Developing the Quality Team

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‘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!

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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

- Document Control
- Internal Audits
- Customer Service
- Regulatory Compliance
- Monitoring & Evaluation

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Department Size & Structure

- No fixed ideal structure
- Size depends on scale of organisation
- Do what works best for individual organisation
- Quality Manager must report to top executive and be independent of line functions
- Authority to carry out responsibilities
- Support of top management essential
- Adequate budget to be allocated for QMS
Example Organogram

Manager

Supervisor

Clerical

Auditing
Documentation
Non-conformances
Monitoring & Evaluation
Validations

Plus regional Quality officers, if applicable

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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

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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

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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
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!
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