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| *ACRONYMS* |  *WORDS THEY REPRESENT* |
| ACA  | Affordable Care Act (aka ObamaCare) |
| ACS-NSQIP |  |
| ANOVA | analysis of variance |
| BSC |  |
| CI | confidence interval |
| CI | continuous improvement |
| CL | center line |
| CMS | Centers for Medicare and Medicaid Services |
| CPOE |  |
| CQI |  |
| DES |  |
| DMAIC |  |
| DRG |  |
| ED | emergency department |
| ER | emergency room |
| FDA |  |
| FIFO |  |
| FTE |  |
| GMLOS |  |
| HIT |  |
| ICD |  |
| IHI | Institute for Healthcare Improvement |
| IRB |  |
| JIT |  |
| LCL | lower control limit |
| LOS | length of stay |
| LTCH  |  |
| LWOBS |  |
| NVA | non-value-added |
| OR |  |
| PPS |  |
| QA |  |
| QM |  |
| RCA |  |
| RFO |  |
| SQC | statistical quality control |
| SPC | statistical process control |
| TAT |  |
| UCL | upper control limit |
| VA  | value-added |
| VSM | value stream map or value stream management |
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|  |  |

 The highlighted acronyms were discussed before Test 1.

Updated February 21, 2017