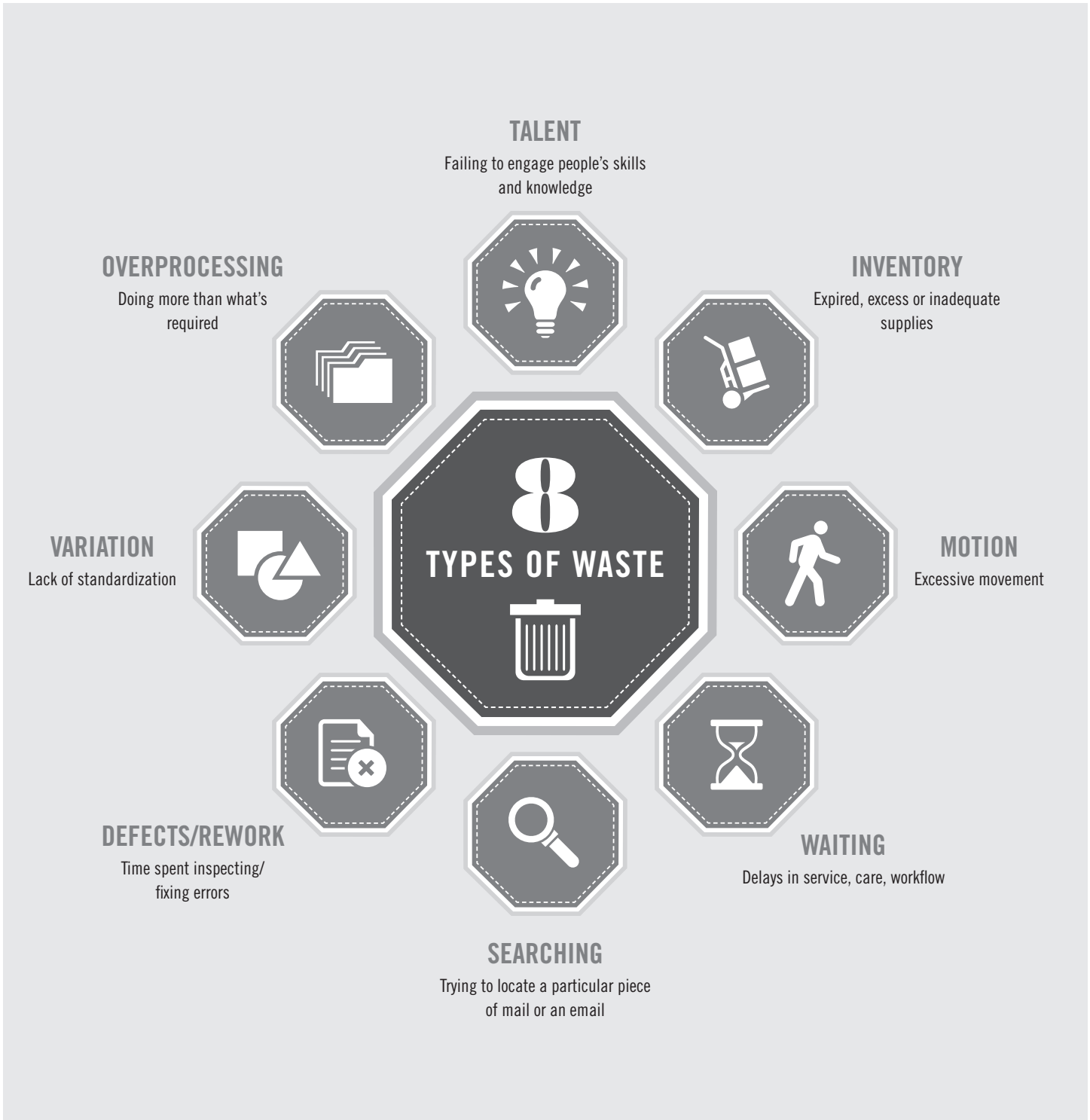


8 Types of Waste

Purpose: To help unit-based teams define, identify and eliminate waste in a process. This tool is a good introduction to performance improvement.





When: To help your team determine where to focus improvement efforts

Who: Level 2 team and higher



8 Types of Waste: Examples and Worksheet

Use this worksheet to define, identify and eliminate waste in your workplace.

Type of waste	Definition	Clinical examples	Business and operations examples	Notes
 TALENT Failing to engage people's skills and knowledge	Underusing a person's skills, talent and creativity; confusion about roles and responsibilities; or failing to capture ideas from all employees connected to the work	Highly trained providers perform routine tasks that don't require their unique expertise	Employees lack the tools needed to perform and continuously improve their assigned work	 _____ _____
 INVENTORY Expired, excess or inadequate supplies	Having wrong, expired, excess or inadequate supplies and equipment	Over-or under stocked medications on units	Over-or under stocked supplies in departments or warehouses	 _____ _____
 MOTION Excessive movement	Excessive movement of materials, patients/members or employees	Staff must travel to a remote storage room or out-of-the-way cabinet or cart to retrieve supplies	Lack of access to or failing to use appropriate lift equipment or techniques	 _____ _____
 WAITING Delays in service, care, workflow	Time spent waiting for people, information or equipment; waiting for the next step in a process	Patients waiting for lab results or waiting to see provider	Food and Nutrition Services waiting for food trays to be collected from patient rooms	 _____ _____
 SEARCHING Seeking misplaced materials, information, equipment or hard-to-find people	Time and energy spent looking for misplaced or misfiled materials, information, equipment or people	Searching for ultrasound machine that was not returned to the central storage area	Going to multiple sites to retrieve equipment	 _____ _____
 DEFECTS/REWORK Time spent inspecting/fixing errors	Products, services or processes that do not meet expectations or needs; defects passed along the process can amplify the impact of the initial defect	Failure to reconcile medications results in a medication error	Multiple quality assurance checks	 _____ _____
 VARIATION Lack of standardization	Lacking a consistent way of performing work that should be standardized; processes that lead to inconsistent or unpredictable results	Patients receive different treatments for the same or similar illness or condition	Multiple ways of calculating co-pay estimates	 _____ _____
 OVERPROCESSING Doing more than what's required	Doing more than what is needed or expected in a process; unnecessary steps or operations that are accepted as necessary	Multiple people ordering labs, medications etc. for a patient	Making extra copies or generating unused reports	 _____ _____