

Practice Management Forum

Quality Managing in Practice – using ISO 9002.

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Abstract. *The value of an International Quality Standard in Orthodontic Practice is discussed. The nature of the process is described and relevant sources presented for further exploration of the subject. The relevance of ISO 9002 to orthodontic practice is highlighted.*

Index words: Quality management, ISO 9002

Issues relating to quality and the provision of a quality service are relevant to managers of any business today, whatever the market sector. The management of the delivery of healthcare is no exception. Producing a business plan with appropriate objectives, promoting teamwork and developing leadership skills are some of the ways that quality within an organisation can be achieved. Additionally, an organisation can develop a systematic approach to quality, involving the whole team, through the development of a documented quality management system which provides a framework for achieving the organisation's goals. It is a means of working towards a total quality approach which encourages an organisation to carry out every job and every process right, first time and every time (Mortiboys and Oakland 1991).

A documented quality management system can be produced to meet the criteria of the ISO 9000 (Formerly BS5750) group of quality standards. This sets out some basic principles of management that any organisation can follow. The standard does not, as some believe, set out any special requirements which only a few organisations can comply with. It provides practical criteria which can be used by all. ISO 9000 is an internationally accepted standard which is broken down into various elements to enable an organisation to implement its management system easily and effectively. It can be used to build quality into an existing team and then one can seek external independent accreditation and certification if required. There are 20 elements or requirements to ISO9001 and 19 to ISO9002. One is no better than the other, they are just suited to different types of organisations. ISO9002 is considered applicable to general dental practice and therefore probably orthodontic practice. Figure 1 lists the 20 requirements. At first glance the requirements may appear inappropriate for an orthodontic practice as they were originally written with manufacturing firms in mind. However, on closer investigation most organisations are already complying in some form with most of the requirements.

A major route for quality improvement embodied in the International standards is the development of documentation to enshrine good practice. One of the main

reasons for developing a documented quality management system is that it can save money. The intention being that written procedures are more soundly based and more efficient as quality is built in at every stage. They reduce lost time by avoiding re-working of tasks as everyone knows how they are to be achieved in advance thus ensuring patient satisfaction.

There are three tiers of documentation involved in producing a quality management system:

1. A Quality manual
2. A Procedures manual
3. Work instructions (if required)

Producing a quality manual is beneficial whether one is aiming for external assessment and certification or whether

FIG. 1 ISO9001 Requirements.

- | | |
|------|---|
| 4.1 | Management Responsibility |
| 4.2 | Quality system |
| 4.3 | Contract review |
| 4.4 | Design control (not applicable to 9002) |
| 4.5 | Document and Data control |
| 4.6 | Purchasing |
| 4.7 | Control of customer supplied product |
| 4.8 | Product identification and traceability |
| 4.9 | Process control |
| 4.10 | Inspection and testing |
| 4.11 | Control of inspection, measuring and test equipment |
| 4.12 | Inspection and test status |
| 4.13 | Control of non-conforming product |
| 4.14 | Corrective and preventive action |
| 4.15 | Handling, storage, packaging, preservation and delivery |
| 4.16 | Control of quality records |
| 4.17 | Internal quality audits |
| 4.18 | Training |
| 4.19 | Servicing (not applicable to an ISO9002 Dental practice) |
| 4.20 | Statistical techniques (also not applicable to a dental system) |

Iso 9002 Manual

Peipei Pang



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Table of Contents Iso 9002 Manual

1. Understanding the eBook Iso 9002 Manual
 - The Rise of Digital Reading Iso 9002 Manual
 - Advantages of eBooks Over Traditional Books
2. Identifying Iso 9002 Manual
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Iso 9002 Manual
 - User-Friendly Interface
4. Exploring eBook Recommendations from Iso 9002 Manual
 - Personalized Recommendations
 - Iso 9002 Manual User Reviews and Ratings
 - Iso 9002 Manual and Bestseller Lists
5. Accessing Iso 9002 Manual Free and Paid eBooks
 - Iso 9002 Manual Public Domain eBooks
 - Iso 9002 Manual eBook Subscription Services
 - Iso 9002 Manual Budget-Friendly Options

6. Navigating Iso 9002 Manual eBook Formats
 - ePub, PDF, MOBI, and More
 - Iso 9002 Manual Compatibility with Devices
 - Iso 9002 Manual Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Iso 9002 Manual
 - Highlighting and Note-Taking Iso 9002 Manual
 - Interactive Elements Iso 9002 Manual
8. Staying Engaged with Iso 9002 Manual
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Iso 9002 Manual
9. Balancing eBooks and Physical Books Iso 9002 Manual
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Iso 9002 Manual
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Iso 9002 Manual
 - Setting Reading Goals Iso 9002 Manual
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Iso 9002 Manual
 - Fact-Checking eBook Content of Iso 9002 Manual
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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