

*Infection Prevention and Control*

# Leadership and Change Management

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No disclosures.

**No disclosures.**



# Objectives



Define/differentiate leadership, change management, and change leadership in healthcare settings.



Equip participants with strategies to lead and manage change effectively within multidisciplinary teams.



Illustrate the role of Infection Preventionists as change managers and change leaders through real-world examples.



Inspire a culture of proactive leadership that supports sustainable infection prevention practices.



# Leadership:

The ability to influence others  
with or without authority.

# Common Leadership Styles

Many styles

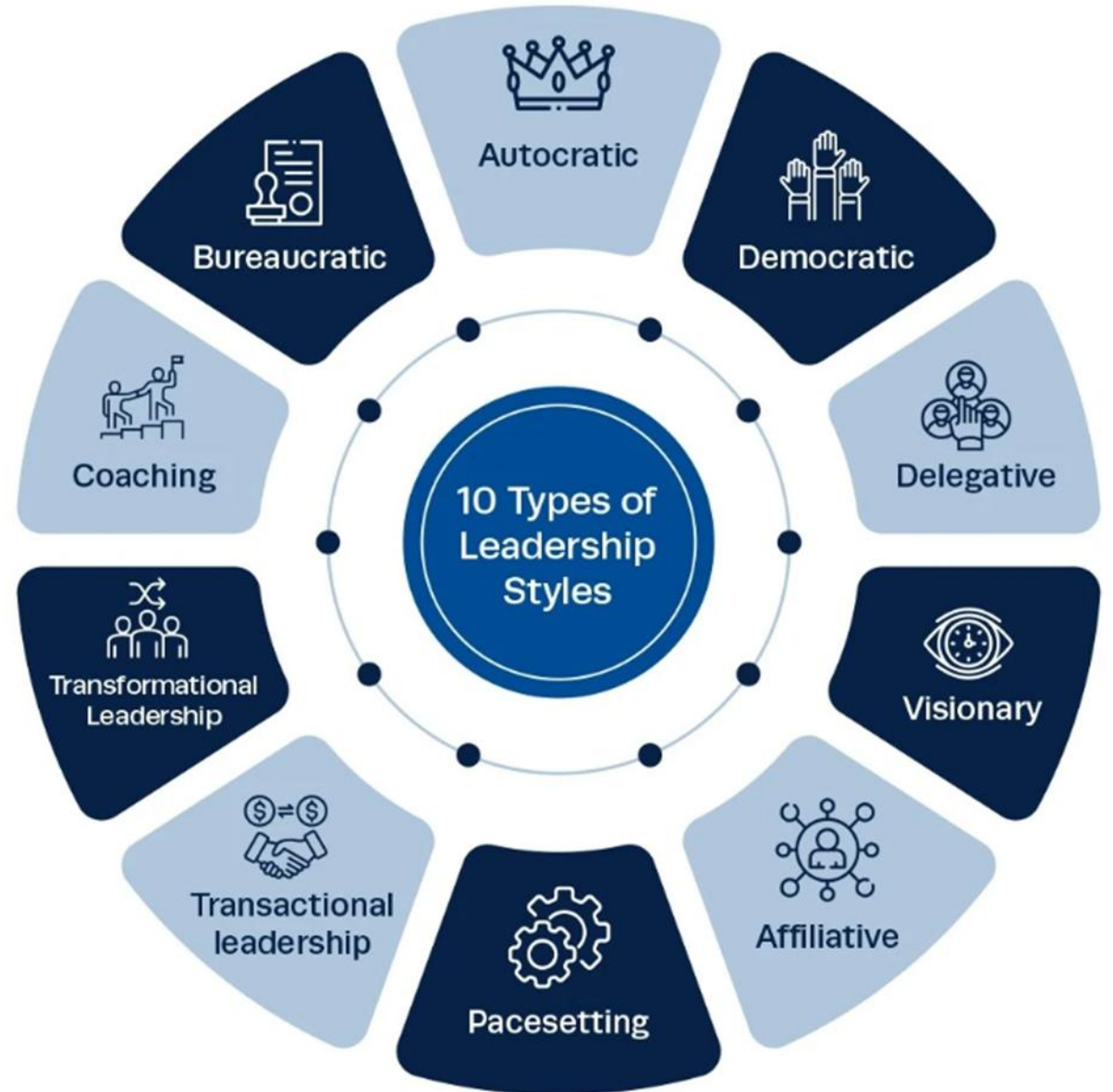
Nurture vs nature

Visionary and/or results-focused

Mature leader is fluid – uses myriad styles for desired outcome



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## Leadership

# What is Your Leadership Style?

- Understanding your leadership style is essential
- Self-awareness empowers
- How you influence those you lead / those around you
- Identify your strength
- Identify developmental needs
- Defined or multivariate style

Leadership Style	Main Characteristic
Autocratic	Individual control over all decisions and little input from group members
Democratic	Reaches consensus through group participation
Delegative	Leaders are hands-off and allow group members to make the decisions
Bureaucratic	A clear chain of command with established rules and procedures
Visionary	Inspires people and brings them towards a vision
Affiliative	Creates harmony and builds emotional bonds
Pacesetting	Sets high standards for performance
Coaching	Helps people develop for future progress
Transactional	Leaders rely on a system of rewards and punishment to motivate their employees
Transformational	Approach that causes change in individuals and social systems

# Finding Your Leadership Style

## Define Your Vision

Having a clear vision helps you articulate your ideas and enables you to effectively communicate them. Your vision will serve as the guiding light, leading the way through challenges and triumphs, fostering a sense of purpose and direction.

## Embrace Experimentation

Finding your leadership style is dynamic. Embrace experimentation and try different approaches. Each leadership approach you test will provide valuable insights. Observe how people respond to each method, identify what resonates with them, and adapt your approach. Remember, leadership is not a rigid template but ever-evolving.

## Lead With Authenticity

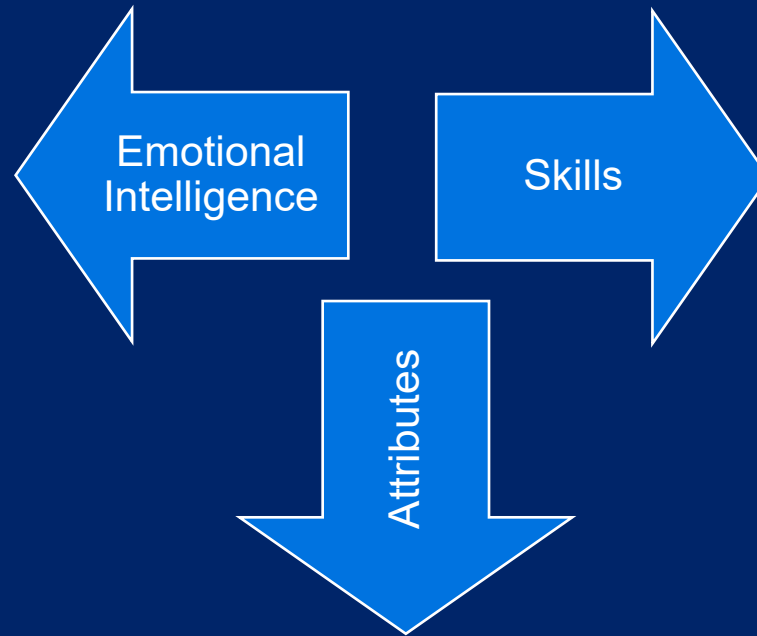
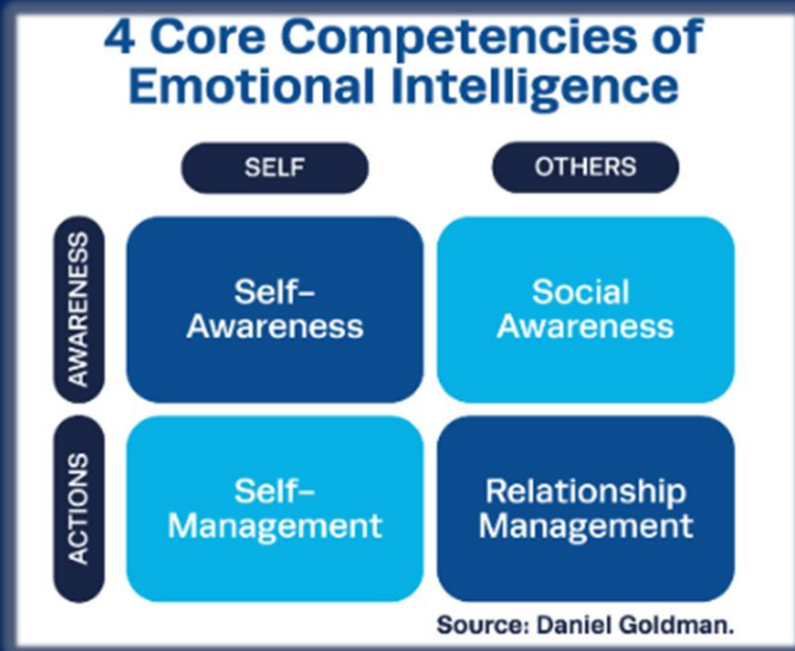
Leadership is not about perfection but embracing your true self. Tap into your passion and purpose, allowing them to guide your actions and decisions. When you lead authentically, your colleagues will recognize your genuine commitment, fostering trust. Embrace vulnerability; acknowledge that learning and growth are continual processes.

## Seek Feedback

Create an environment where team members feel comfortable providing open and honest input. Welcome constructive criticism, as it can shed light on blind spots and opportunities for growth. Your team's perspective can be a valuable mirror, reflecting your leadership impact and allowing you to refine your approach further.

# Leadership

Leaders have a broad range of skills and behaviors.



- ### Leadership Skills
- Communicating
  - Persuading & Influencing
  - Strategic Thinking
  - Coalition Building
  - Creativity
  - Problem Solving
  - Listening
  - Motivating



## Leadership

# Manager or Leader?

- Manager – task oriented (doing)
- Leader – direction setting (strategy)
- Leaders may need to manage
- Managers don't always lead
- Both roles vital to organizational /program success

## Manager vs Leader



# Infection Preventionists Routinely Apply Leadership Skills In Their Daily Work

## Program management

*Annual Risk Assessment, Plan, and Evaluation*

## Project management and process improvement

*Predetermination of downstream effects and impacted groups; collaboration; gap analysis*

## Outbreak and cluster management

*Communication, education, collaboration*

## Patient advocacy

*Varying patient populations – risk and evidenced based approach*

## Who Are Infection Preventionists?

Infection preventionists (IPs) are specially trained professionals, leaders, educators, and collaborators from diverse backgrounds, including nursing, public health, laboratory, and allied health fields.



IPs work on the frontlines to prevent infections in:

### HEALTHCARE SYSTEMS AND HOSPITALS

Acute care to critical access



### LONG-TERM CARE FACILITIES

Nursing homes to behavioral health



### CLINICS

Ambulatory surgery to dialysis



### HEALTH AGENCIES

Public health to government agencies

### NON-HEALTHCARE SETTINGS

Schools to correctional and detention facilities



### INDUSTRY SETTINGS

Manufacturers to supply chain companies



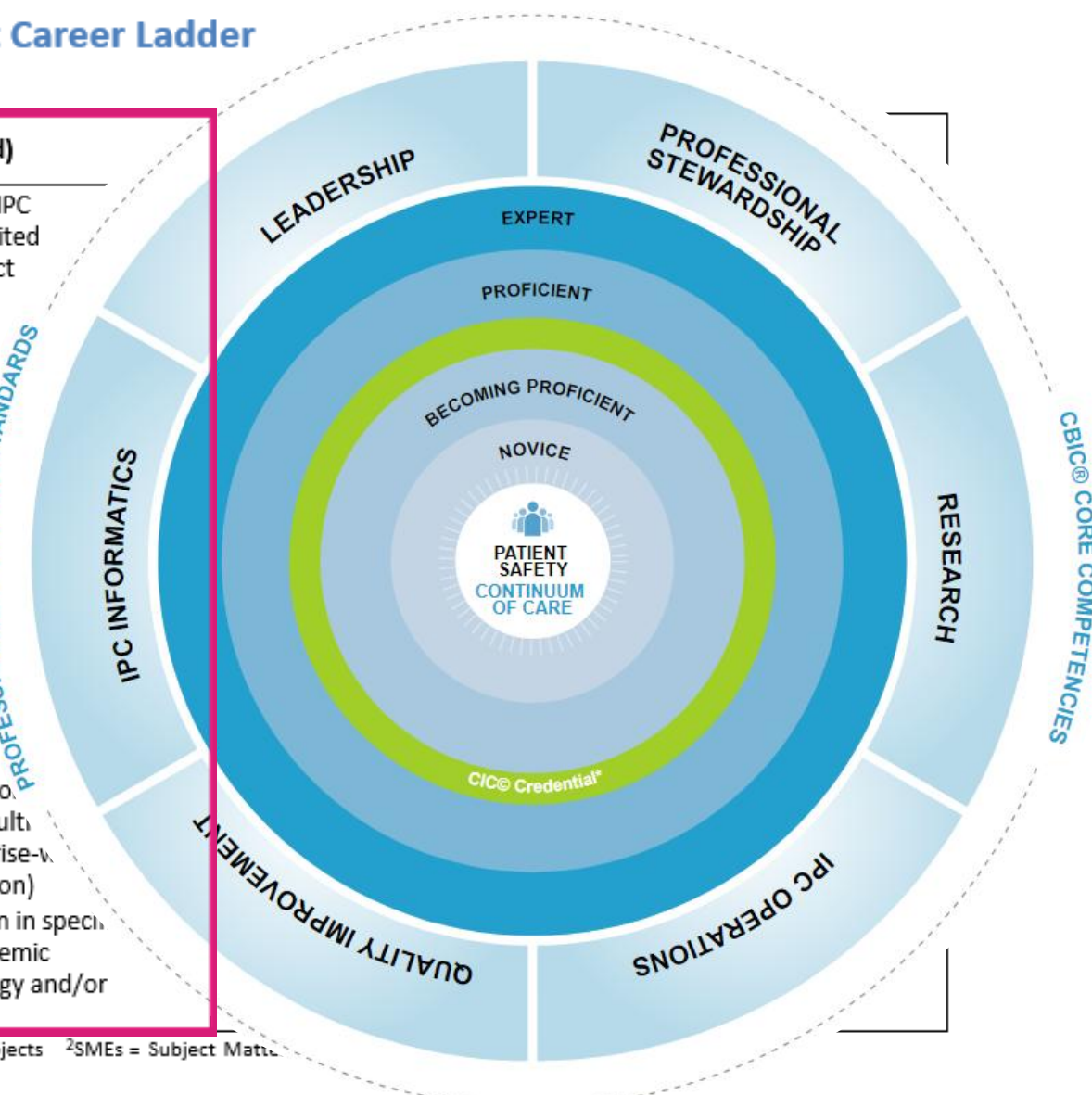
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# Infection Preventionist Career Ladder

Level	Career stage	Competency domain	Criteria (all required)
1. Infection Preventionist I	Novice	<ul style="list-style-type: none"> <li>IPC Operations</li> <li>Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Learning and building foundations in IPC</li> <li>Responds to issues that may have limited departmental, area, or service impact</li> </ul>
2. Infection Preventionist II	Proficient	<ul style="list-style-type: none"> <li>IPC Operations</li> <li>Quality Improvement</li> <li>Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Certified in Infection Control, CIC®</li> <li>Minimum performance evaluation</li> <li>Led or participated in service/dep/wide improvement project</li> <li>Implemented internal department infrastructure improvement proc</li> <li>Local/regional/national/international presentation with significant (first contribution)</li> </ul>
3. Infection Preventionist, Lead	Expert/Advanced	<ul style="list-style-type: none"> <li>Leadership</li> <li>IPC Informatics</li> <li>Quality Improvement</li> <li>Research</li> </ul>	<ul style="list-style-type: none"> <li>Maintain CIC®</li> <li>Minimum performance evaluation score</li> <li>Led or participated (significant) in multi-departmental improvement project (having enterprise-wide or publication (significant contribution))</li> <li>Demonstrated specialization/acumen in specific area</li> <li>Investment in leadership and/or academic development (related to epidemiology and/or infection prevention)</li> </ul>

PROFESSIONAL & PRACTICE STANDARDS



<sup>1</sup>Demonstrable skills are not limited to listed examples and may also include stretch assignments/projects <sup>2</sup>SMEs = Subject Matter

**References:**

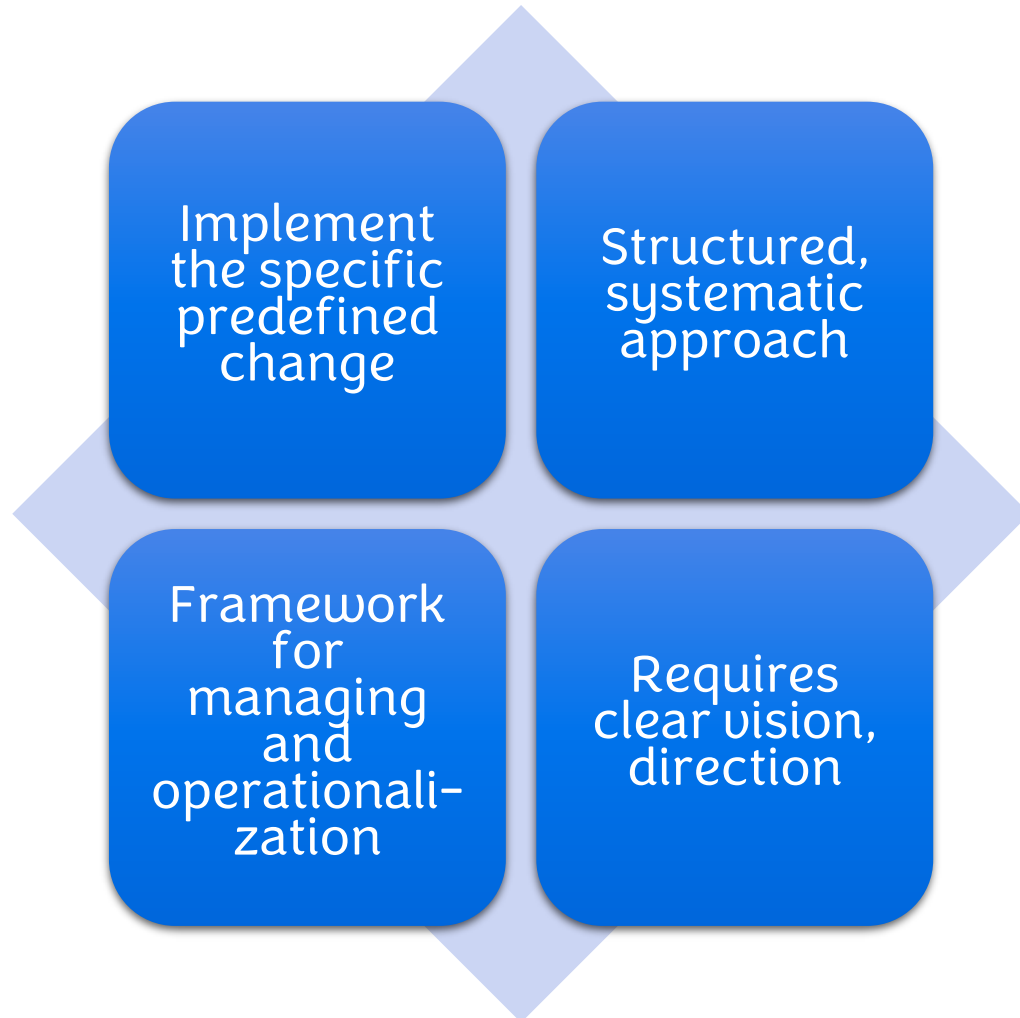
1. Cronin, K; Silkaitis, C; Mikolajczak, A; Bardowski, L; Giannopoulos, G. 2022. Developing an infection prevention program by leveraging the APIC competency model. American Journal of Infection Control, 50:3, 355-357.
2. Association for Professionals in Infection Control and Epidemiology. Arlington, VA: Infection preventionist (IP) competency model; 2021. Available from: <https://apic.org/professional-practice/infection-preventionist-ip-competency-model/>.
3. Association for Professionals in Infection Control and Epidemiology. Arlington, VA: Proficient Practitioner Bridge. Available from: <https://apic.org/professional-practice/roadmap/> distribute

# Change Management:

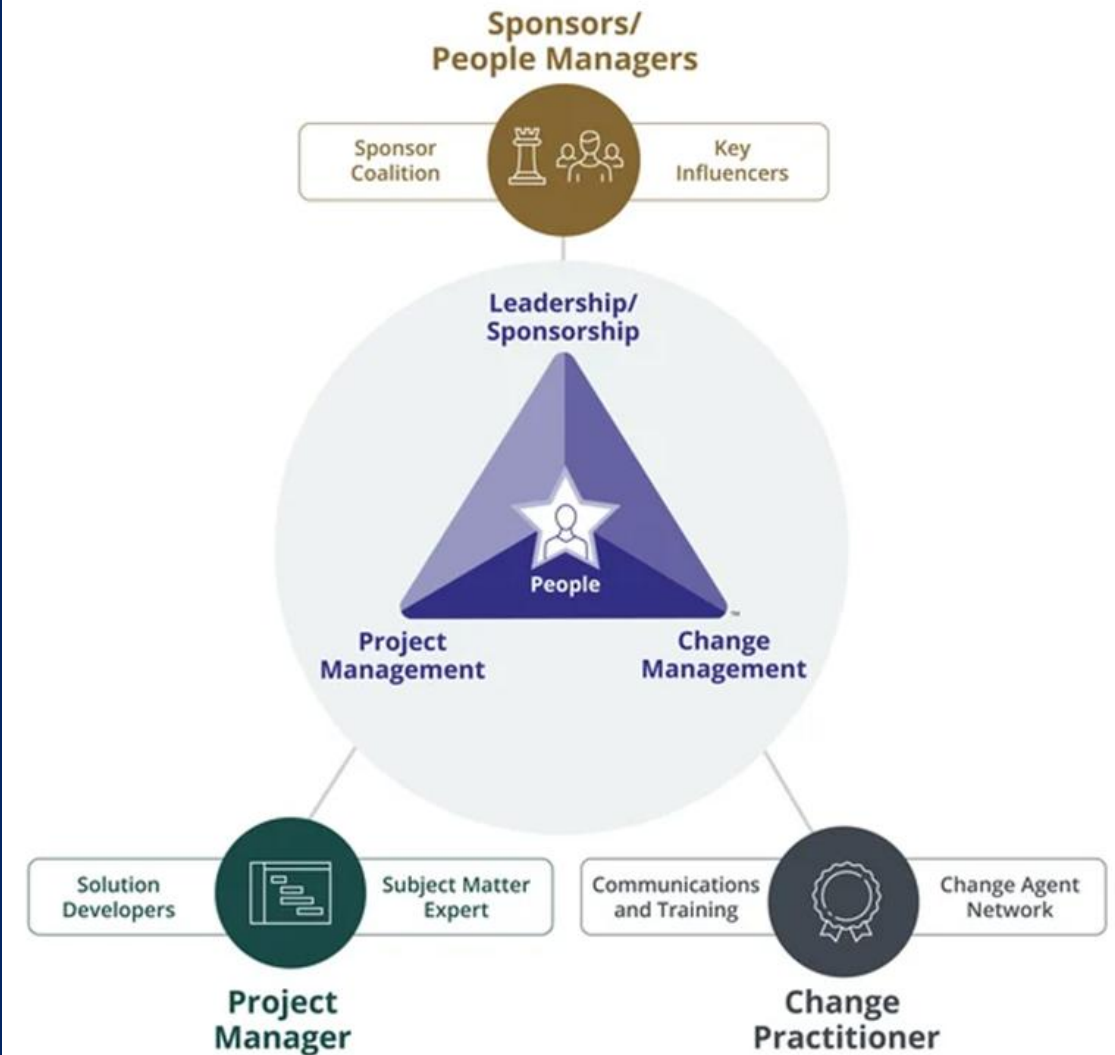
A structured process of planning, executing, and reinforcing change

## The “How” of Change

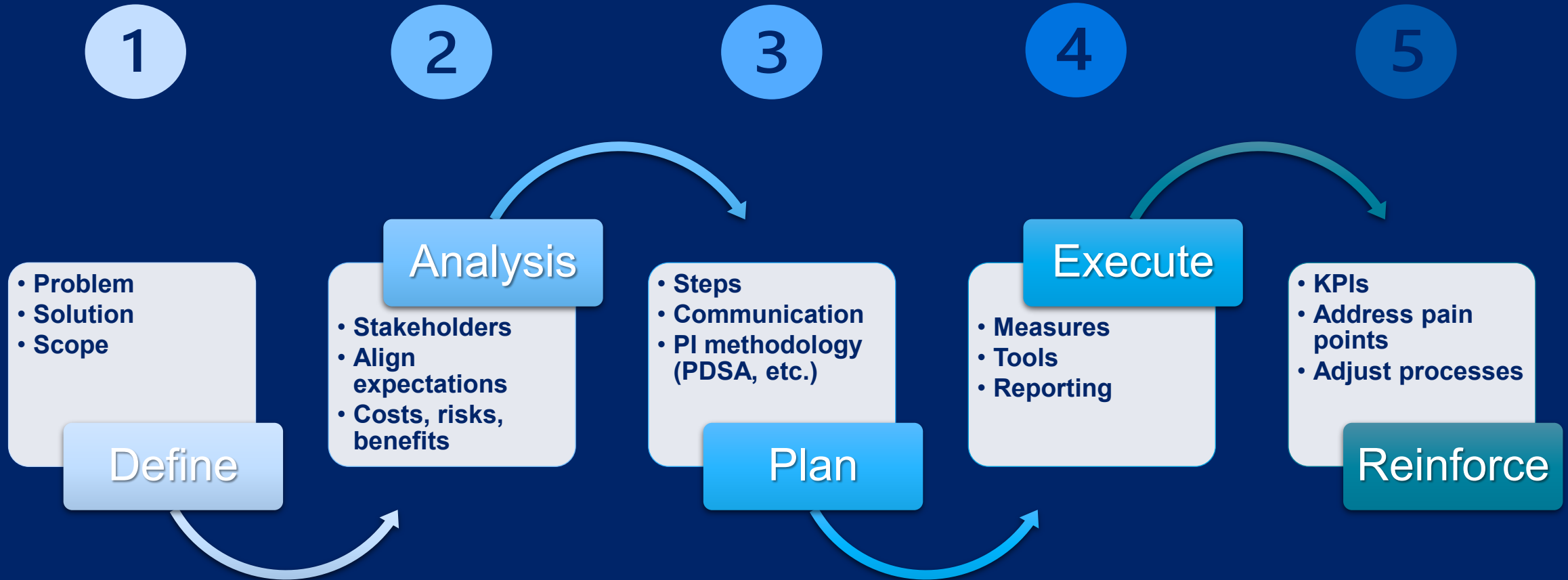
# Change Management



## Core Roles in Change Management



# Change Management Steps



# Change Leadership:

Interconnected with change management

Focuses on the visionary and people-centric aspects of transition



# Change Leader or Change Manager?



**CHANGE LEADERSHIP**

**VS**

**CHANGE MANAGEMENT**



**Visionary & forward thinking**



**Ongoing change**



**Skills based, regardless of role or title**



**Responsive & Agile**



**Tactical & Systematic**



**Project driven**



**Often a dedicated role**



**Often methodology focused**

# Core Skills required of Change Leaders



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**LEAD AND  
INFLUENCE  
OTHERS**



**ANTICIPATE  
AND RESPOND  
TO CHANGE  
WITH AGILITY**



**BUILD AND  
SUSTAIN  
MOMENTUM  
AND FOCUS**



**COMMUNICATE  
EFFECTIVELY  
AND  
COLLABORATE**



**BUILD TRUST  
AND  
DEMONSTRATE  
EMPATHY**



**IDENTIFY AND  
OVERCOME  
BARRIERS TO  
CHANGE**



**SET THE VISION,  
AND BRING  
OTHERS  
ONBOARD**



**HOLD THE TEAM  
AND/OR YOUR  
COLLEAGUES  
TOGETHER**



**TAKE RISKS, BE  
CREATIVE,  
INNOVATIVE  
AND DECISIVE**

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**Focus.** The "why" and "what" -- creates an inspiring vision and guides people through transitions

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**Approach.** Uses emotional intelligence, communication, and empathy to inspire, motivate, and foster a culture of continuous adaptation

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**Role.** Sets the direction, builds buy-in, and ensures the organization is agile and resilient enough to handle future changes

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**Symbiotic.** Leadership sets the vision and inspires; management provides the structure for execution

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**Complementary.** A leader without management skills might fail to implement their vision effectively; management without leadership may struggle to gain necessary support and commitment from employees

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**Essential combination.** Successful change relies on both the ability to lead people toward a new future state and the capability to manage the complex, structured process of getting there

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# Infection Preventionists are Change Managers and Change Leaders

ASPECT	CHANGE MANAGER ROLE	CHANGE LEADER ROLE
<b>Focus</b>	Process, structure, and implementation	Vision, motivation, and culture
<b>Example Initiative</b>	Implementing a new hand hygiene monitoring system	Driving a culture of hand hygiene excellence
<b>Key Actions</b>	<ul style="list-style-type: none"> <li>- Assess current compliance</li> <li>- Select technology</li> <li>- Plan rollout</li> <li>- Train staff</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate purpose</li> <li>- Inspire staff</li> <li>- Empower champions</li> <li>- Celebrate success</li> </ul>
<b>Stakeholder Engagement</b>	Coordinates across departments to ensure smooth adoption	Builds trust and emotional buy-in across teams
<b>Sustainability Approach</b>	Monitors usage and adjusts workflows	Reinforces values and behaviors through storytelling and recognition
<b>Outcome</b>	Successful system implementation	Long-term behavior change and improved patient safety culture

# Leadership is action, not position.

Donald McGannon





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