Improvement of customer focus using a quality requirement self-assessment

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GM-004

DOES YOUR ORGANISATION FOCUS ON CUSTOMERS ?
ARE YOU REALLY SURE ABOUT THAT ?

You might think you are good at customer focus (like we used to), but you most likely **also need to carry out a quality requirement self-assessment**. Therefore, you should definitely read this poster.

WHO ARE YOUR CUSTOMERS ?
Doctors ? Patients ? Administrators ? Staff ? Hospitals ?

WHO DOES THE LISTENING ?
ALL OF THE STAFF ?

HOW DO YOU LISTEN TO THEM ?
DO YOU USE ONLY SATISFACTION SURVEYS ?

WHAT HAPPENS TO THE CUSTOMER FEEDBACK DATA ?
HOW DO YOU USE IT ?

ARE CUSTOMERS PLEASED WITH THE SERVICES YOU PROVIDE ?

WHAT ARE THEIR NEEDS AND EXPECTATIONS ?

Background & Objective

- Quality standards ask organisations to determine and meet customer requirements to improve customer satisfaction
- A certification organisation stressed that customer focus was insufficiently developed in our facility. This could lead to serious repercussions as this hospital pharmacy is independent from its customers and is currently evolving in a changing environment.

➡ **To develop a self-assessment tool to evaluate the pharmacy's functioning in relation to customer focus quality requirements**

Methods

1. Requirements of an optimal customer-focused quality management system were obtained from 2 quality standards: ISO 9001:2008 & RQPH:2009 [1, 2]

2. 3 working group participants scored the requirements separately according to :

0pt=inexistent; 1-2pts=intermediate; 3pts=optimal

These individual scores were subsequently compared and a consensus was sought.

- The level of **realisation** of the requirement
- The extent of **measurements** performed for the requirement
- The **suitability** of the implemented answer
- The **relevance** of the implemented answer to the organisation

3. A total score of maturity was then calculated :

[Realisation + Measurement + Suitability + Relevance = Total maturity score] ➡ **≤4pts=insufficient; 5-8pts=intermediate; ≥9pts=adequate**

4. Criteria for the selection of requirements needing improvement suggestions:

and /or

0pt for any criterion (realisation, measurement, suitability, relevance)
1pt for their degree of realisation
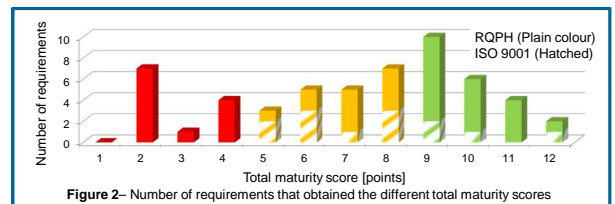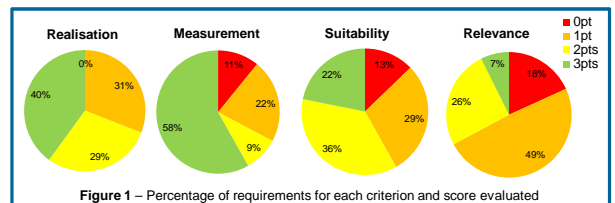Total maturity score <5pts

[1] Quality management systems - Requirements. ISO 9001. Geneva: International Organisation for Standardization, 2008.
[2] Référentiel Qualité pour la Pharmacie Hospitalière (RQPH): GSASA et APEQ, www.gsasa.ch, 2009.

Results*

*Please also see on reverse side of hand-out paper for more detailed results

- 54 requirements were identified → ISO 9001=14
  → RQPH=14 general + 26 specific
- No significant differences between individual work group participants' scores
- Distribution of intermediary scores for every criterion → see figure 1
- Distribution of number of requirements according to total maturity score → see figure 2
- Mean total maturity score = 7.25/12pts → ISO 9001 = 7.5pts
  → RQPH = 7pts
- 1/3 of requirements were selected for improvement → ISO 9001= 4/14
  → RQPH = 15/40

Figure 1 – Percentage of requirements for each criterion and score evaluated

Figure 2– Number of requirements that obtained the different total maturity scores

Discussion & Conclusion

- Combination of cut-off values ➡ Sufficiently selective to discriminate between the most important requirements and those not requiring improvement in priority.
- Better scores for realisation and measurement than suitability and relevance ➡ Customer-focused activities probably implemented merely to answer quality requirements, without being useful, usable or put into use.
- Intermediate scores were useful to identify in detail the weaknesses ➡ The improvement suggestions were designed to target these particular weaknesses.
- A mean score of 7.25/12pts indicated an intermediate global maturity.
- A quality requirement self-assessment tool was developed and tested successfully ➡ It could be used by other organisations to assess their response to various quality requirements.
- This method can be repeated in a continuous improvement strategy.

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Use the pen to put a checkmark beside the most appropriate smiley

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