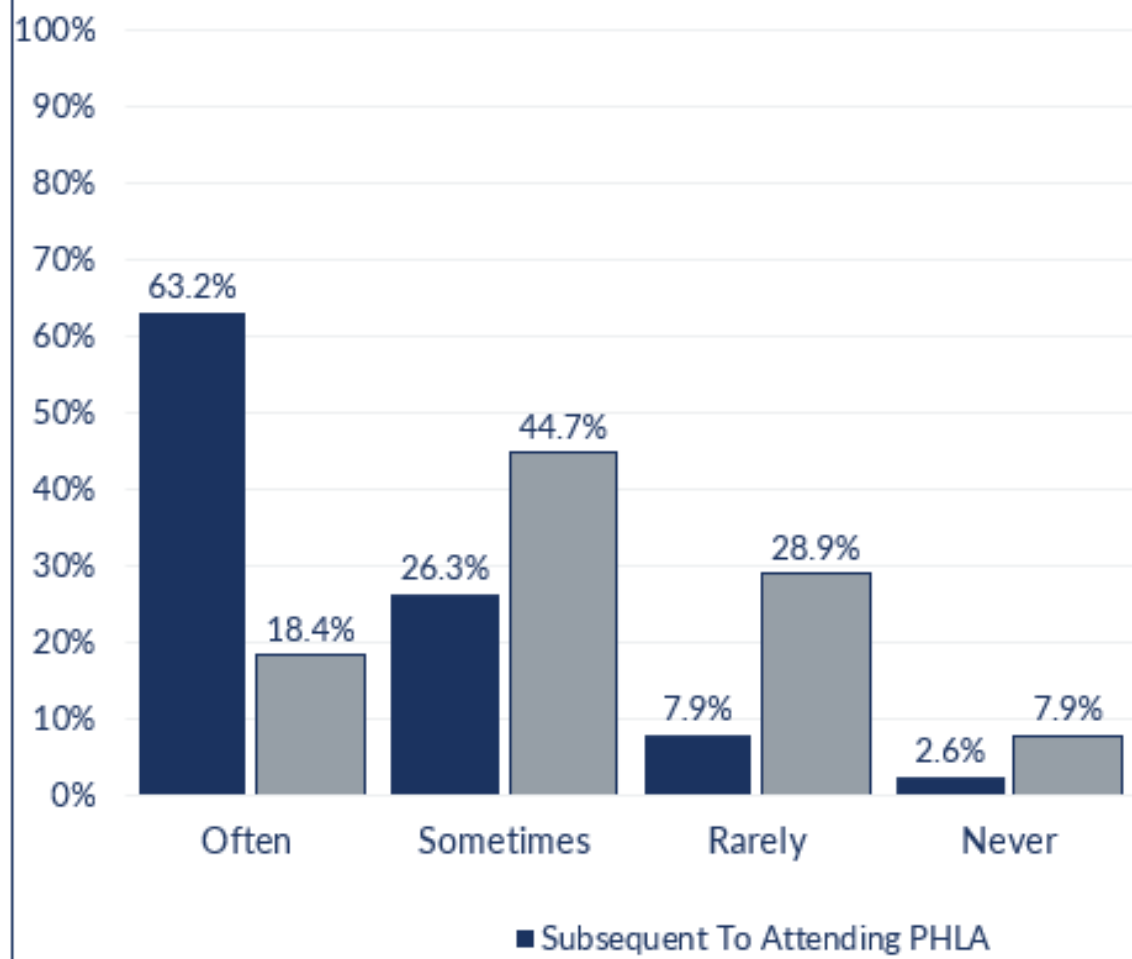
## SUPERVISOR

Staff member has a vision for their role in public health



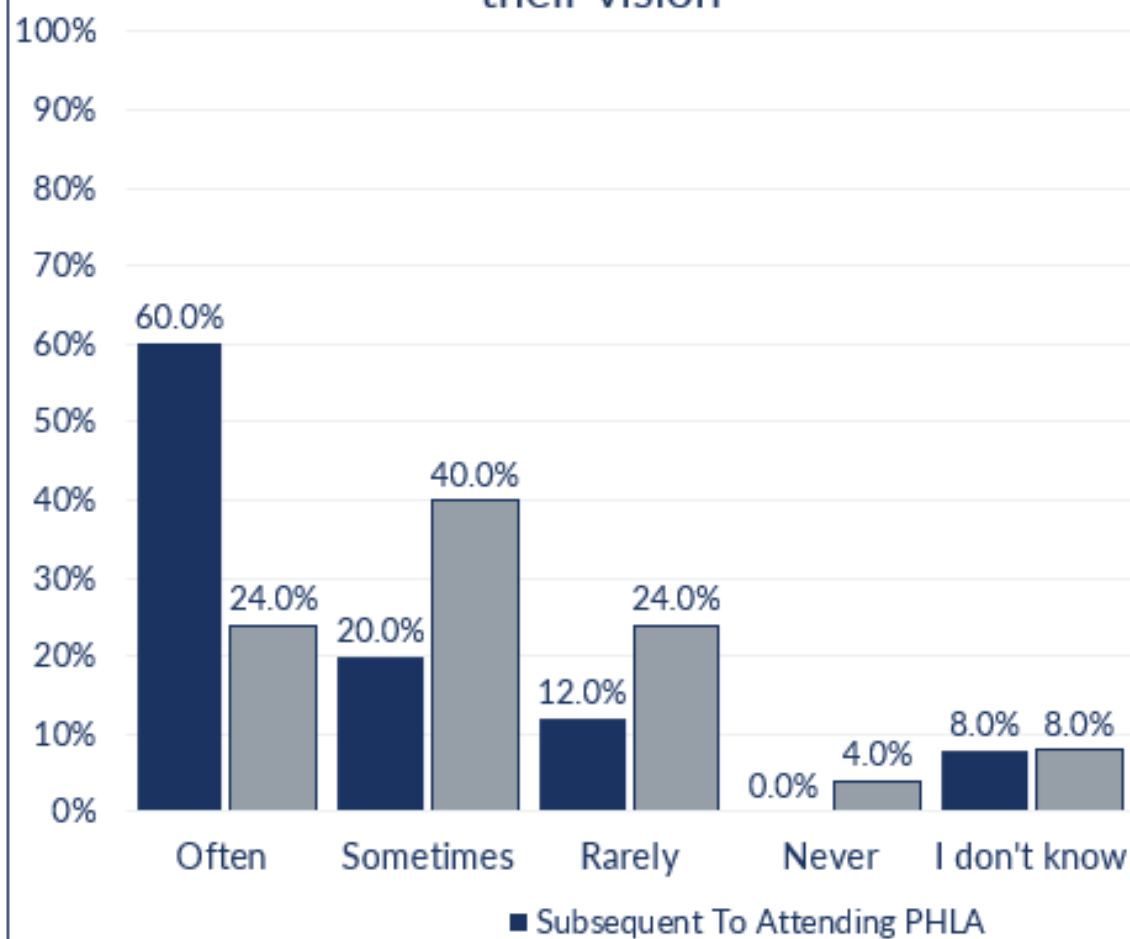
## PARTICIPANT

You take action to implement your vision



## SUPERVISOR

Staff member takes action to implement their vision



# 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

# Timeline

April 2022:  
Initial  
survey

June –  
October  
2022:  
Action plan

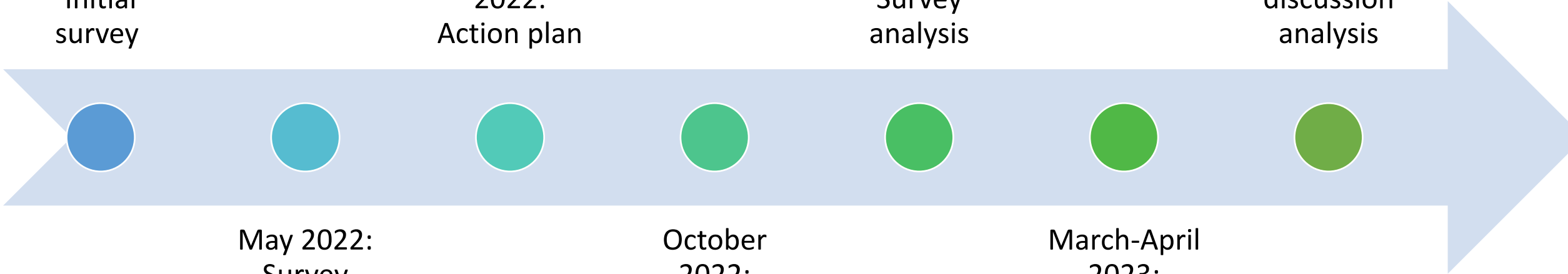
January  
2023:  
Survey  
analysis

April-May  
2023:  
Group  
discussion  
analysis

May 2022:  
Survey  
analysis

October  
2022:  
Follow-up  
survey

March-April  
2023:  
Team/group  
discussions



# 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



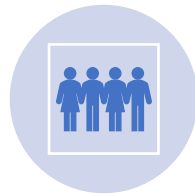
Team charter



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

# Poll Question



< 2023 MALPH

Visual settings

Edit

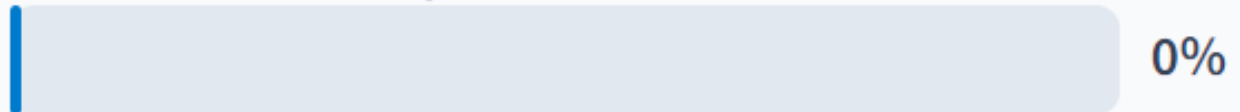


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When you roll out a new project to staff, do you provide any of the following items?

(A) Vision with objectives



SEE MORE

# 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.

# Team Charter

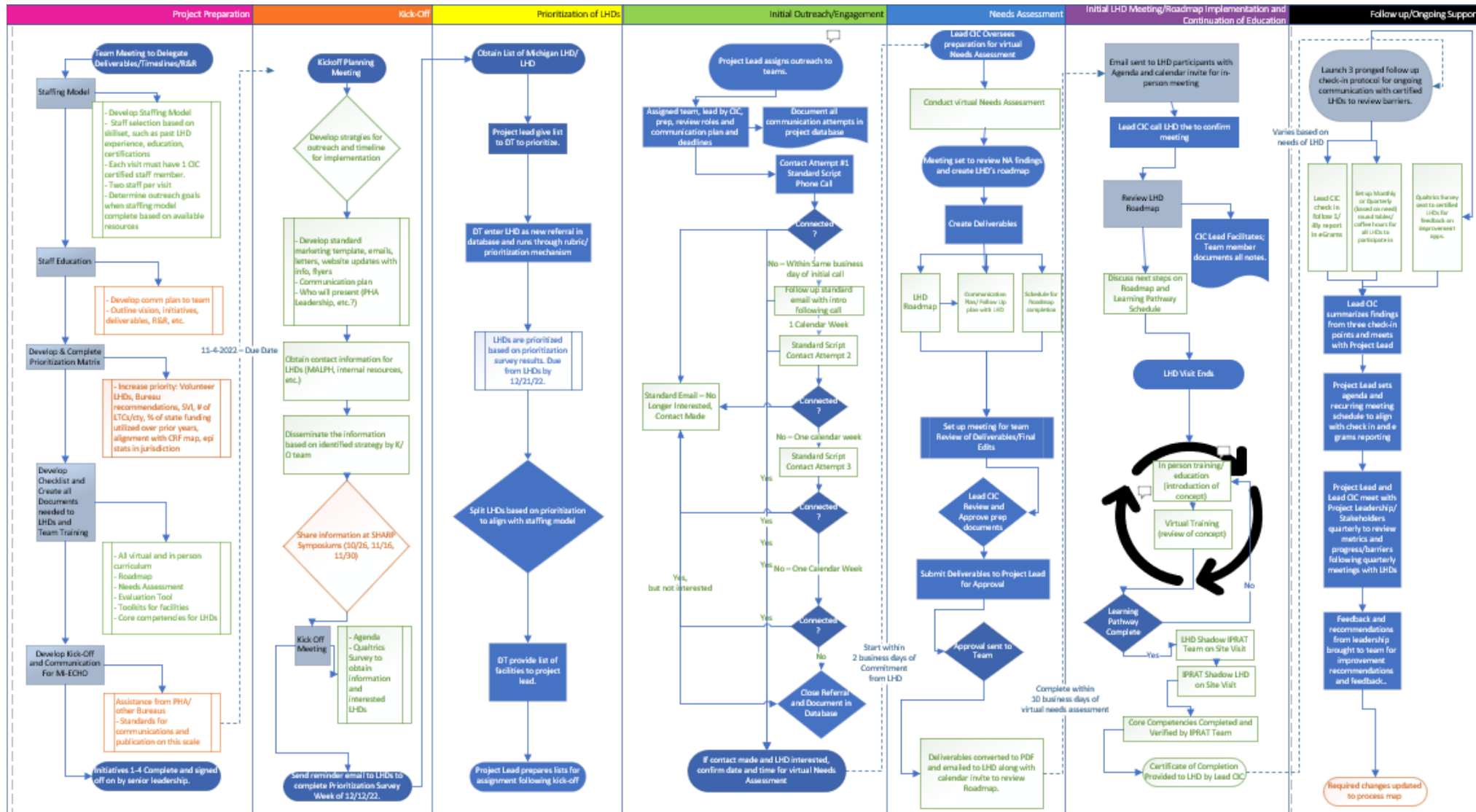
## We each play an important role.

- **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.

## 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.

# Project Prioritization



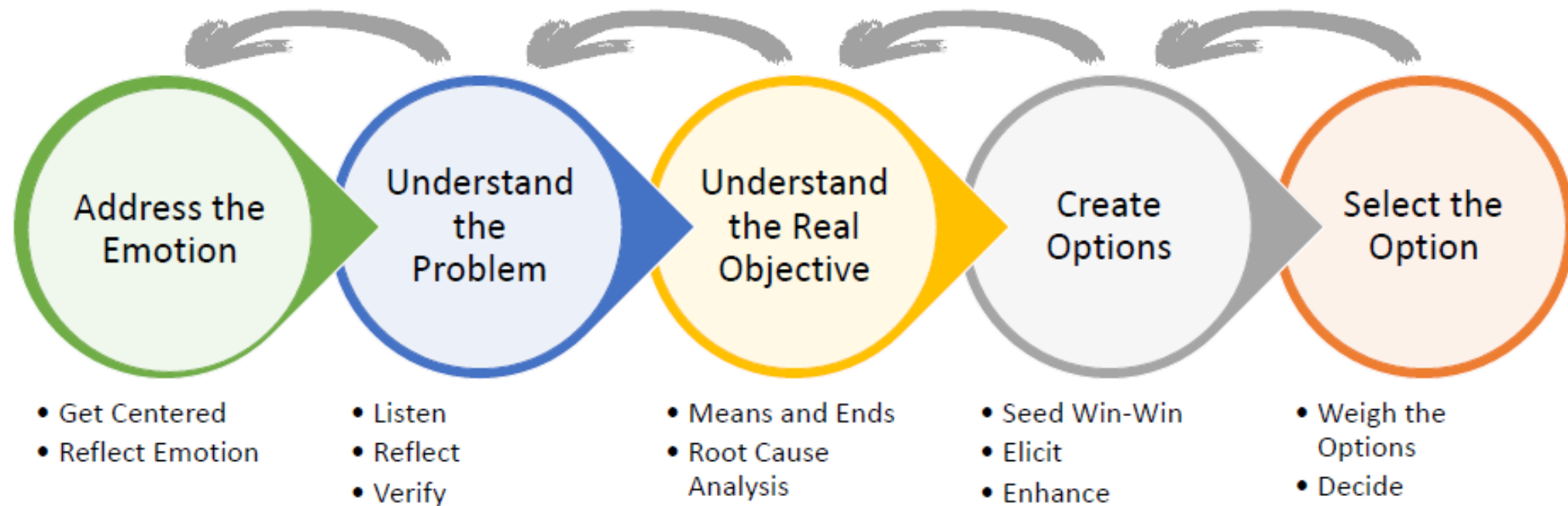
## Community Agreement

- *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*





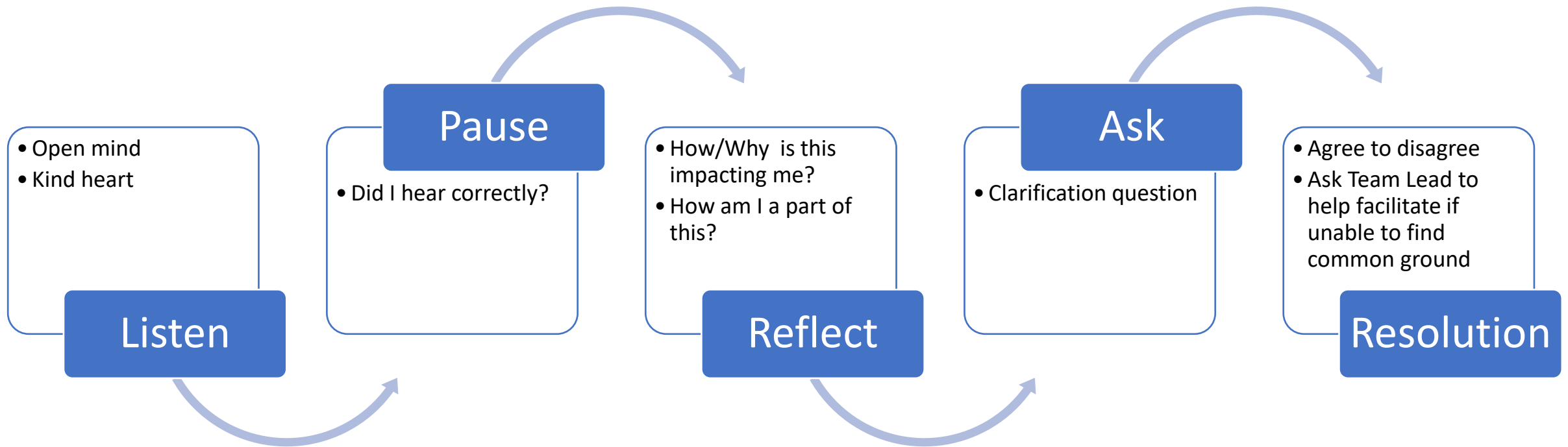
## The Conflict Resolution Process



# Emotional Intelligence

- Emotion vs. Reason

- Consider Intent vs. Impact



# Poll Question



< 2023 MALPH

Visual settings

Edit



When poll is active respond at

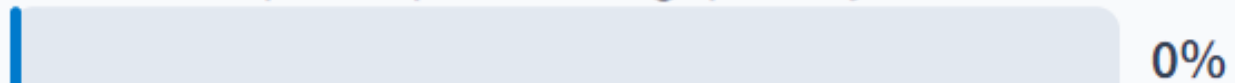
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What is the one item found on most gap analysis reports? A gap analysis is a strategic tool used for analyzing the gap between what actually happened and what you wanted to have happen.

I've never participated in a gap analysis before.



# Effective Communication



**Life / Work Balance  
Requires  
Communication**

Utilize 1:1 sessions

- Professional goals
- Workload / Balance
- Concerns / Questions
- Interests / Opportunities

# 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



# Professional Development

- Invest in your team.
- Share the amazing work you do!
- Attend conferences
- Abstracts
- Posters
- Presentations



# Questions?

[www.Michigan.gov/IPRAT](http://www.Michigan.gov/IPRAT)

[MDHHS-IPRAT@Michigan.gov](mailto:MDHHS-IPRAT@Michigan.gov)



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