

**Aim: Increase staff ownership for improving practice.
Strategy: Shared governance & QI among staff and leadership.**



BUY IN IS FROM OUTSIDE IN: Manager to staff
"You know that we need to reduce our CAUTIs. This is the new CAUTI workflow that our quality department developed. It should be much better. What do you think?"

OWNERSHIP IS FROM INSIDE OUT: Staff to manager
"The UPC showed staff our data about CAUTIs and they were appalled. So we looked at some evidence and talked to them again. This is the new CAUTI workflow we want to try. What do you think?"

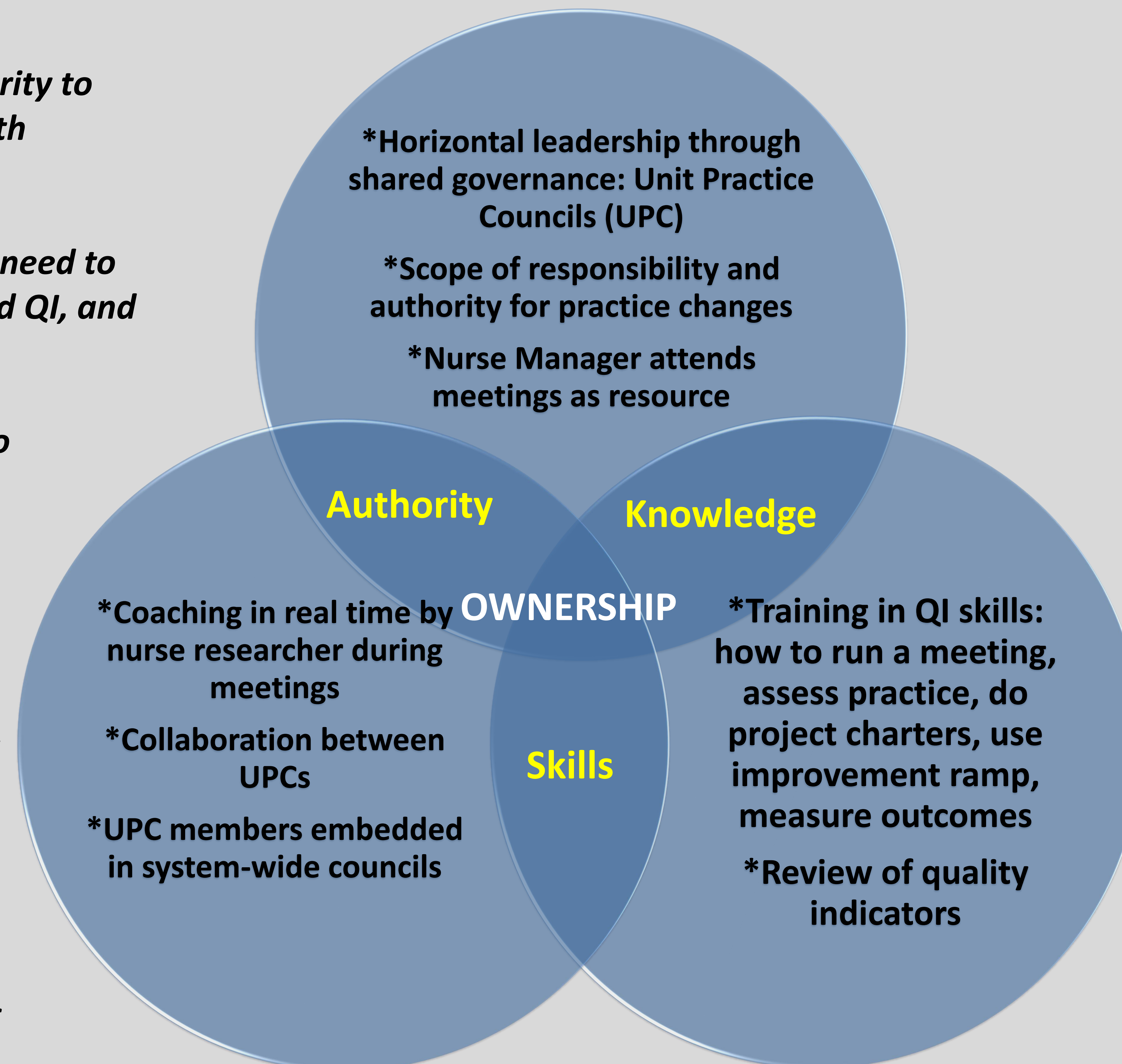
The challenge of buy-in: Management tries to sell a product that staff can refuse to buy.

The advantage of ownership: Staff build the product and are more accountable for it.



Strategies for success

- AUTHORITY:** UPC must have authority to change practice and align aims with strategic goals
- KNOWLEDGE:** UPC and leadership need to understand shared governance and QI, and why they matter
- SKILLS:** UPC and leadership need to
 - develop practical skills in QI and governance
 - develop interpersonal skills to influence change
 - be role models
- COACHING:** Actively coach UPC and leadership, especially during formative period of UPC; coach must be a neutral party
- BRAGGING:** Yearly meeting of all UPCs, with poster presentations of outcomes, submit abstracts to be selected to present at podium



Lessons learned

- Aim for mastery of essential skills: this is succession planning**
- Take the time to structure the UPC from the start: roles, responsibilities, processes, expectations**
- UPC must have ongoing dialogue with peers through a communication plan**
- Hold UPC accountable for their responsibilities and authority**
- Ownership can feel overwhelming**
- UPC and leadership need a lot of coaching to negotiate shared decisions: time and patience are important**
- Staff education re: new initiatives is best done by UPC and peers face to face → better accountability**