

# Parenteral Drug Association

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## Work Practice Change and Leadership

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# Hospira Globally

## The World's Leading Provider of Injectable Drugs and Infusion Technologies



- Global hospital healthcare provider
- Formed in 2004
- Listed on Wall St Stock Exchange
- Market leadership positions in:
  - generic injectable pharmaceuticals globally
  - biosimilars in Europe and Australia
  - medication management systems globally
- 2013 revenue of \$4.1B
- ~16,000 employees

**Hospira** is derived from the words *hospital*, *spirit*, *inspire* and the Latin word *spero*, which means hope.



# Hospira in ANZ

**A leading healthcare  
provider to Australian &  
New Zealand hospitals**

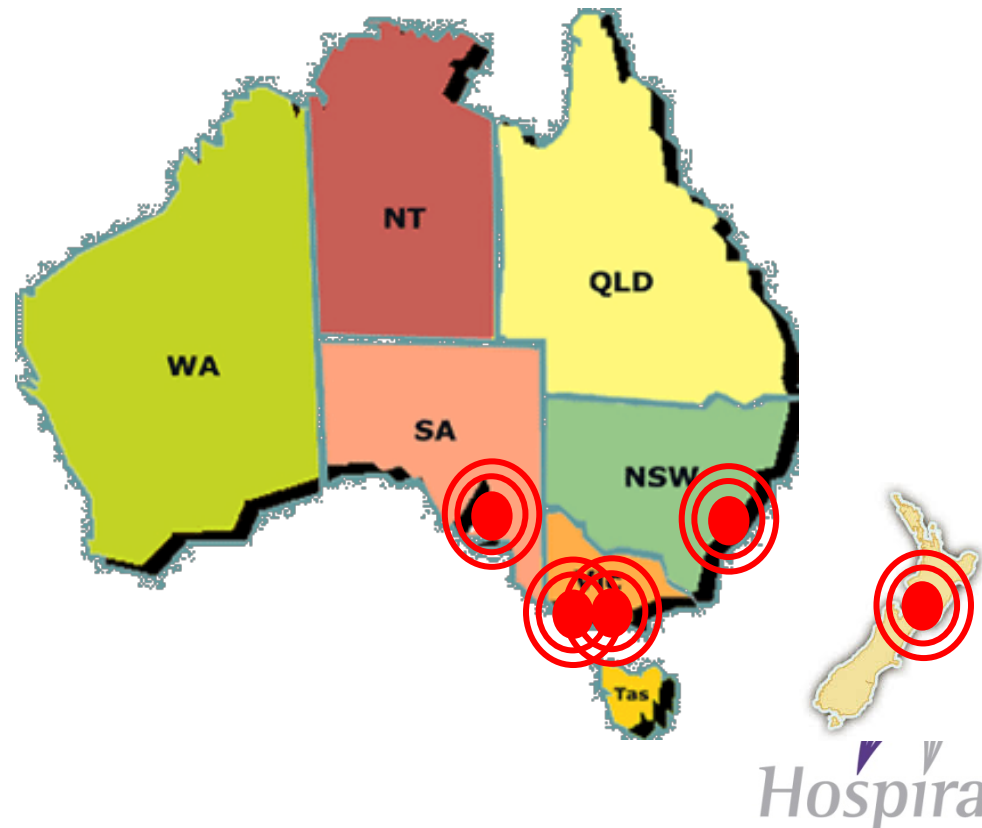
850 Employees

2 Manufacturing sites

Device Service Centre

2 Offices

Largest exporter of sterile  
injectables to 70 countries



# Our History



1800's



1900's



2000s



**1845**

FH Faulding commences business with a retail pharmacy in Adelaide

**1915**

David Bull Laboratories (DBL) starts manufacturing injectable pharmaceuticals in Melbourne

**1985**

Faulding launches 1<sup>st</sup> cytotoxic drug (Cisplatin)

**2001**

Mayne buys Faulding. Generic oral business sold to Alpharma

**2006**

Hospira acquires BresaGen Adelaide

**2007**

Hospira acquires Mayne Pharma

**2012**

Hospira inducted into Manufacturing Hall of Fame Victoria



# The Case for Change in Pharma Industry

- Market Environment
- Practices and Systems
- Functional / Technical Expertise vs Business Knowledge / Performance

# Business Strategies for Change

- Develop Core Business Model
- Identify Simplification Levers
- Creating Desirable Organisational Culture
- Importance of Leadership

# Leadership and Organizational Culture

## Desirable Leadership

Visionary & Strategic

Authentic

Perceptive & self-aware

Listening

Engaging & feeding back

Framing the questions

Coaching & Mentoring

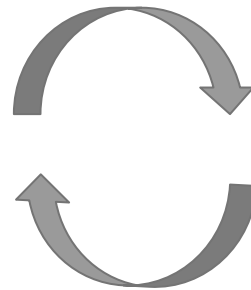
Networking

Action oriented & mostly  
working through others

Building trust

Identify & develop talents

Role-modelling



## Desirable Organizational Culture

Constructive

Aligned

Connected

Collaborative

Proactive

Risk-taking

Innovative

Learning

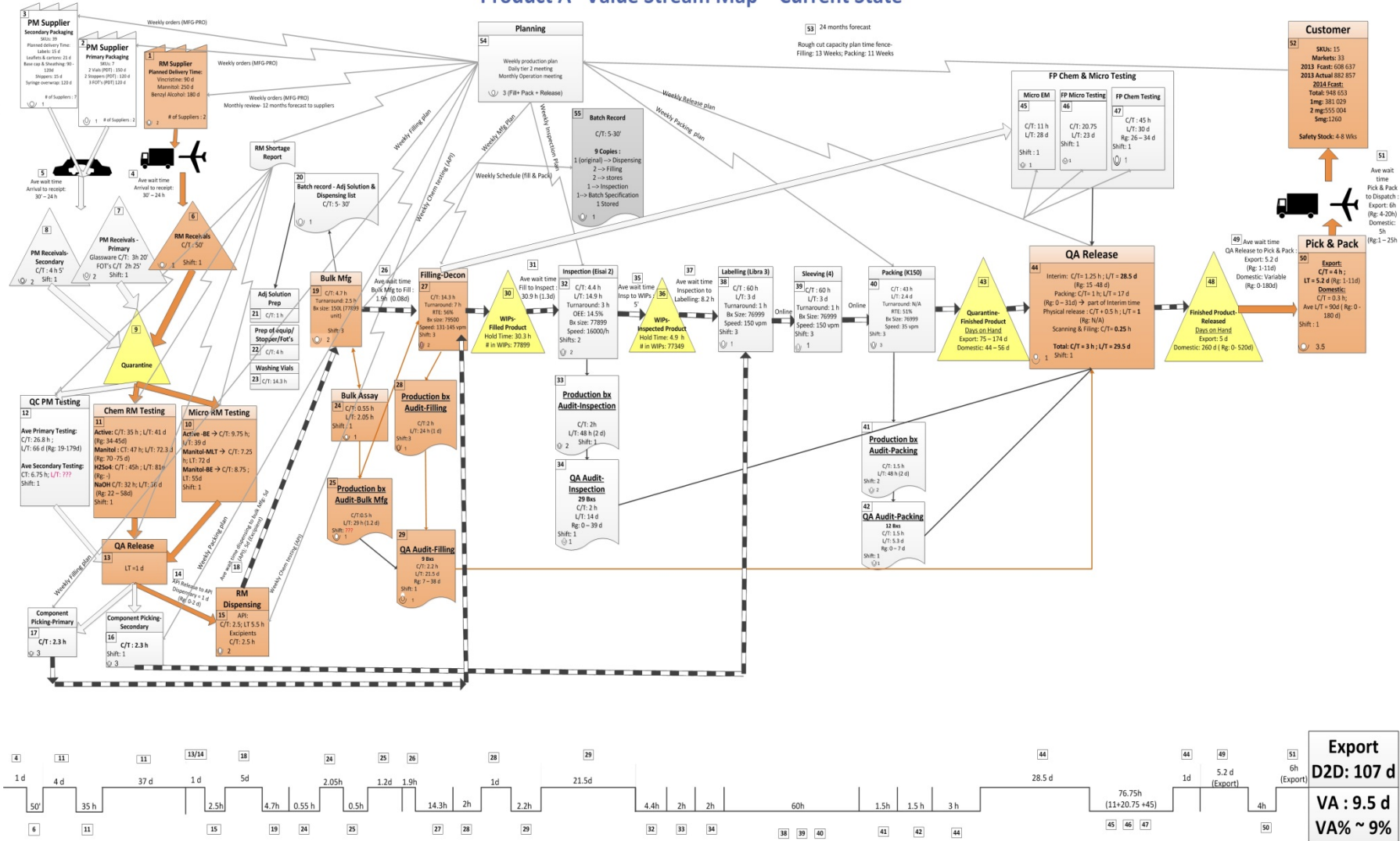
High performance

Resilient

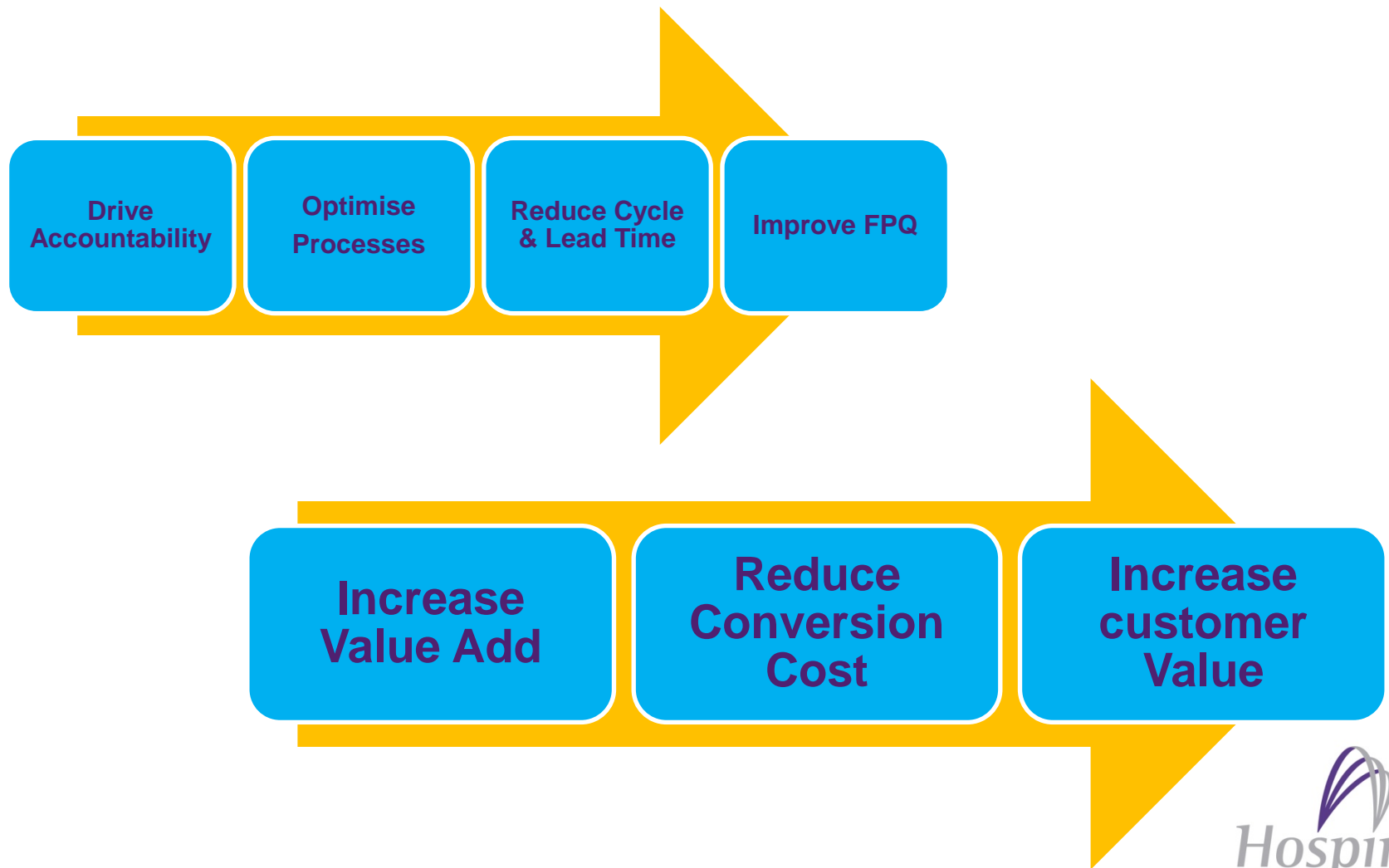


# Example 1: Value Stream Map

"Product A" Value Stream Map – Current State



# Hospira Mulgrave's Vision: To be the Best in Class generic manufacturer of sterile injectable pharmaceuticals



# Example 2: One Point Lessons

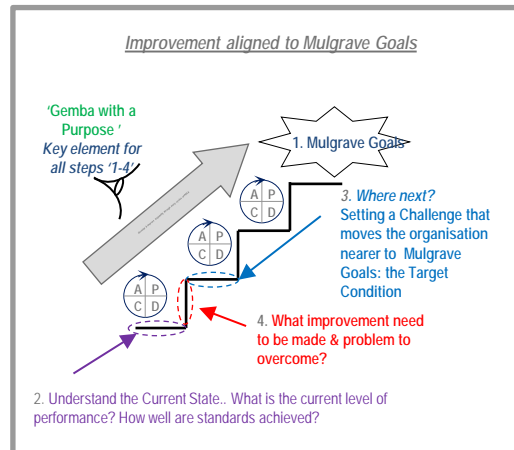
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# Example 3: Project Review Board

One Point Lesson				Hospira	
<b>Lesson</b> <b>Mulgrave Project Governance</b>					
<b>Applies To</b> <b>All Mulgrave site</b>					
<b>Area</b> <b>Mulgrave</b>		<b>Line/Equipment</b> <b>N/A</b>			
<b>Created By</b>		<b>Approved</b>		<b>Signed</b>	
				<b>Date</b>	
<b>Safe Work</b> <b>X</b>		<b>Complaint Process</b> <b>X</b>		<b>Stable Process</b> <b>X</b>	
<b>Basic Knowledge</b> <b>X</b>		<b>Improvement Example</b>		<b>Problem Example</b>	
<b>What Happened</b> <p>The Mulgrave site has recently introduced a Project Governance process and associated Project Review Board covering capital, non capital and resource projects.</p>			<b>Background</b> <p>Mulgrave's business, regulatory, strategic and other needs drive a high number of projects. The current process of project management and governance is inconsistent. This impacts negatively on the delivery of the site goals and LRP</p>		
<b>Immediate Action</b> <p>If you have a project idea, or need to develop a project charter or plan you need to follow the Project Governance process</p>			<b>Key Take Aways</b> <ul style="list-style-type: none"> <li>- Mulgrave now has a Project Governance process</li> <li>- A Project Review Board (PRB) has been established to provide site wide project oversight</li> <li>- Additional in depth training on process flow, templates, central information locations, etc is available for Department Managers, Project Leads and Project Team members</li> <li>- For more information consult with your Manager</li> </ul>		
<b>What is Project Governance</b> <i>Definition</i> <p>Project governance is the management framework within which project decisions are made. Project governance is a <b>critical element</b> of any project as while the accountabilities and responsibilities associated with an organisation's business as usual activities are laid down in their organisational governance arrangements, seldom does an equivalent framework exist to <b>govern the development of its projects</b></p>			<b>Project Governance Flow</b> 		
<b>Project Governance Support</b> 			<b>Mulgrave Project Review Board</b> <i>What is it?</i> <p><b>Project Review Board (PRB) is...</b>  A team of site senior management that meet regularly to ensure that projects are <b>aligned with the organisation's strategy</b> and portfolio direction, govern <b>project risk</b>, focuses on <b>realisation of benefits</b>, recommends opportunities to optimise cost/benefits, ensures <b>continuity of sponsorship</b>, provides assurance and provides <b>feedback and lessons learnt</b>, and that the <b>Project Governance Process</b> has been followed</p>		

This learn document is for guidance only and was developed to achieve safety, efficiency, and financial benefits. Note all GMP related tasks must be performed in accordance with local Instructions/SOPs. If there is a perceived conflict between the guidance in this Learn document and a GMP document, always follow the GMP standards, and report the issue to an area supervisor/coordinator and HPS/Learn team.

# Example 4: Coaching and the Gemba Process

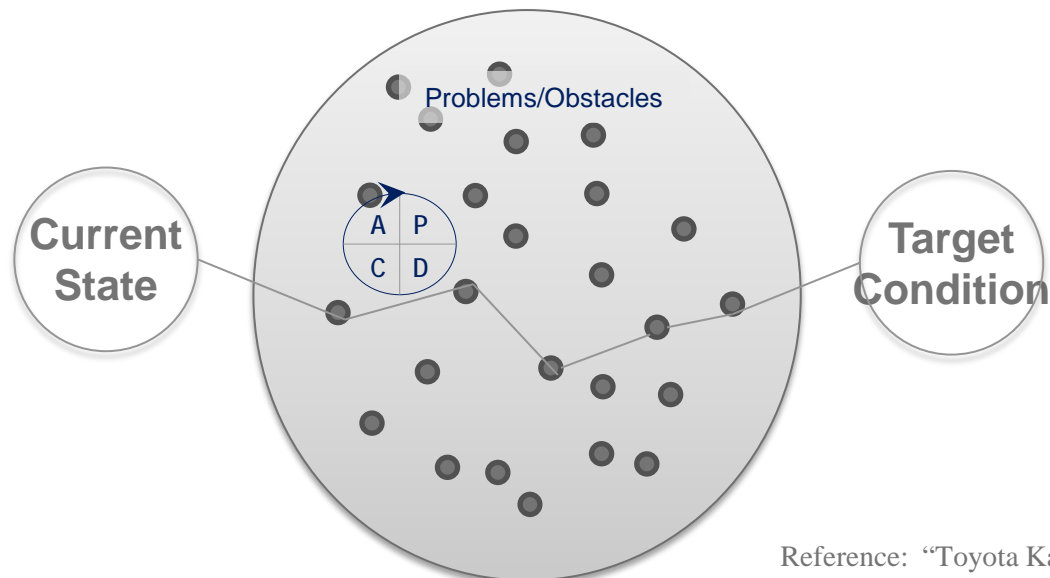


## Gemba Routine

1. What is the translation of Mulgrave Goals for this dept/area?
2. What is the Current State?
3. What is the next target condition for this dept/area?
4. What problems need to be overcome or improvements made?
5. What is being learnt here?

In solving problems to move you towards your Target Condition, think.....

.....not a process to solve all of the problems you can see!

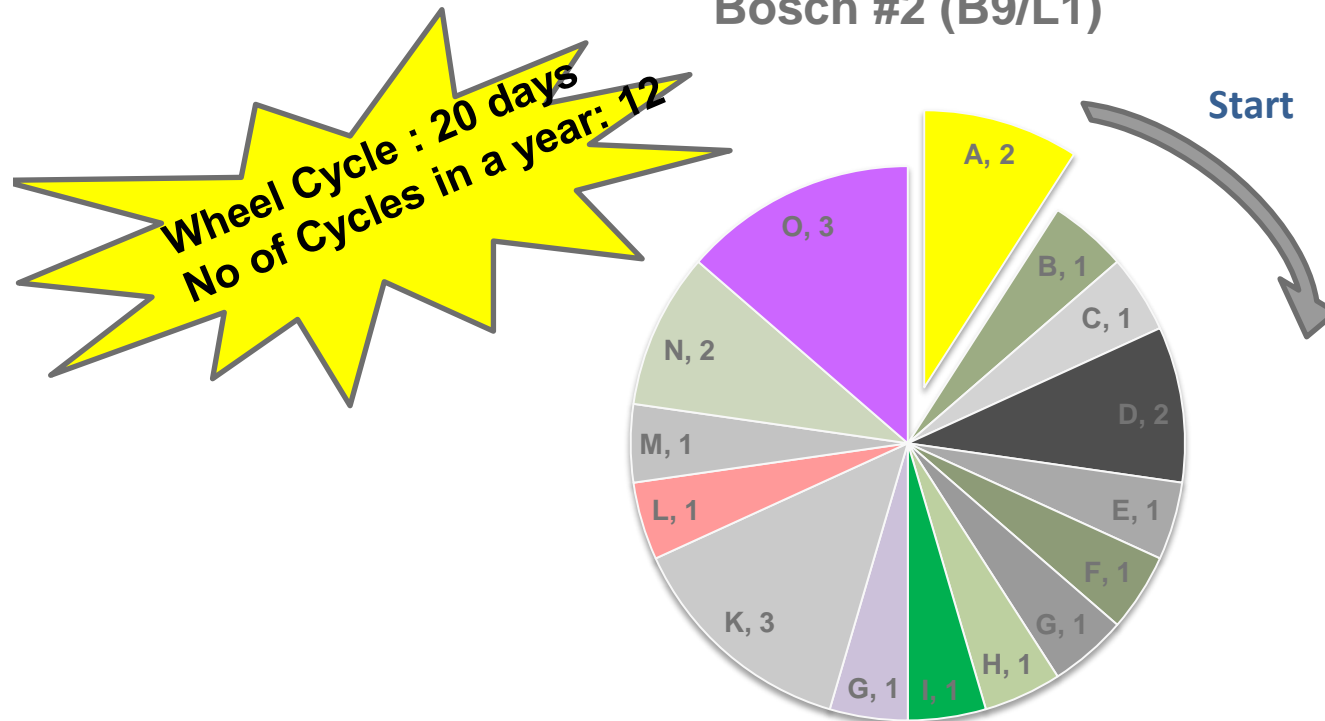


Reference: "Toyota Kata" by Mike Rother

# Example 5: Collaboration with M.E.T.A. and Melbourne University

- Value Stream Mapping & Product wheel
- QC Chemistry Functional Baseline
- Raw Material, Stability, FP & Bulk Demand Analysis
- Filling Yield Improvement

Product Wheel By Sequence & No of Batches - **Cycle 1**  
Bosch #2 (B9/L1)



Note (examples):

A, 2 : Item Code, No of batches to be filled

# Example 6: EBA

## Aligning our workforce with the change journey

### *Building alignment and accountability into our Enterprise Agreements with the site vision:*

- Alignment and engagement with workplace change often only happens at the surface level.
- Often we need to enact change in the roots of a system to make it tangible.
- Part of our site plan is to ensure we build that alignment from the ground up.
- A core foundation for our recent Enterprise Agreements was to build in measures of success for Quality, Customer and Plan to vary with the annual pay outcome.
- This is a big shift that but going forward, year to year, the 'health' of our Quality, Customer Delivery and execution to Plan will form the basis of pay outcomes as one lever to help embed change. This creates a different workplace conversation and point of focus.
- This is one foundation change we have focused on this year. In the new year we will shift focus to other key cultural levers to focus on to create engagement and alignment with our site vision.

# Summary

- Change starts with self and at individual level
- Change is more successful inside out, not outside in
- A leader's behaviour impacts on the organization's culture and ultimately on performance
- Cultural change needs to be supported by appropriate systems and processes
- Changing the organizational culture, one individual at a time
- Great leaders don't make followers, they make other leaders
- Paradox: Balance the operating of the ongoing organization and reshaping the organization for the future