

# Lean Six Sigma in Sickness and in Health

*By Forrest W. Breyfogle III, Arvind Salvekar*

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This book is not intended to be an implementation guide. Rather, it seeks to explain Beyond Lean Six Sigma techniques in a thorough but entertaining and easy-to-understand way. This easy-to-digest format is perfect for executive managers scanning for the right management initiative. This format is also useful in allaying the nervousness (and the accompanying loss of productivity) that middle and lower-level managers often experience when a new management initiative is introduced. Armed with the information they'll find here, the implementation experience can be one of confidence, optimism, and new energy for everyone involved. Finally, this book and the overall methodology are not just for those in manufacturing. The described Beyond Lean Six Sigma methods work for all businesses. For example, in this story, Beyond Lean Six Sigma methods are applied to the health care industry -- the farthest thing from manufacturing! Yet, hospitals can, and have, saved millions of dollars by applying Beyond Lean Six Sigma principles to their industry.

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### Editorial Review

#### Review

"...Must-read for any healthcare organization!...Industry leaders of tomorrow will emerge through organizations who adopt and implement these philosophies." -- *Kelly Ann Shy, MHSM, Administrator, Alamo Maxillofacial Surgical Associates, PA*

"...New to Six Sigma techniques that it is not just for manufacturing processes, it is for all systems..." -- *Bob Ashenbrenner, Senior Architect, Motion Computing*

"A must read for those who still believe that Six Sigma and statistical methods only help in a manufacturing environment." -- *Paul Tobias, Statistical Consultant and former manager of the International SEMATECH Statistical Methods Group*

"I found it mildly entertaining and easy to read and clearly describe the S4/IEE in plain English." -- *John A. Cramer, CIGNA Healthcare*

"If the healthcare industry integrated this process they could save billions (\$) and more importantly delight the customer!" -- *Brad Steinhoff, MBB, Medtronic*

...Written in a style reminiscent of Zapp: The Lightning of Empowerment. This style makes the concepts easy to understand.. -- *Pat Korbus, B.S., M.A., Organizational Development Consultant, Seton Healthcare Network*

#### About the Author

Forrest Breyfogle founded Smarter Solutions in 1992 after a 24-year career at IBM. The associates of Smarter Solutions, an Austin, Texas based company, specialize in helping companies throughout the world improve their bottom line and customer satisfaction through the implementation of techniques that are beyond traditional Six Sigma techniques.

In his first book, *Statistical Methods for Testing, Development, and Manufacturing*, which was published by Wiley in 1992, Mr. Breyfogle included a 10-step roadmap for implementing Six Sigma.

Mr. Breyfogle's more recent book, *Implementing Six Sigma*, was published by Wiley in 1999. This book has had great reviews and is being used by many companies as part of their Six Sigma Black Belt training. The 1150-page second edition of this book will be available in March 2003. This second edition integrates many more topics such as Lean and Theory of Constraints (TOC), creating a unique Smarter Six Sigma Solutions (S4) methodology. This Integrated Enterprise Excellence (IEE) approach takes Six Sigma to new heights through the application of many powerful features/benefits that help companies create customers and cash. The S4/IEE approach, for example, includes a strategy where critical organizational projects are pulled (used as a lean term) for creation either through the needs identified by strategic business plans or cascading 30,000-foot-level operational metrics, which are aligned to satellite-level business metrics. Black Belts and other S4/IEE practitioners then follow a detailed Define-Measure-Analyze-Improve-Control (DMAIC) roadmap for timely project execution.

Mr. Breyfogle has also co-authored two other books. The book *Managing Six Sigma* is a high-level book that

helps organizations create their Six Sigma support infrastructure. While, the book *Wisdom on the Green: Smarter Six Sigma Business Solutions* is a novel that explains how the benefits of Six Sigma can be increased when the methodology is used in conjunction with Lean Enterprise, Theory of Constraints, and ISO-9000:2000 within an S4/IEE infrastructure.

Mr. Breyfogle also co-authored the Six Sigma chapter in the newly published ASQ book, *The Certified Quality Engineer Handbook*. He also has been interviewed by several TV, radio, and publications about the application of Six Sigma. For example, he was interviewed by CNN fn and CNBC Power Lunch.

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