Start Up Leadership in a Greenfield Hospital - a Case Study

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Learning Objectives

- Define a Greenfield Hospital
- Describe Non-negotiable start up leadership skills
- Compare/contrast start up leadership from operational leadership
What is a Greenfield Hospital?

- **Construction term**
  - New land that has never been used
  - Nothing to demolish
  - “Green Field”

- **Greenfield Hospital**
  - Not replacement or renovation project
  - Constructed using energy efficient technologies
  - Incorporate evidence based design
  - Less costly to maintain
  - Attractive to consumers and employees

- **Term now used in many industries**
  - Software/public works
  - Means to start a project without need to consider prior work
  - Allows the project to be defined without limitation using contemporary ideas
Our Case Study

National and International Examples
We Set Out On Our Journey

Not Quite Sure Where We Would Land!
Non-negotiable Leadership Traits

- **Vision** The most important trait of a start up leader
  - Ultimate challenge is to instill the dream
  - Let true passion drive the work
    - If not a believer, may not be the best selection

- **Humility** “Your employees are not vehicle to fund your ego” (Inc., 2013)
  - If you run the company, your employees are now your customers as well
  - Top priority should be to serve their needs and not your own

- **Flexibility** “Be comfortable dancing with ambiguity”
  - No one person has the correct answer
  - The most correct approach comes from the richness of a team
  - What is most correct today, may not be the most correct tomorrow
  - Must be willing to alter plans and even throw them out and start over
Start Up Traits Continued

- **Resilience**
  - “Stick-to-it-ness”
  - Ability to learn from failure
  - Ability to accept failures as part of the process

- **Unwavering Confidence**
  - Vigilant and realistic
    - Never lack gumption to believe their vision is right
    - The ability to sell and network

- **Ownership**
  - Great leaders will not let circumstances control their pursuit for making an impact
  - See the locus of control residing within themselves

- **Comfortable Taking Calculated Risks**
  - **Decisiveness**
    - Gather even information to make a sound decision and willing to change if needed
Start Up Traits Continued

- **Loyalty**
  - Start up leaders can be “tribe like” in their dedication and loyalty to the “founder”
  - The founder *is* the organization
  - Leaders try to emulate founder’s leadership style
    - Core values
    - Guiding principles

- **Positivity**
  - Motivate with “fire in the belly” instead of “fire under the chair”
  - Use humor as appropriate
  - Do not be afraid to demonstrate own vulnerability
  - Always see the possible
  - Consistently link work to the mission, vision, and patients
Risk For Failure in a Start Up

- **Failure to find “pain points” in an existing system**
  - What are the historical trends that plague the healthcare industry?
    - Have they been addressed completely?
      - It is great to operate from the position that nurses walk too much, which takes away from direct caregiving
      - Are the solutions “nurse friendly”
      - Does curving a building actually increase the sight lines while providing care?

- **Lack of patient/family input**
  - Does your architectural design actually decrease stress and anxiety?
  - Does the artwork selected appeal to specific patient populations?
    - Ex. Painting of a tropical storm located in an ICU
Risk For Failure in Start Up Cont.

- **Lack of founder’s ability to do the work that needs to be done**
  - Best if you understand and can do the work
  - Will not be thinking at 30,000 feet while others do the work
  - Sleeves “rolled up”
    - Ex. Moving patients from the ED to inpatient beds at midnight

- **Lack of passion**
  - Avoid primary motivation of making money
  - 80+ hours a week
  - Annualized salary of $4.00/hour!
  - To endure the many demands on personal and professional life
  - Not possible to meet all of the startup demands if only focused on money
    - Need to live and breathe the mission
How is Start Up Leadership Different?
Operational Leadership to Charismatic Leadership Transactional

- Transactional Leadership (Bass, 1981)
  - Team members “obey” a leader’s rule for transactional monetary gain
  - Leader often punishes for job poorly done
  - Little job satisfaction/little loyalty
  - Employee does not feel there is opportunity to grow

- Servant Leadership (Greenleaf, 1970)
  - Ability to motivate, inspire and energize work force
  - Often less leader focused and more team oriented
  - Generates enthusiasm and loyalty

- Instead of maximizing the team you possess, getting “right people on the bus”
- Instead of implementing strategy the comes from the top to thinking strategically
Questions?
References

- Available upon request