

EQMS Implementation

Case study

Discussion Points

- What is an implementation?
- What does a successful/failed implementation look like
- How the business views success
- How the system owner views success
- How do we align these visions
- How not to compromise Quality
- Ideas for Planning and User Adoption

What is an implementation?

- Not just an installation of a software package.
- Process of defining how a system should be built
- Process of ensuring that the system is operational and used ('fit for purpose')
- Process of ensuring system meeting quality standards
- Should involve everyone that will have something to do with the system

What does a successful
Implementation look like to you?

What do you think



- Automated Processes
- Meaningful integration with other business systems
- Compliance with regulations
- An eQMS that is designed to meet best practice standards and incorporates efficiencies
- Delivered to the URS the first time and on time.
- A System that provides technology that can be adopted in other areas of the business
- Quick to release
- Provides visibility and accountability to current processes
- Enables audit tracking

What does a failed
Implementation look like to you?

What do you think



- Only automating part of the process
- Automating inefficient processes, makes them more difficult to change
- URS is not reflective of the business requirements
- Users are not engaged in why the change is being implemented
- Project takes longer than expected due to 'complications' or 'changes in circumstances'

Discussion / Audience outcomes



What does success mean to management?

- Cost benefits from process improvements
- Implementation meeting planned budgets
- Meeting Regulatory / Compliance requirements
- Improved organisational performance and productivity
- Enabling innovation

What does success mean to the management?

- Reuse of technology and learnings in other areas of the business
- Employee accountability
- Return on investments
- Early wins

What does success mean to the Quality team?

- Reduced compliance burden
- Reduced burden on Quality for chasing paper
- More time to spend on Quality initiatives and improving the Quality culture
- Improved monitoring of Quality 'metrics'
- Earlier warning of issues
- Better tools to communicate with the manufacturing dept.

How do we bridge the gap?

Why is it important?

Key business drivers

- Keep project costs at a minimum
- Visibility of project milestones
- Return on Investment (ROI)
- Efficiencies
- “Early Wins”
- Meeting business critical issues

Key business drivers

- Focusing on some key business drivers will help:
 - get the project “off the ground”
 - Create “successful” outcomes
 - Make the business want to “invest in more”

Bringing Alignment

- How do we get to our “successful” outcome (while not compromising Quality)?
- And while still satisfying management drivers?





Planning

User Adoption



Planning

- Roadmaps
- Prioritise according to business needs
- Choose the first project very carefully
- URS
- Recognise (and manage) complexity
- Early user engagement
- Change Process
- Communication Plans

Quality

User Adoption – What is it?



Low Adoption = No Value = No ROI

User Adoption – What is it?

- Every great system will succeed or fail with user adoption
- Focusing just on design, build and installing will not be sufficient
- Aim for user involvement from start to finish
- Identify the “what’s in it for me”
- Communicate clearly to all staff the features and benefits

User Adoption – Why?

- System will only be successful if being used by staff
- People are the organisations most important IP
- System will be used as intended
- Greater ROI
- No users = “Shelf-ware”
- Lack of understanding can lead to data loss, duplication and compliance/regulation violations

User Adoption – How?



HOW would you see the best way to get users on board?

- Involvement?
- Enforce?
- Or Guide?

User Adoption – How?

- Get users involved early in the planning process
- Communication
- Training
- Workshops
- Provide documentation and support guides
- Promote Champion users
- Give recognition

10 Principles

- recognise (and manage) complexity
- focus on adoption
- deliver tangible & visible benefits
- prioritise according to business needs
- take a journey of a thousand steps
- provide strong leadership
- mitigate risks
- communicate extensively
- aim to deliver a seamless user experience
- choose the first project very carefully

Thank you

