Case for Quality
Leadership Engagement Update

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MDIC Case for Quality Forum
Leadership Engagement Team

Special thank you to our team without your support, commitment and engagement we would not be where we are.

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Leadership Engagement - Status

The workstream next steps are Playbook and Pilot (June-July 19)

Program Charter
Detailed Project Plan
Cover Letter
Online Survey

Past
- Meet bi-weekly to advance project
- Moved from 'C-suite' to 'Leadership' target
- Completed cover letter and survey
- Survey will define a baseline
- Survey completed April 19

Future
- Results will be factored into Playbook
- Playbook Pilot will run 6 months to identify leading practices
- Successes will be communicated at end of Pilot (December 2019)
- Pilot will continue with final report Sep '20
Leadership Engagement - demographics

Completed Survey: 103 responses, 88 completed the entire survey

1. Please select the response that most closely describes your function within the company.

- Executive Leadership: 43
- Other: 22
- Quality Leadership: 10
- Research & Development: 8
- QA/RA: 3

The majority of respondents represent Executive and Business Unit leadership

Respondents reported broad geographic responsibility

2. For which regions do you have responsibility?

- USA: 70
- Europe: 60
- Latin America: 50
- Asia Pacific (including Australia and New Zealand): 40
- Middle East: 30
- Canada: 20
- Africa: 10
- Mexico: 10
Leadership Engagement – leadership communication

3. At my company, leadership proactively promotes quality across activities and functions.

- 90% Agree or strongly agree leadership promotion of quality

4. At my company, we set an expectation that people prioritize high-quality performance over costs and competing priorities.

- 63% Agree or strongly agree
Leadership Engagement – how Quality relates to me

5. At my company, I regularly encourage people to understand how quality fits into their job.

Most proactively encourage understanding of how quality applies to their jobs...

6. Reaching individual or group quality performance targets is part of performance reviews at my company.

...and their performance reviews
Leadership Engagement – oversight

7. At my company, leaders review objective measures to assess our quality performance.

Most leaders review quality metrics

8. At my company, leaders regularly engage with staff to understand the behaviors that drive good quality and quality failures.

...less engage to understand the link between behaviors and quality outcomes
Leadership Engagement – strategy vs. action

9. At my company, we have a well-defined and effectively-communicated quality strategy.

- Strongly agree: 36
- Agree: 33
- Neutral: 25
- Disagree: 20
- Strongly disagree: 0

Most claim a well-defined quality strategy...

10. At my company, people focus more on preventing issues than reacting to failures.

- Strongly agree: 28
- Agree: 25
- Neutral: 20
- Disagree: 15
- Strongly disagree: 0

...even though efforts are largely reactive.
Leadership Engagement – measurement

11. At my company, we formally measure the cost of quality.

- Strongly agree: 25 respondents
- Agree: 27 respondents
- Neutral: 23 respondents
- Disagree: 10 respondents
- Strongly disagree: 5 respondents

Measuring cost of quality is not universally practiced

12. At my company, we benchmark and share best practices to improve quality.

- Strongly agree: 23 respondents
- Agree: 27 respondents
- Neutral: 25 respondents
- Disagree: 15 respondents
- Strongly disagree: 10 respondents

More companies benchmark and share best practices
Leadership Engagement – next steps

Develop playbook focusing first on areas of greatest need:

1. Measuring cost/value of quality
2. Leadership engagement to understand the link between behaviors and quality outcomes
3. Move stance from reactive to proactive

Much of the content will come from existing materials

We are looking for volunteers to

1. adapt the materials for the playbook, and
2. participate in piloting the leading practices
Q&A