



# Quality Quest

[www.time2meet.com/asq1508/index.shtml](http://www.time2meet.com/asq1508/index.shtml)

May 2008 Volume 49 Issue 9

ASQ Section 1508 St. Petersburg/ Tampa  
DINNER MEETING

Monday, May 12, 2008

Speakers: Donald Lighter, Roger Noble, and Diane Jenkins  
Shriners Hospital for Children

## **Lean Six Sigma in the Shriners Hospital System**

Shriners Hospitals for Children is a 22 hospital system spread across North America, specializing in pediatric orthopedics, burns, and spinal cord injury. For over 80 years, Shriners has provided care to children regardless of ethnicity or economic circumstances at no cost to the child or family. Shriners is proud of its holistic approach to care, ensuring that children with these conditions receive the highest quality care, as well as all of the ancillary services needed to optimize their care and quality of life. As with any healthcare system, Shriners faces economic challenges due to the increasing cost of care, and methods of attenuating costs have been implemented over the past decade to maximize the funds that can be used to care for children.

As part of its effective management program, Shriners has been using lean six sigma tools for the past two years, and a LSS practitioner was hired in 2007 to move this program forward. Projects have included improvement of communications with referring physicians, streamlining the blood ordering process at one of the system hospitals, and improving handwashing to reduce infections in the clinic. System leaders and performance improvement directors have readily adopted these approaches, and the computer based training system is currently being used to deploy training throughout the system. The presentation will provide details of these efforts and allow time for discussion of lessons learned.

Donald E. Lighter, MD is the Associate Director of Medical Affairs at Shriners Hospitals for Children and is responsible for the quality management program for the 22 hospital system. Dr. Lighter also teaches in the Physicians' Executive MBA program at the University of Tennessee in Knoxville and serves as an alumnus examiner in the Malcolm Baldrige National Quality Program. He has worked in many areas in healthcare, including managed care, private and academic practice, and Medicaid services.

Roger Noble is the Process Improvement Manager for Shriners Hospitals for Children, responsible for: deploying a Lean Six Sigma program, developing the Shriners Lean Six Sigma Certification Program, and overseeing all Lean Six Sigma projects. Roger received LEAN and Six-Sigma Black Belt certifications from GE during the Jack Welch era. Roger has an Associates in Financial Management, a Bachelors in International Business, a Bachelors in Management, and a Masters in Business Administration emphasizing Quantitative Analysis. In March 2008, Roger became a Certified Manager of Quality and Organizational Excellence through the American Society for Quality.

Diane Jenkins, MS is a project manager in the Corporate Division of Healthcare Quality at Shriners Hospitals for Children International Headquarters and is responsible for performance improvement in the 22 hospital system. Additionally, Diane is responsible for clinical databases in the areas of burn, spinal cord injuries and orthopedics diagnosis', Six Sigma/Lean process system wide implementation, clinical guideline formulation, system wide measurement and program development. Diane has worked in healthcare for 20 years and recently completed the ASQ Six Sigma Black Belt Training.

**Message from the Chair**

"Excellence is a process that should occupy all our days."  
Ted W. Engstrom

Dear members:

It is my pleasure to announce to you the results of our Board election to from April's dinner meeting. The results were:

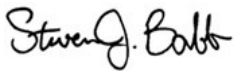
Victor Martins, Chair  
James Thornton, Secretary  
Glen Cavanaugh, Treasurer

Your new officers will be officially in position this August. Please join me in thanking them for stepping forward to accomplishing the business of the Section in bringing you as much value as possible. Also, let's thank Sharon Hildebrand and Ray Reed for recently joining the Board to serve as Membership/ Publicity and Historian/ Newsletter Chairs, respectively. I feel confident we have a strong team with both our new and continuing Board members, and look forward to our Section getting better and better!

We had two great speakers last month at our Dinner meeting and outstanding attendance from our membership. ASQ Fellow Dick Laford gave us a really interesting perspective on the evolution of Ship-to-Stock, a concept he created in the '70s that is still influencing today's concepts of supplier relationship management. Jay Margolis gave a pre-dinner presentation on Lean, Six Sigma, and other educational opportunities available at St. Pete College. Thank you, Dick and Jay.

We are in the process of planning next year's Annual Business Plan. If you liked some of this year's efforts, starting with the dinner meetings but extending to the education offerings, the event at Lowry Park Zoo, or anything else, please let anyone on the Board know so we can include that in next year's plan. If there is something new you would like to see, we would like to know that, too. Any complaints? Well, if there are any we have to practice what we preach and try to do better. We take pride in listening to your ideas and bringing you programs that we hope you will benefit from.

Thank you for continuing the work of quality and for calling it your profession.



Steve Babb  
Chair, ASQ Section 1508



ASQ Section 1508 Members and their families are invited to a day at Tampa's Lowry Park Zoo!  
Saturday, October 18, 2008 9:30am

Includes River Odyssey Eco-Tour Boat Ride Adventure, Gourmet Box Lunch, and Zoo Admission

Special Group Rates:

\$35.10 per Adult

\$27.05 per Child (3-11)



ASQ Section 1508 St. Petersburg/ Tampa  
DINNER MEETING

*Hilton Tampa Airport Westshore*  
*2225 North Lois Ave*  
*Tampa, FL.*

Due to the board meeting running from 4:30-5:30, Registration for the meeting will not start until 5:30.

**5:30pm-6:00 Registration**

**5:30-6:00pm Appetizers/Networking \*\***

**\*\* Appetizers are provided at no cost to members by the section. \*\***

**6:00- 6:30 Pre-Dinner Topic**

**6:30pm -7:15 Dinner**

**Entrée Roasted Barron Beef Seasoned with cumin chili, garlic, fresh rosemary and thyme served with black bean salsa, yellow rice, and green bean medley.**

**Salad Baby green salad with tortilla and lime vinaigrette**

**Dessert Flan**

**Directions :**

from St. Petersburg: Take I-275/ Howard Franklin Bridge and exit at Lois Ave (before Dale Mabry). Take left onto Lois Ave (north); Hilton is 3/4 mile on right.

From Clearwater: Take SR60 Courtney-Campbell Pkwy towards Tampa Airport. Turn south on Memorial Highway, then exit right onto Spruce Street exit. Follow Spruce St. 1 mile to N. Lois. Take a right on N. Lois. Hotel is 0.2 miles on left.

from Tampa: Take I-275 westbound past Dale Mabry and exit at Lois Ave. Take right onto Lois Ave (north); Hilton is 3/4 mile on right.

**On-line Reservations: [www.time2meet.com/asq1508/index.shtml](http://www.time2meet.com/asq1508/index.shtml)**

**Reservations should be made by 4:00PM, Thursday, May 08, 2008**

**If you experience a problems using the website for making a reservation, send an e-mail with your phone number, company name and address to Heike.**

**[ASQ1508@tampabay.rr.com](mailto:ASQ1508@tampabay.rr.com)**

Cancellations should be made by noon on the Friday before the meeting but every effort will be made to accommodate late cancellations. If you have a special dietary request - vegetarian or low fat. - please indicate this at the time you make your reservation. **\$22.00** per member with a reservation or **\$27.00** at the door for guests and members without a reservation. **Only cash or check accepted at the door.**

**If you make a reservation and do not attend, the section must still pay for your meal.**

In this event you should reimburse the section by sending a **check**, payable to ASQ, for **\$22.00** to our treasurer, **Glen Cavanaugh, 9212 Rustic Pines Blvd. W, Seminole, FL. 33776**

## **“INTRODUCTION TO DESIGNED EXPERIMENTS (DOE) AND ANALYSIS OF VARIANCE (ANOVA)” SEMINAR**

This 2-day seminar is designed to cover the fundamentals of Designed Experiments (DOE) and Analysis of Variance (ANOVA). It will provide participants with the skills necessary to successfully conduct and analyze Full Factorial and Fractional Factorial Designed Experiments. It will also provide the DOE information necessary for the CQE and CSSBB Exams. This seminar begins with an overview of scientific method and its role in effective business decisions and process improvement through experimentation. The purpose and types of designed experiments are discussed at this time, beginning with the identification of potentially important factors through team-based screening activities. The seminar next moves into the activities necessary to design and effective an efficient experiment. Basic DOE terminology is introduced and defined (randomization, blocking, replication, confounding, factorial designs, fraction factorial designs, etc.). The calculations and interpretations for single factor experiments, a full factorial experiment, and a fractional factorial experiment are covered in detail. All designs are worked in-class with sample data sets. The seminar concludes with an overview of other types of designed experiments and their purposes, such as nested, hierarchical and split-plot designs, to assist participants in identifying future DOE training interests. A brief discussion of Taguchi vs. classical designs is included for clarification purposes only. An extensive reference manual with all necessary statistical tables is provided (and can be used during any ASQ certification exam). There are no pre-requisites for the course, but basic high school level algebra is very helpful.

- A. INTRODUCTION TO DESIGNED EXPERIMENTS:** Introduction to Scientific Method, History of DOE, A Model for Process Improvement, Purpose and Types of Designed Experiments, Key Terms and Definitions, Designing an Efficient Experiment / Design Principles
- B. SINGLE FACTOR EXPERIMENTS:** Effective Applications, Analysis Techniques
- C. FULL FACTORIAL ANALYSIS OF VARIANCE:** The Design of the Experiment, One-Factor Experiments vs. Two or More Factor Experiments, Designing and Conducting a Full Factorial Designed Experiment, Comparative Analysis with Normal Probability Plots, Cube Plots and Linear Graphs, Comparative Analysis with Analysis of Variance (ANOVA) (.05 F table provided) and t-tests, Using Computer Packages for ANOVA, Determination of Optimum Factor Settings, Interpreting Interaction Statistically and Graphically, Randomized Block Designs
- D. FRACTIONAL FACTORIAL DESIGNS:** Definition of and Purpose for Fractional Factorial Designs, Screening to Reduce the Number of Factors, Experimental Design Matrix, Confounding in Fractional Factorial Designs, Creating Alias Sets, Assigning Treatments to Blocks using “Modulus 2” Arithmetic and “Group Theory”, ANOVA with Fractional Factorial Designs, Experiments to Validate Experimental Results/Settings -Introduction to the concept of Hypothesis Testing
- E. OTHER ISSUES:** Discussion of other Classical Experimental Designs (Nested, Hierarchical, Split-Plot, etc.), Brief Comparison of Classical DOE vs. Taguchi

**COST: \$250.00 FOR MEMBERS; \$275 FOR NON-MEMBERS**

*NOTE: This is the same course offered by ASQ National for \$1175 (plus travel) for ASQ members. It is being provided at this significantly discounted rate exclusively through our section.*

**DATES:** Friday and Saturday, May 16 & 17, 2008

**TIMES:** 8:00 AM – 4:30 PM

**LOCATION:** Young - Rainey STAR Center, 7887 Bryan Dairy Road, Suite 120, Largo, Florida 33777, (727) 541-8942

**ROOM:** The Planning Center (1<sup>st</sup> Floor)

**INSTRUCTOR:** Dr. Mark McComb, Associate Professor, Mississippi College; Top-Ranked ASQ National Instructor in DOE, Reliability and Statistics

**DEADLINE FOR REGISTRATION:** Friday, May 2, 2008

**DEADLINE TO RECEIVE PAYMENT:** Friday, May 16, 2008 (at the seminar)

For more information or to register for this program, please contact Lois Jordan at:

[loisjordan@transformationtech.com](mailto:loisjordan@transformationtech.com) • (813) 835-5529

*NOTE: Our section does not accept credit cards. Payment must be by cash, check (personal or company), or approved Purchase Order. Payment should be made to: ASQ Section 1508. It can be brought to the seminar or mailed to: 9212 Rustic Pines Blvd. West, Seminole, FL 33776. Attention: Glen Cavanaugh, Treasurer ([glenc@tampabay.rr.com](mailto:glenc@tampabay.rr.com)). **Please do NOT send payment to ASQ National in Milwaukee!***

For more information or to register for this program, please contact Lois Jordan at:

[loisjordan@transformationtech.com](mailto:loisjordan@transformationtech.com) • (813) 835-5529



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## Membership Statistics

Regular	346
Fellow	3
Senior	208
Associate	8
Student	18
Sustaining	3
Forum	3
Total	===== 589