8 of lean in the healthcare setting WASTES

"When it comes to healthcare "providers have a responsibility to practice effective and efficient health care and to use health care resources responsibly. Parsimonious care that utilizes the most efficient means to effectively diagnose a condition and treat a patient respects the need to use resources wisely…"

- *ACP Ethics Manual*, Sixth Edition

Defects

#1

Efforts caused by rework, scrap, incorrect information

Some Examples
1. Pertinent information not communicated
2. Incorrect information communicated
3. Expired medication
4. Diagnostic errors

What examples can you think of based on your experience?

Over-production

#2

Either more production than needed or before it is needed

Some Examples
1. Unnecessary diagnostic tests
2. Peak staff during non-peak hours
3. Ordering medication that the patient doesn't use due to cost, lack of education, need

This area is sometimes harder to spot in health care. Do you have other examples?

Waiting

#3

Time waiting for the next step in the process

Some Examples
1. Patients waiting
2. Waiting due to lab result delays
3. Waiting for available exam room

Where do you find yourself waiting during your workday? Where do you see others waiting?

Non-use of Talent

#4

Under use of people's talents, skills & knowledge

Some Examples
1. Not listening to team member's suggestions
2. Fostering a climate where contributions are not valued
3. People doing work below their level of licensure

What examples come to your mind?

Transportation

#5

Unnecessary movement of products & materials

Some Examples
1. Delivery of supplies
2. Delivery of medication from a central pharmacy
3. Process for lab specimens

Other examples?

Inventory

#6

Unnecessary movement of products & materials

Some Examples
1. 3 months of medication sitting on a shelf
2. Too much of one thing
3. Out of important items, e.g. vaccines

What have you experienced?

Motion

#7

Unnecessary movements by people

Some Examples
1. Supplies located far from where they are used
2. Equipment of supplies in locations that are awkward
3. Bending, twisting to get to or use supplies or equipment

Think through your day, any examples come to mind?

Extra-processing

#8

More work or higher quality than is required by customer

Some Examples
1. Treatment by subspecialists that could be done by primary provider
2. Complex testing when simpler would suffice , e.g. MRI when X-ray would do
3. Follow up appointments that don't improve patient outcomes
4. Unnecessary paperwork

Where do you see extra processing in your day?

8 Common Areas of Waste

- **D** Defects
- **O** Over-production
- **W** Waiting
- **N** Non-use of Talent
- **T** Transportation
- **I** Inventory
- **M** Motion
- **E** Extra-processing

Source: https://www.acponline.org/clinical-information/ethics-and-professionalism/ethics-issues-and-position-papers/medical-ethics-and-the-stewardship-of-health-caeresources

Source:https://blog.kainexus.com/improvement-disciplines/lean/7-wastes-of-lean-in-healthcare