

**Common Myths and Delusions of QC**  
質控可以順其自然，無為而治嗎？

Richard Pang  
PhD, FACB  
[ProQ@live.hk](mailto:ProQ@live.hk)  
June 2016

**Myths of Lab Testing**

**Therapy & Diagnosis**

**SCARCITY**  
伊麗莎白·福爾摩斯 (Elizabeth Holmes)

Theranos 測試的一特點，是其所需的血量之少。只需要由指尖抽取數滴血液，Theranos 已足以測試多項疾病。但當中的秘密，Elizabeth Holmes 至今仍拒絕公開，這也令她飽受醫學界攻擊，包括是指其測試不準確。

Microfluidics technology

<http://www.scarcity.com.hk/elizabeth-holmes/>

**Delusions of QC**

Fewer QCs

Smaller samples are just the beginning?

The technology and processes we've developed allow us to use dramatically smaller samples than are traditionally used. While changing dramatically less.

<https://www.theranos.com/>

Holmes 將會在今年8月份在美國臨床化學協會 (AACC) 年會上公布 Theranos 的相關數據。那時可能就會知道 Theranos 手裡到底有哪些技術可以支撐自己的技術是可以被使用的。

<https://www.aacc.org/meetings-and-events/2016-annual-meeting-and-expo>

自順 然其

順其自然

無為而治

道而易齋

- [順其自然]，就是在正確的時間，正確的地點，正確的方式做正確的事，其結果自然就正確。就是遵循因果報應，自然規律取捨。
- [無為而治] 被道家認為是「道」的重要特徵之一。它不是指不作為，而是指不經過深思熟慮，無目的地行為。無為而治者，道家認識到任何有目的的行為都可能使行為本身產生偏差。根據處理問題不同，「無為」的態度既可用於政治，也可以用於管理。道家各派在堅持「無為」本質的前提下，通常給予了「無為」更豐富的彈性和內涵。

**Myths and Delusions**

A topic that frequently arises in discussions is related to the fundamentals of Quality Control (QC) because, despite the fact that everyone states to want QC, there is still little consensus on basic questions like what to do and how to do in order to achieve QC. Quality Control or just Quality Compliance, that's the question...

**Disclaimers**

In reality, I have already retired from the profession. The following PowerPoint presentation "Lacks Power and has No Point"

## What is Quality Control?



英國公投脫歐後，  
360萬人聯署再公投



## Westgard QC



<http://www.westgard.com/lesson73.htm>

ISO  
15189

HK  
HS

MYTH

NATA

INSTRUCTIONS  
REGULATIONS  
TERMS  
TRANSPARENCY  
GUIDELINES  
LAWS  
STANDARDS  
POLICIES  
REQUIREMENTS

Quality Control vs Quality Compliance

cap

Do the "Right" QC  
Right...



## LABORATORY vs FACTORY

- **FACTORY**
  - Product is known
  - All products MUST be the same
- **LABORATORY**
  - Product is unknown
  - All products are different
    - One cannot predict what the results will be.



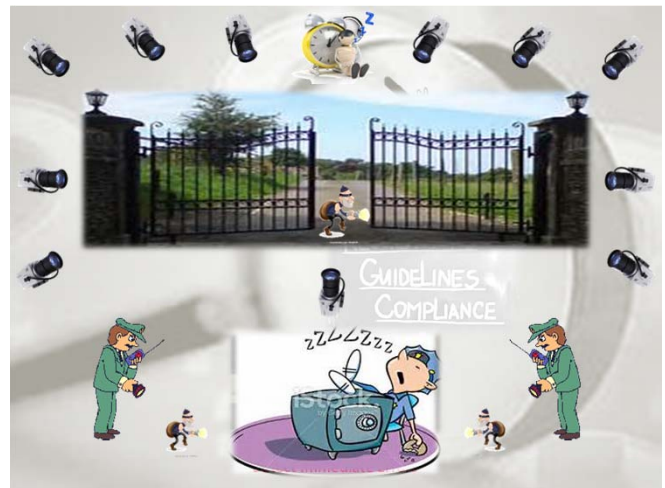
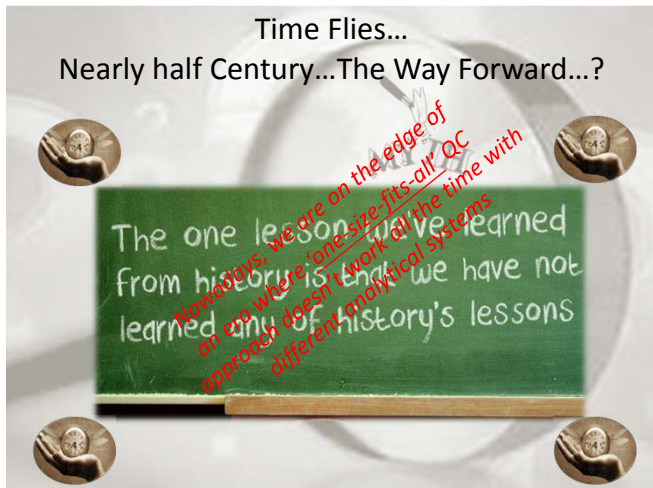
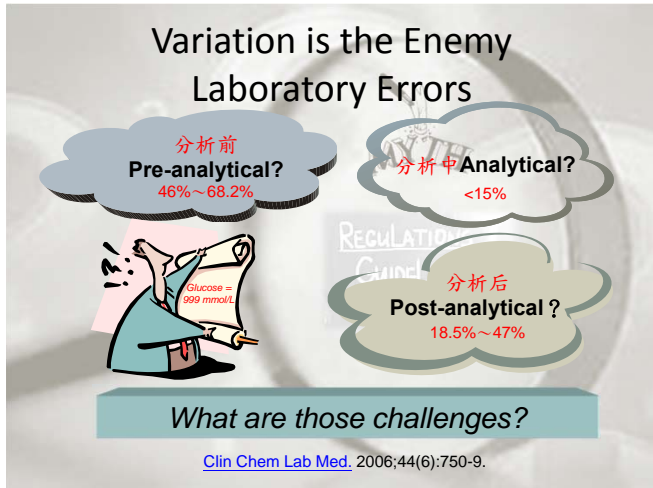
Focus  
on  
Quality

Diagnostics Industry

Both need QC







### Do The Right QC Right

Detect Immediate Errors

- “Detect immediate errors that occur due to test system failure, adverse environmental conditions, and operator performance” (CLIA 493.1256)
  - Most importantly
- Perform corrective actions to “recover” before reporting of test results

**CMS.gov**  
Centers for Medicare & Medicaid Services

<http://www.clinchem.org/content/51/10/1911.full>

### Myths and Delusions of QC

Guidelines and SOPs

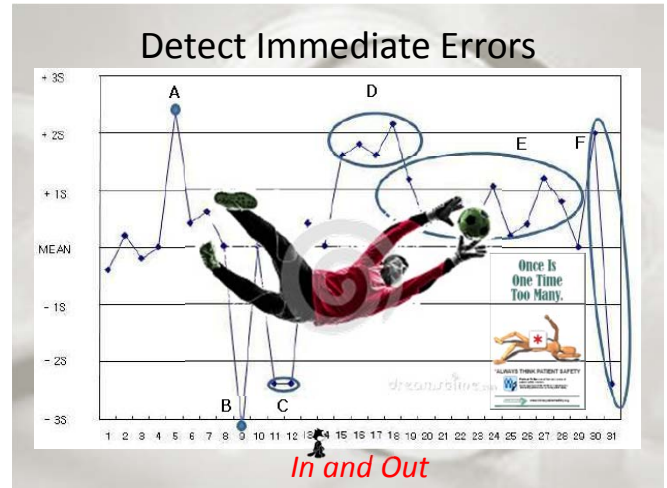
Just **Read...**  
Don't **Understand...**  
Didn't **Follow...**

## Detect Immediate Errors

REGULATIONS  
COMPLIANCE



The power of the QC rule—**Detection**

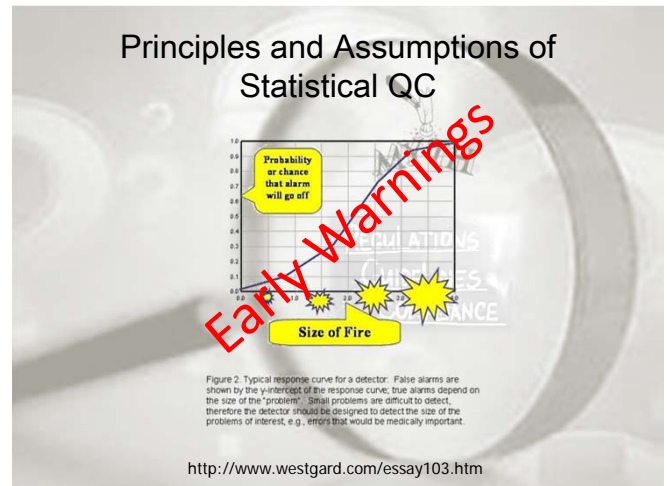
EP23 says;  
"Medical judgment is used to estimate the overall probability of harm due to receiving an incorrect result..."



### Which Statement(s) are "True"?

- QC is "in" so patient results are OK
- QC is "out" so patient results are wrong
- QC is "out" but patient results are OK
- QC is "in" but patient results are wrong




### American Statistical Association (ASA) T-Shirt

# S

tatistics

is never  
having to say  
you're certain...



[http://qcnetevents.com/content/IW\\_Parvin\\_AACC12.pdf/](http://qcnetevents.com/content/IW_Parvin_AACC12.pdf/)



$P_{ed}$  vs  $P_{fr}$

**MYTH**

Sigma	Westgard rule	Levels	Measurements	p error detection	p false rejection
6.0	1.3.5s	2	1	0.98	0.01
5.8	1.3.5s	2	1	0.98	0.00
5.6	1.3s	2	1	0.97	0.00
5.4	1.3s	2	1	0.94	0.00
5.2	1.3s	2	1	0.91	0.00
5.0	1.2.5s	2	1	0.96	0.03
4.8	1.2.5s	2	1	0.93	0.03
4.6	1.3s	2	1	0.92	0.01
4.4	1.2.5s	2	1	0.96	0.04
4.2	1.2.5s	2	1	0.92	0.04
4.0	1.3s/2.5s/4s/1s	2	2	0.91	0.03
3.8	1.3s/2.5s/4s/1s	2	2	0.86	0.03
3.6	1.3s/2.5s/4s/1s	2	2	0.79	0.03
3.4	1.3s/2.5s/4s/1s	2	2	0.65	0.03
3.2	1.3s/2.5s/4s/1s	3	2	0.48	0.03
3.0	1.3s/2.5s/4s/1s	3	2	0.36	0.02

Reduce QC rules on six-sigma assays

Schoenmakers, Clin Chem Lab Med, 2011

## "IQC To Detect Immediate Errors" *Myths or Facts?*

- This statement often leads laboratory personnel to incorrectly believe that QC will always catch errors, when in fact, it's the QC rule and frequency that determines if an out of control condition (OOC) will be caught.
- A poorly selected rule may not catch a smaller OOC condition until many many QC events have passed.
- The 2SD limits are generally not desirable because of the high Pfr, except occasionally they are necessary for low sigma analytes.



## Sigma Metrics

"Sigma"標準, 的其定義 "DPM" 缺陷每百萬已經是一種風險的評估

- 1 % = One in a Hundred **3.9 Sigma**
- 10,000 in 1 Million
- 1 PPM = Part Per Million **Undefined >6 Sigma**
  - 1 in 1 Million
- DPM = Number of Defects Per Million
- 3.4 in 1 Million = **6 Sigma**

西格瑪 (Sigma) 是一種表示品質的統計尺度。任何一個工作程式或工藝過程都可用幾個西格瑪表示。

**TABLE 1.1 Sigma Table**

Sigma	Defects per Million	Yield
6.0	3.4	99.9997%
5.0	233.0	99.977
4.0	6,210.0	99.379
3.0	66,807.0	93.32
2.5	158,655.0	84.1
2.0	308,538.0	69.1
1.5	500,000.0	50.0
1.4	539,828.0	46.0
1.3	579,260.0	42.1
1.2	617,911.0	38.2
1.1	655,422.0	34.5
1.0	691,462.0	30.9
0.5	841,345.0	15.9
0.0	933,193.0	6.7



## Examples for Practice

REGULATIONS  
GUIDELINES  
COMPLIANCE

從理論到實踐



## Anticipating Problems

- Lot-to-lot Changes
  - Evaluating new lots of reagents
    - When?
    - How?
    - What Criteria?

REGULATIONS  
GUIDELINES  
COMPLIANCE



## When?

- Ideally
  - Before the new lot is shipped
- Practically
  - When the new lot is received
- Suboptimally
  - When you are about to start the new lot

REGULATIONS  
GUIDELINES  
COMPLIANCE

## How?

- Old lot vs New lot
- QC
- Patient sample correlation
  - N=20 or N=10 in duplicate
- Linear regression analysis
  - Slope and intercept

MYTH

REGULATIONS  
GUIDELINES  
COMPLIANCE

## How? Sigma-Metrics

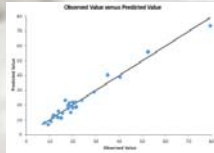
- Sigma statistics
  - $\text{Sigma} = (\text{TEa} - \text{Bias}) / \text{CV}$
  - $\text{Bias} = \text{TEa} - (\text{Sigma} \times \text{CV})$ 
    - CV = Variation of your current QC @ Medical Decision Level
    - Bias = Difference between new lot and old lot

MYTH

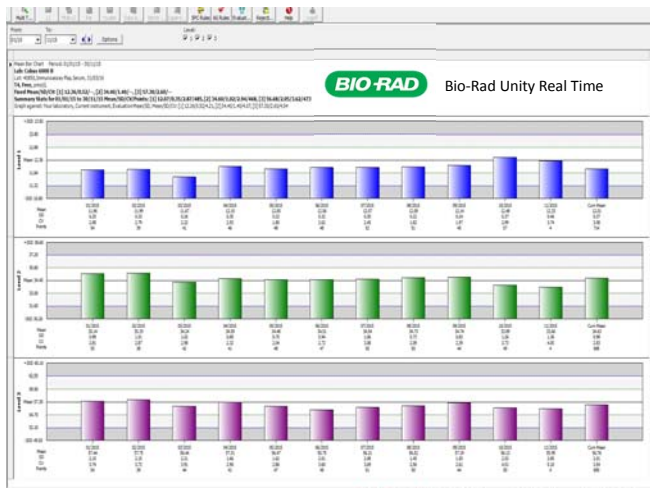
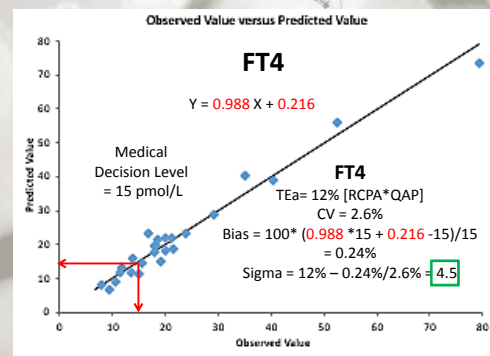
REGULATIONS  
GUIDELINES  
COMPLIANCE

## What Criteria?

- Bias between Lots
- $Y = \text{Slope} * X + \text{Intercept}$  [ $y = ax + b$ ]
- Bias =  $Y - X = \text{Slope} * X + \text{Intercept} - X$ 
  - $\% \text{Bias} = 100 * (Y - X) / X$
  - $\% \text{Bias} = 100 * (\text{Slope} * X + \text{Intercept} - X) / X$



## Scenario



## Interpretation

- Sigma >6 **Excellent**
- Sigma 4-6 **Good**
- Sigma 3-4 **Marginal**
- Sigma 2-3 **Poor**
- Sigma <2 **Unacceptable**

## Variation is the Enemy Laboratory Errors

分析前  
**Pre-analytical?**  
46%~68.2%

分析中  
**Analytical?**  
<15%

分析後  
**Post-analytical?**  
18.5%~47%

*What are those challenges?*

[Clin Chem Lab Med. 2006;44\(6\):750-9.](#)

## Pre- and Post-analytical

- Specimen rejection rates
  - No. of specimens being rejected in the reception area per month/year
  - e.g., 3/1,000 = 3,000/1,000,000 = **4.3 Sigma**
- Reporting errors
  - No. of erroneous/incorrect results being issued per month/year
  - e.g., 3/100,000 = 30/1,000,000 = **5.6 Sigma**

**Sigma- Metric**


**DPM = Defects per Million**



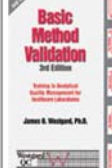
# Westgard QC

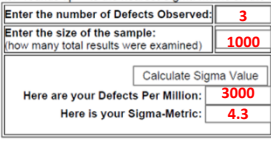
## The Six Sigma Calculators

NOTE: This page only works on browsers that support Javascript!



[Note: This Six Sigma Calculator is an extension of the lesson From Method Validation to Six Sigma: Translating Method Performance Claims into Sigma Metrics. This article assumes that you have read that lesson first, and that you are also familiar with the concepts of QC Design, Method Validation, and Six Sigma. If you aren't, follow the link provided.]





<http://www.sigmavp.com/six-sigma-calculators.htm>

# Westgard QC

## DPM (Defects Per Million) Calculator

Here you can calculate the Sigma-metric by counting the number of Defects in a sample. Note that this calculator "rounds up" - to the nearest Sigma-Metric on the table on this website.

Enter the number of Defects Observed:	3
Enter the size of the sample: (how many total results were examined)	1000
Calculate Sigma Value	
Here are your Defects Per Million:	3000
Here is your Sigma-Metric:	4.3

Note also that if you know your Defect/Error rate as a percentage, you can enter it here with the sample size of 100 (i.e. a defect rate of 2% would be entered "2" in the defects observed, and "100" in the size of the sample).

Back to top

<http://www.sigmavp.com/six-sigma-calculators.htm>

## QC Goalkeeper & Patient Safety



## Test Turnaround Time (TAT)

### Test Availability and Turnaround Time

The following tests are performed daily with results available the same day. Priority STAT turnaround times (receipt to result) are listed below.

Critical Test specimens should be delivered to the Clinical Laboratories immediately after collection. Turnaround (collect time to result time) for Critical Tests are:

Code Blue Whole Blood Gas Labs	30 minutes
Critical Care Whole Blood Gas Labs	30 minutes
Frozen Sections	30 minutes
Intra-Operative PTH	40 minutes

For all other tests consult the lab performing the test for test availability and turnaround times.

When the electronic interface between the lab system and the hospital clinical information system (IHIS) is down for an extended period of time, the labs will notify each nursing unit and will generate hard-copy interim reports as needed and will transport them to the units via the pneumatic tube system, or by messenger transport if necessary.

TEST	STAT	TEST	STAT
ABG	60 min.	Cortisol	60 min.
Acetaminophen (Datril®, Tylenol®, Liguiprin®)	60 min.	CPK	60 min.
Tenlap®	60 min.	Creatinine (Serum)	60 min.
Acetone	60 min.	CSF Glucose	60 min.
Alanine Amino-transferase (ALT/ SGPT)	60 min.	CSF Protein	60 min.
Albumin, Quantitative, Serum	60 min.	D-Dimer (High Sensitivity, Quantitative)	60 min.
Alcohol (Ethanol) Medical/Legal	60 min.	Digoxin (Lanoxin®)	60 min.

[https://clinlablabs.osumc.edu/Documents/Test\\_Turnaround\\_Time.pdf](https://clinlablabs.osumc.edu/Documents/Test_Turnaround_Time.pdf)

# Westgard QC

TAT of Blood-gas Tests  
 ≤30 min = OK  
 >30 min = Not Acceptable

## DPM (Defects Per Million) Calculator

Here you can calculate the Sigma-metric by counting the number of Defects in a sample. Note that this calculator "rounds up" - to the nearest Sigma-Metric on the table on this website.

Enter the number of Defects Observed:	3
Enter the size of the sample: (how many total results were examined)	8856
Calculate Sigma Value	
Here are your Defects Per Million:	339
Here is your Sigma-Metric:	4.9

Note also that if you know your Defect/Error rate as a percentage, you can enter it here with the sample size of 100 (i.e. a defect rate of 2% would be entered "2" in the defects observed, and "100" in the size of the sample).

Back to top

<http://www.sigmavp.com/six-sigma-calculators.htm>

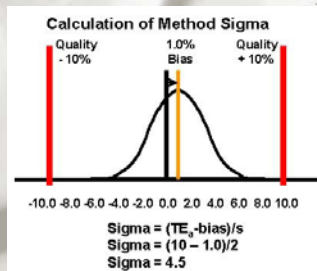
## Quality Indicators Outcome Measures

Quality Indicator	DPMO	Sigma
<b>Pre-analytical</b>		
Missing information on Pap requisitions	100,259	2.8
Correction of errors on ordered tests	3,123	4.3
Patients without ID bands	5,625	4.1
Specimen redraws	19,053	3.6
Therapeutic drug monitoring timing	207,140	2.4
<b>Analytical</b>		
Laboratory testing error	726	4.7
Laboratory proficiency testing	9,000	3.9
<b>Post-analytical</b>		
Laboratory reporting errors	533	4.8

Arch Pathol Lab Med 2000;124:516-9



## Define the Analytical Quality (Sigma Metrics for Your Method)



For cholesterol, for example, the CLIA criterion is an allowable total error of 10%. If your method has a CV of 2.0% and a bias of 1.0%, then the Sigma metric for your method is 4.5 [(10-1)/2]

<http://www.westgard.com/cliafinalrule9.htm>

## Westgard QC

[Back to top](#)

### Process Design Calculator

Here you can calculate your Sigma-metric by analysis of variance measurements.

Enter the Quality Requirement or Tolerance Limit (in %): (If you don't know, look it up below)	8.0
Observed Bias (as a %): (If you don't know, start with 0)	0.2
Observed CV (as a %): (If you don't know, find out)	1.3
Calculate Sigma-Metric	6

[Back to top](#)

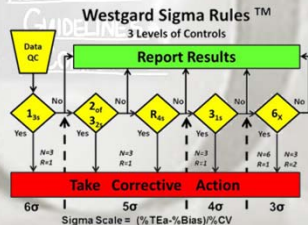
<http://www.sigmapv.com/six-sigma-calculators.htm>

## Westgard Sigma Rules



<http://www.westgard.com/westgard-sigma-rules.htm>

To look for faster and simpler tools that will help laboratories select the right SQC for their own applications.



## What's the Difference?

- Total Cholesterol
  - TE<sub>a</sub> = 10%,
  - Bias = 1.0%,
  - CV = 3.0%
- Total Cholesterol
  - TE<sub>a</sub> = 10%,
  - Bias = 2.0%,
  - CV = 2.0%
- Total Cholesterol
  - TE<sub>a</sub> = 10%,
  - Bias = 0.0%,
  - CV = 2.0%

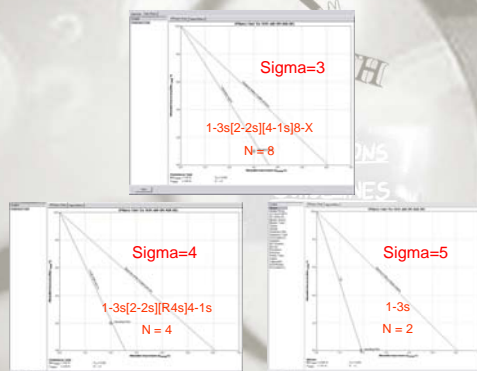
Sigma = 3

Sigma = 4

Sigma = 5



## Sigma Metrics



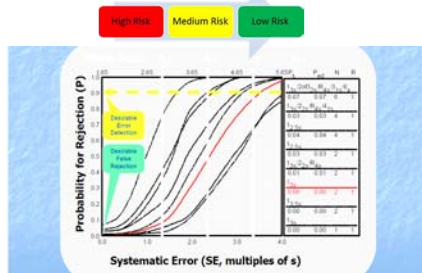
## QC that is needed for Methods having Different Sigma Metrics

- When your method **Sigma is 6 or greater**, you can do **QC anyway you want**, just be sure to keep the false rejections low by using wide control limits - at least 3s.
- When your method **Sigma is 5 or so**, use **N=2 or 3** with 2.5s or 3.0s control limits.
- When your method **Sigma is 4 or so**, increase **N=4 to 6** and use either the 12.5s single rule or a 13s/22s/R4s/41s multirule procedure.
- With method **Sigmas below 4.0**, run **all the control you can afford**. In addition, increase the frequency of instrument function checks, performance validation checks, and preventive maintenance.
- With method **Sigmas below 3.0**, look for **a new and better method**. You can't do enough QC to assure the quality of the test results from methods having less than 3.0 Sigma performance!

## Critical Systematic Error, SE<sub>c</sub>

$$SE_c = [(TEa-bias)/s] - z$$

$$\sigma - 1.65$$



<http://www.westgard.com/sigma-metrics-lab2012.htm>

## Choosing OWN (Individualized) QC Rules Based on Error Rates

$$SE_c = [(TEa-bias)/s] - z$$

$\Delta SE_c$	QC Rule		
	Low	Moderate	High
> 3	1-3.5s	1-3s	1-2.5s (D, I)
2-3	1-3s	1-2.5s	1-2s (D, I)
1-2	1-2.5s (D)	1-2s (D, +)	1-2s (D, +, I)
< 1	1-2s (D, I)	1-2s (D, +, I)	1-2s (D, +, I)

D: examine QC chart Daily, +: Increase control frequency;  
I: Initiate corrective action

### Error Rate Categories

Low = method that experiences <3% QC flags/year

Moderate = method that experiences 3-10% QC flags/year

High = method that experiences >10% QC flags/year

High Risk Medium Risk Low Risk

By courtesy of  
Alan Wu, PhD, FACB

## Westgard QC

### QC Design Calculator (Critical Systematic Error)

Here you can calculate the size of the error your QC must detect.

Enter the Quality Requirement or Tolerance Limit (in %): (If you don't know, look it up below)	8.0
Observed Bias (as a %): (If you don't know, start with 0)	0.2
Observed CV (as a %): (If you don't know, find out)	1.3
Calculate Critical-Error	4.35

Back to top

$$SE_c = [(TEa-bias)/s] - z$$

$$\sigma - 1.65$$

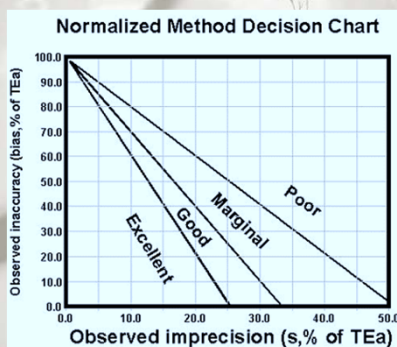
<http://www.sigmap.com/six-sigma-calculators.htm>

## Sigma Metrics and QC Frequency (Collective Opinion Paper)

- >6 $\sigma$  (excellent performance) – evaluate with one QC per day (alternating levels between days) and a 1-3.5s rule.
- 4 $\sigma$ –6 $\sigma$  (suited for purpose) – evaluate with two levels of QC per day and the 1-2.5s rule.
- 3 $\sigma$ –4 $\sigma$  (poor performance) – use a combination of rules with two levels of QC twice per day.
- <3 $\sigma$  (problematic) – maximum QC, three times a day. Consider testing specimens in duplicate.

Clin Chem Lab Med 2011; 49: 793-802.

## Method Decision Chart

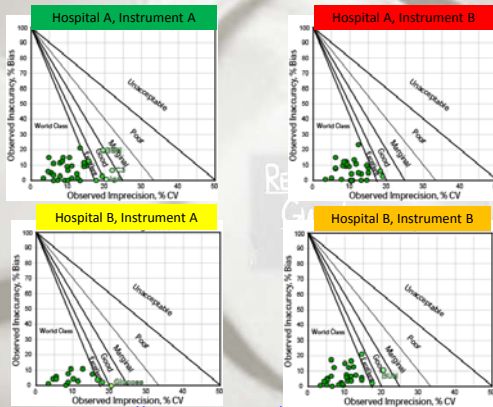


## Westgard Sigma (Verification of Performance) VP Program

- Designate the necessary Quality Managers to learn and implement Six Sigma tools
- Adopt a standard set of Quality Goals, provided by Westgard QC
- Evaluate analytical performance
- Assess quality on the Sigma-scale
- Redesign QC based on the Sigma-metrics
- Apply and Request a review of laboratory data
- Implement and integrate Sigma-metric policies and procedures into the laboratory's Quality Manual
- Establish a continuous quality improvement plan to assess and update method Sigma-metrics

<https://www.westgard.com/westgard-sigma-vp.htm>

## Performance Verification



<https://www.westgard.com/sigma-vp-chime1.htm>

## Westgard QC

## Method Decision Chart

Analyst   
 Test   
 Method   
 Allowable Total Error (%)  NGSP/CAP Survey TEa = 6%  
 Imprecision (CV,%)   
 Inaccuracy (bias,%)

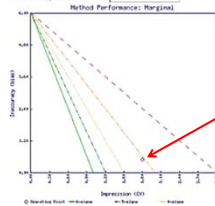


Copyright © 2009. All rights reserved.  
 Westgard QC, Inc., 7614 Gray Fox Trail, Madison WI 53717  
 Call 608-833-47183 or e-mail us at [westgard@westgard.com](mailto:westgard@westgard.com)

## Method Decision Chart

## Westgard QC

Method Decision Chart  
 Analyst   
 Test   
 Method   
 Allowable Total Error (%)   
 Imprecision (CV,%)   
 Inaccuracy (bias,%)



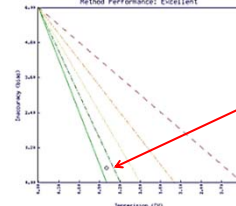
Sigma = 3.06

Copyright © 2009. All rights reserved.  
 Westgard QC, Inc., 7614 Gray Fox Trail, Madison WI 53717  
 Call 608-833-47183 or e-mail us at [westgard@westgard.com](mailto:westgard@westgard.com)

## Method Decision Chart

## Westgard QC

Method Decision Chart  
 Analyst   
 Test   
 Method   
 Allowable Total Error (%)   
 Imprecision (CV,%)   
 Inaccuracy (bias,%)



Sigma = 5.5

Copyright © 2009. All rights reserved.  
 Westgard QC, Inc., 7614 Gray Fox Trail, Madison WI 53717  
 Call 608-833-47183 or e-mail us at [westgard@westgard.com](mailto:westgard@westgard.com)

Problems of using Sigma Metrics  
Desirability vs Practicality - I

- For pre- and post-analytical phases

- Sigma values = 5

– 3/8,980  
 – 8/24,000  
 – 23/72,986  
 – 103/310,980  
 – 333/1,000,000

?Sample size (N)?  
 Significant?

Problems of using Sigma Metrics  
Desirability vs Practicality - II

- For analytical phases
- Analyte Concentrations/activities

– Cholesterol  
 – Glucose  
 – HbA1c  
 – Calcium  
 – ALT  
 – Cortisol  
 – Platelet Count

?Medical (Critical)  
 Decision Levels?  
 Significant?



## Medical (Critical) Decision Levels

Test	Units	Reference Interval	Decision Levels				
HEMATOLOGY RELATED TESTS							
Antithrombin-III	% of normal	80-120	1	2	3	4	5
Bleeding Time	min	2.3-9.2	10	15			
Fibrinogen in plasma	mg/dL	200-400	30	100	500		
Folate in serum	ng/mL	2-15	1.5	4.0			
Hematocrit	L/L	0.43-0.51 M 0.38-0.46 F	0.14	0.33	0.56	0.70	
Hemoglobin	g/dL	14-17.8 M 12-15.6 F	4.5	10.5	17	23	
Mean corpuscular volume	fL (cu u)	84-96	80	100			
Partial thromboplastin time	sec	30	35	45	90		
Plasminogen	%	80-120	50	75	135		
Platelet count	K/uL	150-400	10	50	100	600	1000
Prothrombin time	sec	11.5	14	16	30		
Vitamin B12	pg/mL	200-900	170	250	1200		

4 Levels

5 Levels

<http://www.westgard.com/decision.htm/>

## Problems of using Sigma Metrics Desirability vs Practicality - III

### Quality Control Plan



## QC Planning (Quality Goals)

品質目標的設定：從理論到實踐

Plan "A"

Plan "B"

Plan "C"

MYTH

REGULATIONS  
GUIDELINES  
COMPLIANCE

該怎麼做？

Zero Defect?

零缺陷？

Perfection

REGULATIONS  
GUIDELINES  
COMPLIANCE

An American football player, coach, and executive.

"Perfection is not attainable, but if we chase perfection we can catch excellence."

Vince Lombardi

[http://thinkexist.com/quotes/vince\\_lombardi/2.html](http://thinkexist.com/quotes/vince_lombardi/2.html)

## What is "ABC"

- A: Analytical
- B: Biological
- C: Clinical

D: DesirableAnalytical CV  $\leq$  1/2 ALE

MYTH

REGULATIONS  
GUIDELINES  
COMPLIANCE

## CLIA Proficiency Limits

Analyte or Test	CLIA Criteria for Acceptable Performance
Alcohol, Blood	$\pm 25\%$
Alanine Aminotransferase (ALT/SGPT)	$\pm 20\%$
Albumin	$\pm 10\%$
Alkaline Phosphatase	$\pm 30\%$
Alpha-1 Antitrypsin	Target value $\pm 3$ SD
Alpha-Fetoprotein (Tumor Marker) AFP	Target value $\pm 3$ SD
Amylase	$\pm 30\%$
Antinuclear Antibody	Target value $\pm 2$ dilutions or positive/ negative
Antistreptolysin O	Target value $\pm 2$ dilutions or positive/ negative
Anti-Human Immunodeficiency Virus	Reactive or nonreactive
Aspartate Aminotransferase (AST/SGOT)	$\pm 20\%$
Bilirubin, Total	Target value $\pm 20\%$ or $\pm 0.4$ mg/dL (greater)
Calcium, Total	Target value $\pm 1.0$ mg/dL
Carbamazepine	$\pm 25\%$
Cell Identification	90% or greater consensus on identification
Chloride	$\pm 5\%$
Cholesterol, High Density Lipoprotein	$\pm 30\%$
Cholesterol, Total	$\pm 10\%$
Complement C3	Target value $\pm 3$ SD
Complement C3C	Target value $\pm 3$ SD
Complement C4	Target value $\pm 3$ SD
Cortisol	$\pm 25\%$
Creatine Kinase	$\pm 30\%$
Creatine Kinase CK-MB	Target value $\pm 3$ SD or presence/ absence

[http://www.qcnet.com/Portals/0/PDFs/CLIALimits\(3-3-04\).pdf](http://www.qcnet.com/Portals/0/PDFs/CLIALimits(3-3-04).pdf)

## 2014 Updates

### Biological Variation Values

Desirable Analytical Quality Specifications for Imprecision, Bias and Total Error Upon Biological Variation

The following values are provided as a service to Bio-Rad Customers and are based upon desirable performance. The values are derived from Ricos C, Alvarez V, Cava F, Garcia-Lario JV, Hernandez A, Jimenez CV, Minichella J, Perich C, Simon M. "Current databases on biologic variation: pros, cons and progress" Scand J Clin Lab Invest 1999;59:491-500. These values are updated/modified with the most recent specifications made available in 2014. \*denotes updated values)

S = serum; U = urine; P = plasma; B = blood  
CV<sub>B</sub> = within-subject biological variation; CV<sub>B</sub> = between-subject biological variation; Imp = imprecision; TE<sub>B</sub> = total allowable error

	ANALYTE	BIOLOGICAL VARIATION		DESIRABLE SPECIFICATIONS			
		CV <sub>B</sub>	CV <sub>B</sub>	Imp (%)	Bias (%)	TE <sub>B</sub> (%) p<0.05	TE <sub>B</sub> (%) p<0.01
S	11-Deoxycortisol	21.3	31.5	10.7	9.5	27.1	34.3
S	17-Hydroxyprogesterone	19.6	50.4	9.8	13.5	29.7	36.4
U	5-HIAA concentration, 24 h	20.3	33.2	10.2	9.7	26.5	33.4
S	5-Nucleotidase	23.2	19.9	11.6	7.6	26.8	34.7
S	α1-Acid glycoprotein	11.3	24.9	5.7	6.8	16.2	20.0
S	α1-Antitrypsin	5.9	16.3	3.0	4.3	9.2	11.2
S	α1-Globulin	11.4	22.6	5.7	6.3	15.7	19.6

<http://www.qcnet.com/Portals/0/PDFs/BVValues1Final.pdf>

### Minimum Specifications for Total Error, Imprecision, and Bias, Derived from intra- and inter-individual Biologic Variation

Analyte	Biologic Variation		Minimum Specification		
	CV <sub>B</sub>	CV <sub>B</sub>	CV <sub>B</sub> (%)	Bias (%) TE <sub>B</sub>	
B	Erythrocytes, count	3.2	6.1	2.4	6.5
P	Factor V coagulation	3.6	—	2.7	—
P	Factor VII coagulation	6.8	19.4	5.1	17.1
P	Factor VIII coagulation	4.8	18.1	3.6	13.1
P	Factor X coagulation	5.9	—	4.4	—
B	Fibrinogen	3.4	5.9	2.5	6.8
S	Globulin, total	5.5	12.9	4.1	12.1
B	Glutathione Peroxidase	7.2	21.7	5.4	17.5
S	HDL Cholesterol	7.1	19.7	5.3	16.5
S	HDL1 Cholesterol	5.5	27.2	4.1	10.4
S	HDL2 Cholesterol	7.0	14.3	5.3	14.5
B	Hemoglobin	2.8	6.4	2.1	6.1
B	Hemoglobin	2.8	6.6	2.1	6.2
B	Hemoglobin A1C	1.9	5.7	1.4	4.8
P	Hemoglobin	9.0	40.3	6.8	16.5
S	Hemoglobin	5.5	27.2	4.1	10.4
S	HDL Cholesterol	7.0	14.3	5.3	14.5
B	Hemoglobin	2.8	6.4	2.1	6.1
B	Hemoglobin	2.8	6.6	2.1	6.2
B	Hemoglobin A1C	1.9	5.7	1.4	4.8
P	Hemoglobin	9.0	40.3	6.8	16.5
P	Immunoglobulin A	5.4	35.9	4.1	13.5
P	Immunoglobulin G	4.5	16.5	3.4	12.5
S	Immunoglobulin M	5.9	47.3	4.4	17.9
B	Immunoglobulin, v chain	4.8	18.3	3.6	13.5
B	Immunoglobulin, v chain	4.8	18.3	3.6	13.5
B	Lactate dehydrogenase, isoenzyme 1	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 2	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 3	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 4	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 5	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 6	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 7	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 8	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 9	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 10	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 11	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 12	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 13	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 14	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 15	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 16	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 17	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 18	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 19	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 20	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 21	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 22	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 23	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 24	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 25	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 26	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 27	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 28	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 29	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 30	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 31	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 32	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 33	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 34	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 35	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 36	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 37	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 38	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 39	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 40	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 41	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 42	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 43	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 44	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 45	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 46	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 47	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 48	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 49	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 50	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 51	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 52	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 53	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 54	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 55	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 56	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 57	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 58	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 59	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 60	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 61	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 62	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 63	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 64	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 65	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 66	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 67	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 68	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 69	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 70	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 71	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 72	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 73	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 74	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 75	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 76	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 77	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 78	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 79	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 80	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 81	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 82	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 83	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 84	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 85	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 86	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 87	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 88	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 89	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 90	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 91	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 92	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 93	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 94	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 95	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 96	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 97	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 98	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 99	2.3	9.3	1.7	5.2
B	Lactate dehydrogenase, isoenzyme 100	2.3	9.3	1.7	5.2

<http://www.westgard.com/minimum-biodatabase1.htm>

### Optimal Specifications for Total Error, Imprecision, and Bias, Derived from intra- and inter-individual Biologic Variation

Analyte	Biologic Variation		Optimal Specification	
	CV <sub>B</sub>	CV <sub>B</sub>	CV <sub>B</sub> (%)	Bias (%) TE <sub>B</sub>
U-α-Amylase	94.0	46.0	23.5	13.1
U-α-Amylase pancreatic	39.0	78.4	9.8	10.9
S-Alanine aminotransferase	18.0	42.0	4.5	5.7
U-Albumin	36.0	55.0	9.0	8.2
U-Albumin/creatinine	30.5	32.5	7.6	5.6
U-Aldosterone	32.6	39.0	6.2	6.4
S-Bilirubin	23.8	39.0	6.0	5.7
S-Bilirubin, conjugated	38.8	43.2	9.2	7.1
U-Calcium, concentration	27.5	36.6	6.9	5.7
U-Calcium, output	26.2	27.0	6.6	4.7
S-Creatine kinase	22.8	40.0	5.7	5.8
S-γ-Glutamyltransferase	13.8	41.0	3.5	5.4
S-Iron	26.5	23.2	6.6	4.4
U-Magnesium, concentration	45.4	37.4	11.4	7.4
U-Magnesium, output	38.3	37.6	9.6	6.7
U-Phosphate, concentration	26.4	26.5	6.6	4.7
U-Phosphate, output	18.0	22.6	4.5	3.6
U-Potassium, concentration	27.1	23.2	6.8	4.5
U-Potassium, output	24.4	22.2	6.1	4.1
U-Protein, concentration	39.6	17.8	9.9	5.4
U-Protein, output	35.5	23.7	8.9	5.3
U-Sodium, concentration	24.0	26.8	6.0	4.5
U-Sodium, output	28.7	16.7	7.2	4.2
S-Triglyceride	20.9	37.2	5.2	5.3

<http://www.westgard.com/optimal-biodatabase1.htm>

## Quality Specifications

- **Desirable**
  - $CV_A < 0.5 \times CV_I$
  - $B < 0.25 \times (CV_I^2 + CV_G^2)^{0.5}$
  - $TE_A < 1.65 \times 0.5 \times CV_I + 0.25 \times (CV_I^2 + CV_G^2)^{0.5}$
- **Optimum**
  - $CV_A < 0.25 \times CV_I$
  - $B < 0.125 \times (CV_I^2 + CV_G^2)^{0.5}$
  - $TE_A < 1.65 \times 0.5 \times CV_I + 0.125 \times (CV_I^2 + CV_G^2)^{0.5}$
- **Minimum**
  - $CV_A < 0.75 \times CV_I$
  - $B < 0.375 \times (CV_I^2 + CV_G^2)^{0.5}$
  - $TE_A < 1.65 \times 0.5 \times CV_I + 0.375 \times (CV_I^2 + CV_G^2)^{0.5}$

<http://www.westgard.com/biodatabase1.htm>

## The Stockholm Consensus (共識) Hierarchy

1. Evaluation of the effect of analytical performance on clinical outcomes in specific clinical situations
2. Evaluation of the effect of analytical performance on clinical decisions in general
  - a. Data based on the components of biological variation
  - b. Data based on analysis of clinicians' opinions
3. Published professional recommendations
  - a. From national and international expert bodies
  - b. From expert local groups or individuals
4. Performance goals set by
  - a. Regulatory bodies
  - b. Organisers of External Quality Assessment (EQA) schemes
5. Goals based on the current state of the art
  - a. As demonstrated by data from EQA or Proficiency Testing Schemes
  - b. As found in current publications on methodology.

Accred Qual Assur (2010) 15:323–330

## What Types of Quality Goals do you use? (Recent Survey)

Westgard QC

- "We use different specifications for different analytes"
- "We use L-J chart with +/-3SD" "CLIA criteria"
- "Biological goals total error as Maximum Uncertainty Measurement for guaranteed minimum clinical outcome"
- "All of the above. I have a basket of QS tailored the clinical utility of a test."
- "This is changing with the move towards ISO:15189 instead of CPA accreditation standards." "Standard Methods"
- "DPMO, percent achieved or percent error." "External proficiency program provides precision goals that we apply wherever they are provided. When we achieve better precision we adjust, if poorer we try to maintain the target as otherwise you tend to flag on PT samples. For certain laboratories this causes problems as their precision may be acceptable but the manufacturer(s) has a method bias. When the reference range is different the bias can be acceptable, but in most instances the reference range is the same as all other laboratories using different manufacturer platforms."
- "Percentage of variance observed locally at specific levels (QC, calibrator & PT material), while keeping in mind CLIA'88 & CAP."

<https://www.westgard.com/global-goal-comments.htm>





### 5.5.1.4 Measurement uncertainty of measured quantity values

- The laboratory shall determine measurement uncertainty for each measurement procedure in the examination phase used to report measured quantity values on patients' samples.
- The laboratory shall define the performance requirements for the measurement uncertainty of each measurement procedure and regularly review estimates of measurement uncertainty.

ISO  
15189

### MU: Measurement Uncertainty



CATHAY PACIFIC

CX: Carrier eXpert

MYTH

REGULATIONS  
GUIDELINES  
COMPLIANCE

中華航空  
CHINA AIRLINES

CI: Confidence Interval

### Expression of Measurement Uncertainty in Laboratory Medicine: Proposed Guideline

“Uncertainty is an ISO-driven metrological concept. For years, while it has been popular in Europe, uncertainty has been discussed in the US, but never implemented.”

Now that CLSI has issued its C51A guideline, uncertainty is now official in the US, too. The C51 guideline is worth exploring in detail, for those who seek metrological orthodoxy in their testing processes...”

PLEASE

COMMENT

The document describes a practical approach to developing internal and external measurement uncertainty estimates, and all the way from the laboratory to the patient. It provides a guide to the various methods for uncertainty estimation and a guide to the various methods for uncertainty estimation. It provides a guide to the various methods for uncertainty estimation. It provides a guide to the various methods for uncertainty estimation.

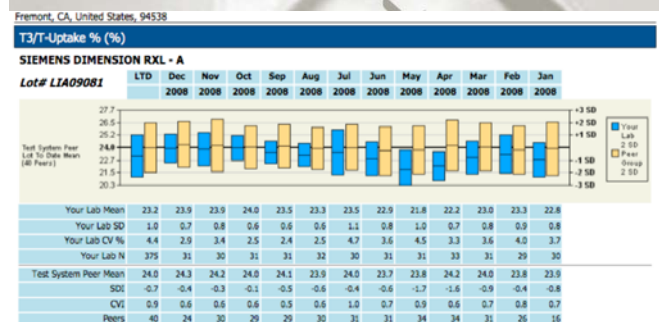
### CLSI C51-A “Top-Down” Approach

- The guideline identifies a simple and practical methodology using SQC data obtained under “intermediate precision conditions,” i.e., a single laboratory and measurement principle, but with the changes in routine operating conditions (operations, reagent lots, calibrator lots, etc.). The laboratory should calculate a mid-term SD and utilize this estimate to express the standard uncertainty, then multiply by a coverage factor of 2 to express an expanded measurement uncertainty (95% confidence limit or interval).

### What To Do...

- While there is no specific guidance for how many control measurements are needed, the estimate of the SD will be more reliable if at least 100 data points are included, which will often require that SQC data be collected over a period of several months. A period of 6 months should be practical in many laboratories and matches the CLSI recommendation for establishing control limits from a cumulative SD obtained from 6 successive months of routine SQC data.

### Monthly Summary Report



A period of 6 months should be practical in many laboratories and matches the CLSI recommendation for establishing control limits

海灣戰爭期間，當時的美國國防部長拉姆斯菲爾德 (Donald Rumsfeld) 有一個著名的說法：

(The Unknown)

As we know  
There are known knowns  
There are things we know we know  
We also know  
There are known unknowns  
That is to say  
We know there are some things we don't know  
But there are unknown unknowns  
The ones we don't know  
We don't know

Donald Rumsfeld  
Former United States  
Secretary of Defense  
news briefing on  
February 12, 2002

“世界上有我們知道我們知道的事情；有我們知道我們不知道的事情；還有我們不知道我們不知道的事情”

[http://en.wikipedia.org/wiki/Unknown\\_unknown](http://en.wikipedia.org/wiki/Unknown_unknown)

## Risk Assessment

FAQ

WHERE IS YOUR LAB ON A SCALE OF RISK?

VERY LOW LOW MODERATE HIGH VERY HIGH

<http://52.10.201.150/riskcalculator/#welcome>

There are four basic areas that can affect your Risk of reporting incorrect patient results.

VERY LOW LOW MODERATE HIGH VERY HIGH

Analyte Process Quality QC Rule QC Frequency

Based on the criteria above, see how results vary by changing the parameters every time you play.

<http://52.10.201.150/riskcalculator/#welcome>

## Your Risk Management Index:

Very High

You may want to consider:

- Seeking ways to reduce Bias & Imprecision
- Choosing a more powerful QC Rule (eg. move from 1-3s to 1.3s or from 1.3s to 1.2s)
- Improving Process Quality (Increase Sigma)
- Increasing the QC Frequency

Adjust your choices and see how they affect the end result!

Analyte: Sodium, Potassium, Glucose, Triglyceride, Prothrombin

Process Quality: Sigma > 3, 1.3s, 1.2s, 1.1s, Sigma < 2

QC Rule: 1.3s, 1.2s, 1.1s, Repeat 1.2s

QC Frequency: Once per day, Twice per day, 4 times per day, 4 times per day, 4 times per day

Interested in learning more? Please have a Bio-Rad representative contact me.

Start Over

## Lab World Magazine

International Journal For Laboratory Proficiency

Vol. 16 Number 04 May 2015

4 New Tackling with the Spectroscopy  
4 Improving Laboratory Efficiency  
4 Improving Laboratory Efficiency  
4 Improving Laboratory Efficiency  
4 Improving Laboratory Efficiency

Quality Control – fitness for purpose

Can we report our analytical results and ensure that:

They are (the methods) fit for the intended purpose?

5.6.2.1 General  
The laboratory shall design quality control procedures that verify the attainment of the intended quality of results.

## 自順 "天作孽猶可恕自作孽不可活"

然其 是什麼意思?

[順其自然] 就是遵循因果報應，自然規律取捨

• 《尚書·太甲中》：『天作孽猶可逭，自作孽不可逭』

• 《詩》云：「永言配命，自求多福。」

孽，災也。逭，逭也。言天災可逭，自作災不可逭。

MY WIFE

Tender Specifications

WHAT GOES AROUND COMES AROUND

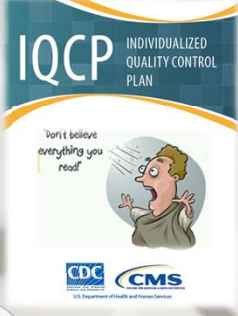
The lowest price is NOT always the best deal

儀器本身如果有先天的缺陷，哪多做質控也無補於事的！

選購儀器前一定要做足評估工作



道家認識到任何有目的的行為  
都可能使行為本身產生偏差



**IQCP** INDIVIDUALIZED QUALITY CONTROL PLAN

Don't believe everything you read!

**CDC** **CMS**  
U.S. Department of Health and Human Services

- The **Individualized Quality Control Plan (IQCP)**, based on the identified risk(s), is a comprehensive strategy that includes all control procedures to reduce residual risk and methods to immediately detect errors, using both **prevention and monitoring** strategies. The QCP is intended to **proactively** address potential risks **before** they occur and result in failures, compared to the practice of addressing failures **after** they occur.


<https://www.cms.gov/Regulations-and-Guidance/Legislation/CLIA/Downloads/IQCPWorkbook.pdf>

## Bring Home Messages

- Traditional QC working together with Sigma-metric is a **powerful technique** for managing the analytical quality of laboratory testing processes, but it must be **implemented properly** to provide the potential benefits.*
- Common myths and delusions that arise in discussions are related to the fundamentals of Quality Control (QC) because, despite the fact that everyone states to want QC, there is still little consensus on basic questions like what to do and how to do in order to achieve QC. Quality Control or just Quality Compliance, the question remains...*



### Lesson of Time- KARMA



When a bird is alive.. It eats Ants.  
When the bird is dead.. Ants eat the bird.  
Time & Circumstances can change at any time.  
Don't devalue or hurt anyone in life.  
You may be powerful today. But remember.  
Time is more powerful than you!  
One tree makes a million match sticks...  
Only one match stick needed to burn a million trees...  
*So be good and do good.*

### Time Really Flies




Remember to get back to the basics,  
minimize our chances for mistakes and pray for the first frost

昨天已逝  
今天已過  
明天已遠  
而為未來  
努力

### Myths and Delusions of QC

Questions...



FAQ MYTHS AND DELUSIONS OF QC

Don't believe everything you read!