


Majella Daly, worked as the Quality Manager in Kerry at the time and she described the experience as follows.

 my name is... Majella Daly. I worked as Quality Manager in UHK and was the local co-ordinator for the Front Line Ownership initiative in the hospital.

The hospital has almost 300 beds and over 1000 staff delivering services across wide range of specialities such as maternity services, orthopaedics, oncology, palliative care, acute medicine as well as a very busy Emergency department and outpatient services. So you can imagine the span and scope of issues and problem facing staff and patients. This is why I feel we are really benefiting from being part of the Front Line Ownership initiative.

Firstly the staff listening session held in May/June 2015 offered staff the opportunity to identify first-hand what their main issues of concern was. The National QID team supported this work, provided the final report and worked with myself and staff to prioritise the top five issues to address. My role was to encourage staff to continue their engagement after the listening session to actually sign up to join working groups to progress improvements in the five themes and keep FLO on the Management team agenda. The role of the local co-ordinator is key in moving into the stage of improvement as otherwise we could fail to walk the talk!

Support staff, management and different professions were keen to become engaged in making changes. They signed up to join working groups and attended training in Frontline ownership methods - to be honest staff and I weren't really sure what Front Line Ownership and liberating structures methods were all about but we adopted an open mind and 'suck it and see' approach!

We were still learning and having fun! For me I had to unlearn some of my traditional QI methods such as PDSA as Front Line Ownership and liberating structures is more about listening helping staff you work with think in a different way, ask questions, drill down to find out why and then come up with solutions together which staff can try. It's ok to fail with the solutions, you just learn, and try a different approach. The Liberating structure tools provide different ways to ask the questions, seek the solutions but most importantly allow staff themselves to come up with those solutions and own the implementation of them. So it has been liberating for me in my role! I no longer feel I have to be the doer/come up with the solutions; staff can do this themselves with the techniques- they're the best people to do it. We've even started involving some of our volunteers in the hospital.

I believe this approach will build a sustainable approach to QI in the hospital now and in the longer term.