Removing excess waste from your processes
LEAN History

“It’s not enough to just do your best or work hard. You must know what to work on.”

W. Edwards Deming
1900 - 1993
“Gemba”: The Actual Place

“Toyota managers should be sufficiently engaged on the factory floor that they have to wash their hands at least three times a day.”

Taiichi Ohno
8 Mudas

- **Muda - 無駄 - Waste.** Key concept in Toyota production system.
  - Defects
  - Over-production
  - Waiting
  - Not clear (confusion)
  - Transporting
  - Inventory
  - Motion
  - Excess Processing
Defects/Re-Work

- Time and material spent doing something wrong and later fixing it.
  - Medication Errors
  - Wrong Patient
  - Wrong Procedure
  - Lost Or Unlabeled Specimens causing retesting
  - Duplicate MRNs
  - Hospital Acquired Conditions
  - Misdiagnoses
Over Production/Processing

- Producing more than is needed by the customer at this time
  - Prepping for procedures not yet scheduled
  - Multiple forms with the same information
  - Delayed discharges
  - Ordering and completing unnecessary tests, diagnostics, and therapies
  - Performing a surgery when a non-invasive intervention will suffice
Waiting

- Idle time created when material, information, people, or equipment is not ready. Patients or their information is idle in a queue.
  - Bed assignments
  - Clinic waiting rooms/exam rooms
  - Lab/Radiology results
  - Medical records waiting to be signed
  - Transition to another level of care
Not Clear/Confusion

- Doing the work but are not confident about best way to perform the task.
  - Same task performed in different ways by different people
  - Unclear discharge plan
  - Multiple style tele boxes
  - Unclear orders
Transportation

- Transport of patients or materials
Inventory

- More materials, medications, and/or products on hand than needed to do the job.
  - Pre-printed forms
  - Linens
  - Supplies
  - Lab supplies
  - Medications
Motion

- Unnecessary movement within a work center.
  - Searching for charts
  - Hunting through several different supply rooms to find what you need
  - Not being prepared when you enter the patients room
So How Do I Take Out The Trash

A3

A3 instructions
A3 template
Save the Date
April 6, 2016
Poster Day
“PASSPORT 2015”
Take the Tour