

Strengthening IPC for Effective Epidemic Preparedness

FOCAL PERSONS IPC TRAINING

Topic: Leadership and Management in IPC

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Outline

- Learning objectives
- Defining leadership in IPC
- Key Roles and tasks of IPC focal person
- Characteristics of an IPC leader
- Types of leadership
- Components of communication
- Type of Conflict and conflict management in IPC



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Learning objectives

- By the end of this module, you will be able to:
- Define leadership as it applies to the roles and responsibilities of the IPC focal person.
- Identify how characteristics and types of leadership relate to your own leadership approaches.
- Define the components of communication and describe how they are used to communicate effectively in IPC.
- Select the most effective channels of communication to use in various IPC situations.
- Explain which leadership skills and behaviours are needed for optimal conflict resolution.



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Defining leadership

- Leadership describes the ability to influence, motivate, and enable members of an organization to contribute to the effectiveness and success of the organization
- As a leader you will use those soft skills to influence multimodal strategies to:
 - Build** a system (including infrastructures) that supports IPC practices.
 - Teach** others about IPC.
 - Check** that your organization is doing the right thing at the right time.
 - Sell** it to others and keep them interested in adopting and maintaining excellent IPC practices.
 - Live** it by embedding excellent IPC practices across your organization's culture.

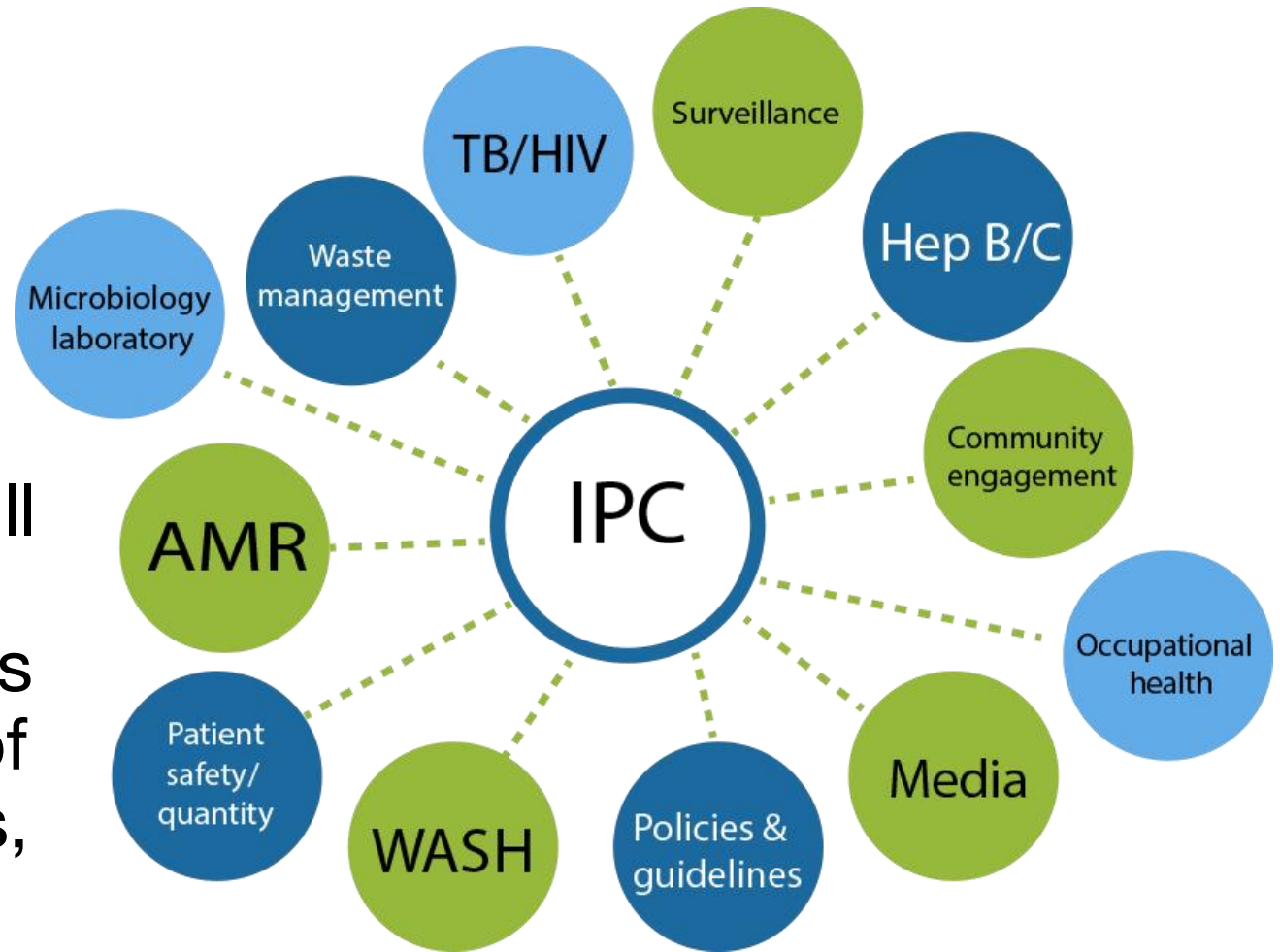


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Key roles and tasks of IPC Focal person

A wide variety of skills, domains, and tasks are needed for implementing IPC; this means that you will need to collaborate, influence, and work towards integration with a number of other programmes/services, perhaps even outside the health sphere.



As a **Builder**

- Develop, implement, coordinate, and evaluate the IPC programme.
- Develop and support implementation of IPC activities at facility or district levels.
- Develop, update, and manage IPC strategies, guidelines, and all tools and resources.
- Develop surveillance systems for HAI, etc. in collaboration with epidemiologists and surveillance team.



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As a **Nurturer**

- Liaise with relevant hospital/district departments to ensure integration of IPC activities.
- Audit and monitor progress of facility IPC plan.
- Interpret and communicate data on infrastructure, process, and practice indicators for decision-makers.
- Sustain IPC workforce through training.
- Raise awareness of HAI and AMR among the public and health care professionals.
- Offer advice about IPC supplies, technical specifications, and procurement systems.



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Characteristics of an IPC leader

- As an IPC leader you are expected to foster a culture of excellence, develop and communicate a vision about the organization, and anticipate potential problems.
- While these ideas may be applicable to leaders in any field, it is important to remember that ideas or perceptions of leaders and leadership will be shaped by the overall culture and norms of the society.



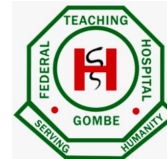
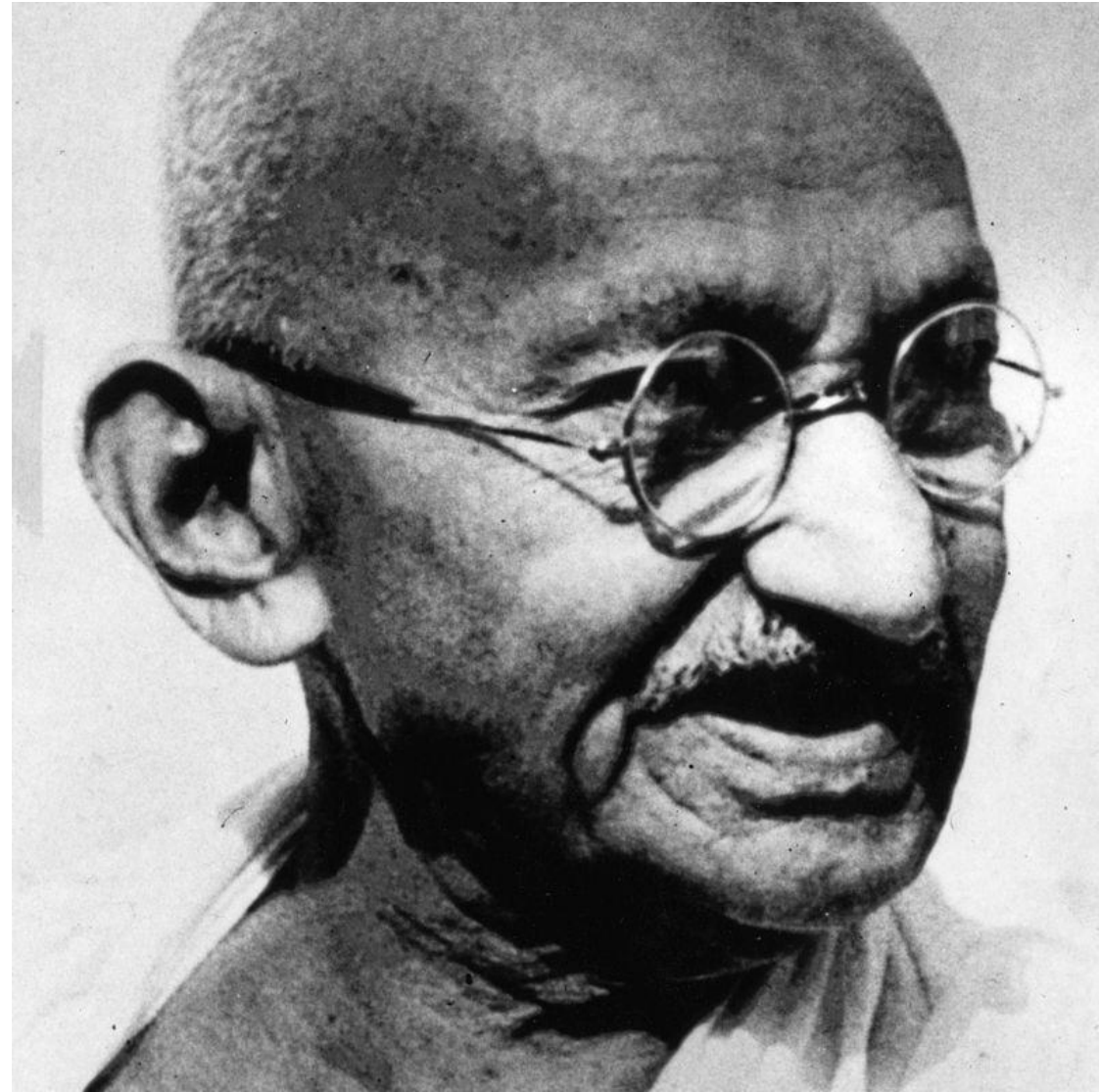
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Types of leadership

Situational Leadership

- This type of leadership is based on a relationship between the leader's supportive and directive behaviour and the follower's levels of development.
- This leadership style requires personal involvement, sustained communication, and emotional support.



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Transformational Leadership:

- Transformational leaders motivate their followers by appealing to their ideals, empowering and inspiring them to use their own beliefs and personal strengths.
- They are less relational and emotional in their interactions with followers.
- They thrive on developing and communicating a vision and empowering followers to embrace that vision.



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Transactional Leadership

- Transactional leaders are more focused on the analytical aspects of their role.
- This includes evaluation, measurement, and standardization aligned with performance.
- They are focused on the evaluation, training, and correction of subordinates. They are often driven by mandates from higher leaders.
- The transactional leader values hierarchy, and may be a visible leader at the top of the chain.
- These leaders function within a clear chain of command, motivating their followers through reward and punishment.
- Often followers who fail to live up to their requirements are punished.
- For transactional leaders, their key motivation is to be effective and efficient



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Components of communication

- Many situations in IPC require effective interpersonal communication.
- Whether you are implementing a new way of doing things, dealing with infection outbreaks, providing feedback of an IPC assessment, convincing senior managers about the importance of investing in IPC, or aiming at modifying behaviors of health professionals and patients, effective communication is required for a successful IPC programme or project.
- Communication involves thoughts and feelings, either explicit or implicit.



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Key elements of communication

- **The Players:** people involved may include the recipients of an innovation you would like to implement or the targets of a behavior you would like to change, administrators who may help support the implementation of your idea, your staff, and even the public.
- **The Exchange:** Make sure that the messages you communicate are clear and concise. Different audiences may perceive or interpret messages in different ways. Keep that in mind as you choose the most effective channels and methods of communication.



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- **The Channel:** The following is a non-exhaustive list of communication channels that you might use:
 - Meetings
 - Policies and guidelines
 - Enforcing regulations
 - Care pathways (written directions on process of care)
 - Information packets or handbooks
 - E-learning systems
 - E-mail
 - Social networks and websites
 - Banners or posters
- Meetings
- Policies and guidelines
- Enforcing regulations
- Care pathways (written directions on process of care)
- Information packets or handbooks
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- Banners or posters



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Some effective ways to communicate within an IPC programme are:

- Develop leaflets for patients and family members or staff.
- Lead multidisciplinary teams during outbreak investigations.
- Report to hospital management on performance indicators.
- Respond to journalists about hospital performance or an event (an outbreak).
- Present a successful hand hygiene programme at a conference.
- Advocate for more resources (including an IPC budget).



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- **The Noise:** Noise can refer to unnecessary words, pictures, sounds, or graphics that don't support your message. Keep in mind that the most effective messages are clear, easy to understand, and concise.
- **The Context:** In addition to choosing how your message is communicated, you must focus on other contextual factors. This may include when, how often, to whom, and for how long you should communicate your message.
- **The Feedback:** A good way to determine if your messaging has been effective is to ask for feedback. You can supply a phone number, email address, survey, or comment card to collect information from recipients.
- **The Impact:** Overall, analyze the impact your messaging has made on the community you intended to influence. Feedback is a good way to collect this data, as well as observation and conducting surveys.



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Conflict Management

- When introducing a systemic change, such as introducing a new guideline, conflicts may arise.
- For example, introducing a new wound dressing technique could threaten the status quo.
- People who were comfortable with the “old routine” may feel uncomfortable having to learn a new approach, and this may result in challenges from different members of the team.
- Conflict in itself is not necessarily a negative thing.
- Conflict can be used to address or critique shortcomings of proposed interventions and their implementation.



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Types of conflict

Task-related Conflict

- Task-related conflict can arise by nature of a simple difference of opinion of how a job can be done.
- This type of conflict can be productive.
- When passions are high and people are engaged, many creative ideas can be introduced.
- Handled correctly, you can produce results that will strengthen your team or activity

Relationship-related Conflict

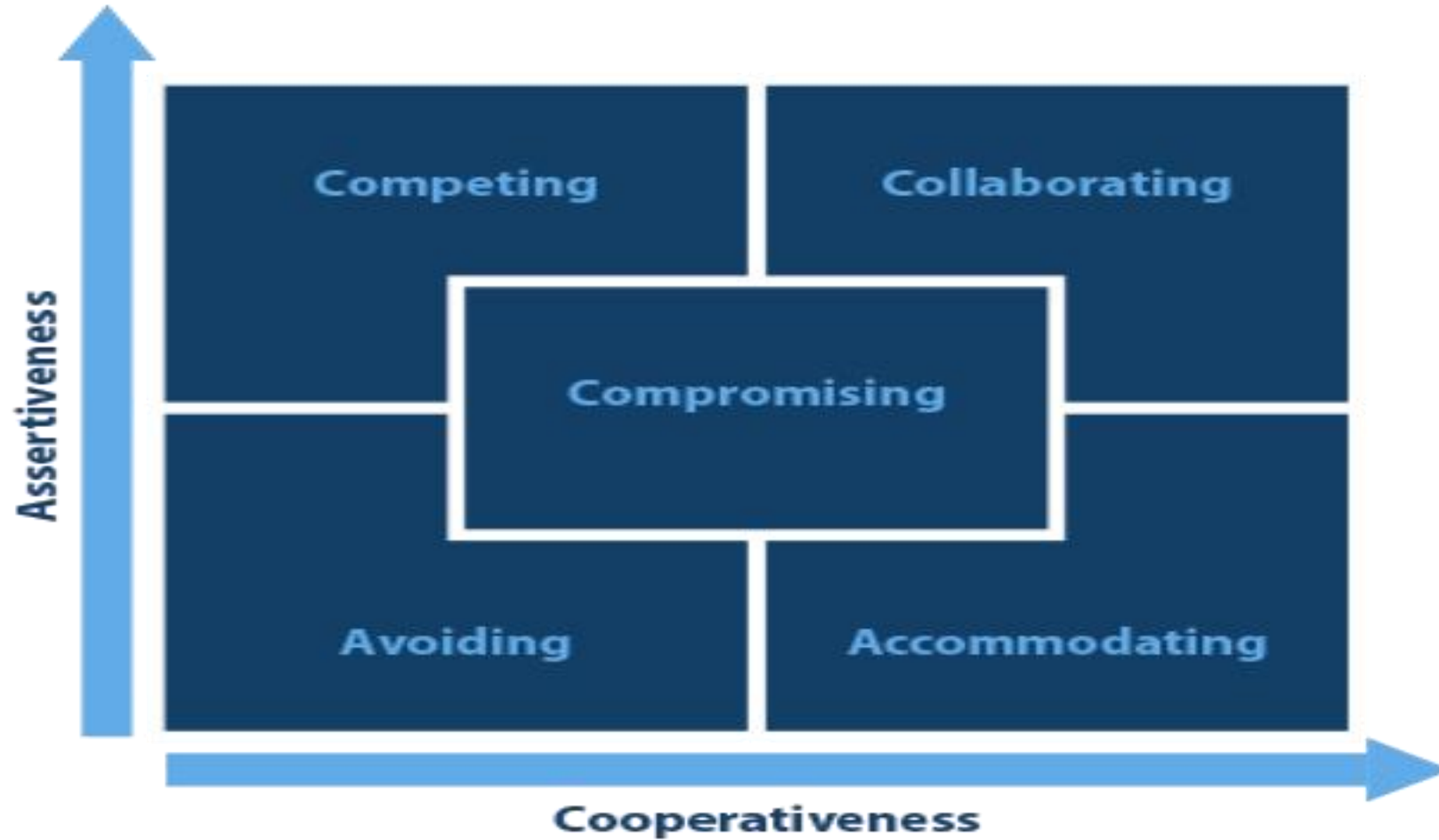
- This can happen if the previous conflict was not resolved.
- This can result in misunderstandings, hurt feelings, blame, and miscommunication.
- It can arise from personal issues, resentment, or competition.
- It has no productive outcome.
- This type of conflict is very personal, and you may not be able to resolve it completely.
- Your goal should be containing the conflict and keeping it from getting destructive.



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Conflict Resolution



Conflict Resolution

Assertiveness

Competing

- When a difficult situation calls for a quick decision, competing is an effective approach.
- If there is no gray area in this situation, or time is the most pressing factor, you may need to assert power to achieve the best outcome.
- Determine whether competing will resolve the problem, or make it worse.

Collaborating

- Both parties agree to a new solution.
- Parties must be willing to engage to find a solution.
- It involves the most energy and emotional intelligence.
- Recognize and manage the emotions of oneself and others.
- It is best used when parties involved are comfortable with ambiguity.



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Cooperativeness

Avoiding

- Avoiding is an approach to consider when a confrontation may cause more harm than good. Some conflicts resolve themselves.
- Choosing not to engage directly may allow you to take a step back to better assess the situation. In some situations it is useful to buy yourself some time and not react too quickly.
- You may delegate the task of resolving the conflict to another member of the team as an exercise in team building or a lesson in leadership.
- However, this may be seen as avoiding responsibility, or being unproductive. It is your decision to assess whether direct action is necessary before the problem gets worse.

Accommodating

- An accommodating approach to conflict is useful when the relationship between the people involved outweighs the situation at hand.
- In other words, it may be more important to give up power in a situation rather than harm a good working relationship.
- You may choose to be accommodating when maintaining peace or creating goodwill is the more important outcome. To do this, you must be willing to give up your concerns or interests in the situation.
- This approach, while very cooperative, is unassertive. It may be productive in the moment, but may prevent the people involved from finding a more creative solution to the problem.



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Compromise

- As a strategy, compromise can best be described as “meeting in the middle”.
- Together, both parties work to find a mutually acceptable decision. In many cases, neither party gets exactly what they want.
- This is okay, because the most important thing is that they have reached a comparable solution together.
- This approach is somewhat assertive, somewhat cooperative.
- While compromising is a good middle of the road option, keep in mind more creative solutions may be neglected for both parties to agree on a solution.



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