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Autore Mc Kay, K.J.

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Record Nr. UNINA9910299741203321 Autore Furterer Sandra L Titolo Lean Six Sigma Case Studies in the Healthcare Enterprise / / by Sandra L. Furterer London:,: Springer London:,: Imprint: Springer,, 2014 Pubbl/distr/stampa **ISBN** 1-4471-5583-1 Edizione [1st ed. 2014.] 1 online resource (400 p.) Descrizione fisica Disciplina 353.6 620 658.1 658.5 Soggetti Engineering economy Organization **Planning** Health administration Engineering Economics, Organization, Logistics, Marketing **Health Administration** Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Note generali Description based upon print version of record. Includes bibliographical references and index. Nota di bibliografia Nota di contenuto Introduction -- Underlying Concepts Evolving to Business Architecture -- Phase I: Enterprise Planning -- Phase II: Strategic Business Process Architecture Modeling -- Lean Six Sigma -- Conclusions. This book provides a detailed description of how to apply Lean Six Sommario/riassunto Sigma in the health care industry, with a special emphasis on process improvement and operations management in hospitals. The book begins with a description of the Enterprise Performance Excellence (EPE) improvement methodology developed by the author that links several methodologies including systems thinking, theory of constraints, Lean and Six Sigma to provide an enterprise-wide prioritization and valuechain view of health care. The EPE methodology helps to improve flow at the macro or value-chain level, and then identifies Lean Six Sigma

detailed improvements that can further improve processes within the

value-chain. The book also provides real-world health care

applications of the EPE and Lean Six Sigma methodologies that showed significant results on throughput, capacity, operational and financial performance. The Enterprise Performance Excellence methodology is described, and also the Six Sigma DMAIC (Define-Measure-Analyze-Improve-Control) problem solving approach which is used to solve problems for health care processes as they are applied to real world cases. The case studies include a wide variety of processes and problems including: emergency department throughput improvement; operating room turnaround; operating room organization; CT imaging diagnostic test reduction in an emergency department; linen process improvement; implementing sepsis protocols in an emergency department; critical success factors of an enterprise performance excellence program.