

# Preface

*Since the first edition was published in 2002, the healthcare industry has taken a keen interest in High-Reliability Organizations, driven by the desire to improve patient safety. This is to be commended.*

SIX SIGMA IS complementary to the High-Reliability Organization culture, providing a tool kit for reducing error, understanding variability, and managing change. Six Sigma as a stepping stone to the High-Reliability Healthcare Organization has been recognized by Chassin and Loeb (2013), writing for The Joint Commission.

This second edition explains how Six Sigma fits into and complements the High-Reliability Organization. This edition expands on Lean operations to include scheduling with and without queuing, with additional cases added to the set. This edition also addresses

- ◆ interruptions and how to design workflow, given that interruptions are not going to go away;
- ◆ communications using Six Sigma rules;
- ◆ and computerization, including what to consider when adapting computerization and the difficulties that computers entail.

The additional material on the Health Administration Press website is updated and includes worksheets for the new cases.

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### **Companion Website**

This book is accompanied by a website—[www.ache.org/books/6Sigma](http://www.ache.org/books/6Sigma)—that includes the lists of data required to work the cases to spare the reader from having to rekey all the data. The website also contains sample spreadsheets showing the application of the statistical functions used in the book. A few of the cases are also worked in full on the website to show the application of the method being taught.

The following will be found on the website:

1. Data for all cases in Microsoft Excel 2016 format
2. Complete solutions for indicative cases
3. PowerPoint templates for case reports
4. Complete analysis of examples not carried to completion in the text
5. A Microsoft Excel icebreaker

### **Instructor Resources**

This book is accompanied by an Instructor's Manual.

For the most up-to-date information about this book and its Instructor Resources, go to [www.ache.org/HAP](http://www.ache.org/HAP) and browse for the book's title or author name.

This book's Instructor Resources are available to instructors who adopt this book for use in their course. For access information, please e-mail [hapbooks@ache.org](mailto:hapbooks@ache.org).