

Total Quality Management

Microbiology Laboratories



Concepts & Philosophy Development

- * Ford
- * Shewhart
- * Deming
- * Toyoda
- * Ohno
- * Juran
- * Crosby
- * 6-Sigma
- * Lean principles
- * Total Quality Management



Key elements of TQM (1)

- * Strategically based – vision, mission, objectives and activities



Sustainable competitive advantage

Not just about maintaining service but improving service, aiming for appropriate cutting edge technologies

Key elements of TQM (2)

- * Customer focus

Good clinical outcomes
and patient satisfaction

Obsession with quality
where customers
internal and external
define quality



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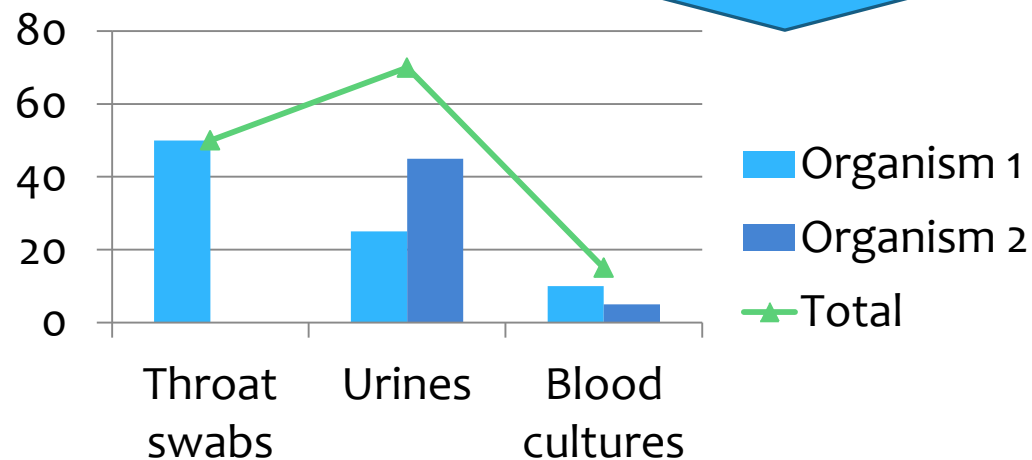
Here at St Wadlings we like to treat ALL our patients as INDIVIDUALS...this for example is individual No 76/09bt-c12.

Key elements of TQM (3)

* Scientific approach

Structuring the work
Scientific approach in making decisions
Solving problems that relate to work

Collect, analyse and use
your data to make
decisions

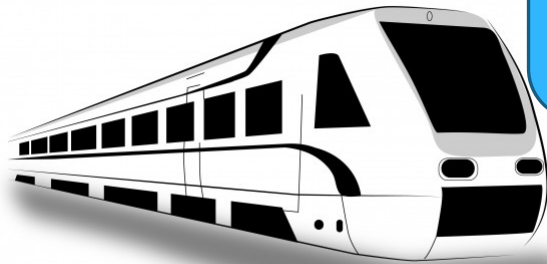


Key elements of TQM (4)

- * Long-term commitment

Not a new innovation
BUT a whole new way of
doing things

Quality is not a destination but a
journey – a long but enjoyable one



Key elements of TQM (5)

* Teamwork

Traditional management – teams
compete with each other

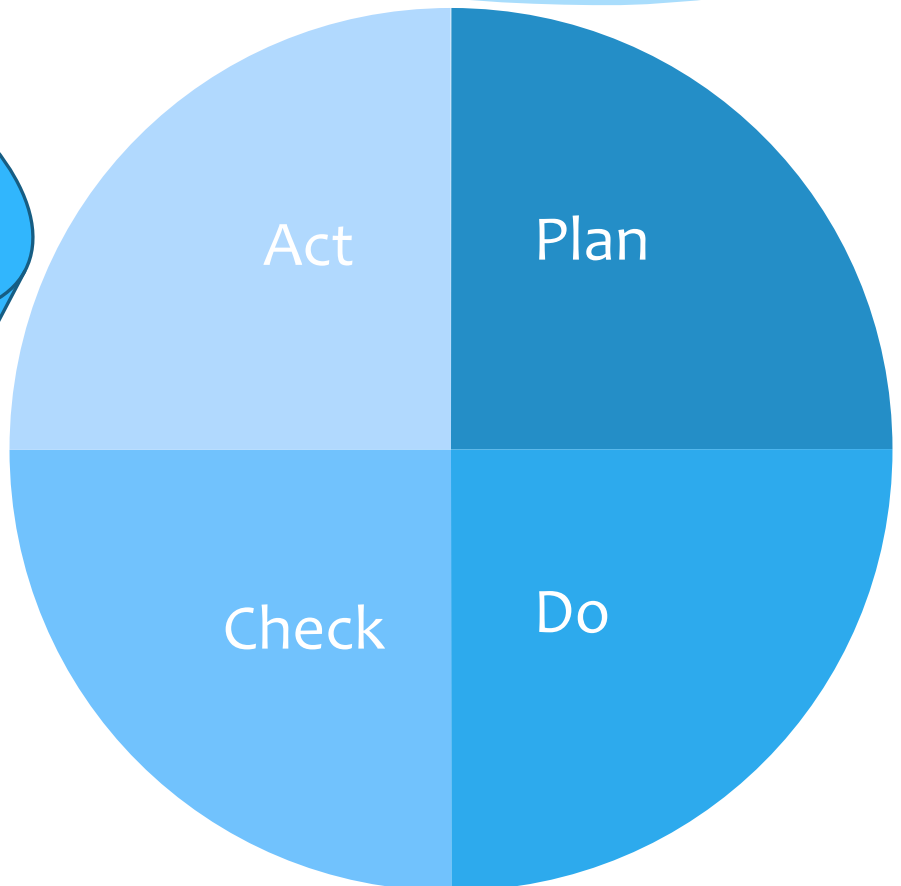
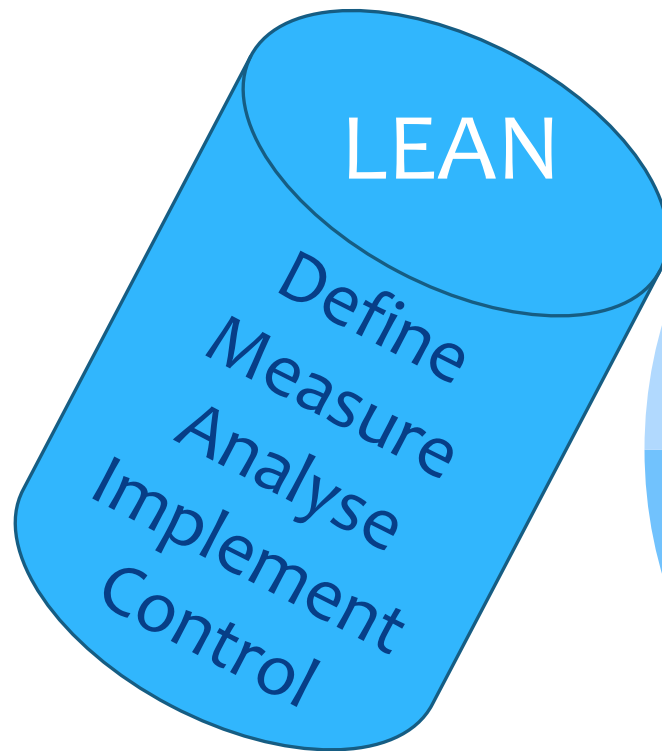
TQM principles believe this is a
waste of energy better used in
improving quality



Key elements of TQM (6)

- * Continual process improvement

Deming





Key elements of TQM (7)

- * Education and training

This way people who know
how to work hard learn to
work smart

Key elements of TQM (8)

- * Involving and empowering employees

This brings more minds to decision-making and increases ownership



Pre-analytical in TQM terms

Patients

- * Customer focus
 - * Right patient
 - * Right test requested
 - * Right sample type
 - * Right laboratory
 - * Minimal time from patient to laboratory
 - * TAT - minimal so that treatment can begin

Quality in a service or product
is not what you put into it.
It is what the customer
gets out of it

Peter Drucker

Peter Drucker

} Delivery issues



Pre-analytical in TQM terms

Clinicians

- * TAT
- * Accurate results
- * Advice in difficult cases



TQM - People

- * All you need is LOV (lack of variation)
- * Management
 - * Performance management
 - * Performance assessment
 - * Create an innovative culture
 - * Team building
 - * Empowerment



Deming warns that appraisal processes can demotivate and disengage people



TQM - Competency

- * Mostly we train but what we want are not trained staff but competent, empowered and creative staff who constantly look for better ways to do things in order to improve the experience for customers (patients and clinicians)

TQM – Stages of competency

Unconscious incompetence

You are unaware of the skill and your lack of proficiency



Conscious incompetence

You are aware of the skill but are not yet proficient



Unconscious competence

Performing the skill becomes automatic



Conscious competence

You are able to use the skill, but only with effort



Extent and challenge for technical competence – the microbiology laboratory (1)

- * Gram stains
 - * How many unknowns to test range of organisms particularly morphology not just Gram reaction
 - * Use of controls
 - * Understanding of the principles
 - * Understanding of the subtleties of the technique

Extent and challenge for technical competence – the microbiology laboratory (2)

- * MALDI-ToF
 - * Equipment maintenance
 - * Understanding of technology
 - * Troubleshooting errors
 - * Understanding the limitations of the technology

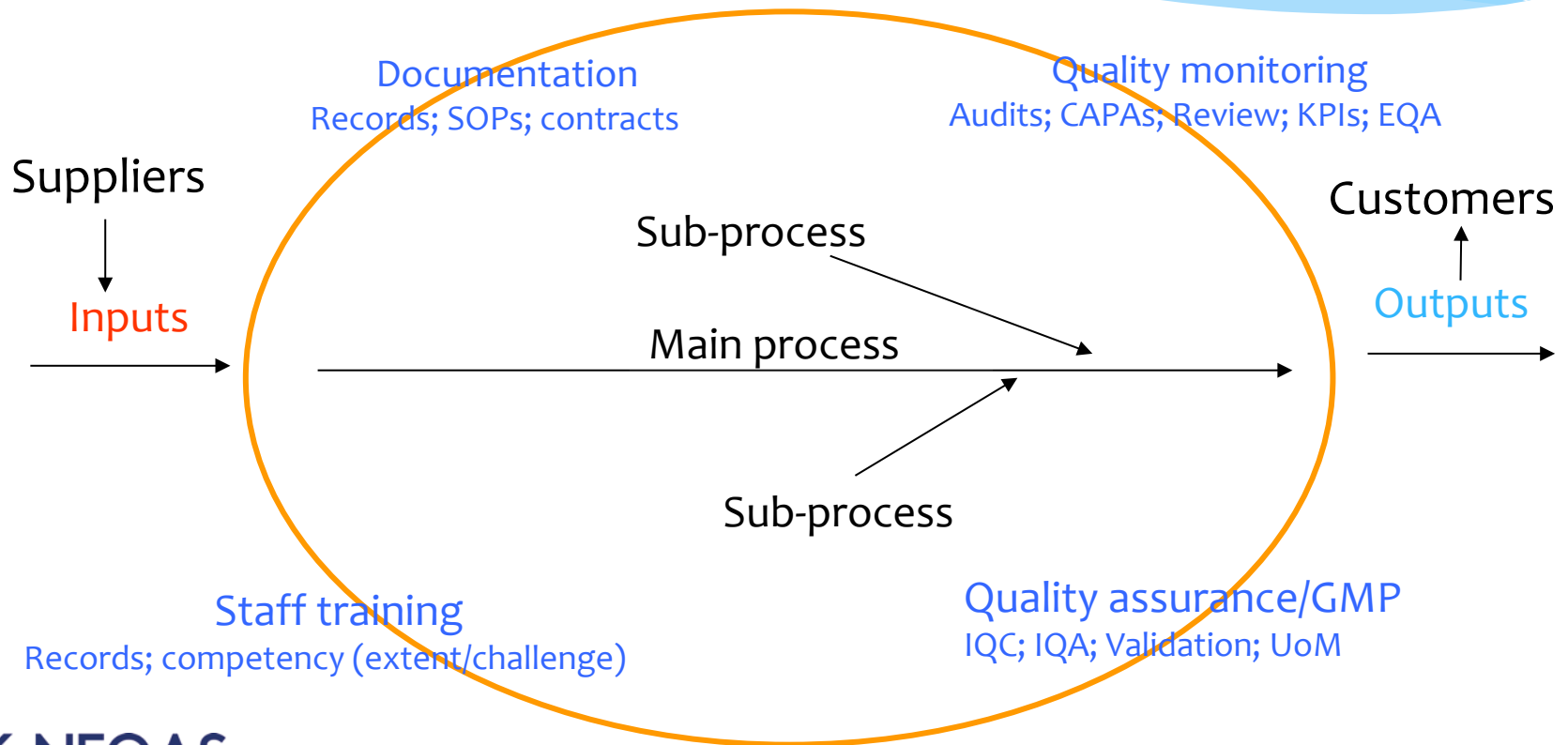
Processes

- * Business/management processes
- * Quality processes
- * Customer processes
- * Technical processes
- * Monitoring processes

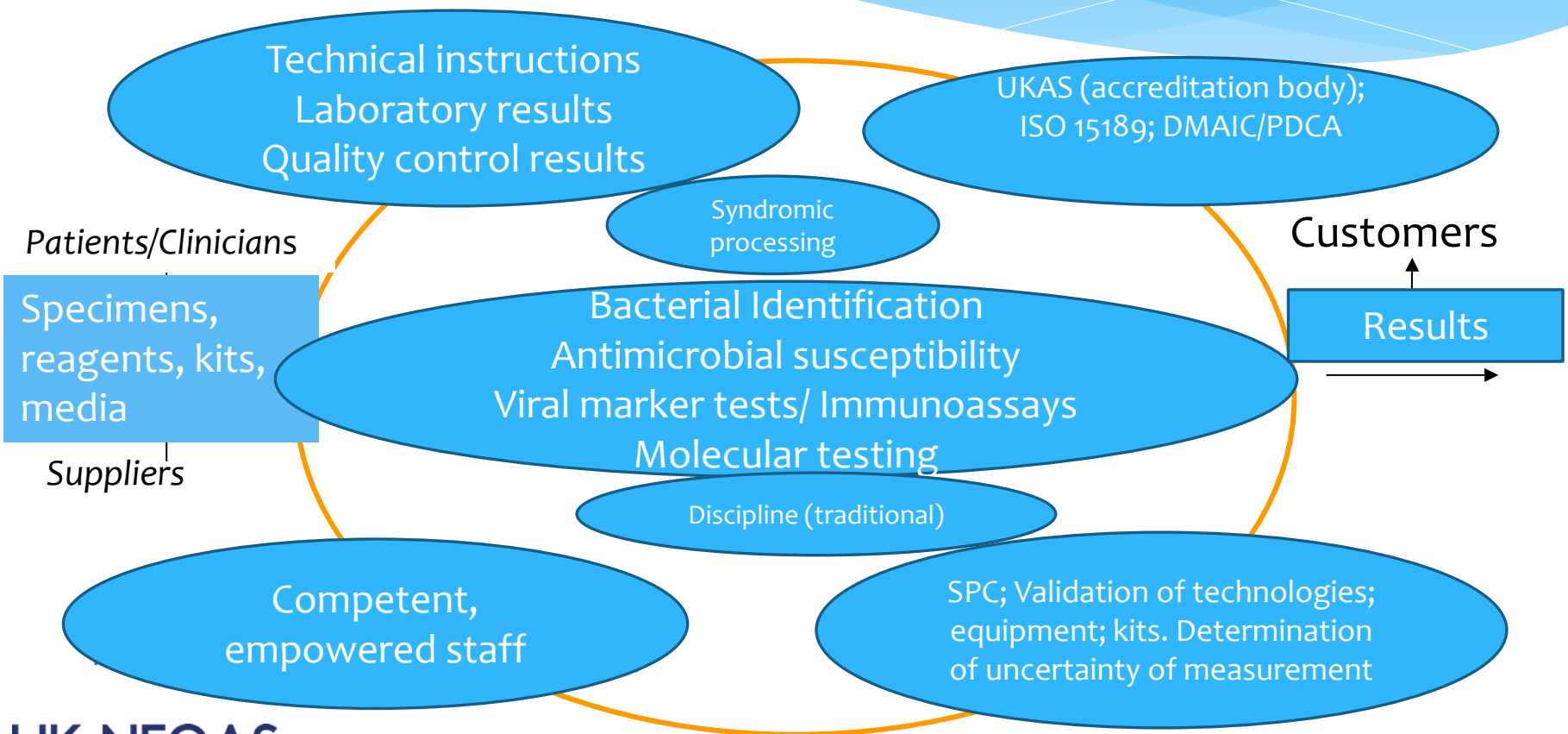
GLP



Process based (general)



Process based (Micro laboratory)





Process based (Final outcome)

Good clinical
outcome
Satisfied patient



Technical instructions

- * Concise yet complete
- * Logical
- * In-built quality control
- * Stop/Go indicators
- * Troubleshooting
- * Records

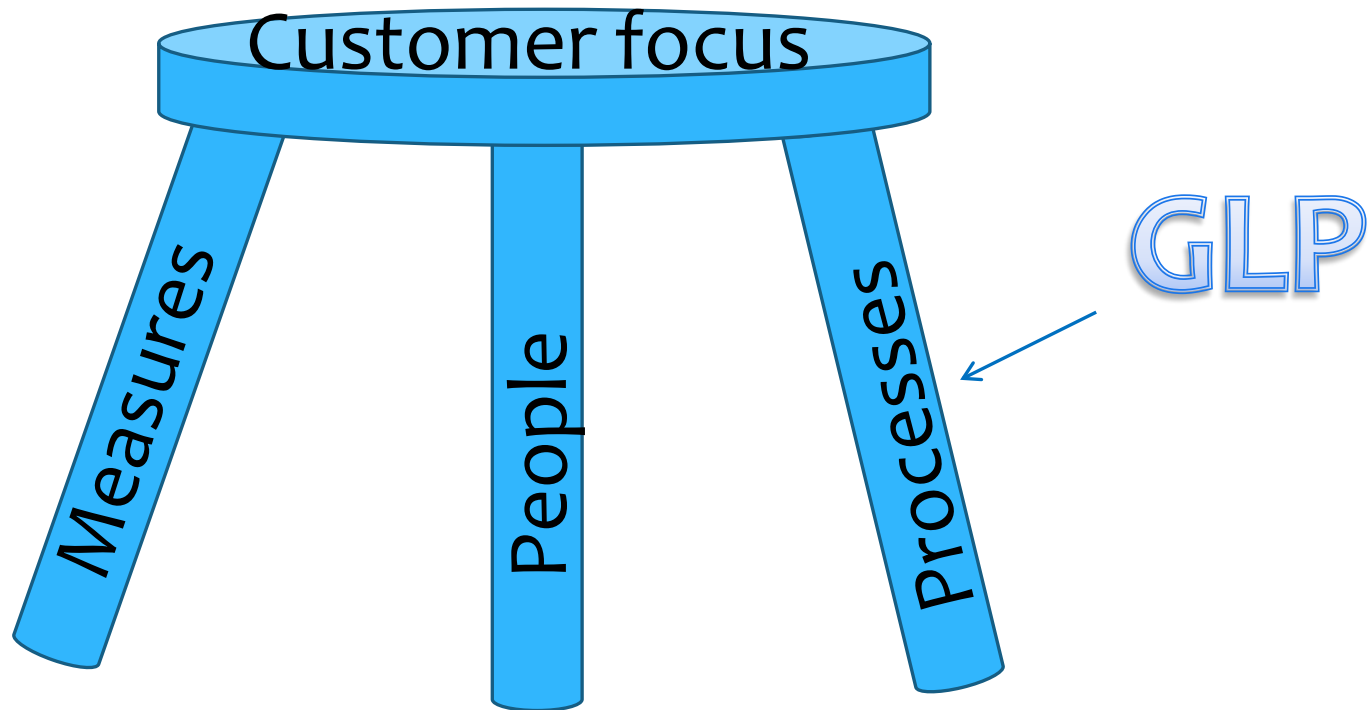


Failure to implement TQM

- * Lack of commitment from leadership
- * Insufficient support from healthcare professionals
- * Looking at TQM in isolation instead of at the centre of the laboratories strategy

TQM - summary

- * TQM puts customers at the centre of the requirements





Thank you

