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# The 8 wastes

process obstacles that get in the way of delivering value to your customers



# Forms of wastes

Waste is anything that is not of value to the customer.

Lean methodology has identified 8 forms of waste. This is to help us understand the type or forms of activities that are waste and eliminate them.

Once a waste is identified, the priority is elimination. We use the acronym DOWNTIME to remember the 8 wastes

# The 8 wastes



Defects



Overproduction



Waiting



Non-Utilized Talent



Transportation



Inventory



Motion



Extra-Processing

# Defect Waste

This refers to the resources spent doing something incorrectly and correcting errors.

It is a type of waste that is generated when activity has to be repeated because it was not done correctly the first time.

Defects are greatly reduced by proper error proofing.

This simply means that we design a process in such a way that it is easier to do the right thing.

The best forms of error proofing eliminates defects through the use of devices that inspects and controls the process (e.g showing warning signals)

Start somewhere and continuously improve the process, seek perfection

# Overproduction Waste

This is waste from creating or producing things that are not value adding or doing something sooner than it is needed, ” just in case”.

Anything created that is not value adding or essential is waste.

Imagine creating an evaluation for a patient with an appointment before they come into the clinic and then they don't show up, or ordering tests that do not contribute to diagnosing or treating a patient.

Another example is buying lots of a product for reselling because it is cheaper to buy in bulk but there is little to no demand or market for it.

This results in excess inventory that can expire, take up space and money to store and maintain, and tie up capital that could be more productively utilized.

# Waiting Waste



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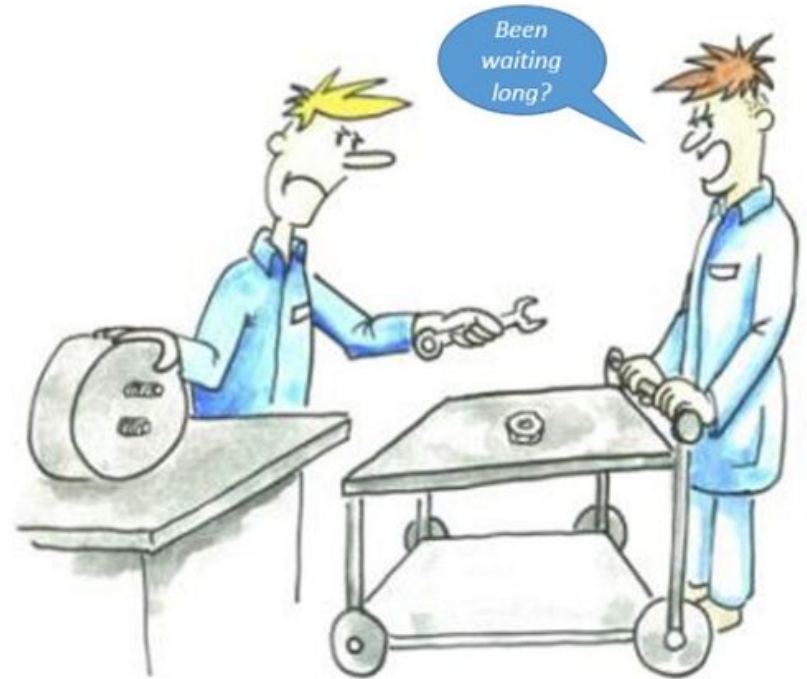


This means waiting for the next step in the process to occur. Time spent that is not adding value.

This is wasted time spent waiting for items, information or people.

An example is patients waiting to see a care provider, a staff member waiting for approval from their manager or a doctor waiting to discharge a patient because the nurse is busy.

This may be due to workload that is not leveled or inadequacy of the process.



# Non-utilized Talent Waste

This is waste that is generated when we do not utilize people's talent and potential.

This happens when we have specialists performing mundane tasks or when team members are not engaged and encouraged to utilize their potentials

This is an underutilization of talent that is expensive.



# Transportation Waste

This is the unnecessary movement of product, specimen, equipment and people from one point to another.

This may be due to poor logistics planning or poor structural layout.





# Inventory Waste

Waste generated from having more inventory than is necessary.

This results in an increased amount of resources to maintain inventory and the cost of spoiled or expired products.

The Lean concept of Just in time production combats this by ensuring that we only produce what is needed, when it is needed.

The goal is to 'just' match demand, no more, no less.



# Motion Waste

This is a waste generated from excess movement by people. This is why it is advised that areas that collaborate or are closely linked together are closer together. For instance the consulting room and the reception.

Having places or things far from where they are needed most, results in a lot of non-value added movement.

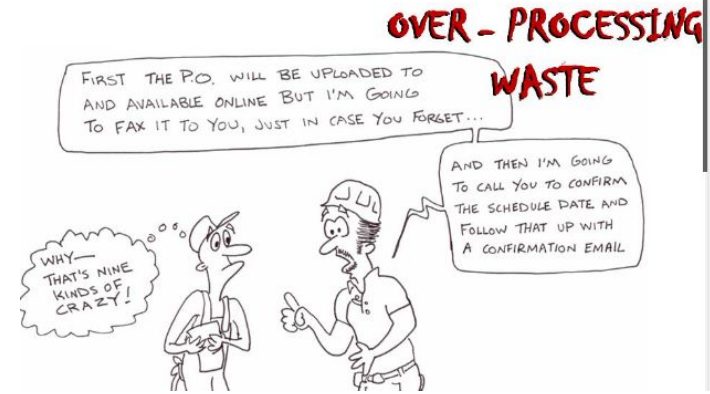
This is closely related to transportation waste. The difference is that in transportation waste, you are moving something or someone unnecessarily e.g the ambulance having to go to the fueling station with a patient in it. Whereas motion waste is the movement of people themselves, for instance, the pharmacist going to get a medication from the store to dispense for a patient.

# Extra-processing Waste

This refers to non-value adding details that we add to the work.

This means that we are spending resources to add details to something but that detail is not of value to the customer.

An example of this is duplication of work, unproductive meetings and emails, creating information that no one uses or needs.



# Eight Wastes: Healthcare Examples

## Defects



Example:

- Lab tests are performed twice because of errors
- An x-ray is read incorrectly
- Wrong site surgery

## Overproduction



Example:

- Making more IV bags than are needed.
- Preparing 4 units of blood "just in case" for the OR

## Waiting Time



Example:

- Delayed Cases waiting for instruments

## knowledge



Example:

- A resident's bright idea is "lost", or the resident is confused about how to do a task

## Unnecessary Transportation



Example:

- Patient gets wheeled back and forth between the floor and radiology for multiple tests instead of taking one trip for all of them

## Inventory



Example:

- Medicines held over the shelf-life because of excess ordering

## Wasted Motion



Example:

- Pharmacy tech walks back and forth looking in multiple places for a particular med

## Extra Processing



Example:

- Nurse records respiratory rate in multiple places in the chart
- Multiple copies of the same pathology report – in EPIC, in Medview, in SCM, on paper



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Next up - Principle 2