

# 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

**Rachel Sandford**



## **Iso 9002 Manual:**

Quality System Manual ISO 9002, 1994      **ISO 9002-Quality System Manual (a Complete 4-Level System Documentation)** Gunther B Gump, 1998-02-01      **Guide to Preparing the Corporate Quality Manual** Bernard Froman, 2020-11-25 Utilizes advanced concepts guidelines and requirements from the latest ISO 9000 and 10000 series of standards as well as other models including TQM Total Quality Management The text shows how to define a policy and explain it clearly It offers procedures for developing a quality manual to be used by personnel performing quality related functions and for external auditors and customers      **Handbook of Systems Engineering and Management** Andrew P. Sage, William B. Rouse, 2014-12-31 The trusted handbook now in a new edition This newly revised handbook presents a multifaceted view of systems engineering from process and systems management perspectives It begins with a comprehensive introduction to the subject and provides a brief overview of the thirty four chapters that follow This introductory chapter is intended to serve as a field guide that indicates why when and how to use the material that follows in the handbook Topical coverage includes systems engineering life cycles and management risk management discovering system requirements configuration management cost management total quality management reliability maintainability and availability concurrent engineering standards in systems engineering system architectures systems design systems integration systematic measurements human supervisory control managing organizational and individual decision making systems reengineering project planning human systems integration information technology and knowledge management and more The handbook is written and edited for systems engineers in industry and government and to serve as a university reference handbook in systems engineering and management courses By focusing on systems engineering processes and systems management the editors have produced a long lasting handbook that will make a difference in the design of systems of all types that are large in scale and or scope      **A Practical Guide for Implementation of Integrated ISO-9001 HACCP System for Food Processing Industry**,      **Manual of Contract Documents for Highway Works** Bill Money, Geoff Hodgson, 1996 This manual presents amendments to the Manual of Contract Documents for Highway Works A Users Guide and Commentary It reintroduces national requirements in respect of Wales Scotland and Northern Ireland and offers clarification of some of the problematic areas      *Quality Engineering Handbook* Thomas Pyzdek, Paul A. Keller, 2003-04-09 Written by one of the foremost authorities on the subject the Second Edition is completely revised to reflect the latest changes to the ASQ Body of Knowledge for the Certified Quality Engineer CQE This handbook covers every essential topic required by the quality engineer for day to day practices in planning testing finance and management an

**The IOMA Handbook of Logistics and Inventory Management** Institute of Management and Administration (IOMA), 2002-10-01 Practical easy to implement advice on the most successful logistics management techniques being used today from selecting the best carriers setting logistics performance goals and planning logistics strategies to streamlining

shipping and receiving and slashing logistics costs and negotiating and managing third party logistics service providers

*Power Supply Testing Handbook* Earl Crandall, 2012-12-06 Crandall's *Power Supply Testing Handbook* comes into the marketplace at an optimum time. Now more than ever there is an urgency for a comprehensive handbook on power supply testing that will fulfill the reference needs of the wide variety of professionals testing power supplies including designers, manufacturers, purchasers and field service organizations.

*NIST Handbook*, 1989 *Quality Management Handbook, Second Edition*, Raymond Kimber, 1997-08-29 Affords an advantageous understanding of contemporary management and total quality systems without excessive employment of advanced mathematics directing managers in the implementation of the basic quality framework that will lead to improved production and increased profits through sound quality practices. Provides practical applications in a wide variety of industrial, financial, service and administrative systems and shows how to prepare for quality audits, product meetings and production discussions. Features 21 new chapters.

**Automotive Quality Systems Handbook** David Hoyle, 2000-07-28 The *Automotive Quality Systems Handbook* is a step by step guide to interpreting and implementing the ISO TS 16949. Accepted by major vehicle manufacturers as an alternative to the existing US, German, French and Italian automotive quality system requirements, this Technical Specification defines specific requirements for the application of ISO 9001:1994 throughout the automotive supply chain. While initially the standard will be voluntary for the first time, second and third tier suppliers may be faced with pressure to undergo third party registration. After the year 2000, the next version of the standard has actually replaced the four existing standards: AVSQ, EAQF, QS 9000 and VDA 6.1 and the price of entry to the global automotive market is conformance to this new standard. This handbook is an essential and comprehensive guide to enable organizations to interpret and implement the ISO TS 16949. Unlike other books on the subject, each element, clause and requirement is analyzed in detail with guidance provided for its implementation. The handbook is written primarily for implementers and discerning managers, for instructors and auditors and contains a range of solutions that would be acceptable in the automobile industry. It includes details of the certification scheme, the differences with existing standards, check lists, questionnaires, tips for implementers, flow charts and a glossary of terms. This book gives more than an overview; it tells how you to do it. Contains detailed instructions and check lists for implementation. Addresses all ISO requirements.

**Fundamentals of Industrial Engineering** Mr. Rohit Manglik, 2024-01-01 EduGorilla Publication is a trusted name in the education sector committed to empowering learners with high quality study materials and resources. Specializing in competitive exams and academic support, EduGorilla provides comprehensive and well structured content tailored to meet the needs of students across various streams and levels.

**Quality Control of Concrete Structures** H. Lambotte, L. Taerwe, 1991-05-30 This book details the latest information on the applied methods and techniques being used for quality control of concrete construction worldwide. The book forms the proceedings of the Second International Symposium on Quality Control on Concrete Structures held in Belgium, June 1991.

*Modern Marine Engineer's Manual*

Everett C. Hunt, Gus Bourneuf, 1999 This book is designed to serve as a textbook for students and a reference for today's engineering officers, port engineers, superintendent engineers and other maritime professionals. Steam turbine propulsion systems are included but the coverage has been reduced in recognition of the popularity of main propulsion diesel engines covered in volume 2 and the anticipated increasing applications of aeroderivative gas turbines. Reciprocating steam engines have been eliminated. Pumps, pumping systems and heat exchangers are given extensive coverage. Computer applications for machinery and system management are presented including an entire chapter on maintenance management. Relevant material on international and national laws, classification society requirements and standards such as ISO 9000 series and the ISM code are included in the text. The characteristics of fuels are presented along with a discussion of fuel testing and analysis and a section on bunkering. A chapter on safety and management discusses shipboard engineering operations, shipyard repair planning and economics and safety management. Each chapter includes review questions and references for additional study.

*The Civil Engineering Handbook* W.F. Chen, J.Y. Richard Liew, 2002-08-29 Providing extensive coverage of all major areas of civil engineering, the second edition of this award-winning handbook features contributions from leading professionals and academicians and is packed with formulae, data tables and definitions, vignettes on topics of recent interest and additional sources of information. It includes a wealth of material in areas such as coastal engineering, polymeric materials, computer methods, shear stresses in beams and pavement performance evaluation. Its wide range of information makes it an essential resource for anyone working in civil structural or environmental engineering.

**The Journal for Quality and Participation**, 1992 QS-9000 Handbook Jayanta Bandyopadhyay, 1996-04-01 Here is a survival strategy for suppliers to the automotive industry. With QS 9000 serving as the new harmonized quality systems requirement of internal and external suppliers for Chrysler, Ford, General Motors as well as other automobile and truck manufacturers and assemblers, the QS 9000 Handbook is your practical guide for achieving registration. Any company that wishes to achieve registration must provide evidence of quality production to third party audits of the registrar. The QS 9000 Handbook will do just that as well as show you how to document your quality systems, train personnel in quality and improve the effectiveness of any independent quality assurance functions inside your operation.

Quality Improvement Techniques in Construction Steven McCabe, 2014-09-25 Quality management has received much attention in recent years, not least in the construction industry. This book provides a description of the techniques of quality management and how they are implemented regardless of the context. The author applies the techniques to the construction industry and brings in some practical experience from contractors in the construction industry.

**Management, Quality and Economics in Building** A. Bezelga, P.S. Brandon, 2006-03-09 First published in 1991, Routledge is an imprint of Taylor & Francis, an information company.

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