Driving Sustainable Cultural Transformation

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IPA Annual Conference, Mumbai 23rd February 2018
Making it Stick!
Quality

Culture
Agenda

• What is quality culture?
• What is cultural excellence?
• Why is it important?

• Can culture be measured?
• How can we transform?
• How do we sustain the change?
Be Transformed!!

Sign Up Now at pda.org/transform
Define

Sustain

Measure

Improve

Analyse

The Quality Culture Journey
Define

The Quality Culture Journey

Define
Measure
Sustain
Improve
Analyse
What is quality culture?

- Follow quality guidelines
- See others taking quality focused actions
- Hear others talking about quality
- Feel quality all around them

Adapted from: “Creating a Culture of Quality” by Ashwin Srinivasan & Bryan Kurey.
- April 2014 Harvard Business review
Quality Culture: what MHRA looks for

• Confidence that the company is (and will remain) in control
• Understanding of how quality attributes impact the patient
• Confidence in quality-related decision making
• Maturity of organisational mind set:

Compliance-driven: “I do this because I have to”

Excellence-driven: “I know this is important to the patient, because…”
What Do We Mean by Cultural Excellence?

Culture determines quality outcomes, because it affects the organization's ability to identify and act upon near-miss shortages, assure transparent problem escalation, and strive for operational excellence.

ISPE Cultural Excellence Report, April 2017
https://www.ispe.org/products/cultural-excellence-report-six-key-dimensions
Define

Sustain

The Quality Culture Journey

Measure

Improve

Analyse
Can Quality Culture be measured?
There are several existing quality maturity models

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**Crosby Maturity Grid**

12 Quality Culture Attributes (Maturity Matrix)

**Leadership Emphasis on Quality**

- Vision, Strategy & Objectives
- CQI Engagement & Behaviors
- Governance & Capability

**Continuous Improvement**

- 9: QI Philosophy
- 10: MetricsDriven

**Credibility of Communications**

- Transparency & Reliability
- Collaboration with Suppliers & Agencies

**Process Excellence**

- Manufacturing Process Excellence

**Employee Ownership**

- Speak up for Quality
- Empowerment
- Knowledge Management

**PwC**

**ISO**

**NACCHO**

**DuPont**

**ISPE**
The Quality Culture Journey

Define

Measure

Sustain

Improve

Analyze
Analysis outcomes – what is required?

- Knowledge & priorities
- Diligence
- Vigilance
- Management commitment
- Transparency
- Visibility to patient
Define

Sustain

Measure

Analyse

The Quality Culture Journey

Improve
Transformation

- Vision
- Training
- Quick wins
- Long term goals
- Metrics

Transformation requirements
The Quality Culture Journey

Define
Measures
Improve
Analyse
Sustain
Sustainability

- Develop a road map/deployment plan
- Encourage accountability
- Develop a learning organisation
- Clear Leadership
- Set goals – KPIs and KBIs
and when it goes wrong….

seventh largest corporation in the US (year 2000)

revenues close to $101 billion in (year 2000)

In December 21, 2001…

“America’s Most Innovative Company” for six successive years (by Fortune magazine)
Toxic culture

Quality Culture requirements

Knowledge & priorities
- No shared vision with its employees that go beyond making profits

Diligence & accountability
- Failed to sustain an open relationship and trust with its employees

Vigilance
- Employees who questioned practices or decisions of leaders were either ignored or fired

Management commitment
- Top executives at Enron used corruption, greed and deception

Transparency
- Leaders cared more about enriching themselves than the demands of its followers – structured finance techniques
Summary

- Clear vision and priorities
- Engage employees
- Strong processes
- Continuous improvement & reflection
- Sustainable growth
THANK YOU FOR YOUR ATTENTION

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