Chapter XVI

Quality Management

Benefits

BACKGROUND

To illustrate the benefits of implementing QM in PACS, a successful case based on the Six Sigma approach is given below. It involves a project aiming at the 2005 Hong Kong Quality Management Award. A brief description of the Award and its judging criteria is given, followed by an outline of the Grand Award holder’s submission and the Project Leader’s clarification of project-related issues during the Judging Panel interview.

Hong Kong Quality Management Association and the Hong Kong Productivity Council have jointly organized the “Hong Kong Quality Management Convention” on a bi-annual basis at the Hong Kong Convention and Exhibition Centre since 1991. The Convention is a renowned quality event in Hong Kong with active participation from both Hong Kong and Mainland China (e.g. over hundred of delegates from various cities of China in 2003).

With the rapid development of quality circles in local organizations, the Hong Kong Quality Circle Award was introduced in 1993, being the exclusive award to recognize employees’ effort and contribution towards the improvement of productivity in their industry via quality circles. The purpose of the Award is to reward employees’ contribution in quality enhancement and to recognize the companies’
commitment in quality management. Over the years, award-winners have been recognized for their determination to tackle issues from the grass-root level in pursuit of operational efficiency and effectiveness.

This Award offers the participating companies excellent opportunities to benchmark their quality practice among their counterparts and enhance their competitive advantage in their industry. It also improves their corporate image and enhances the morale of the circle members. Organizations with principal activities based in Hong Kong are eligible to compete for the Award. The final and binding decisions on the award are vested with the Hong Kong Quality Management Association and the Hong Kong Productivity Council. To qualify for the award, the participants have to undergo a stringent adjudication process.

The adjudication criteria are shown in Table 1. The total Awards comprise one Grand QC Award and four QC Awards. Five best teams among the applications would be selected by a panel of judges based on the adjudication criteria to award the QC Award. The panel of judges comprises academic staff from four local universities and public listed company CEOs representing professional bodies such as the Association for the Promotion of Small and Medium Enterprises (SMEs) and the Toy Manufacturers Association. The Government of Hong Kong Special Administration Region has defined a small and medium enterprise (SME) as a manufacturing business that employs fewer than 100 persons or a non-manufacturing business that employs fewer than 50 persons in Hong Kong (HK SAR Government, 2005).

According to the June 2004 figures published by the Census and Statistics Department (HK SAR Government, 2004), more than 98% of the 288,912 business establishments in Hong Kong excluding those in the civil service can be classified as SMEs. It can be seen that the QC Awards cover both the big manufacturers (with production plants located in regions north of Hong Kong) and the SMEs. The Grand QC Award is issued to the most outstanding team within these five teams. Merits are issued to the teams achieved satisfactory level.

Based on the submissions received, there were altogether 23 teams shortlisted for the 2005 QC Awards and based on the Project Leader’s clarification of various project-related issues raised during the Judging Panel interview, the following PACS-based project submission forwarded by a local hospital was granted the QC Grand Award. With the agreement of the Project Leader, a modified submission is provided below to illustrate one practical way of applying TQM in the PACS environment. An outline of the questions and answers session during the Judging Panel interview is also given.
On the Properties of the Unifying Theory and the Derived Sub-Pixel Efficacy Region

Carlo Ciulla (2009). *Improved Signal and Image Interpolation in Biomedical Applications: The Case of Magnetic Resonance Imaging (MRI)* (pp. 338-346).

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