



AfSBT

**Africa Society for
Blood Transfusion**

Société Africaine
de Transfusion Sanguine

Sociedade Africana
para Transfusão Sanguínea

Developing the Quality Team

Lesley Bust, AfSBT Quality Manager
Cape Town, South Africa

'AfSBT is making a Positive Difference to National Blood Programmes in Africa'

Talking Points

- Functions of Quality department
- Department size and structure
- Mutual support between Quality & other departments
- Selection of staff (qualifications, experience & attributes)
- Training & development of Quality team
- Establishing a Quality culture



My Background



Pharmaceutical
> 20 staff



Blood Transfusion
4 staff



AfSBT
Quality dept - only me!

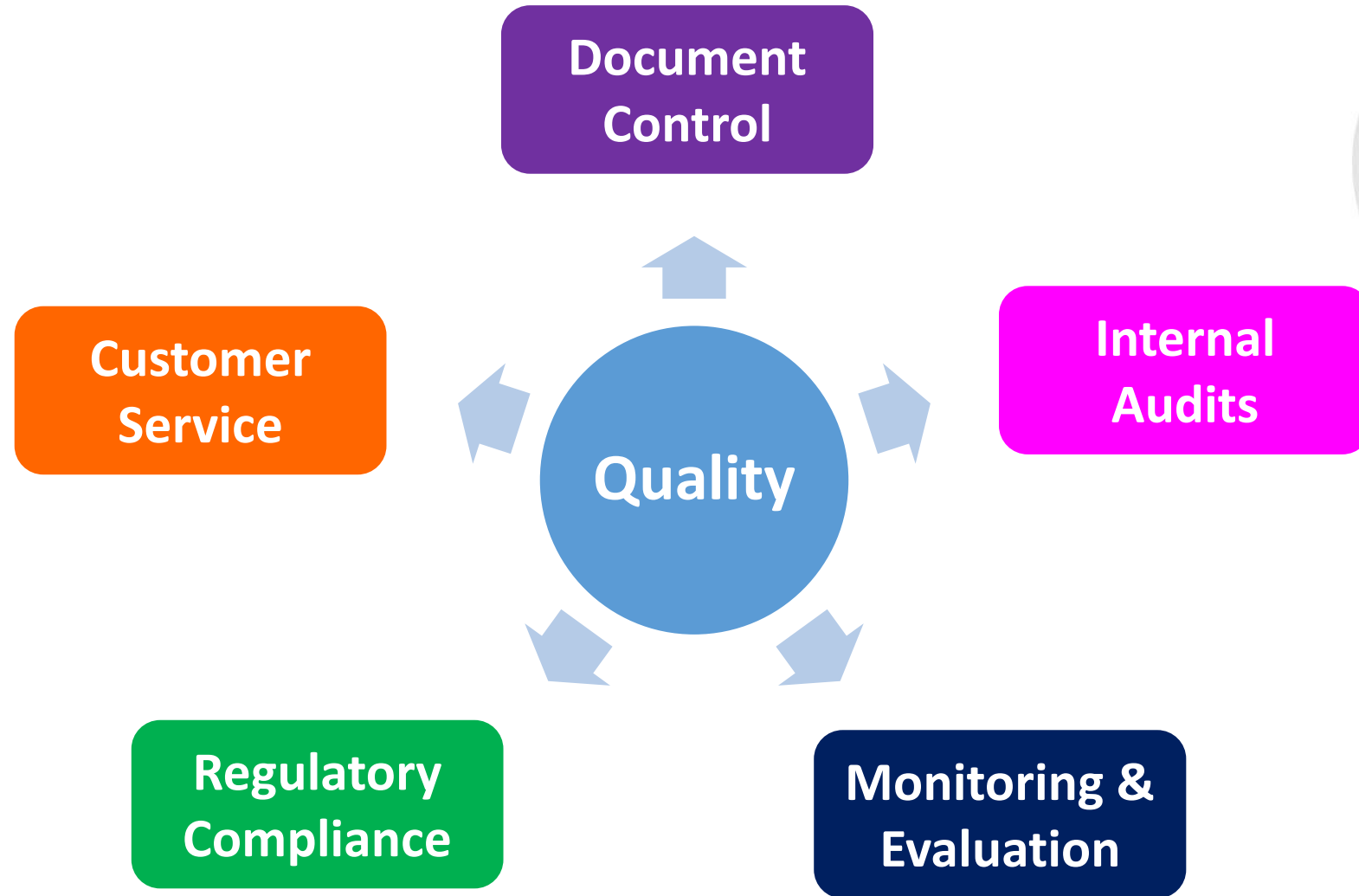


Africa Society for Blood Transfusion

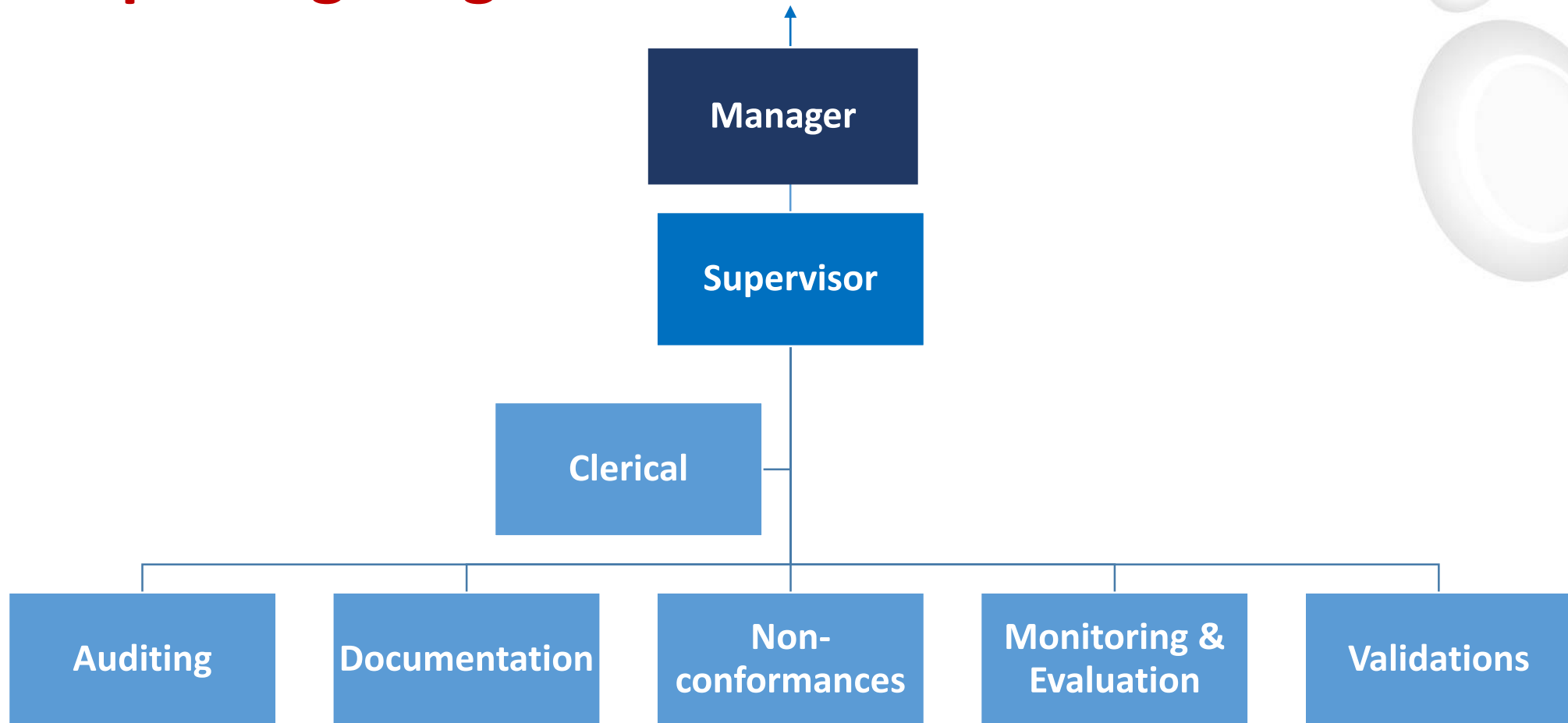
- Advocates improved blood programmes in Africa
- Twenty-year history with Management Office of 10 staff
- AfSBT Standards and Guidance Document
- Step-Wise Accreditation Programme (over 20 countries)
- Education and Training programme
- Sharing of information relating to blood transfusion
- Trained assessors, educators and mentors
- Working towards obtaining accreditation by ISQua



Quality Functions



Example Organogram



Plus regional Quality officers, if applicable

Mutual Support

- Quality needs support from other departments
 - *All managers and supervisors to be quality-aware*
 - *Quality ambassador/ champion in each department*
 - *'Borrow' internal auditors from other areas*
- Quality staff that transfer to other areas spread knowledge



Mutual Support

- Quality needs to support other departments
 - *Understand others' perspective*
 - *Make Quality tasks as simple as possible as they add to workload*
 - *Answer queries and provide information*
 - *Help departments to improve their systems*
 - *Work together to achieve overall organisational goal of accreditation or certification*



Staff Selection

- Quality is about excellence so select best staff you can
- People with a passion for Quality & doing the right things right
- Don't always select people most like you
- Aim for balance of skills in team
- Need big-picture analysis and minute detail
- Ability to multi-task in team is important
- Staff should be adaptable - no two days the same



Qualifications

- Medical/ biomedical technologists or technicians
- Technologists in other fields
- Laboratory scientists (microbiology, biochemistry)
- Pharmacists and medical doctors
- Additional qualification in Quality
- Certificates in ISO, auditing etc
- Document controller - word processing wizard



Experience

- Knowledge and understanding of all areas in Service
- Experience across several departments:
 - *Donor clinics*
 - *Component processing*
 - *Laboratory testing*
 - *Blood banks*
 - *Admin areas: IT, stores and despatch*
- Consider appointing staff from other disciplines for fresh ideas



Quality Attributes

- Good organisational skills
- Meticulous without being pedantic
- Diplomatic and patient
- Likeable, inspirational
- Facilitators, example setters
- Dedicated and determined
- Strong ethics
- Conflict resolution skills useful



Attributes Not Wanted

- Picky or argumentative
- Bossy with 'policeman' attitude
- Negativity
- Past baggage

- To deal with this:
 - *Try counselling and motivation*
 - *Or transfer to another department*



Quality Attributes

The difficult we
do immediately,
The impossible takes
a little longer



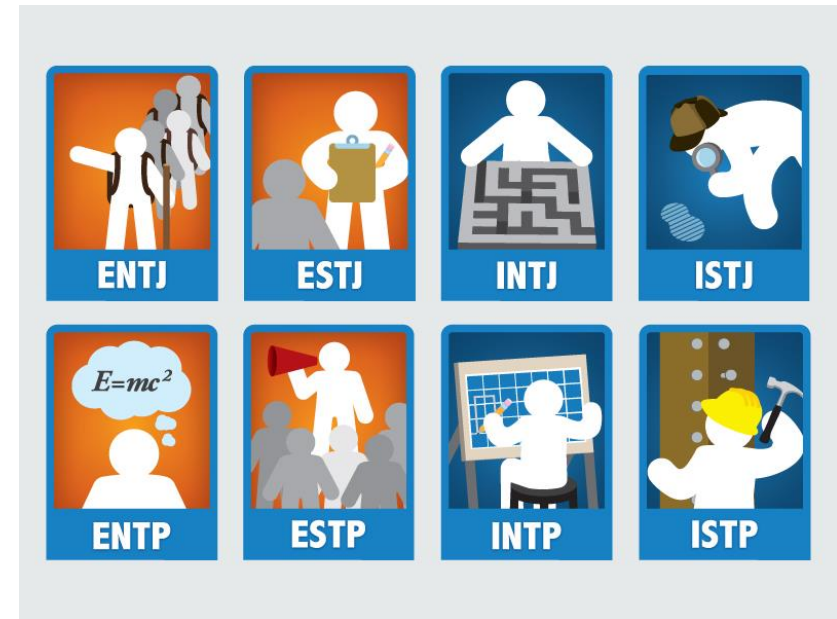
Quality Attributes

The difficult we
do immediately,
The impossible takes
a little longer



Personality Types

- Myers-Brigg for example:
 - *Introvert (I) or extrovert (E)*
 - *Intuitive (N) or Sensing (S)*
 - *Thinking (T) or Feeling (F)*
 - *Judging (J) or Perceiving (P)*
- Predominant style for Quality is ISTJ or INTJ but balance is important



Training & Development

- Training in Quality never ends, always more to learn
 - *Formal courses with diplomas/ certificates*
 - *Short courses*
 - *In-house courses*
 - *E-learning on internet*
 - *Certification as Quality auditor (ASQ etc)*



Training Topics for Quality Personnel

- Quality principles:
 - *Five Whys for root cause analysis*
 - *Pareto analysis*
 - *Seven quality tools*
 - *6 Sigma*
- Auditing principles and techniques
- Documentation principles
- Validation and calibration
- Risk Management and Quality Indicators



Training Topics (cont'd)

- Job management skills:
 - *Project management*
 - *Problem solving*
 - *Communication (listening, body language)*
 - *Strategic planning*
 - *Advanced computer training*
 - *Time management*



Quality Staff as Trainers

- Encourage Quality staff to conduct training sessions
- Enhances their job satisfaction
- Topics can be researched in literature/ on internet
- Arrange fun events, quizzes etc
- Provide recognition and reward to attendees
- Attendees may register for CPD points
- All new staff to have basic induction training on Quality



Ongoing Development

- Exposure to other organisations and systems beneficial
- Learning & networking via congress attendance
- Regular competency assessments with feedback
- Succession planning important



Creating a Quality Culture

- Quality staff should be respected by others
- Aim to develop a Quality culture throughout organisation
- Extend from top level downwards
- Quality not just flurry of activity prior to audits
- Every staff member in organisation to think and act quality and feel part of Quality team
- Quality crucial in field of blood transfusion due to nature of work



Making Time for Quality



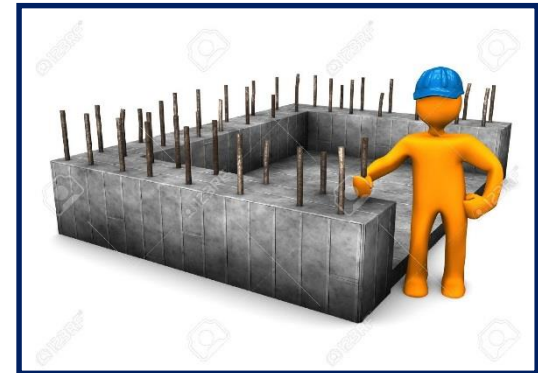
If you don't have time to
do it right, when will you
have the time to do it over?

John Wooden

 quotefancy

Quality as Strong Foundation

- Quality pervades and influences all departments
- An effective Quality Management System provides a strong foundation for the rest of the organisation
- Developing a quality culture ensures continual improvement
- Quality contributes towards ongoing sustainability of organisation



Question 1:

Select the correct answer from the statements below

Quality staff should:

- a) All conform to one specific Myers-Brigg personality type*
- b) Not perform any training activities as this is the responsibility of the Training department*
- c) Be meticulous in their work and have good organising skills*

Solution: c)

Question 2:

Select the incorrect answer from the statements below

A Quality culture in an organisation:

- a) Is created from senior management level downwards*
- b) Applies only to the Quality department*
- c) Contributes towards continual improvement*

Solution: b)

Question 3:

Select the incorrect answer from the statements below

The Quality Manager must:

- a) Report directly to a top executive and be independent of a line function*
- b) Have adequate authority to carry out designated responsibilities*
- c) Be appointed from within the organisation, not from an external company*

Solution: c)

*Good, better, best
Never let it rest
Till your good is better and your better best!*





AfSBT
Africa Society for
Blood Transfusion

Société Africaine
de Transfusion Sanguine

Sociedade Africana
para Transusão Sanguínea



Contact: lesleybust@outlook.com

'AfSBT is making a Positive Difference to National Blood Programmes in Africa'

www.afsbt.org