



APIC 24

ANNUAL CONFERENCE & EXPO
JUNE 3-5 SAN ANTONIO

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Influence
is your Infection Prevention
Superpower

Tiffany L. Dogan, MPH, CIC

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Relevant Financial Disclosures

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No Disclosures

None of the faculty or planners for this activity have relevant financial relationship(s) to disclose with ineligible companies whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.



Learning Objectives

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By the end of this session you will be able to:

- Recognize the connection between relationships, influence and, outcomes
- Explore different tools, techniques, and approaches to build relationships and lead with influence
- Discover to keys steps to unlock your influence superpower



Why

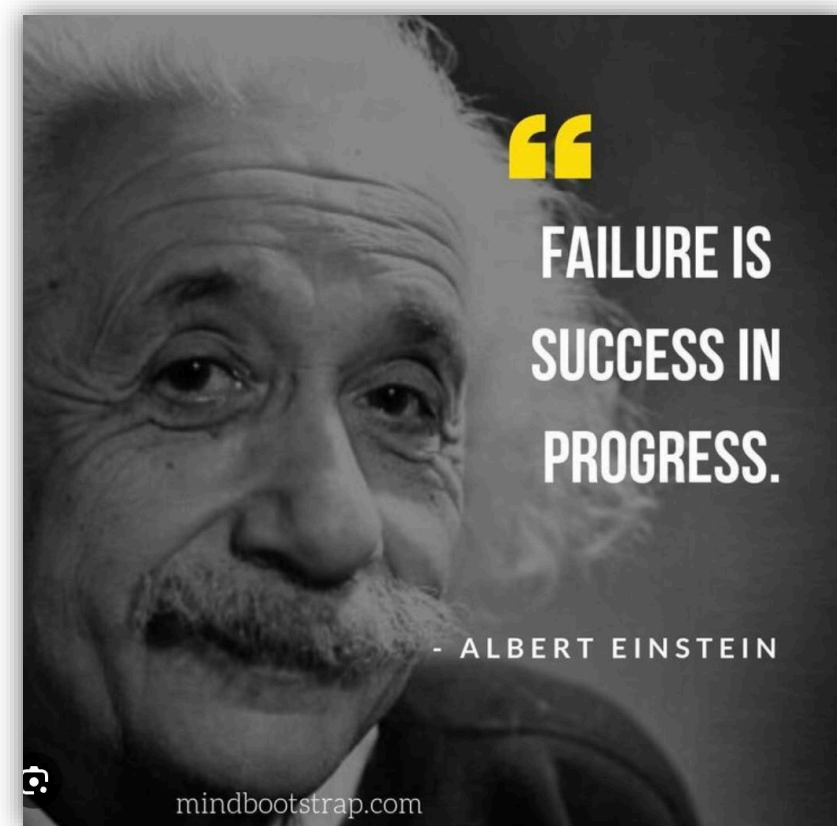
A call to action



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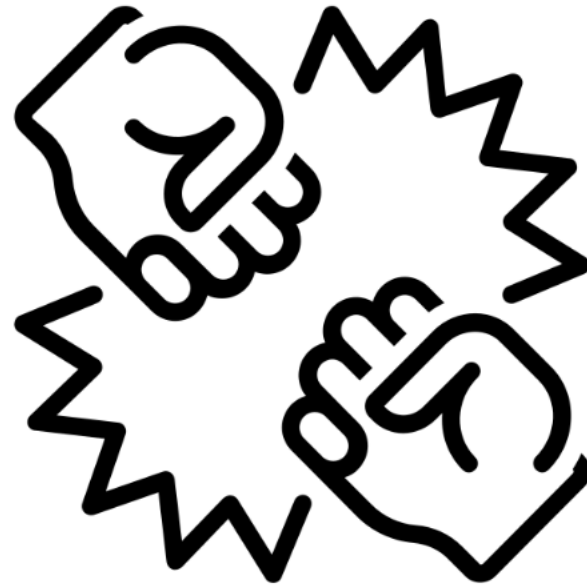


An early lesson on *influence*



An early lesson on *influence*

“Leadership is influence, nothing more, nothing less”- John Maxwell



Infection ~~Control~~ Officer Preventionist

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...only because HR
probably wouldn't
approve *Superhero*



Necessary Infrastructure of Infection Prevention and Healthcare Epidemiology Programs: A Review

**From Control
1970s – early 1990s**

Shift

**to Prevention
2016 – current**

TABLE 3.

Trends in Growing Roles and Responsibilities of the Infection Prevention Program, 1970–2016, United States

Variable	Infection prevention programs of the 1970s–early 1990s	Infection prevention programs of 2016
Scope of program	Focused on infectious disease events	Focused on other quality and safety outcomes (eg, surgical antimicrobial prophylaxis, leading immunizations for patients and employee occupational health programs) and preparedness such as pandemic planning.
Scope of surveillance	Surveillance of acute care setting—often ICU	Expanded into non-intensive care unit settings as well as ambulatory settings.
Laboratory consultation	Daily review of laboratory tests: microbiology, virology, serology, fungal—results available in days or weeks.	Laboratory test results—polymerase chain reaction results available within hours for rapid and targeted therapy/institution of precautions if indicated.
Data collection	Medical record review abstracted from paper chart review	Data mining of electronic medical record with flagging capability of possible HAIs.
Reporting data to NNIS/NHSN	300 hospitals reporting to NNIS—nonparticipating hospitals could compare their rates with participating hospitals	>5,000 hospitals reporting to NHSN with ability to analyze data within system. CMS and 31 states have access to obtain certain outcome data.
Reporting data to stakeholders	Reporting to infection control committee	Expanded to include reporting to CMS and state health departments due to Value Based Purchasing and state legislative requirements. Reimbursement may be affected by performance of selected outcome measures.
Education	Education related to regulatory requirements (Occupational Safety and Health Administration for bloodborne pathogens, isolation, etc.)	Greater focus on patient safety/quality improvement: participation in collaboratives such as CUSP and IHI.
Resources	Infection control program staffed with limited resources	Focused on building a business case for additional resources: IPs, product acquisition with supporting evidence of HAI reduction.
Environmental rounding	Environmental rounding to meet regulatory requirements	Expanded to include construction risk assessment, evaluation of injection safety practices, hand hygiene compliance, evaluation of sterilization and high-level disinfection practices, quality assurance of environmental cleaning.
Outbreak investigation and control	Basic epidemiologic methods	Increased complexity due to molecular epidemiology.
Consultant to hospital services	Consultative relationship with employee occupational health, food and nutrition, sterile processing, environmental services	Increased responsibility necessitating a teamwork approach due to changing technology, increased regulatory/accreditation requirements, and a focus on a reduction of HAI.

NOTE. CMS, Centers for Medicare and Medicaid Services; CUSP, Comprehensive Unit-based Safety Program; HAI, healthcare-associated infection; ICU, intensive care unit; IHI, Institute for Healthcare Improvement; NHSN, National Healthcare Safety Network; NNIS, National Nosocomial Infection Surveillance System.

1. Bryant KA, Harris AD, Gould CV, Humphreys E, Lundstrom T, Murphy DM, Olmsted R, Oriola S, Zerr D. Necessary Infrastructure of Infection Prevention and Healthcare Epidemiology Programs: A Review. Infect Control Hosp Epidemiol. 2016 Apr;37(4):371-80. doi: 10.1017/ice.2015.333. Epub 2016 Feb 1. PMID: 26832072; PMCID: PMC6481289.

Reacting

Reporting

Consultative

Planning

Accountability

Teamwork

Calling all IP LEADERS!!

APIC 2019 Advancing the profession: An updated future-oriented competency model for professional development in infection prevention and control

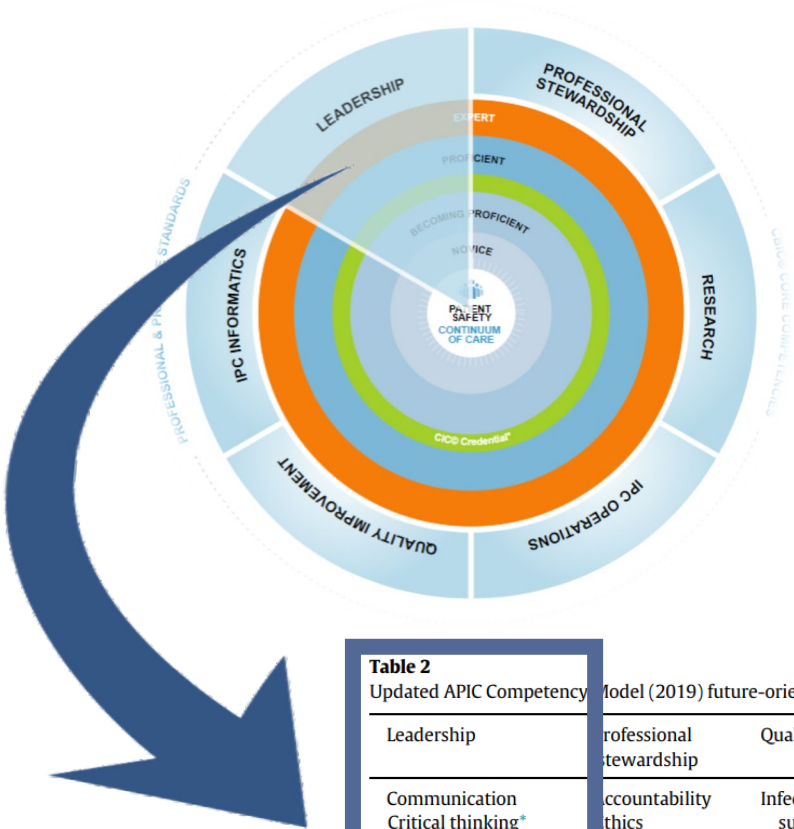
Leadership competency domain

Infection preventionists use leadership skills to establish a clear vision for IPC programs throughout the continuum of care. To establish that vision, the IP must collaborate with other leaders and colleagues to align IPC program goals with the strategic goals of the organization. Subdomains identify future-oriented skill sets to guide the IP in the process of influence, implementation, and innovation to generate and enhance the commitment, capabilities, methods, and resources necessary to translate visions and plans into reality. The development of these skills throughout their career will prepare IPs for leadership opportunities that may arise in the future.

Table 2
Updated APIC Competency Model (2019) future-oriented competency domains and subdomains

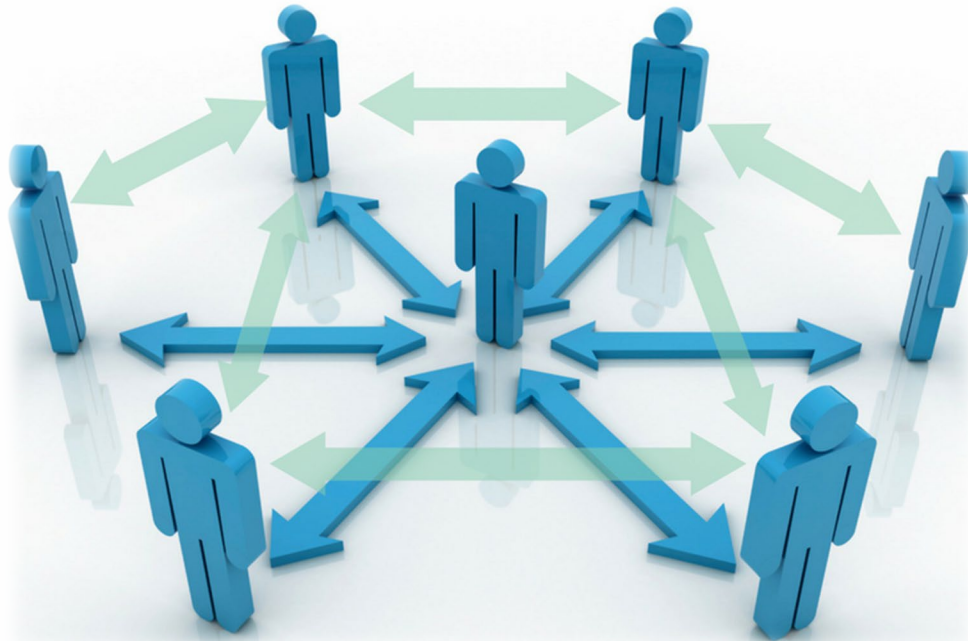
Leadership	Professional stewardship	Quality improvement	IPC operations	IPC informatics	Research
Communication Critical thinking* Collaboration Behavioral science Program management* Mentorship	Accountability Ethics Financial acumen Population health Continuum of care Advocacy	Infection preventionist as subject matter expert Performance improvement* Patient safety Data utilization Risk assessment and risk reduction	Epidemiology and surveillance* Education* IPC rounding Cleaning, disinfection, sterilization Outbreak detection and management Emerging technologies Antimicrobial stewardship* Diagnostic stewardship	Surveillance technology* Electronic medical records and electronic data warehouse* Data management, analysis, and visualization Application of diagnostic testing data and techniques	Evaluation of research Comparative effectiveness research Implementation and dissemination science Conduct or participate in research or evidence-based practice

IPC, infection prevention and control.
*Future-oriented and updated definition of a subdomain that was also in the 2012 competency model.



Leaders are influencers

“IPs serve as leaders, mentors, and role models for their colleagues, institutions and the broader professional organization (ie, APIC). Leadership roles are often largely based on the **influence**, skill, and knowledge of an IP **rather than authority**.” **Bubbs et al 2016**



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What

Defining your superpower

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Influence

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The power to change without direct force

Compelling
Inspirational
Motivational
Empowering



Image credit: Canva

“Influence is the currency of leadership.” – [Brooke Skinner Ricketts](#)



Influence

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Intersection of character and connection

Character **Influence** Connection



Character

- Greek origin meaning a distinctive mark or stamp
- Defined by **moral** and **ethical** traits like:
 - Integrity – *truth teller*
 - Honesty – *truth seeker*
 - Authenticity – *truth expresser*
- Who we are *inside*



Image credit: Canva

Connection

- Latin origin - *connectere* - binding or joining together
- Feeling a part of something larger than yourself
- When you feel seen and heard

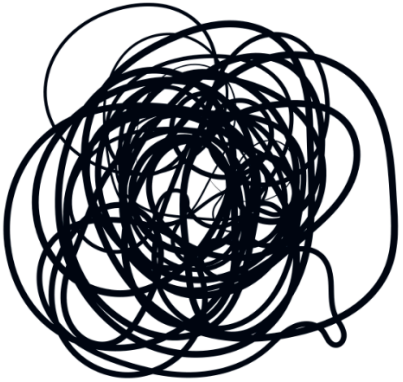


Image credit: Canva

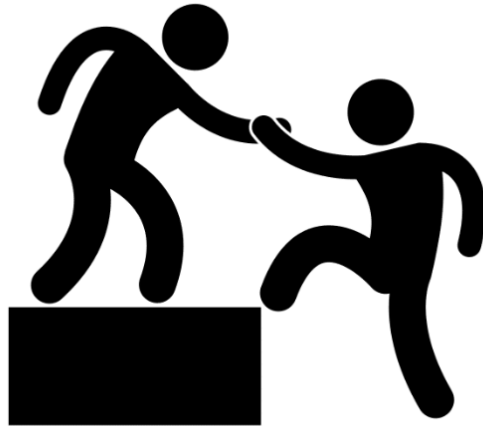
Character

3 questions to help uncover aspects of your character:

How do I function under stress?



How do I treat people who don't need anything from me?



How do I speak?



Relationships

90,000 hours



According to Dutton and Ragins (2007), relationships “can be generative source of enrichment, vitality, and learning that helps individuals, groups and organizations grow, thrive and flourish”

Relationships

Trust



“Trust is the highest form of human motivation” (Covey, 2013)



Character

“I don't know”



“... You're the best Infection preventionist we've had for our area yet!” –
Respiratory Therapy Director

How

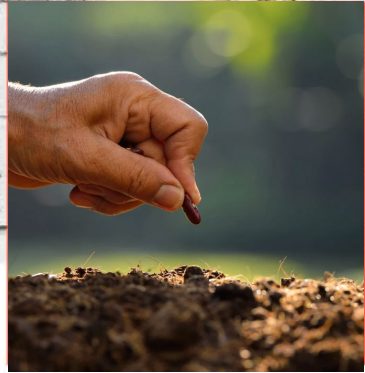
Unlocking your superpower

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How

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A framework for building, repairing and maintaining relationships

Prepare

Plant

Preserve

Produce

Step 1

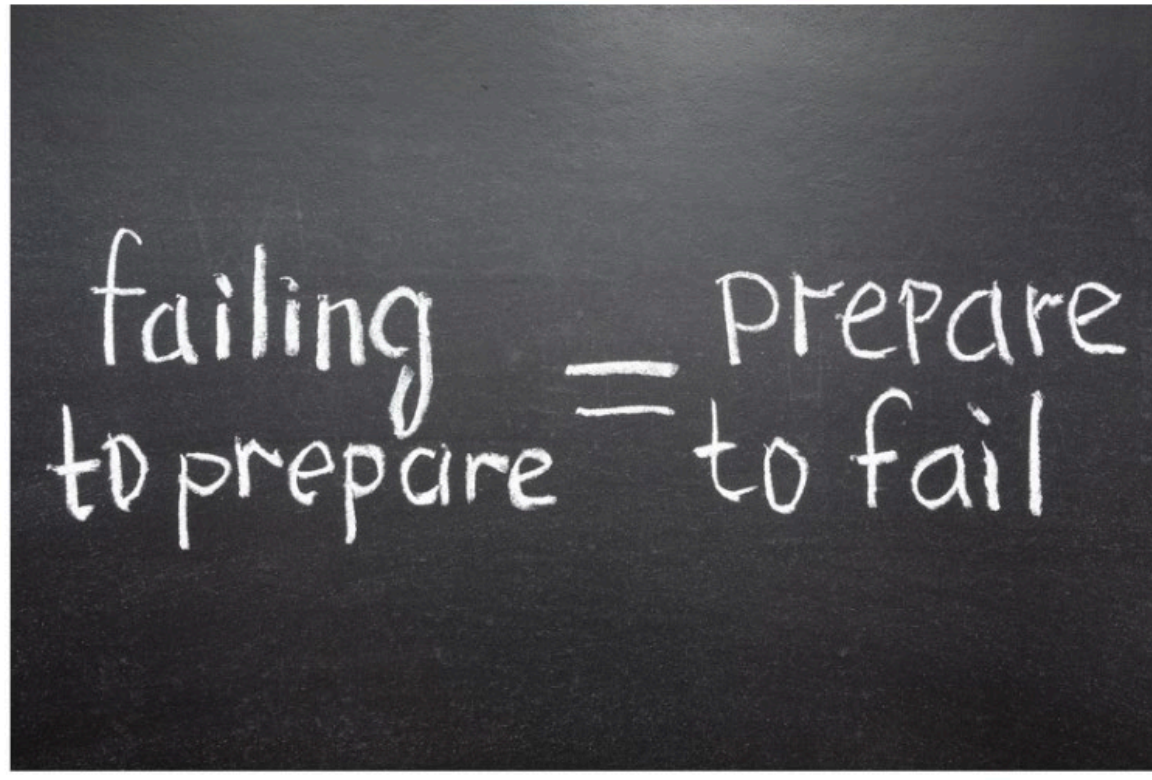


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Image credit: Canva

Prepare



failing = prepare
to prepare = to fail

“Luck is what happens when preparation meets opportunity”. Seneca - Roman Philosopher

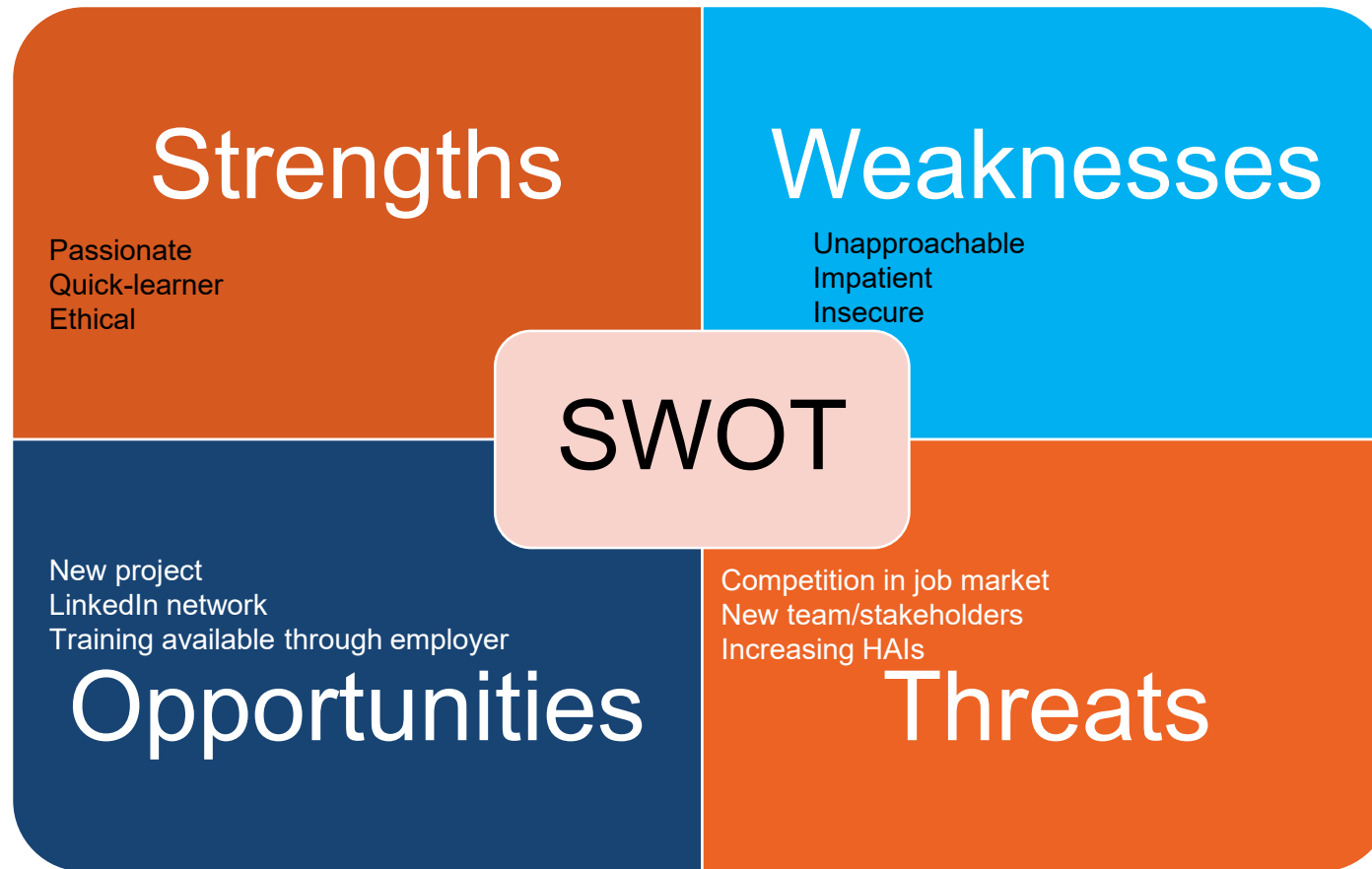
Prepare

Internal relationship assessment tool



Prepare

Internal relationship assessment tool



Prepare

Building competence



and confidence



2019 APIC Competency Model Future-Oriented Competency Domains and Subdomains

For definitions of each subdomain visit APIC's website: <https://apic.org/Professional-Practice>

Self-Assessed Rating Scale and Comfort Level (Knowledge/Skills/Experience/Confidence):

1. No idea 2. Unsure 3. Some knowledge 4. Know it

Future-Oriented Competency Domain: Leadership

Infection preventionists (IPs) use leadership skills to establish a clear vision for IPC programs throughout the continuum of care. To establish that vision, the IP must collaborate with other leaders and colleagues to align IPC program goals with the strategic goals of the organization.

Subdomains identify future-oriented skill sets to guide the IP in the process of influence, implementation, and innovation to generate and enhance the commitment, capabilities, methods, and resources needed to translate visions and plans into reality. The development of these skills throughout their career will prepare IPs for leadership opportunities that may arise in the future.

Subdomains:

o Communication	1	2	3	4
o Critical Thinking	1	2	3	4
o Collaboration	1	2	3	4
o Behavioral Science	1	2	3	4
o Program Management	1	2	3	4
o Mentorship	1	2	3	4

- Rate yourself overall on this future-oriented competency domain: 1 2 3 4
- Specific IPC question or learning goal (area you want to learn more about):



Name: _____

Date: _____

Competency Self-Assessment Activity for Novice or Becoming Proficient IPs

CBIC Core Competencies – APIC Competency Model Future-Oriented Competency Domains

Self-Assessed Rating Scale and Comfort Level (Knowledge/Skills/Experience/Confidence):

1. No idea 2. Unsure 3. Some knowledge 4. Know it

Competency categories, CBIC domains	IP practice areas as identified in CBIC practice analysis	Assessment of personal competency in each practice area	For each category list one specific question you have and/or learning goal (something you would like to learn more about!)
For more details on the CBIC exam content categories visit https://www.cbic.org/CBIC/Exam-Prep-Resources.htm			
Identification of infectious disease processes (CBIC) *22 exam items	a. Interpret the relevance of diagnostic and laboratory reports	1 2 3 4	• Specific IPC question you have (could be related to your own facility) and/or learning goal (area you want to learn more about).
	b. Identify appropriate practices for specimen collection, transportation, handling, and storage	1 2 3 4	
	c. Correlate clinical signs and symptoms with infectious disease process	1 2 3 4	
	d. Differentiate between colonization, infection and contamination	1 2 3 4	
	e. Differentiate between prophylactic, empiric and therapeutic uses of antimicrobials	1 2 3 4	
Surveillance and epidemiologic investigation (CBIC) *24 exam items	a. Design of surveillance systems	1 2 3 4	• Specific IPC question you have (could be related to your own facility) and/or learning goal (area you want to learn more about).
	b. Collection and compilation of surveillance data	1 2 3 4	
	c. Interpretation of Surveillance Data	1 2 3 4	
	d. Outbreak investigation	1 2 3 4	



Prepare - Dogan Diagnostic Diagram™

Your guide to building better relationships

External relationship assessment tool	Low IP Competency	High IP Competency
Low Engagement		
High Engagement		



Engagement

Level of commitment

- Awareness
- Motivation and enthusiasm
- Accountability



Image credit: Canva

Competency

Level of knowledge (IP – IQ)

- Policies and procedures
- Changes and best practices
- The “why”



Image credit: Canva

Prepare

External relationship assessment tool

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement	Independent Run away from you Blame Often non-compliant	Dependent Run into you Sometimes non-compliant
High Engagement	Overdependent Run to you Sometimes non-compliant	Interdependent Run with you Accountable Often compliant



Step 2



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Plant

Low engagement antidote

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement	Often non-compliant <i>Communicator</i>	Sometimes non-compliant <i>Motivator</i>
High Engagement		



Plant

Low engagement antidote

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement	<i>Planting seeds of trust</i> <i>(Build and repair)</i>	
High Engagement		



Plant

Planting seeds of trust

I see you



I hear you



I support you



Plant

Planting seeds of trust

I see you



New Message

To Labor & Delivery Unit Director

Subject Staff kudos - Tristen is a Rockstar

Hi!

Just wanted to share some positive feedback.

Was rounding on L&D a moment ago and had the BEST interaction with Tristen. She got 100% of the IP knowledge checks correct, was super pleasant and approachable.

Please pass along this stellar feedback to her.

Thanks for all you do. Excellent staff!

Warm regards,
Tiffany

Send



Plant

Planting seeds of trust

I see you



New Message

To Clinical Nurse Specialist

Subject Thank you

Hi Dina,

I have been thoroughly enjoying your presence at the many IP meetings we've attended lately. Your leadership style is incredible. I love how you keep everyone focused, ensure clarity and provide context. You also follow-up and ask really great questions. It is very refreshing.

Just wanted to let you know it does not go unnoticed. Thank you!!

Looking forward to our continued partnership. ☺

Warmest regards,
Tiffany

Send



Plant

Planting seeds of trust

I hear you



Psychological safety

“...excellent job of presenting material in a way that was easy to understand and interactive, so staff members felt very comfortable to ask questions.” Director of patient food and nutrition services

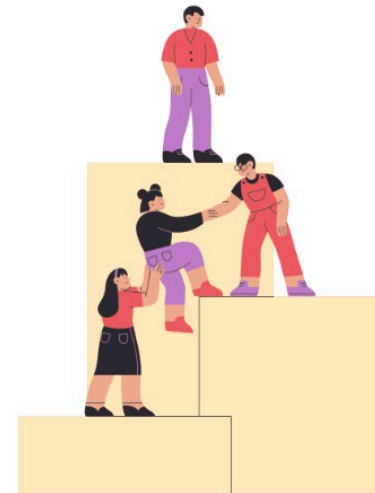


Plant

Planting seeds of trust

“...I need you to
**DO YOUR
JOB!!**”

I support you



“...I greatly appreciate your commitment to improving the safety of our patients. Also, thank you for this excellent summary.” Medical Director of Trauma Burn



Plant

Tiff tips to strengthen weak relationships

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement	Communicate Observe & ask Listen deeply Attend meetings/1:1s	Motivate Recruit a champion Show enthusiasm Initiate QI project



Communicator

	Low IP Competency	High IP Competency
Low Engagement	Often non-compliant <i>Communicator</i>	Sometimes non-compliant <i>Motivator</i>

Tiff tips: deliciously simple ways to show recognition and gratitude in your daily work

Start with

- Acknowledging, thanking or recognizing; be specific
 - Nice seeing/speaking with you today
 - Thank you for the great feedback re: [insert topic]
 - Great question!
 - Thank you for the quick response



End with

- A note of appreciation
 - Appreciate the collaboration!
 - Thank you for taking the time to [insert what they did]
 - Thanks for all you do to keep our patients safe

Motivator

	Low IP Competency	High IP Competency
Low Engagement	Often non-compliant <i>Communicator</i>	Sometimes non-compliant <i>Motivator</i>

Tiff tips: contagious concepts that boost engagement



Hand hygiene campaign

- **Compelling** – use storytelling
- **Enthusiastic** – make it fun
- **Inclusive** – active participation



Step 3

Preserve



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Preserve

Tiff tips to promote high engagement

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement		
High Engagement	Sometimes non-compliant <i>Educator</i>	Often compliant <i>Collaborator</i>



Preserve

Tiff tips to promote high engagement

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement		
High Engagement	<i>Preserving positive relationships (maintain)</i>	



Preserve

Preserving positive relationships

Cooperation



Compassion



Consistency



Preserve

Preserving positive relationships

Cooperation

Give and take – mutual dependence

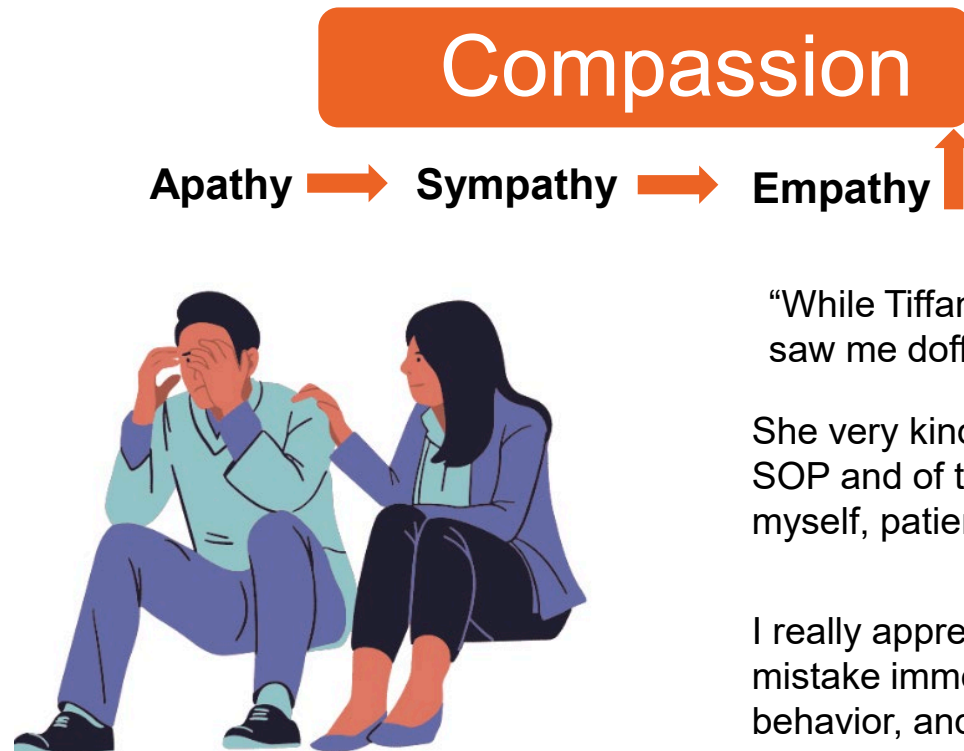
Prioritize problems – if everything is important nothing is important

Team player – be an asset not an assassin



Preserve

Preserving positive relationships



“While Tiffany was in the ED, she saw me doffing my PPE improperly.

She very kindly but effectively reminded me of the SOP and of the correct doffing policy to keep myself, patients, and other staff safe.

I really appreciated that she informed me of my mistake immediately so that I could change my behavior, and do so in a **compassionate but direct** way.” – Physician



Preserve

Preserving positive relationships

Consistency



Tiff Tips : be the person you'd want to work with

Note taker: capture, recap, check for understanding

Follow-up: close loops, do what you said you were going to do

Dependable: demonstrate sound character, knowledge, and expertise

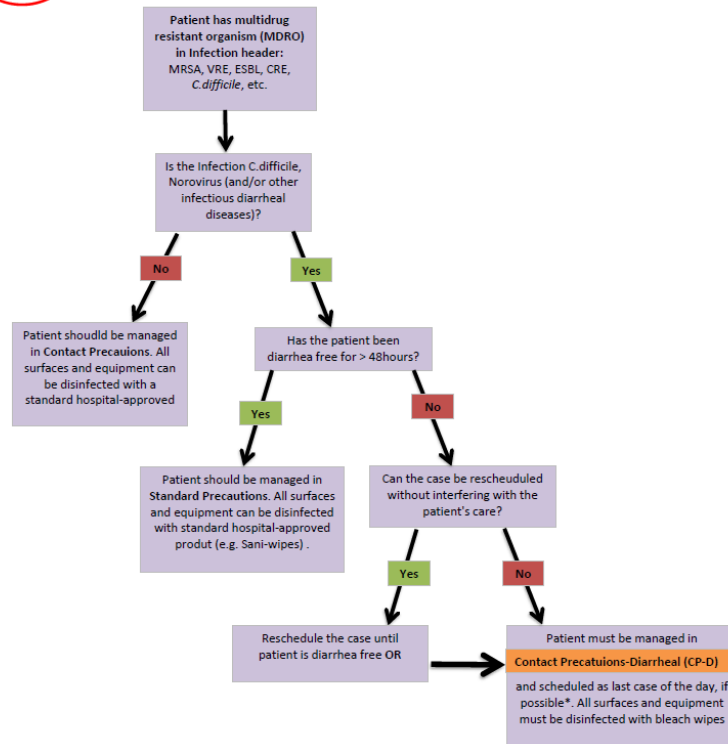


Educator

Tiff Tips : start with the end in mind

Managing Patients with Multidrug Resistant Organisms (MDROs) In Ambulatory Surgery Centers

Infection: VRE solution: None	Last Ht: 1.625 m (5' 4") Last Wt: 40.72 kg (103 lb) BMI: 17.67 kg/m ²	Prof Lang: English Interpreter: No Adv Dir: YES	BPA: None HIM: Due	Portal: Active Research: Active OB Status: POSTMENOP
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	Low IP Competency	High IP Competency
Low Engagement		
High Engagement	Sometimes non-compliant <i>Educator</i>	Often compliant <i>Collaborator</i>

- **Translate** – know your audience
- **Integrate** – easy to access/understand
- **Relate** – connect the dots

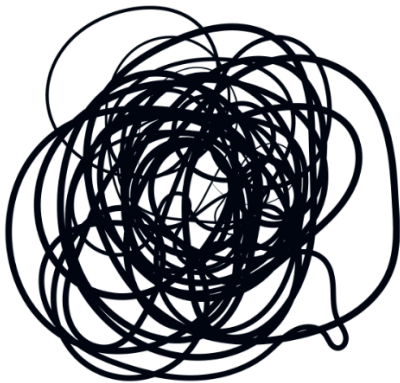


Collaborator

	Low IP Competency	High IP Competency
Low Engagement		
High Engagement	Sometimes non-compliant <i>Educator</i>	Often compliant <i>Collaborator</i>

3 questions to help better understand what others need from you:

What's keeping
you up at night?



What can I do to
strengthen our
relationship?



What should I
start, stop or
continue doing?



Preserve

Tiff Tips to maintain strong relationships

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
High Engagement	Educator Provide in-services Create tools Send newsletters	Collaborator Guide/update Share credit Publish



Step 4



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Produce

Win/Win



A mindset that seeks mutual benefits in all human interactions (Covey, 2013)

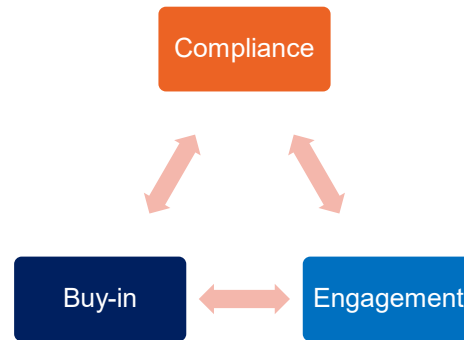


Image credit: Canva

Produce

How do you measure influence

Cycle of influence



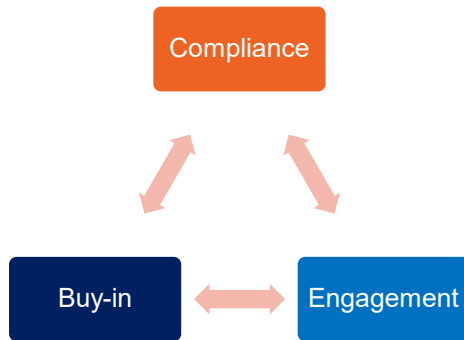
Stakeholders ask for *more* of your influence:

- More of your **authority**: knowledge and expertise
- More of your **attention**: in-services and education
- More of your **alliance**: collaboration and teamwork



Produce

How do you measure influence



Influence looks like:

- ✓ Doing the right thing when no one is looking
- ✓ Run toward / with you, not away from you
- ✓ See you as an ally, not an adversary
- ✓ Engagement: more please!
- ✓ Positive behavior change
- ✓ You're part of the team
- ✓ Improved compliance
- ✓ Positive feedback
- ✓ Decrease in HAIs



Produce

✓ Engagement – more please!

Went from “Beware! It’s a tough crowd”



To crowd pleaser



Hello! I would love to give a “shout out” to Tiffany.

We feel very lucky to have her on our team!

She did a wonderful job presenting at our in-service today.

She got a round of applause (and you know how much that means from OR Staff 😊!)

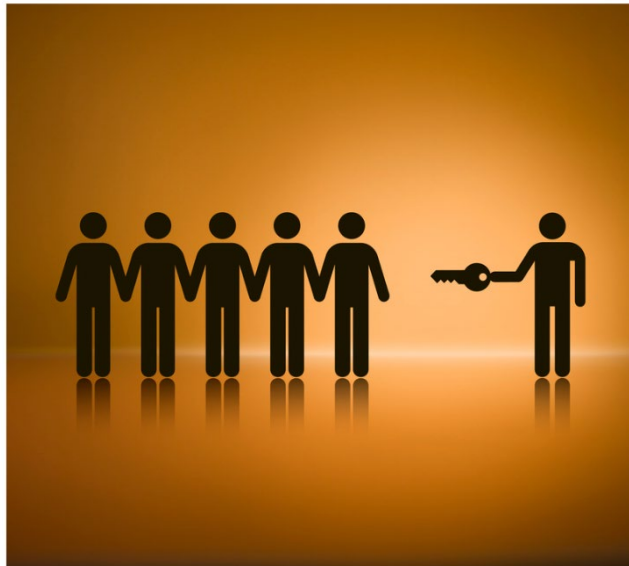
We look forward to the next one in 6 months.
Thanks,



Produce

✓ Improved compliance / Positive Feedback

Improved our respiratory therapy department environment of care
compliance improved from 40% to 95% in 7 months



Dear Tiffany,

Each day as a part of our daily management and review, department heads volunteer the names of staff who deserve to be recognized for their efforts. The reasons for recognition may vary. However, it is consistent that the actions help make UCLA Health a stronger, better, and kinder place. This may include going above and beyond in your daily work, delivering an act of kindness, embodying our CICARE values, or for simply being a valued member of our team.

Executive director wanted to recognize you for your commitment to our patients and collaboration. Although already highlighted on the 10:00AM call, we wanted to praise you again for your hard work, collaboration while conducting infection prevention consults with our managers and staff, and helping us along our journey to high reliability.



Produce

✓ Positive behavior change

We went from zero to hero

“A model clinic” – TJC Surveyor

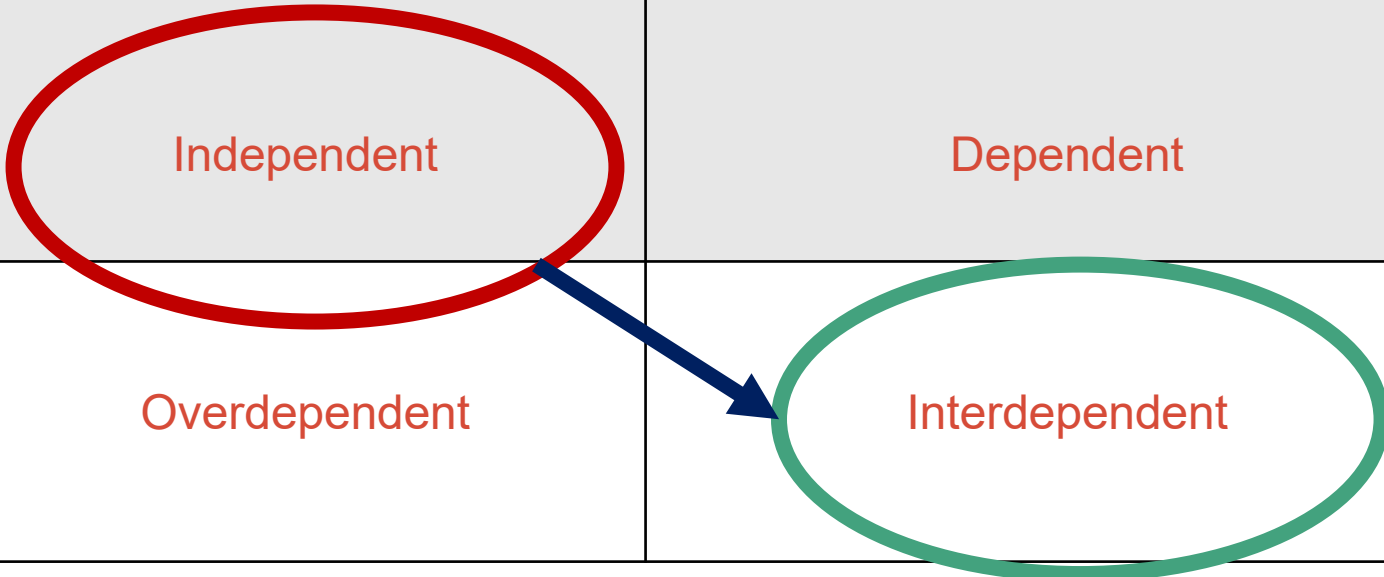
Section 3.B. Reprocessing of Reusable Critical Equipment, Instruments and Devices: Sterilization		
Critical equipment, instruments and devices are objects that enter sterile tissue or the vascular system and must be sterile prior to use (e.g. surgical instruments, cardiac and urinary catheters, implants, and ultrasound probes used in sterile body cavities)		
Elements to be assessed		Surveyor Notes
3.B.1 Hospital policies address steps to take when there are discrepancies between a device manufacturer’s instructions and the sterilizer’s manufacturer’s instruction for completing sterilization.	☐ Yes ☐ No	
3.B.2 All reusable critical items are sterilized prior to reuse.	☐ Yes ☐ No	
3.B.3 If any sterilization is performed off-site, the item(s) are decontaminated prior to off-site transport.	☐ Yes ☐ No ☐ N/A	



Produce

✓ See you as an ally, not an adversary

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement	Independent	Dependent
High Engagement	Overdependent	Interdependent



The diagram illustrates a transition from the 'Independent' state (Low IP Competency, Low Engagement) to the 'Interdependent' state (High IP Competency, High Engagement). A red oval highlights the 'Independent' cell, and a green oval highlights the 'Interdependent' cell. A blue arrow points from the 'Independent' cell to the 'Interdependent' cell, indicating a progression or goal state.

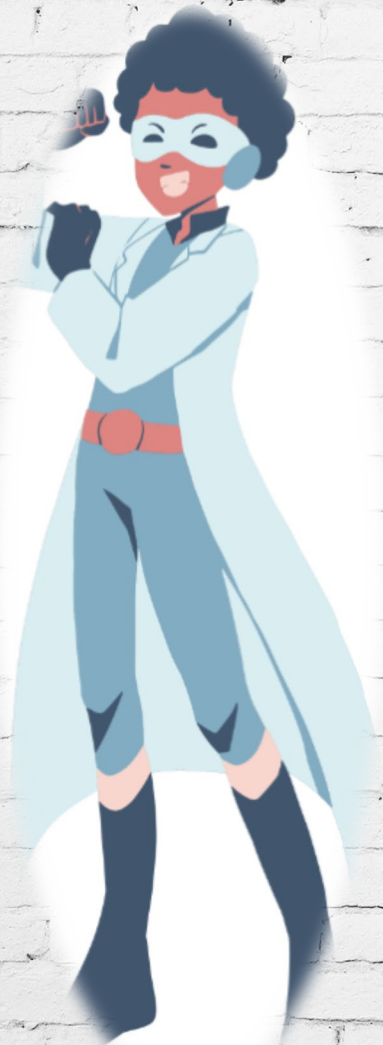
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Produce

Tiff Tips: Find the key to unlock your hidden superpower

Dogan Diagnostic Diagram™	Low IP Competency	High IP Competency
Low Engagement	Often non-compliant <i>Communicator</i>	Sometimes non-compliant <i>Motivator</i>
High Engagement	Sometimes non-compliant <i>Educator</i>	Often compliant <i>Collaborator</i>





Influence

is powerful medicine

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Wrap up

What's getting in your way

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A photograph of the Alamo mission building in San Antonio, Texas. The building is a large, light-colored stone structure with a central arched entrance and several windows. It is surrounded by a green lawn and a low fence. The sky is blue with some clouds.

Reflect: 3 thing getting **in way my influence**



Insecurity



Inconsistency

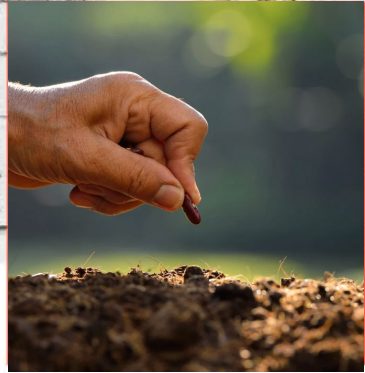


Impatience

How about you?

Influence is your superpower

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It's time to rise up!

Prepare

Plant

Preserve

Produce

Thank you!!

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Questions?

Contact me on LinkedIn

or

Email Tiffany.Dogan@ElevateIPC.com

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Acknowledgments

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Sreelatha Ponnaluri-Wears

Nicole Nomides

Anjali Bisht

David Bailey

Coleen Wilson

David Aronoff

Tania Bubbs

... and many more

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