

# Transformational Leadership in IPC

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# Disclosures

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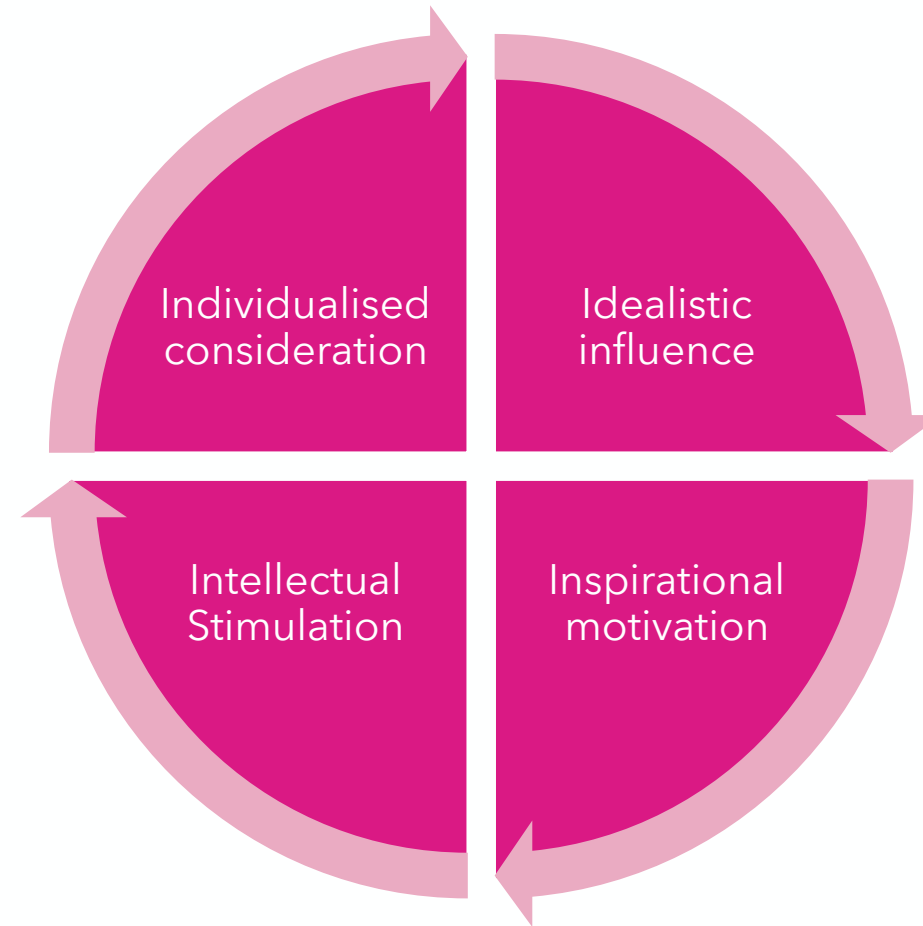
# The scene is changing

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- We are seeing an increase in focus on the softer skills required in IPC.
- Successful interventions rely on human behaviours, so our ability to lead them is paramount.
- But what is the best type of leadership?

# What is Transformational Leadership

Provide personalised support.  
Pay attention to strengths and aspirations



Serve as role models, embody values and inspiring trust and respect

Encourage innovation. Promote critical thinking. Open and collaborative environment.

Clear vision for the future. Communicate it well. Set high standards.

# Idealistic influence

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Build loyalty and dedication from team members by:

- Inspiring trust and respect
- Embodying the values, goals and ethics of the organisation
- Know your team and care about them
- Being consistent

People do not experience your intentions, they experience your behaviour

TRUST = CREDIBILITY + RELIABILITY + INTIMACY

# Inspirational motivation

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- Leaders must have a compelling vision for the future and communicate it in a way that is motivating and engaging....then tell it again
- Ensure every person understands what we are trying to do, and what part they play in achieving this.
- Set high standards but support the team to exceed them.
- Challenge the team to be more than the sum of their parts; if the capability of the team does not scale, then neither can the impact that they have.

Define Reality.  
Give Hope.

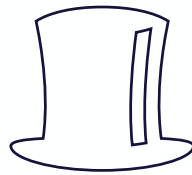
# Intellectual Stimulation

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- Encourage challenging the status quo
  - Your idea, best idea!
  - Promote critical thinking, problem solving and the generation of new ideas.
  - Be comfortable with not having the answer, ask the questions of your team.
  - Encourage diverse perspectives
- All failures are learnings. What happened, what now, what next.



PROCESS



FACTS



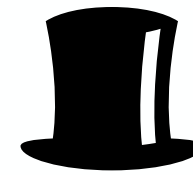
FEELINGS



CREATIVITY



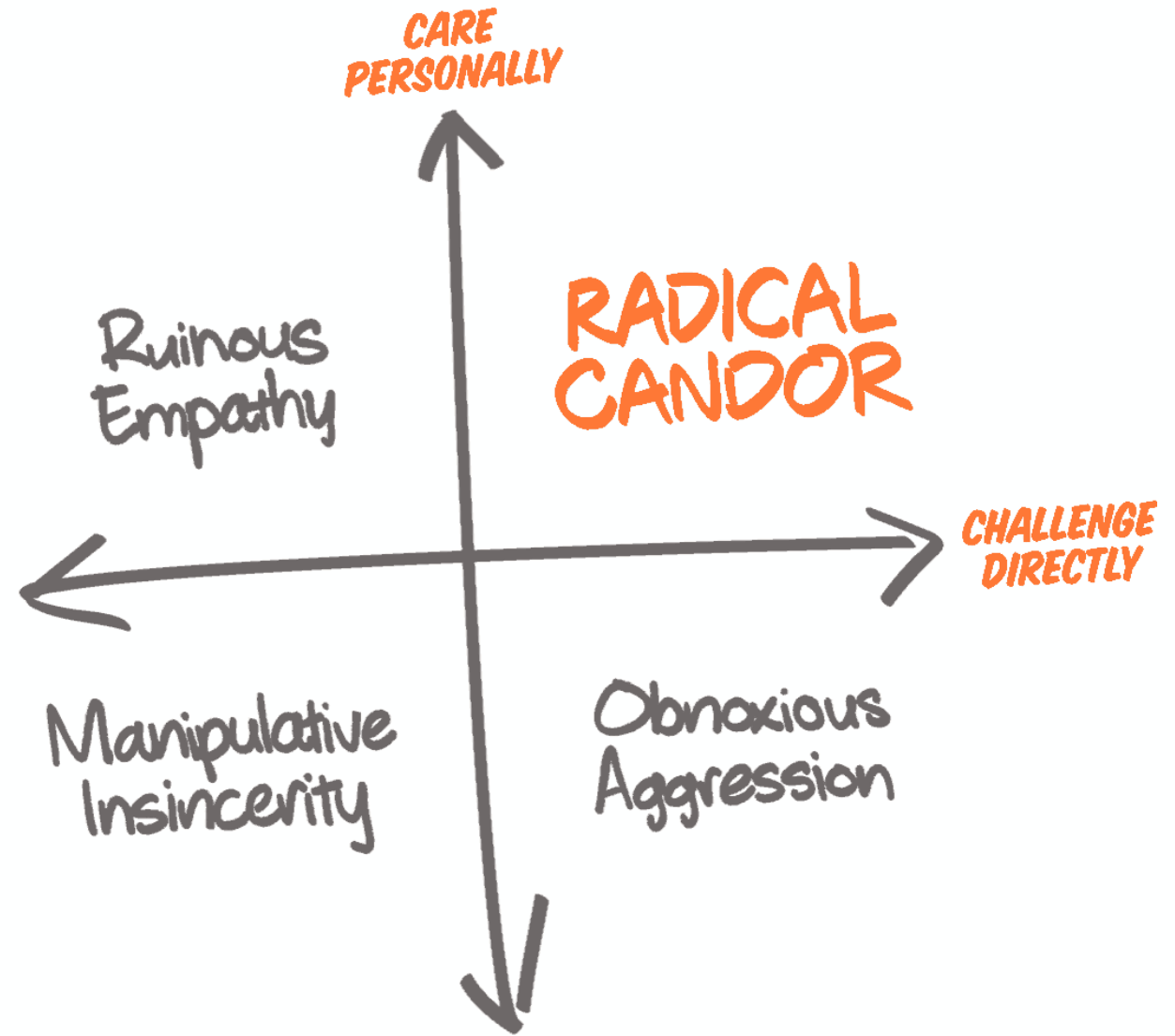
BENEFITS



CAUTIONS

# Individualised Consideration

- Pay attention to the unique strengths, needs and aspirations of each team member.
- Provide personalised support and development opportunities.
- Act as a mentor
- Meet people where they are at
- Use radical candor to say the uncomfortable things



# Why is this important in healthcare

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- **Positively associated with patient outcomes, including patient safety.**  
Wong et al, (2013), Dunham-Taylor et al, (2020)
- **Transformational Leadership among nurse managers positively impacts safety & well being.**  
Boomah et al (2018)
- **Cultivates a safety culture.**  
Merrill (2015)

# Capelli et al, 2024

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A systematic review was conducted to explore the relationship between healthcare-associated infections and head nurse leadership style.

## OUTCOMES

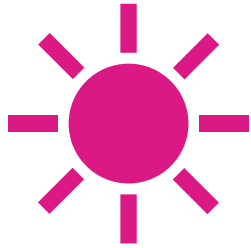
- Transformational and authentic leadership styles are positively correlated with lower infection rates, especially those linked to devices like vascular access and urinary catheter
- These leadership styles promote job satisfaction and empower nurses, fostering an environment where safety and infection control are prioritized
- The study found that head nurses' leadership styles affect HAI outcomes through job satisfaction, structural empowerment, and adherence to safety guidelines.

**We mean well, we are trying, what  
can go wrong?**

# The Accidental Diminisher

Liz Wiseman

Even the most well intender leader, can be an accidental diminisher



## THE OPTIMIST

### INTENT

To create a belief that the team can do it

### OUTCOME

People wonder if the leader can appreciate the struggle and the possibility of failure



## THE RESCUER

### INTENT

Ensure people are successful and protect their reputation

### OUTCOME

Their people become dependent on them, which weakens their reputation



## RAPID RESPONDER

### INTENT

Keep the organisation moving fast

### OUTCOME

They move fast but their organisation moves slowly because there is a traffic jam of too many decision or changes



## THE IDEA GUY

### INTENT

For their ideas to stimulate ideas in others

### OUTCOME

They overwhelm others who either shut down or spend time chasing the idea du jour



## THE PACE SETTER

### INTENT

To set a high standard for quality or a pace

### OUTCOME

Other people become spectators or give up when they can't keep up



## ALWAYS ON

### INTENT

Create infectious energy and share their point of view

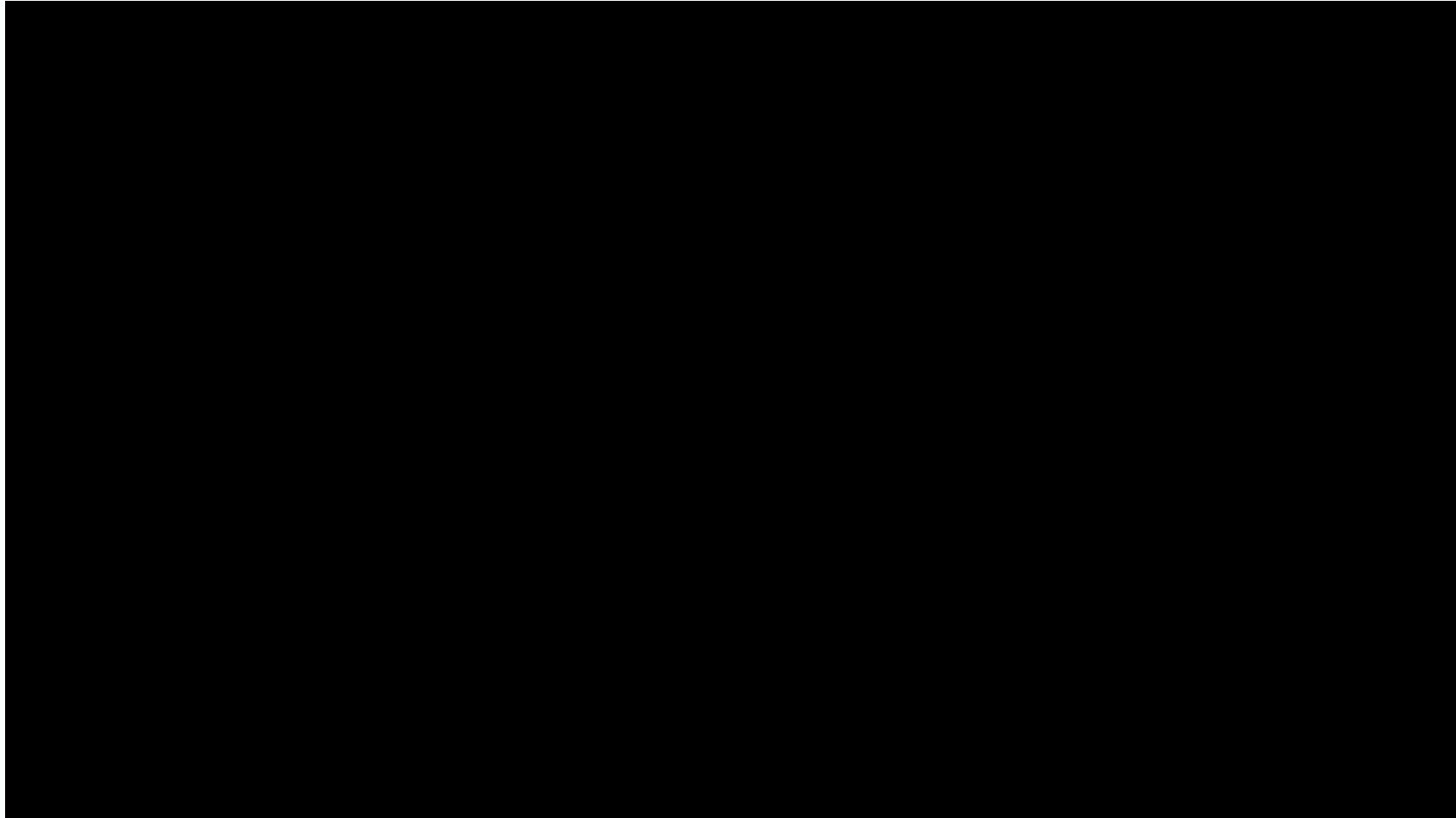
### OUTCOME

They consume all the space and other people tune them out.

**What if we are not the leader?**

# Be the first follower

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# Thank you.

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