

MAN_07 - Quality Culture Improvement in Governmental Biological Manufacturer

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Introduction: Establishing and maintaining a strong Quality Culture in an organization is crucial for product and service quality. Prioritizing initiatives to enhance this culture is imperative. Bio-Manguinhos, a Brazilian public laboratory, is one of the main suppliers of vaccines and biopharmaceuticals for the country's public policies.

Objectives: For strengthening the quality culture, an institutional project was established based on: Review the Bio-Manguinhos Quality Policy to better align it with the organization objectives. Ensure that the Quality Culture and Policy are fully aligned with strategic goals outlined in Strategic Plan. Increase engagement among employees to improve the attainment of expected results. Encourage institutional commitment to ensure the success of initiatives and overall organizational objectives.

Methodology: The methodology adopted was inspired by PDA's measure tool of the level of the Quality Culture maturity. A questionnaire addressing several quality topics was elaborated to base the quality culture diagnosis. The review process of the Quality Policy involved dynamic collaborative effort; workshops were conducted to guide employees for building the Quality Policy. Several groups were set up, and each one has prepared a proposal for the Quality Policy. These proposals were analyzed by the Board and the two chosen texts were put to vote open to all employees. The option receiving the highest number of votes was adopted as the organization's new Quality Policy, reflecting the aspirations of the employees.

Results: The results and learnings achieved includes: - The collective construction of Quality Policy brings an important sense of belonging. - Knowledge about the level of maturity of the quality culture awakened a desire for improvement in management and employees. - Knowledge about the points to be improved to focus efforts on what is critical.

Conclusion: - It's necessary to put in place the action plan created based on the assessment level of maturity of the quality culture. - It's necessary to perform a new evaluation using the same PDA tool to verify even more possibilities for continuous improvement.

Keywords: Quality Culture; Quality Policy