



Analysis. Answers. Action.

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# Quality Managers Focus Group

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# Discussion Topics

## **Sustaining & Growing Organizational Knowledge**

The Quality Manager Community

## **APHL 2019 Quality Manager Focus Group Discussion**

Common Themes and New Initiatives

## **Quality Manager Resources**



# Understanding Knowledge Management

## What is Knowledge Management?

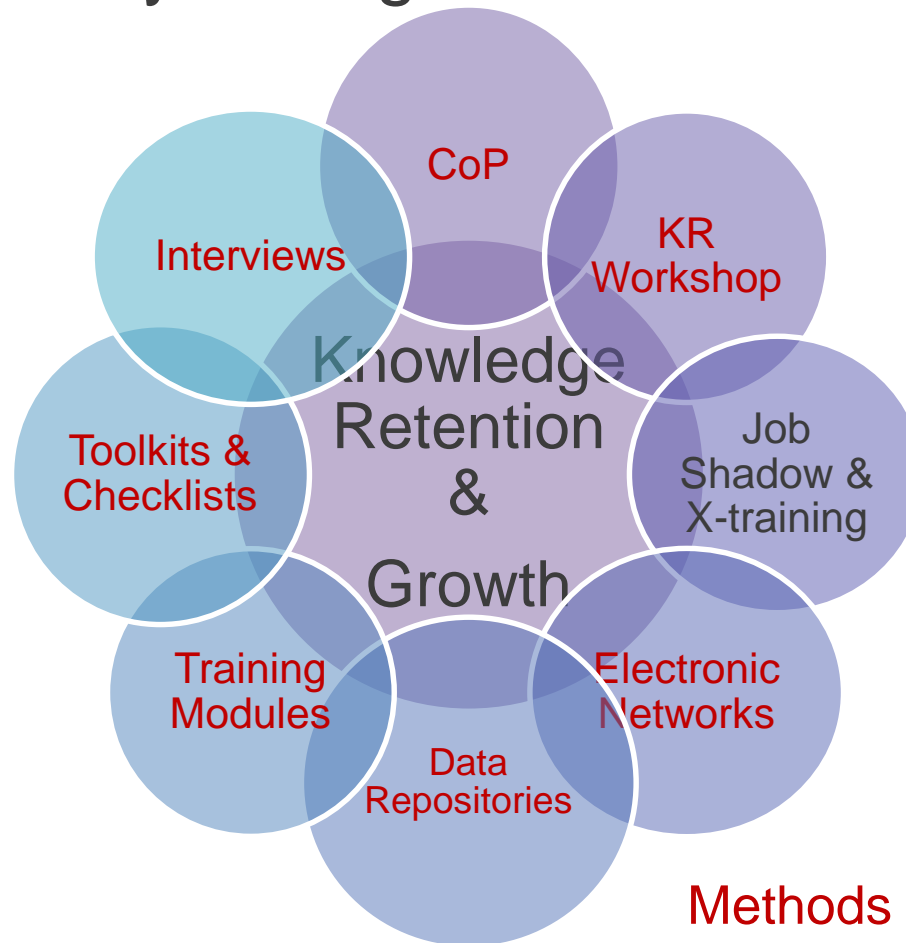
Knowledge Management (KM) is “the process of capturing, developing, sharing and effectively using organizational knowledge.”

**IT'S ALL ABOUT YOU**

# Knowledge Management Strategies

How does your organization retain knowledge?

What's the risk if your organization doesn't do this?



Methods for quick transfer



# Knowledge Management Strategies

## **Prioritize-- capture knowledge most at risk**

- Does not have adequate back-up
- Holds a key decision-making role
- Support onboarding/succession planning- SMEs

## **At a minimum, capture**

- Most useful procedures
- Key resources and location of critical information
- Progress of projects
- Key relationships and contacts (internal, external)
- Useful tools and templates to get the work done
- Routine work performed (ex. reports, budgets)

# Knowledge Management Strategies



The “Golden Notebook”

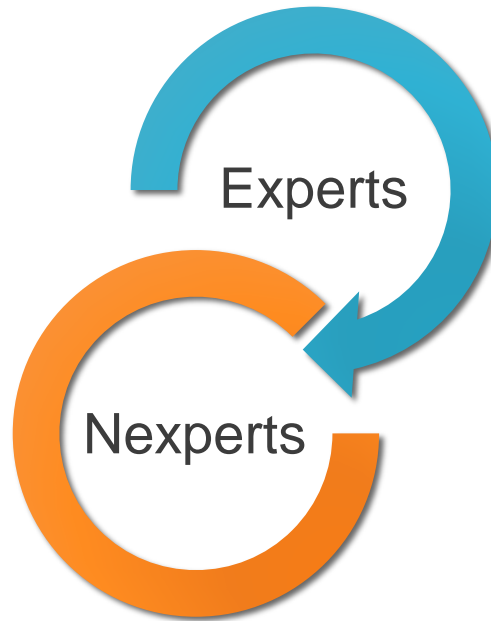


# Group Discussion

## Nexperts

What questions do we need to ask the experts?

What do you need to know to grow to the next level?



## Experts

What questions should we ask you to capture important information you want to pass on?

What would you want to be asked if you were planning to leave tomorrow?

# KR Toolkit

The screenshot shows the APHL website navigation menu. The 'Your Resources' menu item is circled in red. Below it, the 'Knowledge Retention Toolkit' link is also circled in red. The navigation menu includes the following items:

- Search for Training and Resources**
- Our Value**  
About APHL & Our Membership
- Our Work**  
Programs, Publications & Services
- Your Resources**  
Member, Funding, Emergency & Contact Information
- Your Development**  
Training, Conferences & Careers
- I Want To**
- From APHL Follow**  
f t i

The main content area below the navigation menu is organized into three columns:

- Member Resources**
  - My APHL
  - Member Resource Center
  - Survey Resource Center
  - APHL Job Center
  - Member Listing
  - Funding Opportunities
  - APHL Amazon Bookstore
- Toolkits**
  - STEM Recruitment Toolkit
  - Knowledge Retention Toolkit**
  - How to Write a Laboratory Quality Manual
  - Laboratory Internal Audit Plan
  - Informatics Self-Assessment Tool
  - Navigating Leadership Changes in the Public Health Laboratory
  - Dealing with Laboratory Floods
  - Moving to a New Site for
- Emergency Information**
  - Crisis Response
  - Emergency Management Action Compact (EMAC)





# Toolkit: Position Specific Tabs

## Laboratory Director

Best practices in operations, quality and QI, strategic planning, policy

Key contacts

## Lab Manager, Scientist, Analyst

Best practices in operations

Supplies, equipment

Staff compliance, training, LIMS

New tests, methods, equipment

Logs, records, SOPs

## Biosafety Officer

General questions

INTERNAL ops

EXTERNAL sentinel clinical lab outreach

## Quality Managers (NEW)

Quality Management

Quality Planning

## TB Program (Coming Soon)

**Who else?**



# Quality Manager Focus Group Discussion

Dec 2019

**Objective: To help identify the gaps and needs of quality managers and quality management programs, including general safety, at the public health laboratory. Focus Group feedback will be used to guide APHL in development of future resources, including training.**



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# Group Discussion



# Some Common Themes

- Lack of funding streams to support quality
- Lack of a standardized job description- staff wear multiple hats
- Different structures and different levels of dedicated quality staff exist across organizations
- Leadership, messaging and engagement influence culture
- Investment in training and drills impact knowledge retention
- Quality needs to adapt for new technology- NGS
- Alignment and common vocabulary is needed with IT
- Better understanding of the costs associated with failures
- Better understanding on how to quantify and articulate impact of quality efforts
- CQI needs to be embedded into daily activities
- Quality and safety roles have a relationship and do not operate independently



# New Initiatives

- Model Practices for Quality and Safety
- Standardized Job Description and Competencies
- QM Learning Ladder/Map
- Deep Dive from 2018 Training Needs Assessment
- Library of Practice Drills
- Sharing Tools/Resources
  - Member Resource Center
- Data Collection
  - Link to new Lab Profiles
- Connecting QMs
  - APHL Annual Conference

Working  
Session  
May 2019!



# Resources

- **Document Library: Member Resource Center (MRC)**

<https://www.aphl.org/MRC/Pages/default.aspx>

- **Community of Practice: QA CoLABorate**

<https://collaborate.aphl.org/home>

- **Peer-to-Peer Learning: Quality Manager Exchange**

Contact Tina Su: [bertina.su@aphl.org](mailto:bertina.su@aphl.org)

- **CQI: Quality Improvement Forum Teleconferences**

[https://www.aphl.org/programs/quality\\_systems/performance/Pages/Quality-Improvement-Calls.aspx](https://www.aphl.org/programs/quality_systems/performance/Pages/Quality-Improvement-Calls.aspx)

- **Newsletter: Quality System News Bytes**

Contact Tina Su: [bertina.su@aphl.org](mailto:bertina.su@aphl.org)

- **Tools and Guidance Documents, Training**

[https://www.aphl.org/programs/quality\\_systems/Pages/CLIA-Resources.aspx](https://www.aphl.org/programs/quality_systems/Pages/CLIA-Resources.aspx)

[https://www.aphl.org/programs/food\\_safety/laboratory-accreditation/Pages/Developing-Training.aspx](https://www.aphl.org/programs/food_safety/laboratory-accreditation/Pages/Developing-Training.aspx)

## Coming Soon:

Guidance document/tools for CLIA internal assessments

NGS Quality System Essentials resources

Verification/Validation Toolkit

Lab Profiles



# Questions?

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# Thank you!

