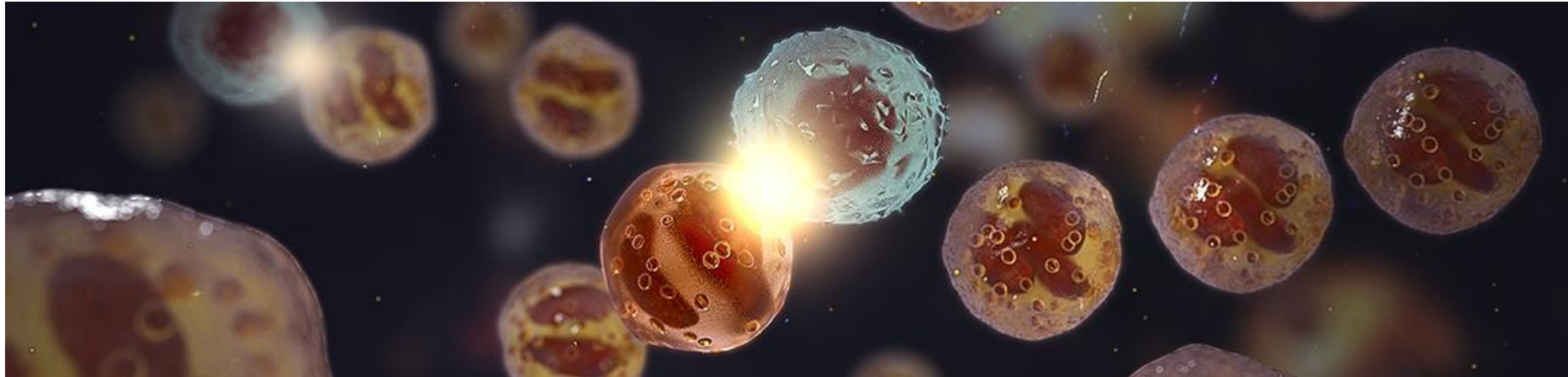


What Lean means for Quality

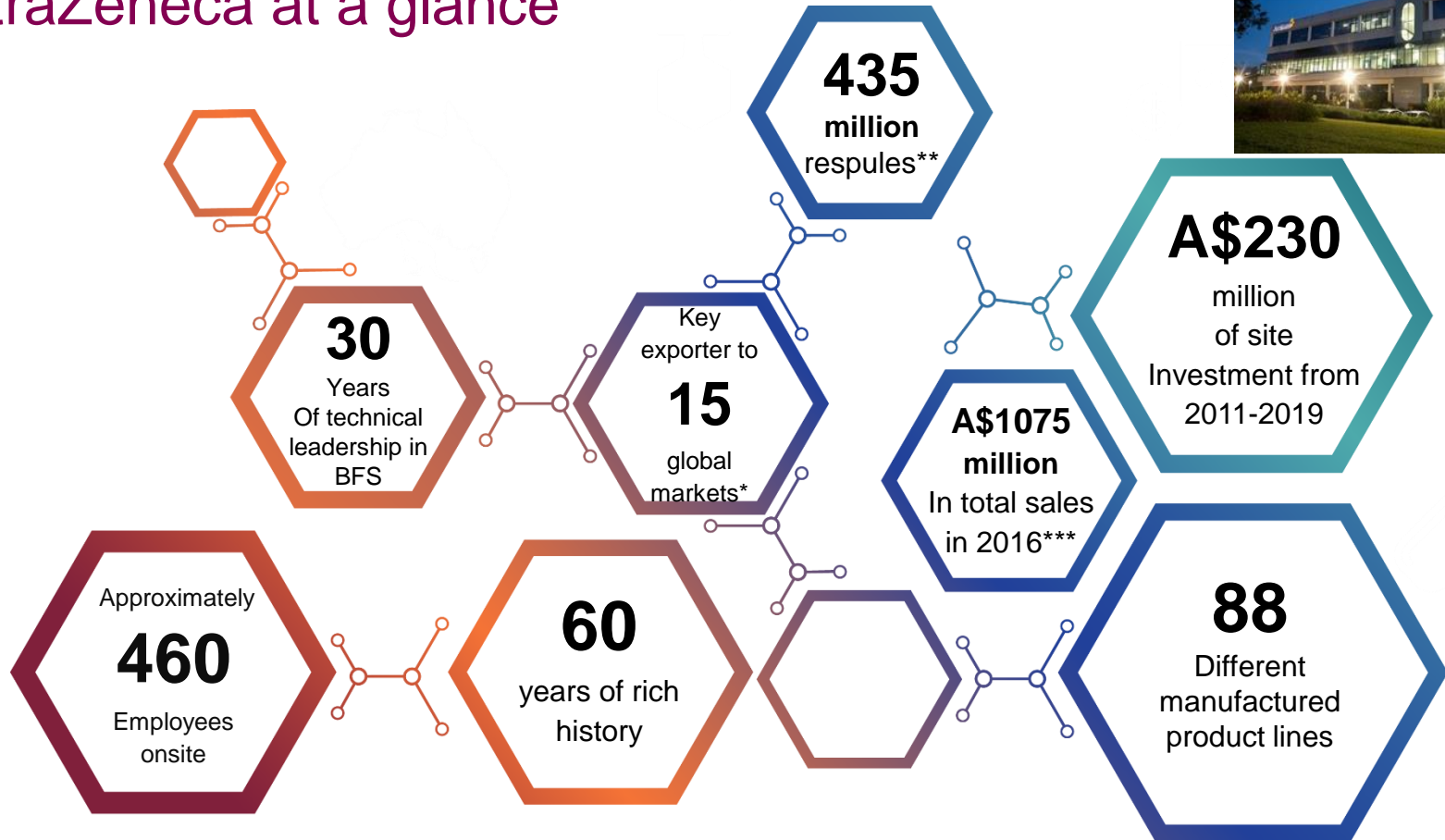
Geraldine Murphy

Site Quality Head – AstraZeneca, North Ryde

July 2017



AstraZeneca at a glance

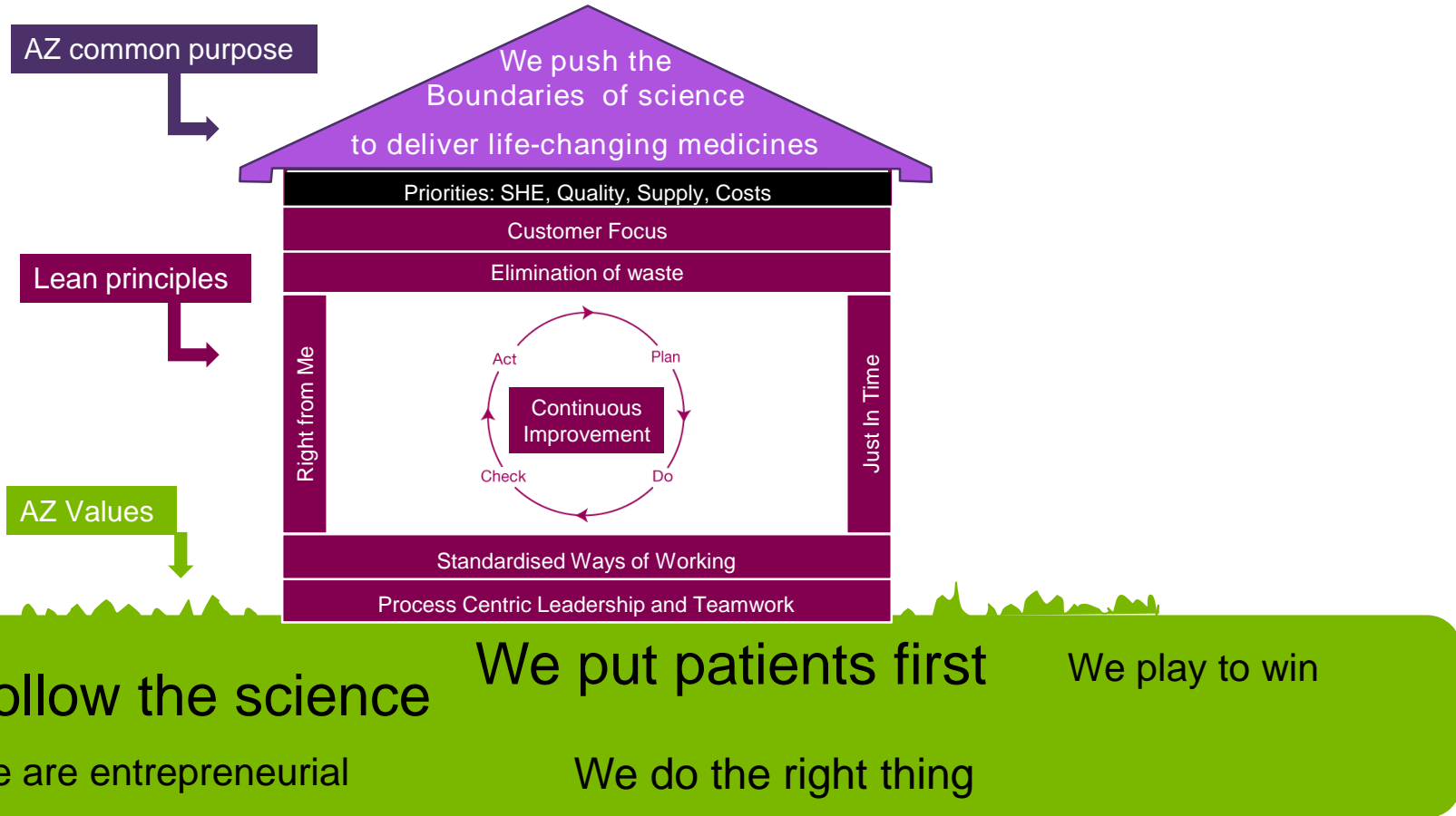


What Lean means for Quality

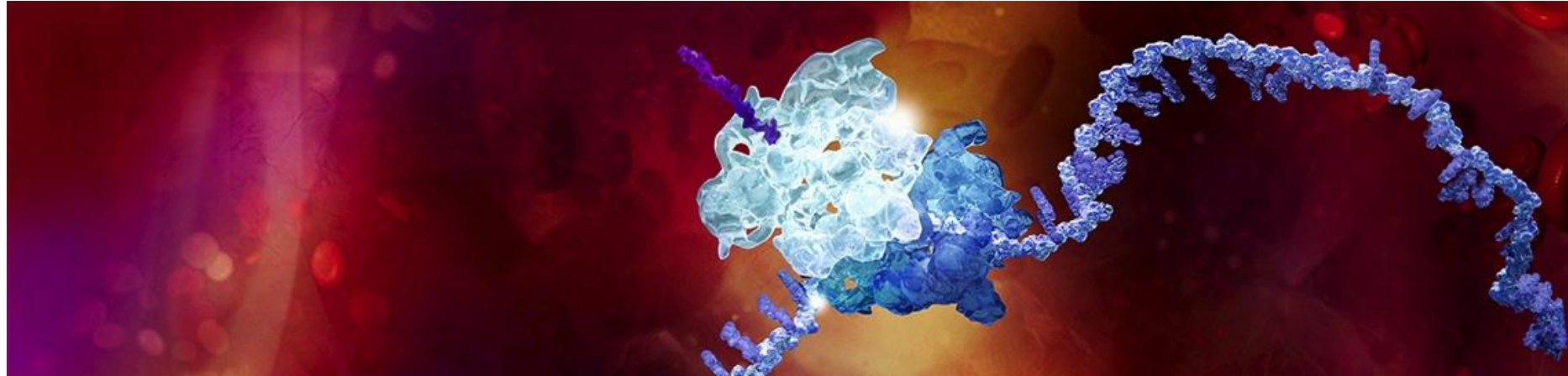
1. Lean House and its links to Quality
2. Case Studies
 - Daily Control Meetings & Visual Management
 - SOP simplification
3. Innovation in Quality



The AZ lean house



Visual Management



Daily Control Meetings using VM

Before

- Individual meetings – discussing same thing
- Decisions being changed
- More meetings
- Lack of uniformity

After

- Cross functional – support for issue resolution
- Standard Approach to Metrics – SQSP
- Uniform, repeatable approach for communication
- Clear escalation process
- Less meetings



Shift
Change

9am

10am

Tuesday

Wednesday

Line Board
meetings

Cross
Functional
PET

Lab
T. Services
P. Quality
Engineering

Quality mgt

Site
Leadership

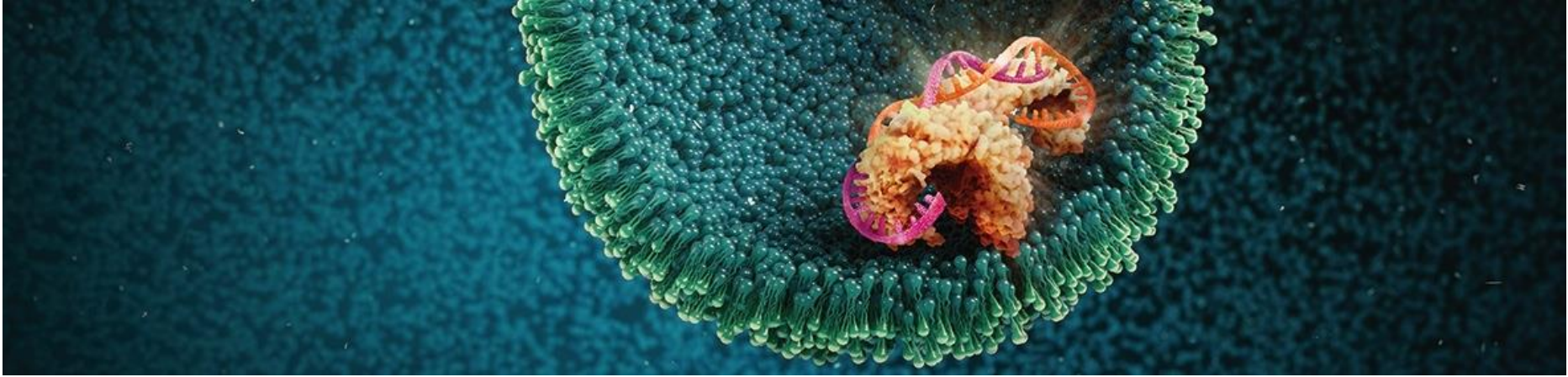
Site
Leadership
Monthly
Strategy

Daily

Weekly

Monthly

Standardised Ways of Working



Case Study : The WAR on Complexity

- Complexity : Easy solution, no thinking required
- Simplification : Difficult, takes energy

SOP Simplification

What are you trying to solve ?

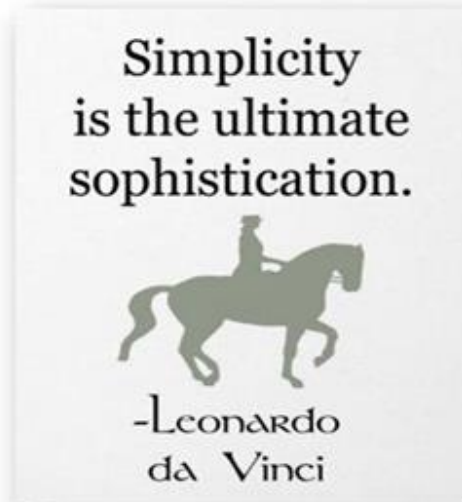
What process are you going to use?

Where will you start?

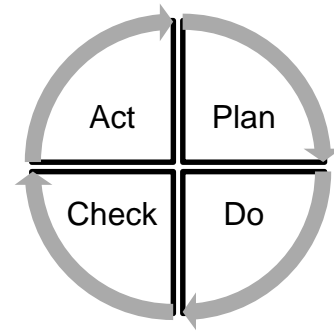
How will this be resourced?

What's your measure of success?

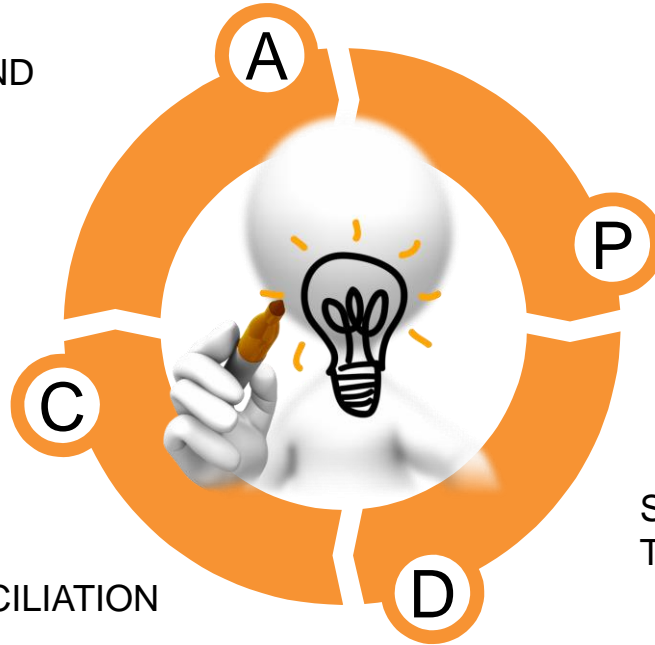
How will this be sustained?



SOP Simplification using lean methodology : PDCA cycle



Step 4
BENEFITS AND
LESSONS
LEARNED



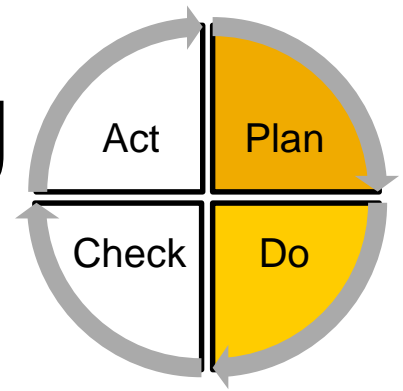
Step 1
MAPPING

Step 3
RECONCILIATION

Step 2
TRANSFORMING



Mapping & Transforming



- ✓ Clarify audience, scope and purpose
- ✓ Flowchart
- ✓ Rules
- ✓ Style guide – template
- ✓ Write from scratch
- ✓ Coaching by structure writing expert



Current document Problem:

- Too complex
- Too details
- Not easy to find the information → no logical flow
- Too technical → decrease understanding
- Too many
- Contradicting each other
- Redundancy of information
- Not harmonized

Rules moving forward:

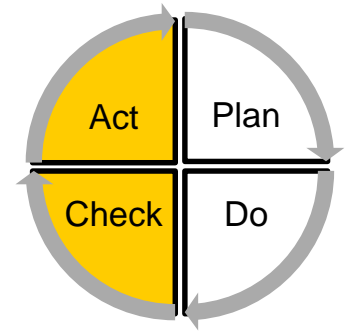
- Limit number of document
- Go back to the core purpose
 - o Avoid working by exception
- Use simple words
- NMT 10 pages/ document
- Intuitive Title → SMART title
- Harmonized template



Style Guide



Reconciliation & benefits



- ✓ Verify that crucial information has not been lost
- ✓ Independent review of document(s) to be withdrawn compared to document created
- ✓ Record the benefit
- ✓ PROTECT AND SUSTAIN

BENEFITS to date

- ~48 % reduction in SOPs
- ~60 % reduction in page numbers
- read and sign man hours decreased by ~70%
- Less deviations
- Audit friendly



Innovation



Innovation in Quality

- Use of QR codes linked to documentation system
- Video-based procedure system
- Use of voice recognition software



Connect the other KVM Cable to the appropriate ports on the PCI side of the KVM switch.

Connect the other end of the SAME cable to the appropriate ports on the back of the second computer (PCG system, PC system, etc.) at the customer location.

Connect the monitor cable to the Monitor port on the top edge of the KVM switch.

Connect the mouse and keyboard to the appropriate ports on the bottom edge of the KVM switch.

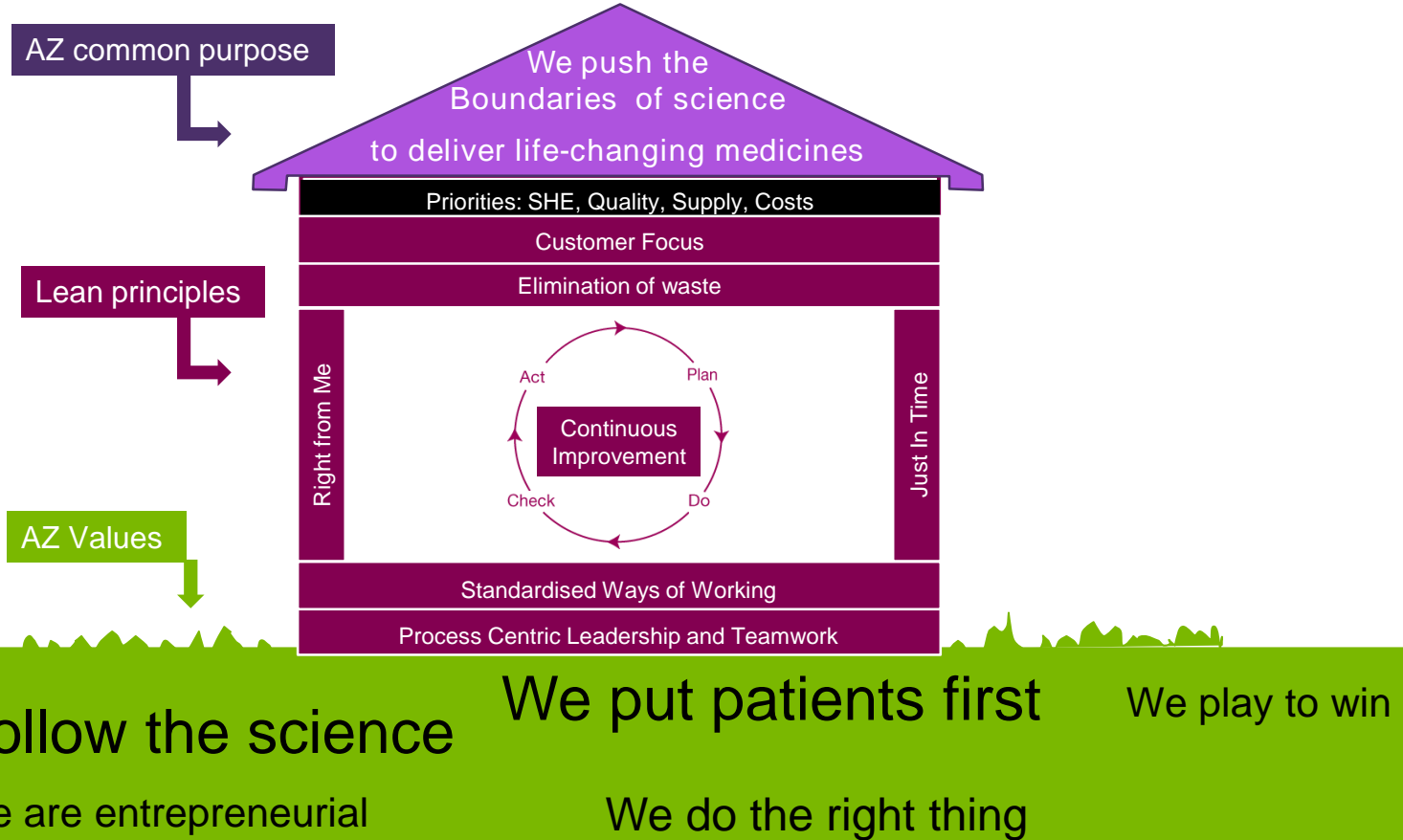
Connect the power supply to the power port on the bottom edge of the KVM switch.



able to hit the button on the top of the KVM switch which and use his current keyboard, mouse and monitor to G&P/C system.



The AZ lean house



Questions?

