

Table of Contents

Foreword	vii
Preface	xi
Acknowledgments	xii
PART I	
Introduction	3
Six Sigma: Why, What, How?	7
Why Six Sigma?	7
What is Six Sigma?	13
How Is Six Sigma Applied?	17
Error Prevention	19
Poka-Yoke	19
Topics in Healthcare Error Prevention	21
Workflow	33
Problem Solving	47
Events	47
Digging In	50
Compare and Contrast	51
Diagrammatic Tools	58
Management Action	61
Problem Detection	65
Six Sigma Measures	65
Six Sigma Operations Analysis	70
Quantitative Process Analysis	92
Change Management	113
Selecting Changes	113
Six Sigma: Conclusion	147

PART II

Cases	151
Case Instructions	151
Case 1: Data Portrayal	156
Case 2: Process Tracking	159
Case 3: Performance Evaluation	162
Case 4: Potential Problem Analysis	164
Case 5: Yield	165
Case 6: Test Reliability	168
Case 7: Time-Value Charts	172
Case 8: The Poisson Distribution	173
Case 9: Incomplete Trials	176
Case 10: Failure Modes and Effects	179
Case 11: Discrete Analysis	180
Case 12: Central Limit Theorem	183
Case 13: Data Sampling	186
Case 14: Rule-Based Sampling	189
Case 15: Rich Data Sets	193
Case 16: Sequential Analysis	198
Case 17: Rule-Induced Upsets	202
Case 18: Improvement Project	203
Case 19: Event A	205
Case 20: Event B	207
Workflow Cases	208
Appendices	211
Selected Formulae	211
Effect of Precision in Low-Count Estimating	212
Effect of Ignoring Multiple Errors in Estimating Yield	214
Effect of Ignoring Negative Values in Distributions	216
Adjusting the Normal Distribution for Positive-Only Populations	216
Using the Normal Distribution in Place of the Poisson Distribution	218
Annotated Bibliography	221
Glossary	227
Companion Web Site Content	233
About the Authors	235