

The 8 Wastes - "Muda"	Definition	Healthcare	Transactional Examples
Defects	Work that contains errors, rework, mistakes or lacks something necessary	<ul style="list-style-type: none"> ▪ Medication error ▪ Wrong patient ▪ Wrong procedure scheduled ▪ Wrong patient charted on 	<ul style="list-style-type: none"> ▪ Sending out bills with the incorrect information ▪ A laptop without requested software ▪ Incorrect phone numbers ▪ Personal data incorrect
Overproduction	Producing more than the customer needs right now	<ul style="list-style-type: none"> ▪ Pills given early to suit staff schedules ▪ Testing ahead of time to suit lab schedule ▪ Treatments done to balance hospital staff or equipment workload 	<ul style="list-style-type: none"> ▪ Making copies of a form that is never used ▪ Scanning documents and keeping the paper copies filed also ▪ Unnecessary meetings
Waiting	Idle time created when material, information, people, or equipment is not ready	<ul style="list-style-type: none"> ▪ Waiting for... ▪ Bed assignments ▪ Surgeon waiting for patient to be ready ▪ MRI machine waiting on next patient ▪ Patient lab test results 	<ul style="list-style-type: none"> ▪ Waiting on the phone for someone to answer your question ▪ Hand off to another area and waiting for work to be done to do your next step ▪ Slow network
Not Highest or Complete Use	Underutilizing Resources	<ul style="list-style-type: none"> ▪ Not asking a nurse how to prevent falls ▪ Not asking for other peoples ideas or input ▪ Using multi dose vials for single doses and then tossing the remainder out 	<ul style="list-style-type: none"> ▪ Not asking people for their input/ideas ▪ Having multiple work areas in multiple locations for one person ▪ Using one label from a sheet of labels
Transportation/Motion	<p>Movement of product that does not add value</p> <p>Movement of people that does not add value</p>	<ul style="list-style-type: none"> ▪ Moving patients for testing ▪ Moving patients for treatment ▪ Moving equipment from one location to another ▪ Clicking through multiple screens to get to what you want 	<ul style="list-style-type: none"> ▪ Walking across the street to another building ▪ Driving across town to another campus ▪ Moving data from one program to another (Epic to Excel) ▪ Navigating multiple screens to input data
Inventory	More materials, parts, or products on hand than the customer needs right now	<ul style="list-style-type: none"> ▪ Bed assignments ▪ Pharmacy stock / Lab supplies ▪ Specimens waiting analysis ▪ Paperwork in process ▪ Patients in beds 	<ul style="list-style-type: none"> ▪ Pre-authorizations waiting to be processed ▪ Procedures waiting to be scheduled ▪ Accounts waiting to be reconciled ▪ Invoices waiting to be coded
Missing Information/Confusion	Missing Information creates uncertainty and confusion	<ul style="list-style-type: none"> ▪ Missing orders ▪ Missing labels ▪ Illegible orders/documentation 	<ul style="list-style-type: none"> ▪ Missing labels ▪ Missing instructions ▪ Uncertainty which steps have been completed ▪ Undocumented tribal knowledge
Extra Processing	Effort that adds no value from the customer's viewpoint	<ul style="list-style-type: none"> ▪ Multiple bed moves without care level change ▪ Excessive paperwork ▪ Unnecessary procedures ▪ Unwarranted multiple testing 	<ul style="list-style-type: none"> ▪ Logging data on paper and then in computer ▪ Creating reports that no one reads ▪ Closing the books more frequently than necessary ▪ Getting approvals higher than required