


Quality Culture & Capabilities

“Transformation journey at one of the manufacturing sites”

IPA Advanced GMP Workshop | November 2018



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Dr.Reddy's 

GOOD HEALTH CAN'T WAIT

3 Step Approach to transform quality culture




8 Initiatives prioritized to drive cultural shifts

<p>✓ 1 Drive a comprehensive communication work plan to reinforce the importance of quality : clear communication on what is expected; people agree to it A B C D</p>	<p>✓ 8 Strengthen LDMs into a robust shop-floor management system (including visual dashboards) to drive cross functional collaboration in problem-solving and issue resolution A B C D</p>
<p>✓ 2 Design and implement cross-functional forums (through existing work-teams) to empower shop floor employees to take ownership of quality improvement A B C</p>	<p>✓ 7 Drive periodic shop floor best practices campaigns to improve worker practices, e.g., gowning, documentation practices etc. A B C</p> <p>✓ 6 Drive a structured quality recognition program and establish rituals to celebrate quality A B</p>
<p>✓ 3 Strengthen Gemba walks by site leadership to reinforce key mindset shifts, and to build quality ownership, and confidence on the shop floor A B D</p>	<p>✓ 5 Build key technical skills (Understanding 'why' of unit Operations) and functional skills (effective engagement with auditor, problem solving) for shop floor employees B C D</p>
<p>✓ 4 Build middle management capability (HoDs, RLs and TLs) to role model right behaviors A B D</p>	



- A** Quality focus
- B** Quality ownership
- C** Quality empowerment
- D** Confidence / All time audit readiness

1 Driving comprehensive communication work plan



The collage features several key elements:

- Town-hall event:** A group of employees gathered under a large tent, with one person speaking at a podium.
- Posters:** Two posters with the text "Quality is our responsibility" and "You are empowered!".
- Hand Hygiene:** A poster titled "Hygiene – Hand Wash Best Practices" with icons of hands and a faucet.
- Leaders' Message:** A graphic with a photo of a man and the text "CONGRATULATIONS!!" regarding a successful Mock FDA inspection.
- Standee:** An outdoor standee with a poster in the background.

- **Town-hall / Plant-wide energisation** covering all employees
- **Print media – stickers, posters, standees, newsletter** – at visual locations across plant (quality oath, etc.)
- **Messages and Videos on Shop floor TVs / Digital Notice boards**

Driven 50+ communication initiatives to improve understanding and conviction

Quality ambassadors launched

Dr. Vasi, I have so many questions around labelling?

Don't worry Chitti!

I am the labelling Guru and I will answer all your questions

The communication ambassadors helps in communicating messages around campaigns and other best practices through Digital Notice Boards, posters etc.

2 Cross-functional forums to empower shop floor employees



3 4 Strengthening Gemba Walks & Role Modelling right behaviors

Snapshots

現場
Gemba =
The real place

Gemba-walks (or short Gemba) refers to managers' obligation to visit the place where value is created, to gain new insights and identify improvement opportunities through direct observation and engagement and to role-model desired behaviors

Reveals new insights and opportunities

Preparation (~15 min)

- Prepare for the walk by gathering information as needed (e.g. Quality Index, Deviations/incidents, last perf report, ...)
- Reflect on action points from last walk
- Review do's and don't's to be observed

Floor walk (30-45 min)

- Observe the conditions and behaviors in the zone, and ask basic questions and engage people
- Record observations


Validate & plan action (~15 min)

- Discuss and problem solve observations with relevant personnel to understand deeper underlying issues and *if needed, re-observe*

Plenary meeting (~15 min)

- Conduct a short plenary session to interact and motivate all the employees in the area (optional)

I have the authority/power to drive quality outcomes



Do's

- Recognize and appreciate all the ideas and suggestion given by the shop floor employees
- Thank the shop/floor employees for their constructive participation

Don'ts

- Do not dismiss/disregard any idea on the shop floor even if it might be irrelevant
- Do not make 'Observations' as a basis for taking disciplinary action
- Do not frown or do anything suggestive of non-constructive criticism during the walk, e.g., reprimanding an employee for incorrect procedures being followed

- Training completed before initiating focused Gemba walks for Site leadership & HODs
- Role Modelling right behaviours through capability building

5 Imparting Talent and Skills – e.g. building in confidence

Interventions	Description	Sustainability
<p>1 Class room sessions by expert facilitator</p>	<ul style="list-style-type: none"> Program designed to address mindsets hindering effective engagement with auditor / senior leadership Class room session by expert facilitator covering 90% people, on the shop floor Mix of verbal delivery & roleplays addressing "Priorities & Beliefs" and "Emotional Control" Messages : Senior leadership & auditor is your friend 	<p>Timely refresher sessions delivering similar messages</p>
<p>2 Digital Notice Board (DNB) communication</p>	<ul style="list-style-type: none"> Weekly messages on effective interaction flashed on all the digital notice boards across the site for improved visibility 	<p>Weekly messages</p>
<p>3 Shop floor audit simulation</p>	<ul style="list-style-type: none"> Interviews conducted on the shop floor by on-site and cross plant executives from Dr. Reddy's Operators and supervisors challenged with 'Audit-like' questions followed by coaching on appropriate behavior and answers 	<p>Continue as part of plant Gemba</p>

6 Rewards and Recognition Program towards Quality


Reward & Recognition at FTOs










Award Themes

- 1 BEST KEPT WORK PLACE**
 Adherence to cleaning discipline
 Category - Team, awarded Rs 50,000/employee
 Frequency - As and when during Comba Walk
- 2 ZONE LEVEL SAFETY**
 Quality of SQI rounds, Immediate CAPA implementation on unsafe act/unsafe conditions, On-time closure of CAPA with effective control
 Category - Team, awarded with Rolling Trophy, Frequency - Monthly
- 3 LDM WORK TEAM**
 Work Team Score Card, Governance/execution done, 11-kg process constructed, Best perform up KRIs
 Category - Team, Frequency - Monthly / Quarterly / Annual
- 4 STAR CAPS - SAFETY , QUALITY & ESD**
 As per defined KRIs of respective star cap zone
 Category - Individual, awarded Rs 500/employee
 Frequency - Monthly
- 5 KAIZEN - COST,QUALITY/SAFETY,PRODUCTIVITY**
 Quality & Business impact of kaizen
 Category - Individual, awarded Rs 1000/employee
 Frequency - Monthly
- 6 SPOT AWARDS**
 Based on HOD's discretion
 Category - Team/Individual, awarded Rs 500/employee
 Frequency - As and when
- 7 EXCELLENCE IN DELIVERY (SKU)**
 OER of the SKU/Plant/Shift/line/month
 Category - Team, awarded Rs 50,000/employee
 Frequency - Monthly
- 8 BEST INCIDENT INVESTIGATION/BEST INVESTIGATION REPORT**
 Quality of investigation, leads by Effectiveness of CAPA/RCA
 Repetitive incidents/Technical shunting
 Category - Team, awarded Rs 500/employee, Frequency - Monthly
- 9 DDS - INVALID**
 Category - Team, awarded Rs 100/employee
 Frequency - Monthly
- 10 EXCELLENCE IN ENABLING**
 Excellence in performance
 Category - Individual, awarded Rs 500/employee
 Frequency - Monthly



7 Focused shop floor campaigns

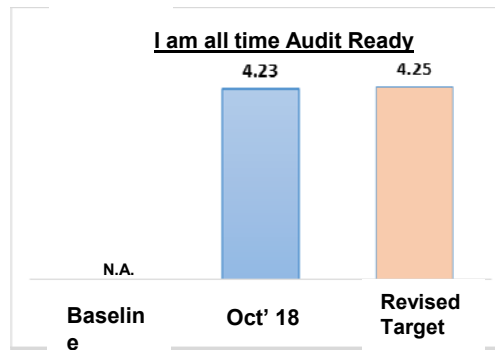
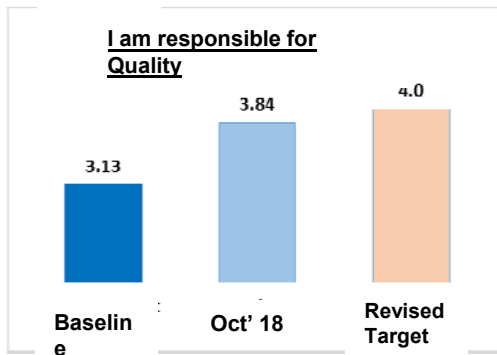
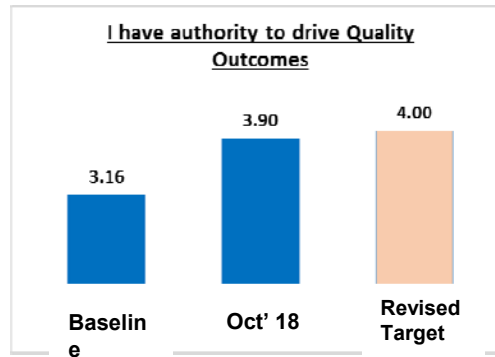
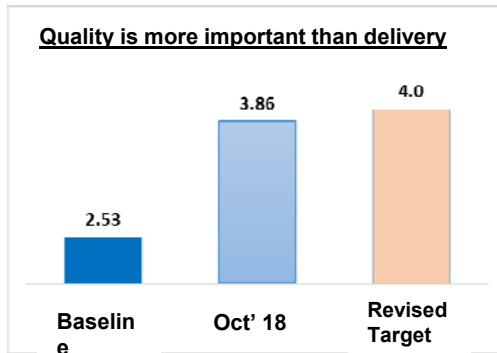
Shop floor practices campaign
(prioritized for roll-out over next 8-10 weeks)


<div style="background-color: #d8d8f0; padding: 5px; border: 1px solid #ccc; margin-bottom: 5px;"> 1 Gowning, Hygiene and discipline </div>		 <p style="text-align: center; font-size: small;">Daily messaging at the LDM board</p>	 <p style="text-align: center; font-size: small;">Gowning Demo in change rooms</p>
<div style="background-color: #d8d8f0; padding: 5px; border: 1px solid #ccc; margin-bottom: 5px;"> 2 Labeling </div>			
<div style="background-color: #d8d8f0; padding: 5px; border: 1px solid #ccc; margin-bottom: 5px;"> 3 SOP vs. practice </div>		 <p style="text-align: center; font-size: small;">R&R for effort in campaign</p>	 <p style="text-align: center; font-size: small;">Labelling practices awareness campaign</p>
<div style="background-color: #d8d8f0; padding: 5px; border: 1px solid #ccc; margin-bottom: 5px;"> 4 Documentation </div>			
<div style="background-color: #d8d8f0; padding: 5px; border: 1px solid #ccc;"> 5 Facility Upkeep </div>			

8 Lean Daily Management – Shop Floor Management Principle



Impacts from Interventions (1/2)

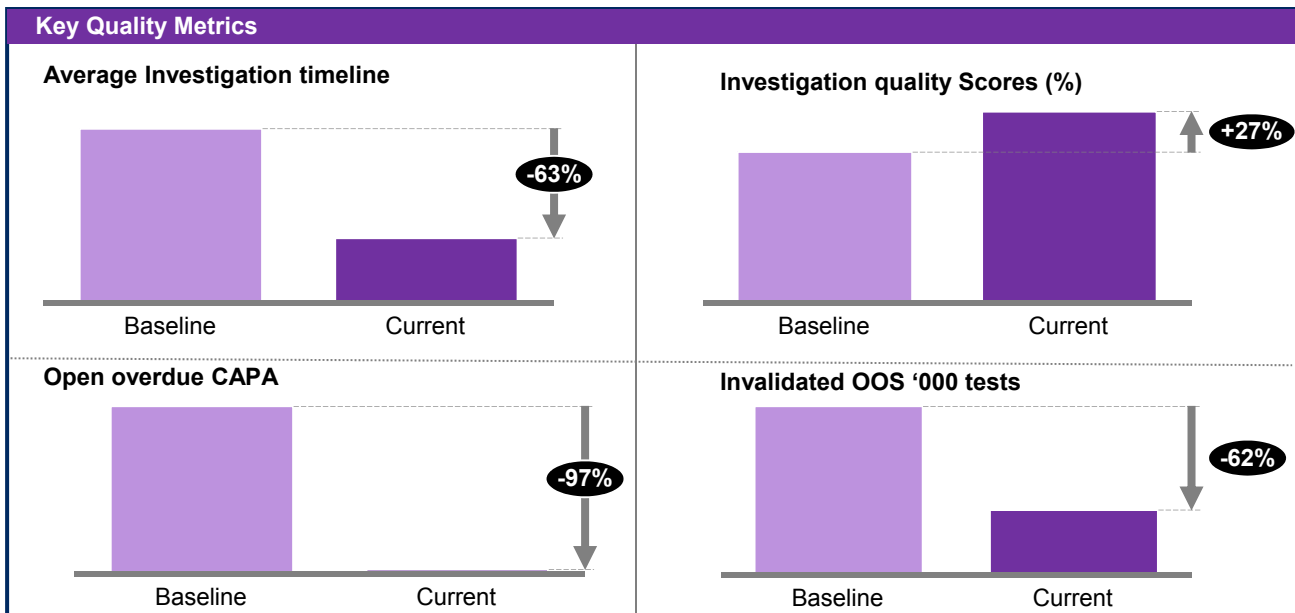


- **Biggest impact** : Operators and SMEs look straight into eyes of visitor and answer any queries asked

- **Biggest impact** : Operators and SMEs don't feel scared to say "I don't know" – let me come back to you

- **Biggest impact** : Operators and SMEs started correcting / objecting inappropriate behaviours of seniors / visitors when observed

Impacts from Interventions (2/2)



Thank You

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A stylized graphic featuring a hexagonal molecular structure. One hexagon is blue with a white cross, and two others are purple with a pink ECG line. The Dr. Reddy's logo and tagline "GOOD HEALTH CAN'T WAIT" are positioned at the bottom of the graphic.