Title:
Nursing Leadership in a Greenfield Hospital: Strategies for Success

Dawn M. Gubanc-Anderson, DNP
Gubanc and Associates, LLC, Kirtland, OH, USA
Julia Mason, BSN
University Hospitals of Cleveland Regional Hospitals, Bedford, OH, USA

Session Title:
Leadership Strategies in the Clinical Setting

Keywords:
Greenfield Hospital, Servant Nursing Leadership and Transformational Nursing Leadership

References:

Abstract Summary:
A sea change has arrived in healthcare- and is certainly here to stay. Changes in healthcare reimbursement, enhanced expectations for improved clinical outcomes, and the consumer demand for an outstanding patient experience make today’s nurse leader hungry for effective leadership styles (Oreg & Berson, 2011). This desire can be the greatest when faced with leading in a start-up organization (Mueller, Volery, & Von Siemens, 2012). In healthcare, a start-up organization may include healthcare projects spanning from the creation of a Greenfield hospital, to the development of a new ambulatory clinic or the construction of a school of nursing. The purpose of this presentation is to compare and contrast effective nursing leadership styles used during the design, planning, activation, and operation of a Greenfield community hospital in the mid-western United States. A review of the transformational and servant leadership styles employed during this project will be presented. Human capital, without a doubt, is the most important asset in the development of a Greenfield hospital. Competent nursing leaders need to understand how to utilize their teams effectively to achieve the many tasks at hand. Leading in a start-up organization requires vision, strategy, and excellent project management skills. Transformational leadership can effectively address each of these requirements (Sadeghin & Pihie, 2012). Transformational leaders inspire, energize, and intellectually stimulate their employees (Bass, 1991).
Transformational leadership redefines people’s missions and visions, renews their commitment, and restructures their systems for goal accomplishment through a relationship of mutual stimulation and elevation that converts followers into leaders and leaders into moral agents of an organization (http://www.brighthub.com/office/home/articles/71743.aspx, 2016). Servant leadership was also routinely applied in this Greenfield hospital project. Robert Greenleaf created the servant leadership theory in the 1970s. Servant leadership has grown in popularity over the past 10 years in healthcare. Greenleaf’s theory challenges leaders to influence others through relationships and developing the unique skills of the healthcare team members (Greenleaf, 1977). Team members have input into decision making based upon the organization’s mission and vision. Servant leaders create loyal followers in response to the positive attention they give (Greenleaf, 1977). Characteristic skills of a servant leader include; active listening, empathy, awareness, foresight, persuasion, stewardship and a commitment to growth and community building (Waterman, 2011). In conclusion, this presentation will offer a look into the nursing leadership styles used in the successful creation of a Greenfield hospital. Supportive theory, lived experience, and research outcomes will be shared during this presentation.

**Learning Activity:**

<table>
<thead>
<tr>
<th>LEARNING OBJECTIVES</th>
<th>EXPANDED CONTENT OUTLINE</th>
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<tbody>
<tr>
<td>1. Define “start-up” organization as it relates to healthcare</td>
<td>Learners will be able to describe necessary elements of a start-up in healthcare</td>
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<td>2. Define transactional, transformational, and servant leadership styles</td>
<td>Learners will be able to describe similarities and differences between identified leadership styles</td>
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<td>3. Recognize applications for transformational and servant leadership in healthcare</td>
<td>Learners will be able to name places in their current clinical practice where they might apply transformational and servant leadership</td>
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**Abstract Text:**

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