



SUCCESSFULLY FACILITATING LEADERSHIP PRACTICES: EMPOWERING AND INSPIRING OCCUPATIONAL THERAPISTS TO PERFORM

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OBJECTIVES

By the end of this session, participants will be able to:

- Explain the importance of leadership in occupational therapy.
- Identify various leadership styles.
- Describe the contents of an evidence-based leadership program for occupational therapists.
- Discuss the significance of employee engagement and job satisfaction.
- Discuss leadership best practices for optimal performance.

UNDERSTANDING LEADERSHIP

- Understanding the importance of leadership is vital to optimizing growth and the profession's success.
- A leader exemplifies admirable qualities; is confident, charismatic, and an effective communicator; and can influence others positively.
- Leaders demonstrate leadership characteristics by motivating and inspiring others to reach their goals, and promoting quality service delivery for organizational success .

(Snodgrass, 2011)



CENTENNIAL VISION AND VISION 2025

- To achieve the goals of our *Centennial Vision* (American Occupational Therapy Association [AOTA], 2007), it is imperative to endorse a “legacy of leadership” (Moyers, 2007, p. 622).
- *Vision 2025 charges leaders to be “influential in changing policies, environments, and complex systems”* (AOTA, 2017).
- Occupational therapists must advocate for the profession and educate individuals on the value of providing occupational therapy.
- To best meet our clients’ needs, we must increase our ability to influence and become leaders that benefit our clinical practice.

TRAITS OF A LEADER

COMPASSION

FLEXIBLE

ARTICULATE

EMPOWER

MOTIVATE



FIVE EXEMPLARY PRACTICES OF LEADERSHIP

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

(Kouzes & Posner, 2007)



MODEL THE WAY

- Leaders set positive examples for others in a clinical environment while also listening to others' perspectives.

For example, discussions and activities can consist of how an individual follows through on commitments or what values are necessary to operate a department.

(Fleming-Castaldy & Patro, 2012; Kouzes & Posner, 2007)



INSPIRE A SHARED VISION

- A leader seeks support from others in the department or organization to collaboratively achieve goals.

For example, determining ways to devise and accomplish goals for the future, or sharing a dream for the department is important.

(Fleming-Castaldy & Patro, 2012; Kouzes & Posner, 2007)



CHALLENGE THE PROCESS

- This process entails seeking opportunities to grow and learn, and taking necessary risks to improve departmental or organizational processes.

Examples include: seeking opportunities outside an organization to improve knowledge and skills or challenging others in an organization to experience and develop new skills.

(Fleming-Castaldy & Patro, 2012; Kouzes & Posner, 2007)

ENABLE OTHERS TO ACT

- This concept is promoted by facilitating collaboration through goal setting and building trust by empowering others to make decisions.

An example is the leader engages in active listening to gather others' viewpoints or supporting others' individual decisions.

(Fleming-Castaldy & Patro, 2012; Kouzes & Posner, 2007)



ENCOURAGE THE HEART

- This concept is accomplished by appreciating others and celebrating their successes.

Examples include: praising individuals for a job well done or reassuring others that you have confidence in their abilities.

(Fleming-Castaldy & Patro, 2012; Kouzes & Posner, 2007)

RESEARCH AND LEADERSHIP PRACTICES

- A quantitative study examined leadership based on self-perceptions of occupational therapy managers using the leadership practices inventory (LPI) .
- The LPI is a 30-item self-evaluation using a 10-point Likert scale to rate how frequently leaders engage in the five leadership practices previously described.
- All relationships between LPI mean scores for leadership areas were statistically significant.
- The study asserts that occupational therapy managers felt confident empowering employees to become innovative thinkers and share ideas to improve the occupational therapy profession through leadership development.
- Employees take pride in knowing that leaders see them as valuable assets to an organization.

(Fleming-Castaldy & Patro, 2012)

LEADERSHIP STYLES

- Transactional leadership is based on exchanges between a supervisor (leader) and employee (follower) in which employees are rewarded for meeting performance objectives.
- Transformational leaders exhibit charisma, intellectual stimulation, individualized consideration, and inspirational motivation.
- Servant leaders help others achieve their goals. Leaders use ethical and moral beliefs to find their purpose.

(Bass 1985; Burns, 1978; Greenleaf, 1977)

LEADERSHIP STYLES

Transformational	Transactional	Servant
Inspires employees	Exchange between a leader and employee to meet a standard	Encourages empathetic interactions
Seeks employees' opinions	Gives employees freedom to make decisions	Empowers employees to offer suggestions
Uses inspirational motivation	Focuses on extrinsic motivators	Serving others is the primary objective
Fosters growth and performance	Concerned about the outcomes and processes	Promotes the importance of morals and ethics

EVIDENCE WITH TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP

- A quantitative study examined occupational therapists' perceptions of their rehabilitation managers' leadership styles and outcomes.
- The independent variables were transformational leadership (TL) style and transactional leadership (TR) style. The dependent variables were leadership outcomes of extra effort, effectiveness, and satisfaction with leadership.
- Positive associations were found between TL and TR leadership styles and with the leadership outcomes.
- Occupational therapists interested in leadership roles or improving clinical performance can infer that it is vital to employ TL and TR constructs with a variety of leadership styles to implement positive leadership outcomes in clinical practice.
- This information helps OTs understand that both leadership styles are valuable in different ways.

(Barbuto, 2005)

EVIDENCE AND SERVANT LEADERSHIP

- A qualitative study examined 15 business leaders who practice servant leadership to determine how they link practices to effectiveness in their environment.
- The study found that servant leaders foster the development and growth of employees and welcome their suggestions.
- Servant leadership also decreases employee turnover and enhances employee morale.
- This leadership style aligns well with healthcare practices serving clients.

(Savage-Austin & Honeycutt, 2011)

LEADERSHIP PROGRAMS

- Leadership development programs enhance quality and proficiency in healthcare.
- Findings in a qualitative study by McAlearney revealed that leadership development programs offer four avenues to improve quality and efficiency of healthcare: 1) increasing the workforce's quality; 2) enhancing professional development; 3) decreasing turnover and expenses; 4) implementing a strategic plan related to quality and efficiency.
- Offering training programs onsite promotes employee satisfaction retention and assists staff with improving clinical practice skills.

(McAlearney, 2008)



AN EVIDENCE-BASED LEADERSHIP PROGRAM

- As a leader, it is vital to assist occupational therapists in developing clinical and leadership skills to improve their professional growth for use in their current practice.
- Occupational therapists in inpatient rehabilitation hospitals have the opportunity to become senior therapists, program champions, future clinical managers, or directors.
- An evidence-based program called Facilitating Leadership Yielding Effective Results (FLYER) was developed to help clinicians prepare for future leadership roles. The components provided clinicians with methods to promote evidence-based, occupation-based, and client-centered practice .



MODULE 1: LEADERSHIP

- **Developing a leadership identity** (Komives, Owen, Longersbeam, Mainella, & Osteen, 2005)
- **Transformational leadership** (Burns, 1978)
- **Transactional leadership** (Bass, 1985)
- **Servant leadership** (Greenleaf, 1977; Trastek et al., 2014)



SIX-STAGE LEADERSHIP IDENTITY PROCESS

- The first stage addresses *developmental influences*.
- The second stage addresses *developing self*.
- The third stage examines *group influences*.
- The fourth stage is a *changing view of self and others*.
- The fifth stage addresses *a broadening view of leadership*.
- *Leadership identity* is the final stage.

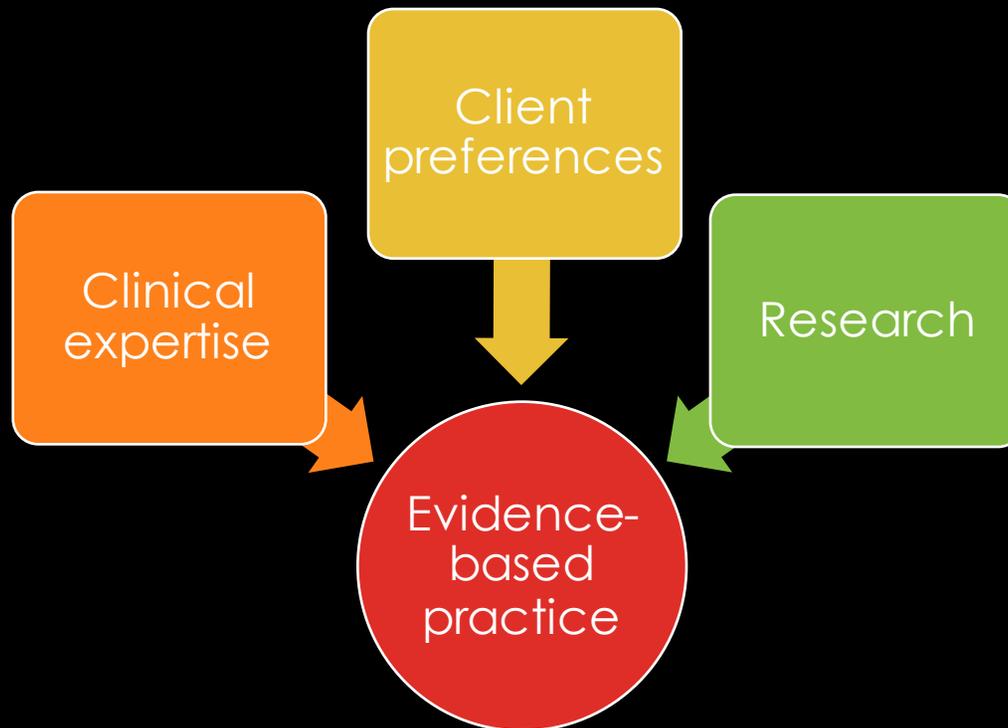
(Komives et al., 2005)



MODULE 2: LEADERSHIP AND EVIDENCE-BASED PRACTICE (EBP)

- EBP components and impact of clinical practice (Lin, Murphy, & Robinson, 2010)
- Transformational leadership and transactional leadership used to promote EBP (Aarons, 2006)
- Leaders and promoting EBP strategies (Craik & Rappolt, 2006)

EVIDENCE-BASED PRACTICE COMPONENTS



EBP AND LEADERSHIP

- A quantitative survey study examined transformational and transactional leadership constructs and the participants' opinions of EBP.
- Transformational leadership encourages and motivates followers. Transactional leadership is based on rewards and interactions with an emphasis on specific targeted goals.
- Positive transformational leadership is associated with more positive attitudes toward integrating EBP.
- Transactional leadership is associated with positive attitudes toward EBP.

SUCCESSFUL EBP STRATEGIES

- The participants in a study identified how clinical experience helped them comprehend the value of research evidence and how this evidence helped them identify the most appropriate interventions.
- Participants noted that continuing education opportunities exposed them to the importance of research and its significance to clinical practice.
- Participants who engaged in research activities gained confidence to refine their research development skills.
- Teaching students is an effective way to translate research into practice.

(Craik & Rappolt, 2006)

MODULE 3: LEADERSHIP AND CLIENT-CENTERED PRACTICE

- Patient Protection and Affordable Care Act (PPACA) of 2010 (Lamb & Meltzer, 2014)
- The Activity Card Sort (ACS) as an occupation-based outcome measure (Ricon, Weissman & Demeter, 2013)
- Individualized treatment session (productivity and profitability) (Singh, 2013)
- Client satisfaction (Custer, Huebner & Howell, 2015)

ACTIVITY CARD SORT (ACS)

- The ACS is a commonly used outcome measure that helps assess participation in instrumental activities of daily living (IADL), and leisure and sociocultural activities.
- Research shows that greater overall activity levels in the elderly correlate to more happiness, improved functionality, and a reduced mortality.
- Leisure and IADL activities help clients feel happier and enhance their well-being.

(Ricon, Weissman, & Demeter, 2013)



PRODUCTIVITY AND PROFITABILITY

- Productivity and profitability have a huge impact on an organization's success.
- A hospital's profitability revolves around maintaining up-to-date facilities and innovative equipment, and recruiting healthcare professionals who provide clients with quality care.
- Higher client revenues improve profitability and equity growth.



CLIENT SATISFACTION

- Client satisfaction is a widely used outcome indicator to determine if care is client-centered.
- Measuring client satisfaction helps OTs recognize if they are providing quality services based upon clients' responses.
- Clients tend to be satisfied when empathetic interactions, improvement in goals, collaboration with decision making, and feeling safely prepared to discharge home are involved.

(Custer, Huebner, & Howell, 2015)

CLIENT SATISFACTION RESEARCH

- Demographic variables
- Functional status on admission
- Functional status on discharge
- Medical status
- Rehabilitation process
- Client gains
- Occupational therapy services

(Custer, Huebner, & Howell, 2015)



MODULE 4: LEADERSHIP AND ADVOCACY

- Leadership and change (Delmatoff & Lazarus, 2014)
- Leadership qualities and attributes to facilitate change (Nicol, Mohanna, & Cowpe, 2014)
- Advocacy for clients and OT services (Dhillon, Wilkins, Law, Stewart, & Tremblay, 2010)

LEADERSHIP AND CHANGE

- Leaders that emphasize why change has to occur help staff understand the benefits of change.
- Changes in reimbursement to quality control and removal of wasteful and ineffective practices significantly impact healthcare delivery.
- Leaders should understand what an employee conveys, and observe, listen to, and respond to the information.

(Delmatoff & Lazarus, 2014)

EMOTIONAL AND BEHAVIORAL INTELLIGENCE

- An *emotionally and behaviorally intelligent style of leadership* is an effective method to empower and support staff to embrace changes in service delivery.
- To incorporate these concepts, emotions must transform to behaviors as part of a leader's style.
- Emotional and behavioral intelligence (EQ/BQ) involves self-awareness of emotions that could affect others and the mitigation of those effects.
- The leader also employs social awareness - a critical component as the leader must acknowledge the behaviors and qualities of the people she leads.



EQ AND BQ TRAITS

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills



ADVOCACY

- It is important for OT leaders in training to advocate for the profession and our clients' needs.
- It is vital for OTs to understand how healthcare reform policies affect our practice and what role we play, to ensure these healthcare changes positively affect occupational therapy.
- Advocacy focuses on OTs' roles in a specific setting or population.
- Advocacy can also be used to assist clients with identified needs or resources.

(Dhillon, Wilkins, Law, Stewart, & Tremblay, 2010)

ADVOCACY

- Effective communication skills
- Support staff
- Provide professional development opportunities
- Seek the staff's input
- Listen to suggestions
- Show compassion

(Moore, Cruickshank, & Haas, 2006)



MODULE 5: MENTORSHIP AND CONFLICT MANAGEMENT

- The value of mentoring others (Milner & Bossner, 2005)
- Building effective teams (Ezziane, Maruthappu, & Warren, 2012)
- Conflict resolution strategies (Ezziane, Maruthappu, & Warren, 2012)

MENTOR/MENTEE RELATIONSHIP

- An important component of leadership is building the mentor/mentee relationship.
- Mentors should exercise certain leadership styles for mentees to be successful in the workplace, and employ different styles based on who they are mentoring.
- Successful mentoring also involves the mentor communicating effectively to ensure the mentee understands job expectations.
- The goal of the relationship is to feel comfortable sharing knowledge, examining areas of expertise, and maintaining the mentor/mentee relationship.

(Milner & Bossner, 2005)



EFFECTIVE TEAMS

- Collaborating with team members in healthcare is vital to an organization's success.
- Employees that collaborate bring expertise and knowledge from various backgrounds - promoting smooth departmental processes, shared ideas, and quality care.

(Ezziane, Maruthappu, & Warren, 2012)



EFFECTIVE TEAM ATTRIBUTES

- Communication skills
- Interpersonal skills
- Promoting safety awareness
- Conflict resolution strategies

(Ezziane, Maruthappu, & Warren, 2012)



CONFLICT MANAGEMENT

- Working in teams is beneficial, but there are times when individuals do not agree and conflicts arise.
- Conflicts occur when there is a disagreement or altercation surrounding ideas, processes, or people. Conflicts may occur due to miscommunication, misinterpretation, misperceptions, or emotions concerning an issue.
- Leaders can minimize conflict and provide conflict resolution strategies.

(Phipps, 2011)



RESULTS OF PROGRAM

- The participants stated that they gained a deeper understanding of importance of leadership in an inpatient rehabilitation setting.
- They were able to self-reflect on their potential as leaders after completing the Leadership Practices Inventory.
- This leadership training helped them to determine how leadership styles can be implemented successfully in our clinical practice.
- The concepts emphasized how to integrate evidence-based practice while also ensuring occupation-based and client-centered practice.
- The information presented provided more ways to promote advocacy in the workplace.
- The participants thought of ideas on how to improve mentorship and ways to use conflict resolution strategies successfully.



EMPLOYEE ENGAGEMENT

- Employee engagement is the act of an employee emotionally connecting to the success of the organization (Nasomboon, 2014).
- According the Patient Protection and Affordable Care Act (PPACA) of 2010, priorities include implementing more efficient and high-quality services to impact functional outcomes (Lamb & Meltzler, 2014).
- Employees who are positively engaged in their jobs are more likely to be proficient in their work; these satisfied employees perform better, which can increase client satisfaction and dependability (Dijkers, Jansen, De Lange, Vinkenburg, & Kooji, 2010).

EMPLOYEE ENGAGEMENT

- A Qualitative study examined how leadership strategies influence employee engagement in healthcare from healthcare leaders with varied backgrounds. Participants were interviewed with questions that consisted of:
 - How do you define employee engagement?
 - How does your attitude affect you meeting employee expectations?
 - How does leadership influence engagement in your workplace?
 - How can the attitudes of employees be improved?
 - How does a strong interpersonal relationship with your employees affect your desire to meet organizational goals?

(Vizzuso, 2015)

EMERGING THEMES

- Participants expressed a consistent understanding of employee engagement.
- Employee engagement is crucial for generating positive organizational results.
- Psychological ownership fosters the personal initiative needed for employee engagement.
- Meeting employee expectations is vital in refining employee engagement.
- Communication between employees and leaders produces opportunities to influence interpersonal relationships.
- Leadership meeting employee expectations yields an environment of trust.
- Trust impacts the employee-leader relationship.
- Promote positive communication between senior leadership and employees.

(Vizzuso, 2015)

OCCUPATIONAL THERAPY AND JOB SATISFACTION

- Encouragement given by managers has been found to be correlated with job satisfaction of supervised employees.
- Studies have concluded that managers make a positive impact on job satisfaction when they support staff and provide them with professional development.
- Transactional and transformational leadership positively influence job satisfaction when used in the most appropriate situations.

(Moore, Cruickshank, & Haas, 2006)



OCCUPATIONAL THERAPY AND JOB SATISFACTION

- Authors in a qualitative study examined the influence of managers on job satisfaction in occupational therapy.
- The participants consisted of occupational therapy practitioners from various work backgrounds.
- Each interview question was geared toward specific examples related to how occupational therapy managers promoted staff satisfaction and which managers created dissatisfaction.

(Moore, Cruickshank, & Haas, 2006)

EMERGING THEMES

- Good managers care about the people they manage.
- Good managers do not play favorites.
- Good managers are knowledgeable about their work.
- Some participants felt that some managers did not treat everyone on the team with the same level of consideration.
- This study confirms what types of leadership skills and attributes are necessary to enhance job satisfaction and boost employee morale.

(Moore, Cruickshank, & Haas, 2006)



OUR EMPLOYEE ENGAGEMENT ACTIVITIES

- Outstanding employee achievement award program
- On the spot recognition (step up points given)
- Departmental recognition (verbally or tangible items)
- Welcome gifts on first day of starting a job
- Professional development activities (lunch and learn in-services)
- Consistent departmental staff meetings (fosters communication and ideas)
- Advocating for employees
- Providing mentorship to employees
- Encouraging teamwork
- Empowering leadership responsibilities
- Actively listening to staff and providing feedback



BEST PRACTICES

- Strategic importance
- Clarify goals of the organization
- Ensure employees have a voice
- Integrate evidence-based and client-centered practice
- Exercise emotional intelligence
- Embrace change management
- Promote rewards and recognition
- Enhance accountability
- Assist in career path development

(Friedman, 2016; Miller 2014)

QUESTIONS



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