Culture of Excellence

USP will model operational excellence, continuous improvement, stakeholder responsiveness, and transparency.

Year 2 Update

A culture of excellence at USP means people, processes, and systems are aligned and working optimally in pursuit of the organization’s mission. With a foundation of rigorous process and data management that is continually improved, USP strengthens its decision making, stakeholder engagement, and information sharing. By focusing on improving effective and reliable procedures and systems, USP is better positioned to expand access to quality medicines, facilitate innovation, and improve public health.

Key areas of progress over the past fiscal year include:

Knowledge Management – USP knowledge management (KM) tools help identify, receive, share, and store content, and enhance internal and external transparency. To continue to advance this goal, USP developed a custom KM tool called Oasis for USP staff to conduct curated searches of multiple information repositories and dynamic content types, and to facilitate access from core business applications and websites. The tool launched in June 2022 for use with over a dozen databases and repositories. These included internal databases and network drives, as well as external websites.

Business Process Management – USP is implementing a Business Process Management (BPM) application for standards development that facilitates automation of select processes with increased consistency and control. Progress this year on the BPM application for reference standards development included three enhancements to improve functionality. Development of processes for documentary standards began in January 2022.

User-Friendly Online Products and Services – USP has continued to assess opportunities to improve users’ experience with the organization’s online products and services. During the fiscal year, work on a new, more user-friendly integrated platform for the USP-NF/Pharmacopeial Forum led to its debut in July 2022.

Digital Integration – USP continued progress on its Digital Integration Office (DIO), which was established to help drive development of digital products and services
built on quality data and standards. DIO was tasked with identifying, categorizing, and prioritizing digital products; planning and managing project data; and ensuring operational efficiency under the umbrella of USP’s robust Quality Management System. During the year, a portfolio of 11 data projects was identified and launched. This included establishing the Global Substance Registration System platform as the definitive source for chemical substance information; creation of detailed process models for documentary standards development; and Salesforce account data cleanup.

**Data Quality** – USP integrated new data governance processes into its Quality Management System as part of its data quality governance program. New processes include establishment of a Data Governance Committee that meets monthly to oversee business data quality practices for customer account data, including removal of duplicate records and validation of client information, to help ensure effective use of data assets.

**Quality Management System Software** – USP implemented new Quality Management System software, called MasterControl, to centralize all quality processes in one system that includes document management, training, audits, deviations, corrective and preventive actions, lab investigations, risk management, and supplier quality management.

**Employee Survey Initiative** – USP launched a weekly pulse survey to gather employee feedback, measure progress, and inform leadership action to strengthen flexibility, inclusivity, and people management. Metrics on collected data are made accessible to all employees.

**Planned for Year 3**

- USP will implement dashboards to track KM tool performance, utilization, and adoption; integrate additional systems with the tool; and review and address issues surfaced during the initial release.
- USP will build out the BPM system with multiple enhancements for reference and documentary standards to improve functionality. The initial release of BPM processes for documentary standards is slated for September.
- USP will develop a long-term, online product pipeline for rollout over the next several years, along with additional infrastructure to support it and an updated publication infrastructure to streamline processes and support additional languages.
- USP will develop initial data quality metrics and controls for key data elements on multiple data integration projects and expand data governance processes to multiple cross-departmental projects.
- USP will develop a DIO quality policy and provide guidelines for data repositories and data cleaning initiatives to facilitate data integration and exchange across the organization and with external stakeholders.

**Contact**

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