

1. PURPOSE AND/OR SCOPE

- a. This policy applies to DPO and DPO employee commitment to and the demonstration of Quality practices and processes.
- b. Dynamic Prosthetics & Orthotics is committed to ensuring that policies, procedures and processes in place to ensure quality will be experienced consistently across all aspects of our operations and customer service, and to continuously improve our services and standards.
- c. This policy outlines the specific priority quality objectives, as well as performance measurement methods, criteria and/or indicators.
- d. This policy is to be read in conjunction with, but not limited to the following DPO policies, procedures, protocols and guidelines and relevant external legislation or associated organisational guideline requirements and considerations.
 - i. DPO Scope of Practice Policy
 - ii. DPO Good Character & Blue Card Check Policy
 - iii. DPO Code of Professional Conduct Policy
 - iv. AOPA Competency Standards for Australian Orthotists Prosthetists – May 2014
 - v. AOPA Competency Standards
 - vi. Contactors Induction Pack
 - vii. Client Satisfaction Survey Processes and Guidelines
 - viii. Complaints Management & Resolution Procedure
 - ix. Non-Conformity Complaint Component Defect Reporting Procedure
 - x. Pandemic Policy
 - xi. Covid-19 Site Access & Register Procedure
 - xii. Employee Induction Checklist
 - xiii. Hazard Reporting & Risk Assessment

2. PROVISIONS

The intent of this policy is to provide a framework for organisational principles and guidelines formulated in order for the organisation to articulate and achieve its long term goals

Any concerns, issues or variations which arise as a result of operations variation or are not covered by this policy, but fall with the purpose of the policy or associated protocols, policies, procedures, processes, guidelines, audits or risk assessments, will be included and addressed/reviewed by DPO Management in accordance with operational and/or legislative requirements, guidelines and recommendations.

3. QUALITY OBJECTIVES

Our objectives are to ensure...

1. Exceptional client service & satisfaction standards
2. Maintain the retention and acquisition of qualified and highly competent staff
3. Excellence in reliability and performance
4. Safety of all clients, staff, contractors and visitors
5. Suppliers are providing high quality, durable and 'optimal for use' parts
6. Continuous review and improvement of service and product delivery

3.1. Exceptional Client Service & Satisfaction Standards:

At DPO, we strive to exceed the expectations of our clients

- Our objective with every engagement is to ensure our client is happy and satisfied with the quality and level of service they have receive.
- Our client satisfaction goal is 100%.

The following are example of strategies and actions in place to support the achievement of this outcome

Environment

- Trained and competency reception staff with well-developed communication and interpersonal skills
- 'Covid-compliant', comfortable and welcoming reception and waiting areas

Communication

- Consistent communication with each client about each step of their process. We do this by
 - Explaining all options and the upcoming actions/steps/milestones in person
 - Providing documentation for client to take with them
 - Reminders and updates via email and/or SMS through the process take home to read.

Client Satisfaction Feedback

- For the purpose of continuous improvement, clients are encouraged to complete Client Satisfaction Feedback forms after prosthesis/orthosis has been completed
- May include their name or submit anonymously if preferred
- This feedback option is offered
- Feedback provided is reviewed and tracked for
 - Identification of trends and variations
 - Action planning as required/necessary to support continuous improvement and development of service and product standards
 - Discussion/review at staff and management meetings

Client Follow up & Care

- Quarterly follow up with all clients to ensure optimal functionality and 'fit' of device/s.
 - SMS text, emails or letters (depending on client preferred contact method and nature of reminder) are sent as reminders to seek feedback and/or book follow up appointment at their convenience for a check-up.
 - Care Packs
 - Once each client has received their definitive custom prosthetic or orthotic device, a complimentary take home 'care pack' is provided. Includes
 - relevant guides/information/FAQ forms
 - skin care products
 - liners/socks
 - Client Satisfaction Form

3.2 Retention and acquisition of qualified and highly competent staff

At DPO, we only employ industry and role relevant qualified and experienced staff with demonstrated competency standards with align with DPO quality standards and expectations.

The following are example of strategies and actions in place to support the achievement of this outcome

- Vigorous application and selection process, inclusive of evidentiary performance outcomes in line with priority competencies and skills and competency-based reference check process
- Probationary review process which incorporates key outcome specific assessments and milestones and performance-based feedback process.

- On-going and annual review process to support on-going skills and knowledge development, optimal staff engagement and ownership of individual performance and alignment of goals and objectives with DPO and industry specific professional standards
- All our Prosthetists/Orthotist must be AOPA qualified.
 - Who are AOPA: The Australian Orthotic Prosthetic Association (AOPA) is the peak professional body representing orthotists/prosthetists within Australia.
 - Orthotists/Prosthetists assess the physical and functional limitations/restrictions of individual resulting from illness, disease, trauma or congenital influences, including limb amputations
 - From this assessment and orthotist/prosthetist provides orthoses and prostheses to restore function or compensate for muscular and skeletal deficiencies and/or deformities.
 - An Orthotists/Prosthetist is responsible for promoting and enhancing the quality of life through a client centred approach to the identification and provision of orthotic and prosthetic treatment.
- DPO staff adopt the AOPA (Australian Orthotic Prosthetic Association) Ethical Principles and Code of Professional Conduct.
 - Staff make a commitment to read, understand and apply the Ethical Principles and Code of Professional Conduct within all professional interactions.
 - The commitment is renewed annually through the certification/membership process of the Association.
- DPO staff also adopt and 'live' the DPO Code of Conduct. This includes the extended demonstration of Ethical Principles and Code of Professional Conduct to client engagement outside of the formal/clinical environment, should the circumstances arise.
- Priority focus on training and development
- DPO staff attend regular training sessions with AOPA and other agencies to maintain, enhance and grow the currency and relevance of their skills and knowledge with respect to practical application.
- DPO staff attend internal training sessions which support skills and knowledge development and application.
- Individual learning actions developed as required
- All training is tracked and recorded on DPO training register

3.3 Excellence in reliability and performance

At DPO, one of our key objectives is to achieve delivery of completed definitive prosthetic/orthotic devices to clients within specific time frames. Current guidelines as of October 2020 are

- Prosthetics – 6-8 weeks
- Orthotics – 2-4 weeks

These goal completion time frames are based on a 95% achievement assumption.

- Inherent 'job specific' variations and circumstance specific considerations contribute to the 5% exclusion assumption.

We track deliverables to ensure our goals are met through the following actions.

- Weekly management checking and review of all jobs in progress
 - Potential barriers to delivery/completing time frames identified and remedial actions put in place to redirect complete time – this may include supplier follow up, reprioritisation/reallocation of workload across staff resource base
- Discussing existing challenges or developing trends at management and staff meetings – including the capture of relevant information and feedback from key staff to support on workload management, any associated barriers to current client 'jobs' etc. that may compromise guideline time frame achievements.
- Monthly QALS (Queensland Artificial Limb Service) reports show current outstanding 'jobs/orders'.
- The weekly management checking and review of all jobs in progress includes

- NDIS are yet to provide reports, however DPO will incorporate into current process when available.
- All current jobs are also included on Workload Management Schedule (whiteboard) in the primary production/workshop area.
 - This is viewable by all staff and supports daily and progressive workload management and prioritising by staff.
 - Progress status is updated for on-going visual representation of all current jobs.
- All completed 'jobs' are tracked in a single spreadsheet and includes job start and end dates.
 - This provides relevant data to track average job day statistics and measurement of objectives
 - Any variations due to supplier-based issues are identified for the purpose of analysis and balance of perspective

3.4 Safety of all clients, staff, contractors and visitors

Dynamic Prosthetics & Orthotics is committed to ensuring a safe and healthy environment for all staff, clients, contractors and visitors.

DPO proactively manages the elimination or minimisation of risk of injury to people and damage to parts, plant and equipment.

DPO has a 'Zero' safety incidents in the workplace/environment goal.

The following are example of strategies and actions in place to support the achievement of this outcome

- Implementation of Health and Safety Management System which includes
 - Health & Safety training with all staff
 - At the time of induction and at least annually. This includes
 - Hazard and risk identification
 - Hazard and Incident Reporting
 - Emergency evacuations
 - Medical emergency response
 - Emergency equipment location and use
- Health and safety policies, procedures, processes and guidelines in place and accessible (reading purpose only) by all staff
 - Policies, procedures, processes & guidelines are provided to read by all staff. Opportunity for clarification/explanation provided and staff sign to indicate understanding of content.
- Hazard and Risk Identification System in place, including
 - Business scheduled Hazard and Risk Assessments – includes on-going, change of situation and as identified
 - Hazard and Incident reporting system – includes management follow up actions
 - Health & Safe on agenda for discussion at all management and staff meetings – focus on working together to proactively identify and eliminate or minimise risks and hazards
- 100% Compliance with all manufacturer/supplier guidelines and recommendations relative to all prosthetic/orthotic componentry.
- Maintenance program for all office/workshop equipment – oversight and monthly checking by management. This includes
- Maintenance schedules
 - Checklists with assessment indicators and sign offs.
 - Non-conformity action/report sheet
- Seek client feedback through Client Satisfaction Feedback form on their perception on the 'safety' aspects of their visit to DPO
- Development and implementation of Pandemic Policy and associated processes

3.5 Suppliers are providing us with durable and quality parts

DPO are committed to ensuring the quality of all products and actively endeavour to use the highest quality and performing components for all prosthetic/orthotic devices.

DPO assess suitability or product retention for production on the current bases of a less than 5% reported defects.

The following are example of strategies and actions in place to support the achievement of this outcome

- Preferred suppliers are selected on the bases of the following
 - Previous experience with and past performance of the supplier
 - Standard and consistency of service standards and professionalism of interactions
 - Consistent ability to meet our delivery requirements and expectations, unprecedented circumstances notwithstanding
 - Competitive pricing structure
 - Consistently high-quality product supply
- All componentry and parts are inspected upon arrival
 - any identified defects or variations in quality or functionality are reported on DPO Non-Compliance and Corrective Action form.
 - This is completed by management and supplier notified of defect/variation, with a timeline/deadline date for rectification, re-supply or other action determined.
 - Follow up on or before deadline date undertaken to ensure satisfactory resolution.
- In the event of three DPO Non-Compliance and Corrective Action forms being raised for an individual supplier, meeting is organised with supplier representative to discuss the recurring issue and to seek supplier action intent.
 - If a satisfactory resolution is not achieved and/or supply issues reoccur, alternative supplier options will be identified and sourced for relevant componentry/parts etc.
- All completed 'jobs' are tracked in a single spreadsheet and includes job start and end dates.
 - This provides relevant data to track average job day statistics and measurement of objectives
 - Any variations due to supplier-based issues are identified for the purpose of analysis and balance of perspective.
- Supplier audits are conducted on a rolling basis.
 - One supplier is selected each month for auditing purposes. The audit measurements are based on the following criteria, with performance based on rating of 1-5 with measurement across the following areas of performance:
 - Customer Service
 - Ease of ordering
 - Delivery time
 - Reliability
 - Return Policy
 - Component Defects
 - Price of components
 - DPO Non-Compliance and Corrective Action forms are factored into this audit, as are the individual trading agreement for the selected supplier.
 - If an audit score of 50/70 or less is reported, a follow up meeting is arranged with the relevant supplier to discuss specific findings of the audit and to identify what, if any suitable remedial action is achievable.
 - Inability to resolve outstanding issues will result in a review of the supplier trading agreement and alternative supplier options identified.

3.6 Continuous review and improvement of service and product delivery

DPO is committed to the continuous review and improvement of service and product delivery. With a structured, interfacing and systematic approach to all aspects of the operational platform, DPO is able to maintain over-sight and on-going control measures. Some of the key action areas which support DPO achievement of continuous review and improvement of service and product delivery include

- Annual Internal audits of all DPO Policies, procedures and processes to ensure ongoing currency and relevance
- Priority focus on the attraction and retention of qualified and highly competent staff.
- Priority focus on the upskilling and development of all staff through proactive engagement in operational and industry relevant internal and external training forums.
- Seeking of feedback and input on key areas of operational from staff and clients.
- On going review and audit of and consultations with suppliers to ensure the consistent provision of high quality, durable and 'optimal for use' componentry and parts
- Reviewing our Customer service feedback forms and putting plans into place to address any customer service issues

DPO ability to meet the goals and objectives set out in this Policy (DPO Quality Policy) are reviewed at ongoing and annual Management Review Meetings.

All identified relevant updates, amendments and are actioned within documentation and implemented operationally.

4. DPO MANAGEMENT APPROVAL

- This policy was approved by DPO Management on 4/11/20.
- Review will be conducted on an annual basis, unless otherwise required due to operational considerations

5. RECORD OF VERSION REVIEWS/REVISIONS

Version	Date	Purpose of Review/Revision (approved/annual/operational /rescinded)	Description/Comments	Management Approval
V1	13/11/19	Approved		Deborah Heyns
V2	15/5/20	Operational		Deborah Heyns
V3	4/11/20	Operational		Deborah & Dewet Heyns

Legend – Purpose of Review/Revision

Approved	New Policy
Annual	Scheduled Review
Operational	Review initiated as a result of operational requirements/change etc outside of scheduled review period
Rescindment	Policy rescinded e.g. no longer required