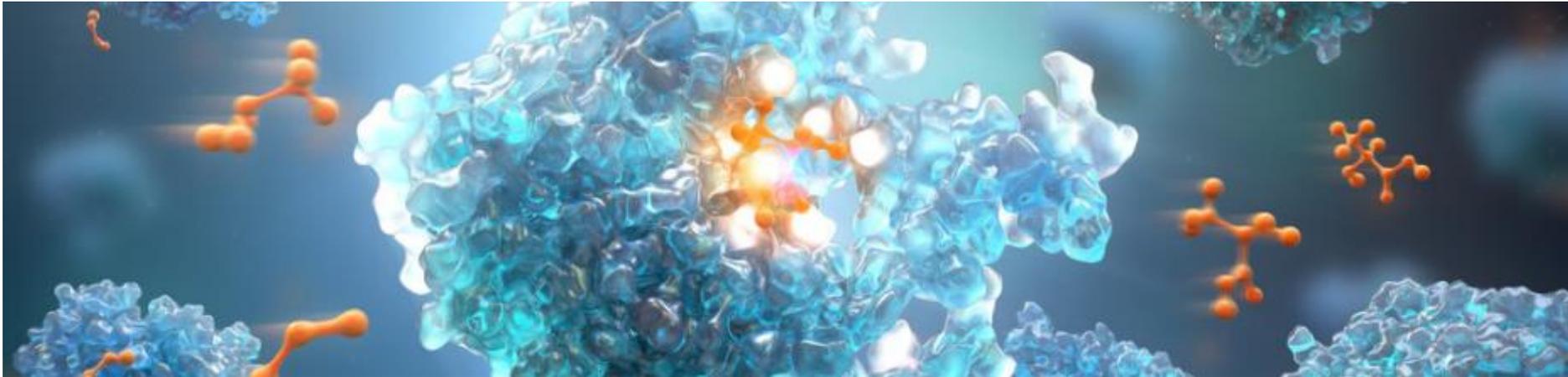


# Managing Quality in Times of a Pandemic

**Anthony Mire-Sluis**  
**Head of Global Quality**  
**AstraZeneca**



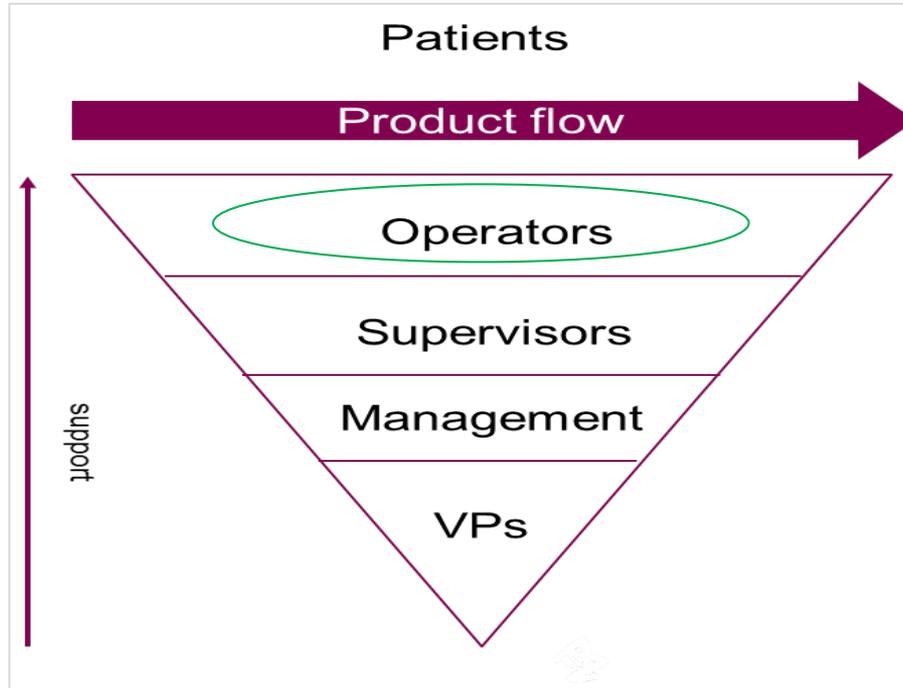
# During the Pandemic Making Sure We have Focus is Essential



- Focus on keeping the workforce safe
- Focus on work vital for quality/compliance, manufacture and supply
- Focus on people's wellbeing
- Focus on communication
- Focus on decision making
- Focus on Lean



# Focusing Where the Work Gets Executed



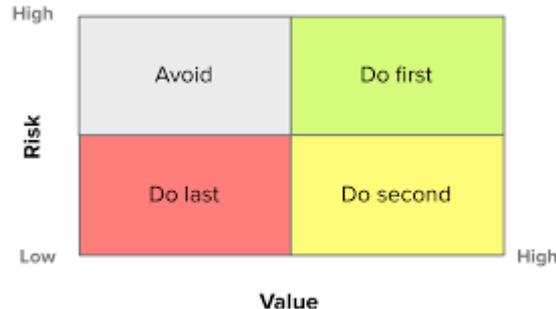
## Leadership Focus

- Increased Leadership empowerment/trust
- Allowing decision making to be taken at the right level
- Engagement through virtual technology
- Less Genba distraction; more comfortable performing job
- Increased openness to change/new ideas
- Ensuring resource flexibility
- Business Continuity Plans



# A Drive for Prioritization

- Business as Usual Priority, Less Project diversion
- Activities aligned with supply priority; waste eliminated
- At Site – Less above site distraction/projects



# We Need to Allow the Front Line to get on with Their Work



# Creating the Appropriate Working Environment

- On Site and WFH – Quieter, Less Distractions
- Increased/improved interactions with direct colleagues
- More/Better cross functional engagement
- Increased schedule flexibility
- Following standard work practices
- Workforce willing to constructively challenge the status quo and say no when necessary
- Ensuring work/life balance



## Having Effective Meetings and Decision Making

- Meeting Discipline using decision making model  
DAI - Meeting Discipline Agenda, Pre Reads, Attendance, Virtual, Quicker
- Use of Quality Risk Management tools
- Less Meetings, Defined blocks of time for meetings
- No room conflicts, no travel time, leverage virtual meetings
- Communicating effectively, listening with an open mind and explaining decisions so that everyone understands

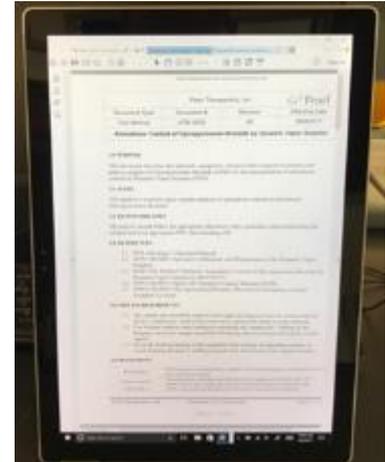


# Rapid Uptake of Digital Solutions

- Use of DocuSign
- Implementation of Teams/Zoom meetings
- Providing iPads to operators
- Use of Augmented Reality for Tech Transfer
- Virtual Tier Boards
- Virtual Genba



DocuSign®



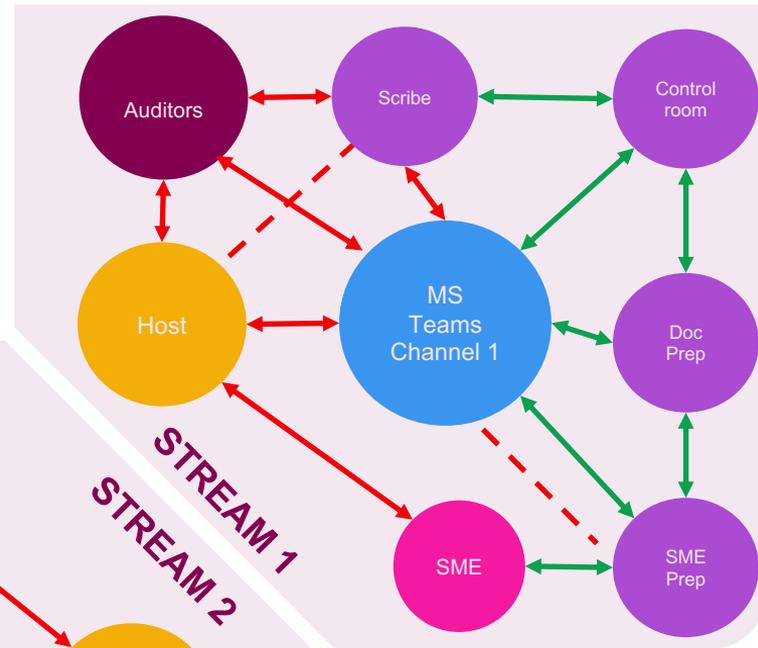
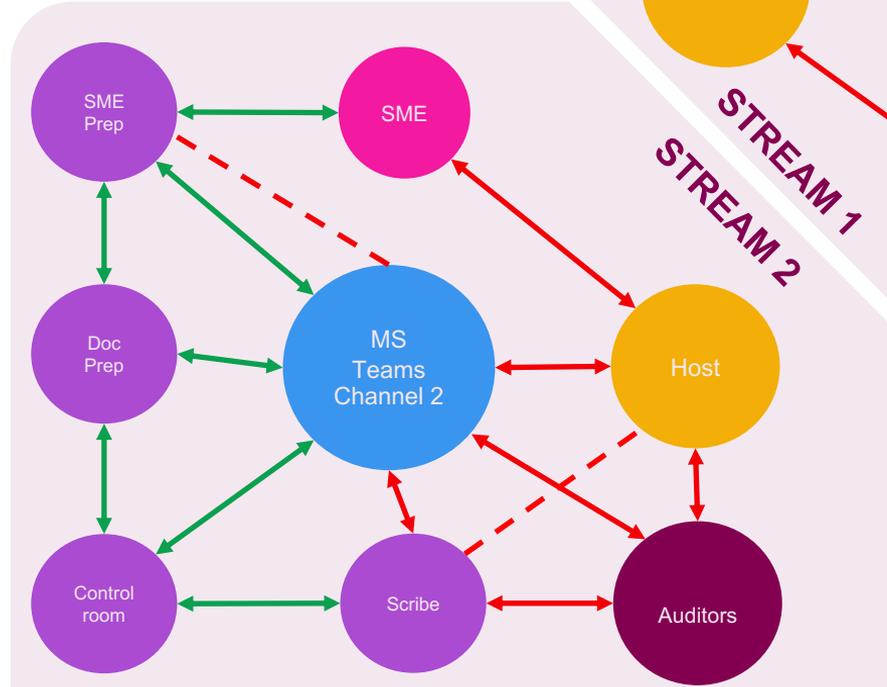
## Creating the Culture

- Increased helpfulness, team spirit and collaboration
- Quality as a partner
- Virtual social interactions/chat times
- Willingness to take up new ways of working and technology
- Good enough approach / Take more risks / Fail fast – Fail forward, Start small – Scale fast
- Sense of Urgency / Burning Platform
- Trust



# Remote Inspections – Setup

- MS Teams channel for communication between scribes, host/facilitator and Control Room, OneNote for minutes
- Calendar meeting via MS Teams invite for remote audit between inspectors, host/facilitator/ scribe
- SME will physically go to Audit Room and Host will share screen with auditors via MS Teams
- Live system sharing and pre-recorded videos
- Opening meeting and daily wrap ups via meeting invites in MS Teams



## Communication Streams

DIRECT COMS WITH AUDITORS (CHANNELS 1 & 2)

AUDIT TEAM COMMUNICATIONS (SEPARATE CHANNEL)



# Hosting Virtual Inspections

- Different formats – emails, live and/or prerecorded videos and MS Teams with inspectors
- Covid 19 position paper and supporting discussions
- Self-Inspection program and documentation
- Having two hosts together works well when one host had to leave one stream to join another
- SME prep to be included in stream meeting to avoid confusion with SME on context of discussion
- Chat in teams does not work well for audit due to changing between screens i.e. channels and files. The control room found it easier to have Skype for chat





Thank You!

You're never too big  
to be nimble.

