

- “Quality and Production-  
Building Bridges”
- Presented by Keith Johnson, August  
2018

National  
**GMP & Validation**  
Forum

Hosted by PharmOut

# Introduction

- Keith Johnson
- 24 years in pharmaceutical industry
- 10 years in Quality, 10 years in Production, 4 years in Supply Chain
- Global multinational and start up experience
- API, solid dose (tablets, softgel and hard shell capsules), sachets, injectables, medical devices
- First time speaking at these type of events
- Nervous and with sweaty palms

# We have the great rivalries....



Dogs versus  
Cats



Holden versus  
Ford



Production versus  
Quality

# Today...

- There are no sure fire solutions to resolving issues – I am not an expert on personality profiling or conflict resolution
- I will talk a lot about Quality and Production but can also apply to Engineering, Supply Chain etc.
- Some of what will be presented may be irrelevant for you and your organisation
- Some things you may already know

- I do have a passion to built success especially between groups of people
- I will share my experiences and the outcomes
- Hope to provide a different point of view or perspective that enables you to walk away and think about different strategies that you could employ

# What does one side of the bridge think?

## Comments made by Quality

- They (Production, Engineering) don't get 'it'!
- Cannot be trusted – always try and hide things
- Wish they would take more time and do it properly
- Just generate more work for us!
- Need to take ownership (insert)!

## Comments made by Production

- Don't take time to understand production.
- Never see them unless there is trouble
- Slow us down
- KPI's have to be hit
- Red tape and bureaucracy

# Understanding

- Invest the time
- We are SME's in our areas
- Production – know the equipment and manufacturing processes in depth
- Quality – knowledge of regulatory requirements and how they can be applied

## Experience 1:

- Invite non-quality people to seminars
- Not a cost but an investment
- Run the seminar back at site
- OUTCOME: Increased knowledge and awareness

## Experience 2:

- Role swaps => QA to Production & vice versa
- 12 month development
- Condition of promotion for HOD
- OUTCOME: Build quality into all processes

# Visibility

- Be seen
- Is the shopfloor presence more police action and do the people scatter?
- Duties of police are not just law enforcement – there is education and support of community programs

## Experience 1:

- Go as the educator
- No pens or paper... just presence
- Open discussion
- OUTCOME: Respect between departments – Production advocated the program

## Experience 2:

- Monthly meetings between departments
- Sharing activities
- Chance to ask questions
- OUTCOME: Open discussions with increased support

# One team

- Share the successes and the issues
- Quality built into the processes and not just a department

## Experience 1:

- Involve QA on the shopfloor
- Stop for 10-15 minutes and ask for Quality to attend
- OUTCOME: Reduce deviation cycle time from 29 days to 14-15 days

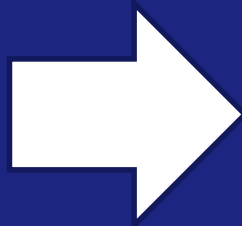
## Experience 2:

- Co-location
- Make Quality feel at home on the shopfloor
- Involve in shift and department meetings
- OUTCOME: Increased teamwork and more enjoyable work environment



# So what now...

- The examples I have used will not result in smiles and sunshine all the time
- Remember – it may not be relevant for your workplace and maybe you already have some of this in place.
- But....
- With shared understanding, visibility and a 'one team' approach, it may help move from



**Keith Johnson**  
Production Manager

[kjohnson@Grunbiotics.com](mailto:kjohnson@Grunbiotics.com)