



# Association for Professionals in Infection Control and Epidemiology (APIC) Annual New York State Fall Conference

**October 9, 2024**





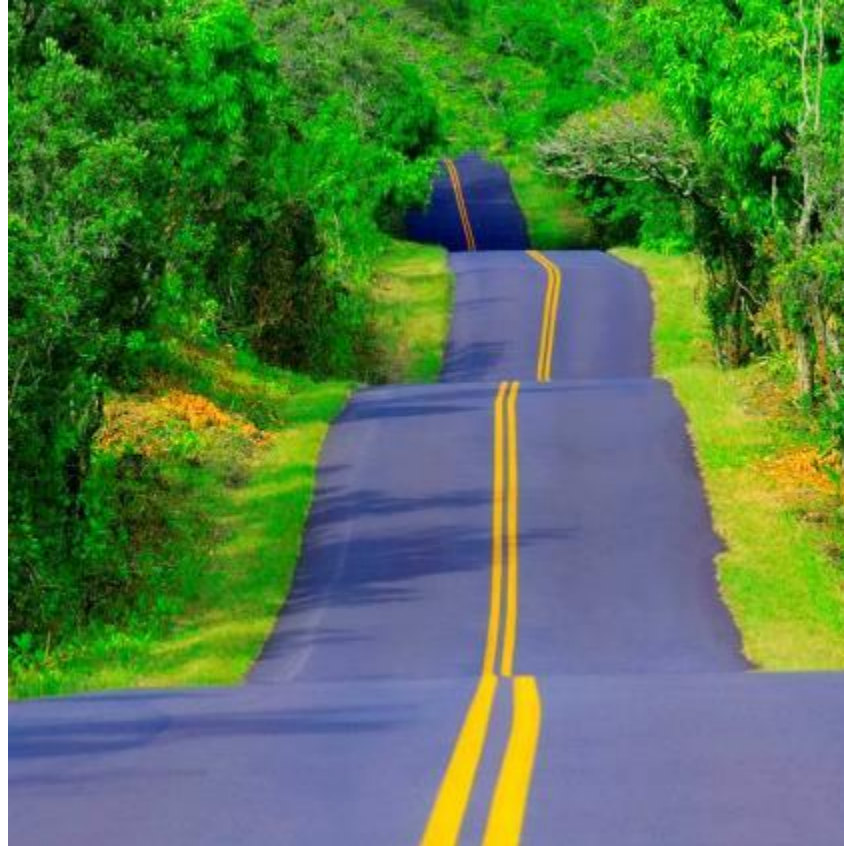
# The Journey from There to Here



# The Journey to Leadership Starts Here



- **Born in Brooklyn, NY**
- **Underserved Family**
- **Spanish First Language**
- **Passion for Helping Others**
- **Work Ethic**
- **Community Connection**
- **Ideal job in Health Care  
– Nursing**
- **Natural Born Leader**





**Doing:**

**The Right Thing**

**at**

**The Right Time**

**for**

**The Right Reason**

**The time is now...**



Purpose

**Mindsets**  
what we think

Integrative Thinking

Awareness

Courage

**Values**  
what we believe



**Behaviors**  
what we do

Inclusion



# The Journey Begins



- **Phlebotomist**
- **Laboratory Technologist**
  - Masters Degree
- **Infection Prevention Practitioner**
- **Laboratory manager**
  - I Got My Job Through the NY Times
- **Assistant Director Infection Control**
  - I Got My Job through Bob Garcia
- **Steady and consistent path**
  - Service line leadership
  - Academic Program Leadership
  - Business Development
  - Administration



CEO - The dream of a lifetime.....

# Bergen New Bridge Celebrates Seven Transformative Years

When Deborah Visconi was named CEO in October 2017, the hospital's future was uncertain. Visconi's vision, grit, and leadership have led to transformational changes in the Medical Center.

Bergen New Bridge has become a well-regarded safety-net hospital recognized by Leapfrog as among the top in the country and earning the organization its first-ever A-rating for patient safety.





# A Destination Hospital in New Jersey

- *A place where individuals want to come for care*
- *A place for those who don't have access to care*



# How Do You Transform an Organization



## **FROM:**

- Bad Reputation
- Not Linked to Community
- Focused on Profits, NOT Quality
- Disengaged Staff
- Hostile Relationships





# Introduction to Leadership



## •What is Leadership?

- The ability to influence and guide others to achieve a common goal



## •Why Leadership Matters

- Promote collaboration and communication
- Managing change and overcoming resistance
- Enhancing team performance and patient outcomes



# Roles of an Effective Leader



## • Strategic Decision-Making

- Anticipating risks
- Implementing evidence-based practices

## • Effective Communication

- Engaging with healthcare teams, patients, and stakeholders
- Ensuring clear understanding of compliance, policies and procedures

## • Mentorship and Development

- Coaching and empowering staff to follow protocols



# Leadership Competencies



## • Emotional Intelligence

- Recognizing and managing emotions in yourself and others
- **Critical Thinking**
- Analyzing trends and developing appropriate responses

## • Adaptability

- Adjusting strategies based on emerging risks or new information



## • Collaboration

- Working effectively across departments (nursing, surgery, etc.)

# Building an Effective Team



## •Recruitment and Onboarding

- Selecting professionals with both technical and teamwork skills

## •Training and Continuous Education

- Keeping staff updated on the latest evidence based practices

## •Fostering a Positive Team Culture

- Encouraging openness, trust, and accountability



# National Hospital Week 2024



# Communication Strategies



- **Clear, Consistent Messaging**

- Establishing standard operating procedures (SOPs)

- **Promoting Transparency**

- Sharing data and outcomes with teams

- **Encouraging Feedback**

- Creating channels for staff to voice concerns or ideas



**Back by Popular Demand**

## Dine with Debbie

Enjoy Discussion with Deborah Visconi  
President and Chief Executive Officer

**Fall 2024 Dates**  
Thurs. Oct. 17 • 7:30 am  
Thurs. Dec. 12 • 11 am

**Auditorium Building 6 First Floor**

Feel free to bring a snack or brown bag lunch and enjoy dining and discussion with Debbie.

Show your insights into ideas on how we can continue to make Bergen New Bridge Medical Center one of the best places to work!

Light refreshments will be provided.



# Managing Resistance to Change



- **Understanding Resistance**

- Identifying common reasons staff resist new measures

- **Overcoming Resistance**

- Using education, involvement, and communication to gain buy-in

- **Change Management Techniques**

- Implementing gradual changes and monitoring impact





## •Using Infection Surveillance Data

- Tracking infection rates and trends to inform strategies

## •Setting SMART Goals

- Specific, Measurable, Achievable, Relevant, Time-bound objectives for infection prevention



## •Quality Improvement Initiatives

- Regularly reviewing and adjusting infection prevention efforts

# Ethical Leadership



## • Ensuring Patient Safety

- Putting patient well-being at the center of decisions

## • Maintaining Compliance with Regulations

- Following CDC, WHO, and local health authority guidelines



## • Managing Ethical Dilemmas

- Balancing resource limitations and patient care needs





- **Responding to Outbreaks**

- Swift, decisive actions

- **Crisis Communication**

- Keeping staff informed and calm during emergencies

- **Post-Crisis Review**

- Conducting after-action reviews to improve future responses





# An Unprecedented Year

## Testing, Telehealth, Vaccinations and Community Outreach

When COVID-19 surfaced in New Jersey, Bergen County was the pandemic's epicenter. Bergen New Bridge Medical Center swiftly applied policies and practices exceeding the CDC and State Department of Health Guidelines.

- Restricted visitation
- Responsible PPE management
- Mandatory masking for all employees
- A New Jersey leader in COVID-19 testing

The Medical Center quickly initiated multiple, simultaneous vaccination programs while continuing its robust COVID-19 testing program.

- Bergen New Bridge converted the Alternate Care Annex into a vaccination site.
- December 18, Bergen New Bridge delivered its first vaccinations by immunizing hospital workers.



2020 Behavioral Health Visits





# Community Vaccinations

## Ramapough Lenape Tribal Community



# Empowering Staff and Promoting a Culture of Safety

- **Encouraging Ownership**

- Allowing staff to take initiative

- **Recognizing Achievements**

- “I made a Difference” Recognitions
- Daisy Awards

- **Promoting Psychological Safety**

- Creating an environment where staff feel safe to report issues or concerns
- Near Miss Recognitions

**CEO I Made A Difference Recognition Program** 

Fresh Funnel Cake

CEO I Made A Difference Recognition Program  
2nd Quarter 2024 celebration was held on July 17

189 Staff / Providers were mentioned by name on a survey, email, phone call, etc.

*FOR ALL YOU DO WE Appreciate YOU*

*You are invited message: "Congratulations on being recognized by our patients, residents and families. Thank you for your hard work, dedication and displaying behaviors that exemplify Patient Safety, Quality and Service Excellence."*



# All Employee Events





# Conclusion: Leadership for Lasting Impact



## •Key Takeaways

- Leadership is essential for success
- Communication, adaptability, and team-building are core leadership skills



## •Call to Action

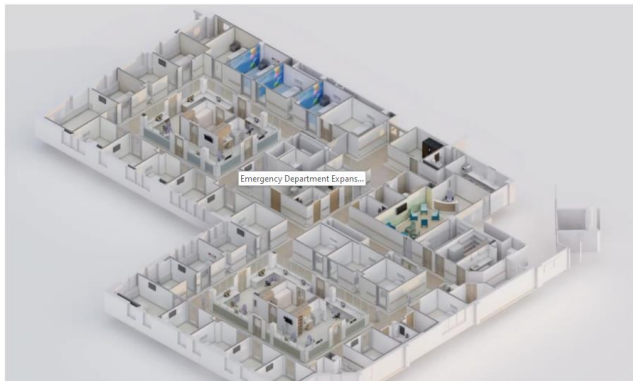
- I Encourage you to lead by example and build relationships!



# Emergency Department Expansion Ground Breaking 5.13.24



## Emergency Department Renovation & Expansion



### Expanded Footprint

Increasing from 19 beds to 49 beds



### Living Room Concept

Embraces the Recovery Model

Provides a calm, less intimidating, and more therapeutic environment for someone experiencing a mental health crisis





**TED** MOTIVATION MONDAY

**“There's a leader inside every single one of us, and our most important work in life is to release that leader.”**

**HALLA TÓMASDÓTTIR**  
ENTREPRENEUR AND ICELANDIC  
FORMER PRESIDENTIAL CANDIDATE





Thank you!

Deborah Visconi  
President and CEO

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