



Quality Quest

www.asqtampabay.org

February 2015 Volume 56 Issue 2

ASQ St. Petersburg-Tampa Section 1508

Dinner Meeting Monday, February 9th, 2015

Speaker: Chris Droukas and Barb Lennert

Topic: “Quality Campaign ”

Main Speaker: Chris Droukas and Barb Lennert

Summary & Speaker Bio: Barb Lennert, Senior Director Operations Excellence, Xcenda.

Barb lends her extensive clinical and quality improvement experience to a variety of projects including payer market research, payer advisory boards and web surveys, HEOR studies and medical communication, and managed markets agency engagements. Ms. Lennert has particular expertise in the therapeutic areas of chronic disease, especially hypertension, coronary artery disease, diabetes, asthma, and depression. She also has worked in the area of inflammatory bowel disease (IBD). She has over 25 years of experience working in a variety of healthcare settings, with a focus on quality improvement.

Ms. Lennert graduated from the University of Wisconsin—Oshkosh with a Bachelor of Science in Nursing and earned a Master of Arts in Organizational Management from the University of Phoenix.

Christine Droukas, Director Quality Assurance , Xcenda.

Christine leads the development of quality management systems, processes, and policies to maximize business efficiencies and optimize value for clients. She possesses extensive managed markets consulting capabilities as well as pharmaceutical industry and quality experience. Her areas of expertise include healthcare quality, quality assurance, marketing, market research, account management, business development, and multi-cultural programs.

Christine began her healthcare career more than 20 years ago as an account executive at a leading managed care conference management organization. She received her Bachelor of Arts degree in Psychology from the University of Vermont. In addition, Ms. Droukas was awarded certificates from the Thomas Jefferson University Population Health Management Program as well as the Rutgers Digital Marketing Mini MBA™ program.





Pre-Dinner Speaker: Gil Pinney

Topic: “Quality ‘s Next big Thing ”

Summary & Speaker Bio: Gill brings a lifetime of experience helping companies refocus on customer satisfaction to greatly enhance profitability. He has outstanding results in domestic and global marketplaces.

Gil has several years of experience with mid-sized domestic companies and multi-national corporations. These companies include Pfizer, Banner-Pharmacaps, Frito-Lay, Molex, and ITT. He assisted these corporations achieve and exceed their goals by providing leadership in highly competitive world markets. He developed new markets, improved operations, created partnerships with the supply chain, developed and launched new products, and built a high level of customer loyalty.

ASQ Section 1508 St. Petersburg/ Tampa DINNER MEETING

*St. Petersburg Marriott Clearwater
12600 Roosevelt Boulevard,
St. Petersburg, FL. 33716*

Due to the board meeting running from 4:30-5:30, Registration for the meeting will not start until 5:30.

- 5:30 pm-6:00 pm Registration
5:30 pm-6:00 pm Appetizers/Networking ** (Before meeting) are provided at no cost to members by the section. **
** Appetizers :Appetizers Cheese Display garnished with Vine Fruit and Served with Crackers**
- 6:00 pm-6:30 pm Pre-Dinner Activity
6:30 pm-7:15 pm Dinner
Salad: Garden Green Salad with Tomatoes, Cucumbers, and House Champagne Vinaigrette or Ranch Dressing . All served with Rolls and Butter
Entrée: Grilled Tilapia topped with a Pineapple Salsa
Vegetable/Starch: Chef's Selection of Vegetable, Starch and Dessert
Note: Vegetarian Meals available for vegetarian and low fat requirements.
Water and Regular and Decaffeinated Coffee also served.
- 7:15 pm-8:15 pm Main Speaker

Directions:

From St. Petersburg: Take I-275 N/SR-686/Roosevelt Blvd exit 30, toward Largo. Merge onto Roosevelt Blvd. N/FL-686W toward Largo-Clearwater/St. Pete-**CLWTR INT'L** Airport. Turn slightly right on Roosevelt Blvd. The Marriott is at the light.

From Clearwater: Take SR-686 E ramp toward I 275 S/St. Petersburg. Turn slightly right on Roosevelt Blvd. N/FL-686 E. The Marriott is on the right at the light.

From Tampa: Merge onto I-275 N toward St. Petersburg. Take the Roosevelt Blvd/SR 686, EXIT 30, turn right at the bottom of the ramp onto Roosevelt Blvd. Turn left at the first traffic light on to 28th St, the hotel is on the right.

Reservation Policy

On-line Reservations: <http://asqtampabay.org/Home/tabid/38/Default.aspx>

Reservations must be made by 4:00 PM on the Wednesday before the monthly meeting. If you have a special dietary request (vegetarian or low fat), please indicate this when making the reservation. The price for the meeting with the meal is **\$30.00 with advanced reservations** or **\$35.00 for walk-ins**. The price for the meeting without meal is \$10.00. Cash and check payments are accepted during the check-in from 5:00 pm to 6:00 pm.

Cancellations Policy

Cancellations deadline is Wednesday before the meeting at 4:30 PM. Since we cannot guarantee cancellations made after the deadline, you may still be charged for late cancellations.

If you make a reservation and do not attend, the Section must still pay for the meal and administrative costs. Therefore, you will be required to reimburse the Section by sending a **check**, payable to ASQ, for **\$30.00 (\$10.00 for reservation with no meal)** to our Treasurer, **Brad Near, 9355 92nd Ave, Seminole, FL 33777.**



Message from Chair

“ One important key to success is self-confidence. An important key to self-confidence is preparation.”

- Arthur Ashe

Greetings members of Section 1508 - Tampa, St. Petersburg, Clearwater ASQ.

This is our 2nd meeting of 2015.

Please join us on February 9th, our next meeting for 2015 to hear;

Dinner Speakers:

Barb Lennert, Senior Director Operations Excellence, Xcenda.

Barb lends her extensive clinical and quality improvement experience to a variety of projects including payer market research, payer advisory boards and web surveys, HEOR studies and medical communication, and managed markets agency engagements. Ms. Lennert has particular expertise in the therapeutic areas of chronic disease, especially hypertension, coronary artery disease, diabetes, asthma, and depression. She also has worked in the area of inflammatory bowel disease (IBD). She has over 25 years of experience working in a variety of healthcare settings, with a focus on quality improvement.

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“Quality Campaign”

Pre-Dinner:

Gil Pinney, Certified Business Coach, Mentor for Change and Improvement.

Gill brings a lifetime of experience helping companies refocus on customer satisfaction to greatly enhance profitability. He has outstanding results in domestic and global marketplaces.

Gil has several years of experience with mid-sized domestic companies and multi-national corporations. These companies include Pfizer, Banner-Pharmacaps, Frito-Lay, Molex, and ITT. He assisted these corporations achieve and exceed their goals by providing leadership in highly competitive world markets. He developed new markets, improved operations, created partnerships with the supply chain, developed and launched new products, and built a high level of customer loyalty.

“Quality’s Next Big Thing ”



Message from Chair

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Continued....

Picking the Right Project for Improvement

A common problem with improvement projects is there is a cognitive disconnect between the projects and top leadership's goals. Strategic Deployment Plans are maps showing the linkage between stakeholder satisfaction, strategies and metrics. However these maps are not adequate guides to operational personnel trying to relate their activities to the vision of their leadership. Unfortunately, more complexity is required to communicate the strategic message throughout the organization. Quality Functional Diagram (QFD) can be used for this purpose in an example, based on a Strategy Deployment Plan. See more... [ASQ Tampa Bay February Newsletter Article](#)

Yeah, Team

I look forward to seeing you all on Monday, February 9th at the Marriott Hotel, St Petersburg, FL

Bob Mendenhall, ASQ Tampa Bay Chair
rmendenhall@novaces.com



Jobs

Jobs

Jobs

Local Career Opportunity – Core RX Inc in Clearwater, FL has an opening for:

Quality Control inspector

Roles & responsibilities: Adherence to all company procedures. Perform sampling of in-process and raw materials. Release of materials. Manage the retain program. Perform weekly cycle audits. Check in-process work. Oversight of environmental monitoring and water systems. Perform cleaning verifications.

Qualifications: Proficiency in MS Office Applications; Word, Excel. Strong organizational skills. Proof reading skills. Modest physical demands.

Work experience requirements: 1-2 years quality control experience in a GMP regulated industry

Education Requirements: BS or BA preferred

Please send resumes to Kyle.Brinkman@corerxpharma.com

From The Placement Chair

Our tool for helping members find jobs has been picking up momentum. You can see jobs that are currently available on our website: asqtampabay.org. When on the site, go to the Member Services tab, and click on Career Development. There you will see listings of Jobs Available as well as Members Who are Seeking Jobs.

Please Help us with both categories:

If you know of openings in your company, please ask your Human Resources to send me a description of the job to: voiceofthecustomer@asqtampabay.org along with an e-mail contact for candidates to send their Resume. Also if you know of a Job that fits one of our members that is looking, please send them that knowledge through their email address.

Thanks very much for your help!!!!

ASQ 1508 Article - Picking the Right Project

Bob Mendenhall, ASQ Tampa Bay Chair
rmendenhall@novaces.com

Strategy-Based Projects

A common problem with improvement projects is there is a cognitive disconnect between the projects and top leadership's goals. Strategic Deployment Plans are maps showing the linkage between stakeholder satisfaction, strategies and metrics. However these maps are not adequate guides to operational personnel trying to relate their activities to the vision of their leadership. Unfortunately, more complexity is required to communicate the strategic message throughout the organization. Quality Functional Diagram (QFD) can be used for this purpose in an example, based on a Strategy Deployment Plan.

Strategic Deployment Matrix

The process for developing a Strategy Deployment matrix is:

1. Create a matrix of strategies and metrics.
2. Determine the strength of the relationship between each strategy and metric.
3. Calculate a weight indicating the relative importance of the metric.

We create a matrix where the rows are the strategies (what we want to accomplish) and the columns are the dashboard metrics (how we will operationalize the strategies and monitor the progress). This is a typical what-how QFD matrix layout, with a different spin. In each cell we place a symbol assigning a weight to the relationship between row and column. A completed Phase 1 Strategy Deployment matrix is shown in Figure 1.1. The weights and symbols used are shown in Figure 1.2

Sorted Strategy matrix			Dashboard metrics																Area score (row sum)	Relative area performance					
			New product introductions	Revenue from new sources	Customer relationship	R & D Deployment time	Inventory turns	Fast Service	New product revenues	Fast delivery	Product functionality	Skills audit gaps	CTQs	Asset utilization	Profit-per-customer	Price	Cost-per-unit	Compliance audit score			Employee feedback	Product quality	Shipping and handling costs	Product selection	
Strategy	Financial Performance	Productivity																					29		
		Revenue Growth	⊙	⊙	△	○		⊙						⊙										40	
	Customer value	Operational Excellence					⊙		⊙		△	○	○	△	⊙	△				⊙	△	⊙		55	
		Customer intimacy		△	⊙				△		△	○												15	
		Product attributes	⊙					⊙		⊙					○	○								33	
	Internal Process excellence	Innovation	⊙	⊙		⊙		⊙		△														37	
		Customer Management Process						○				○	⊙		△									25	
		Operations and Logistics					⊙	⊙		⊙				○	△	△					⊙			41	
		Regulatory compliance																⊙						9	
	Learnig and Growth	Employee competencies		○		○		△		△		⊙								○	△			21	
		Technology	⊙	⊙		⊙		△		⊙				△	△									39	
		Corporate culture		○	⊙							○						○	⊙					27	
Criteria performance target			+50%	20% of total revenues	VOC average > 6.5	-30%	+20%	Top 25%	25% of total	Above industry	All-weather capability	3.5 sigma	4.5 sigma	15% RONA	-10% increase	No price increases	-6%	4 sigma	1Avg>6.2	Top 20%	-10%	5% improvement			
Criteria score			36	34	28	24	27	22	20	19	19	17	16	15	14	14	13	12	12	10	10	9			
Strategic importance score			●	●	●	●	●	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Relative metric weight																									

Figure 1.1 Strategy Deployment Matrix

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Relationship description	Weight	Symbol
Strong Relationship	9	⊙
Moderate relationship	3	○
Some relationship	1	△
Differentiator metric	5	●
Key requirement metric	1	✓

Figure 1.2 Weights and symbols in strategy deployment matrix.

The rows represent strategies. After the relationships for each cell has been determined, the scores for each row is calculated. These row (strategy) weights provide information on how well the dashboard measures the strategies.

The columns represent the metrics on the top-level dashboard, although only the differentiator metrics will be monitored on an on-going basis. The metrics target is shown at the bottom of each column in the “how” portion of the matrix.

In this example, leadership’s vision for the hypothetical company is that they be the supplier of choice for customers who want state-of-the-art products customized to their demanding requirements. To achieve this vision they will focus on their strategy on four key differentiators: new product introductions, revenue from new sources, intimate customer relationship, and R&D deployment time. These are the metrics that the leadership will focus on throughout the year, and the goals for them are set very high. Other metrics must meet less demanding standards and will be brought to the attention of leadership on an exception basis. The row labeled Relative Metric Weight is the product of the criteria score times the Strategic importance Score as a percentage for each column. The four differentiator metrics have the highest relative scores, while product selection (i.e., having a wide selection of standard products for the customer to choose from) is the lowest.

It is vital when using QFD to focus on only the most important

The other columns identified with a checkmark (**P**) in the Strategic Importance Score are not part of the organization’s differentiation strategy. This is not to say they are unimportant. What it does mean is that targets for these metrics are probably set at or near their historical levels. The goals will be to maintain these metrics, rather than drive them to new heights. An organization has only limited resources to devote to change, and these resources must be focused if they are to make a difference that will be noticed by customers and shareholders. This organization’s complete dashboard has twenty metrics, which can hardly be considered a “focus.” By limiting attention to the four differentiators, the organization can pursue the strategy that their leadership believes will make them stand out in the marketplace for customer and shareholder dollars.

Deploying Differentiators to Operations

QFDs can fail when the matrices grow until analysis becomes burdensome. As the matrix becomes unwieldy, the team performing the QFD can get a sense of a lack of focus being documented by the QFD matrix. This can be avoided by eliminating (**P**) key requirements from the Strategy deployment matrix. A second-level matrix can be created linked only to the differentiators. This matrix relates the differentiator dashboard metrics to departmental support strategies and it is shown in Figure 1.3. For simplicity, we only show the strategy linkage for three departments: engineering, manufacturing, and marketing. The four differentiator metric columns now appear as rows in the QFD matrix. These are the QFD “whats.” The criteria performance target, criteria scores, and relative criteria scores have been imported for each row. This information is used to evaluate the strategy support plans for the three departments.

ASQ 1508 Article - Picking the Right Project

The support plans for the three departments are shown as columns, the QFD “hows,” or how these departments plan to implement strategies. The relationship between the whats and the hows is determined as described above. For each column the sum of the relationship times the row criteria score is calculated and shown in the score row near the bottom of the chart. This information will be used to select and prioritize Lean Six Sigma projects in the next phase of the QFD.

Figure 1.3 also has a roof, which shows the correlation between the whats. This is useful in identifying related projects, either within the same department or in different departments. When a strategy support plan involves many cross-functional projects it may indicate the existence of a core process. This suggests a need for high-level sponsorship, or the designation of a process owner to coordinate projects.

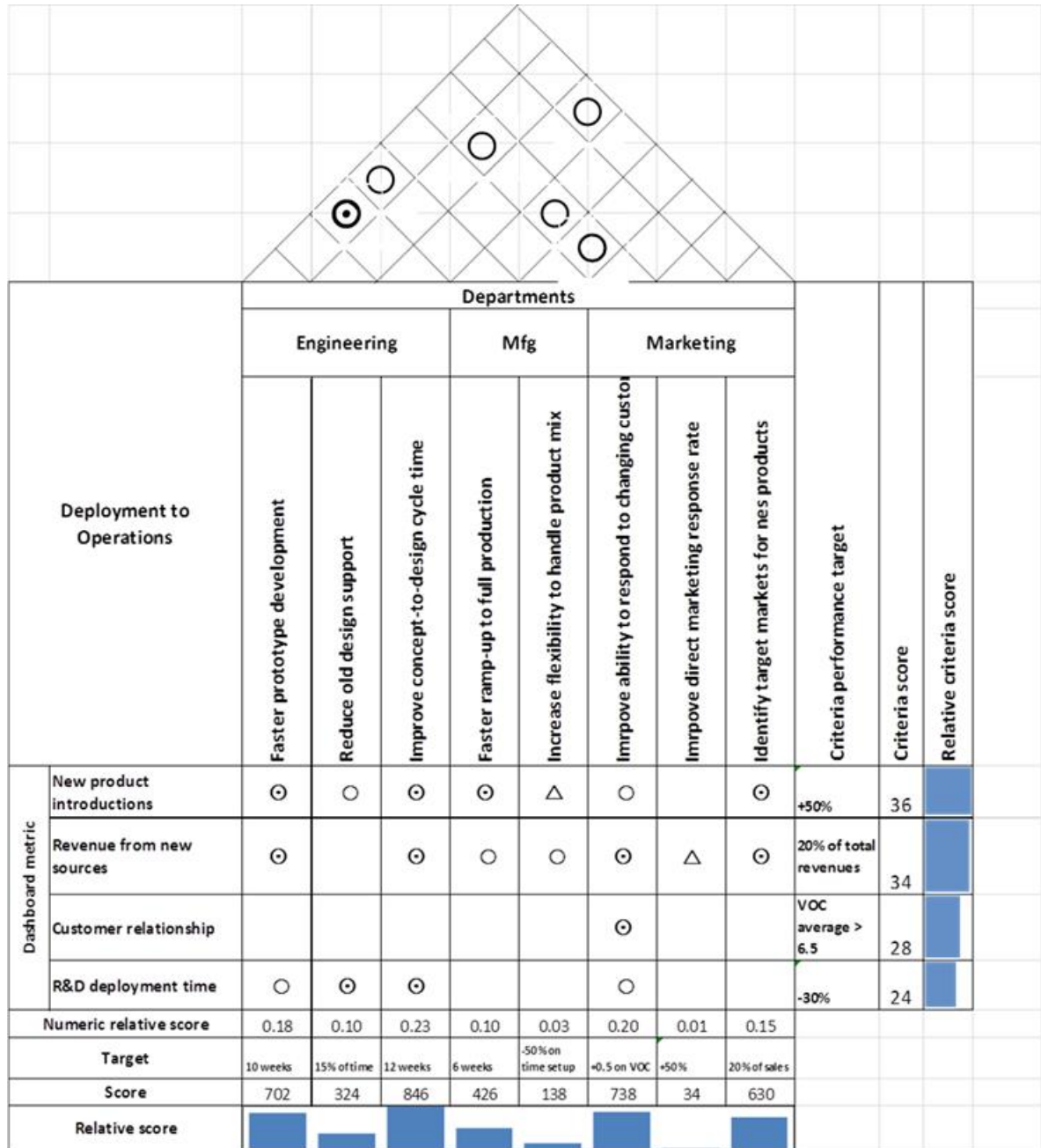


Figure 1.3 Phase II matrix: Differentiators

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Deploying Operations Plans to Projects

Figure 1.4 is a QFD matrix that links the department plans to improvement Projects. The rows are the department plans. The numeric relative score has been imported from the bottom row of the previous matrix, which is a measure of the relative impact of the department plan on the overall differentiator strategy. The far right column, labeled "Goal Score" is the sum of the relationships for the row. For this example only the top five department plans are deployed to Lean Six Sigma projects. By summing the numeric relative scores we can determine that these five plans account for 86% of the impact. In reality you will also only capture the biggest hitters, although there is nothing magic about the number five.

There are three Black Belts shown, and eight projects. Each project is shown as a column in the matrix. The bottom row shows the "Project Impact Score," which is the sum of the relationships for the project's column times the row's numeric relative score.

Deployment of Projects			Black Belt							Target	Numeric relative score	Goal Score	
			Mike L.		Lori S.			Nguyet H.					
			Pin manufacturing capability	Customer requirements-> Engr requirements	Reduced BP errors	Reduced prototype-> production model design time	Reduced supplier bid cycle time	Reduce customer bid cycle time	Reduce customer "non-responsive" complaints				Reduce part count in new product
Departments	Engineering	Faster prototype development		○		⊙	△			○	10 weeks	0.18	16
		Improve concept-to-design cycle time		⊙	○	⊙				⊙	12 weeks	0.23	30
	Manufacturing	Faster ramp-up to full development		△	○	○	⊙			⊙	6 weeks	0.10	25
	Marketing	Improve ability to respond to changing customer needs		○			△	⊙	⊙		+0.5 on VOC	0.20	22
		Identify target markets for new products									20% of sales to new markets	0.15	0
Projects			0.00	3.28	0.98	3.93	1.29	1.82	1.82	3.48			

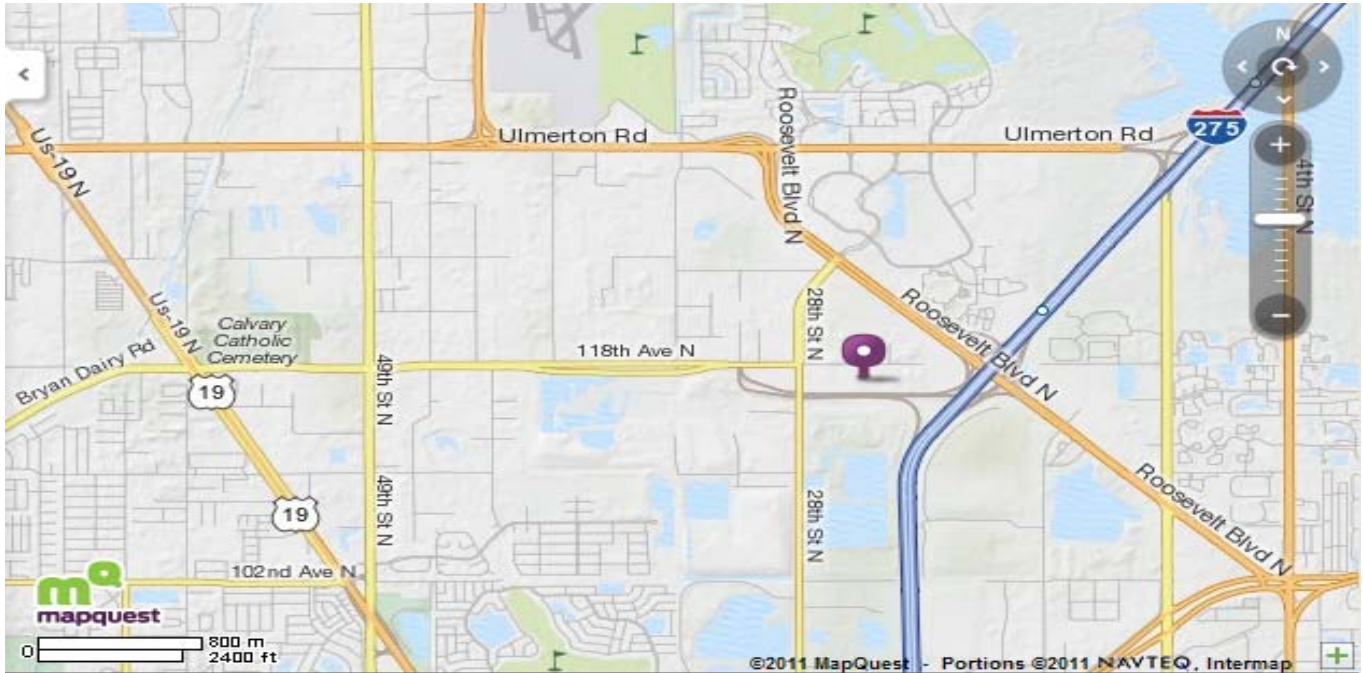
Figure 1.4 Phase III: Six Sigma Projects

ASQ Certification for St. Petersburg/Tampa Section 1508

ASQ Section 1508 testing is held on the HSN campus in the auxiliary building directly across the street from the main campus. Signs are placed at the edge of the property and directly in front of the entrance on the morning of each exam day. Parking is located in front of and to the side of the building.

Address:

2400 118th Street, N.
St. Petersburg, FL 33716-1917



Registration begins at 7:15 AM. Please be sure to arrive by 7:50 AM to allow time for you to be checked in, your paperwork and books to be checked and to be seated to listen to instruction at 7:55 AM. **Exams begin promptly at 8:00 AM.**

Please be sure to remember to bring photo ID, pencils and approved calculator. Cell phones are not permitted, even in the off position, in the exam rooms.

We look forward to seeing those who will take their exams on March 7th. Registration for these exams ended.

Exams being offered in March 7th are as follows:

- BioMedical Auditor
- Certified Manager of Quality
- Quality Technician
- Six Sigma Black Belt
- HACCP Auditor
- Quality Inspector
- Reliability Engineer
- Master Black Belt

Please be aware that HSN is a tobacco free facility. You will not be able to smoke nor chew tobacco on the premises.

Board Members

Welcome New Member Leaders!

Section Chair: **Robert Mendenhall**
rmendenhall@novaces.com

Past Section Chair/Nominating Chair:
Kim Dixon
kim.dixon@hsn.net

Chair-Elect: **Juneau Colleur**
juneau_colleur@valpak.com

Arrangements Chair: **Joy Spiegel**
jspiegel@vitalcareinc.com

Treasurer: **Karen Workman**
Karen.workman@hsn.net

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recertificationchair@asqtampabay.org

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gpinney@focalpointcoaching.com

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Quality Quest is published monthly by
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Membership Statistics (as of January 2015)

Regular	277
Fellow	5
Senior	162
Associate	17
Student	36
Org Member	2
Site	4

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Total 503