

# Impact21 Pty Ltd

## War on Waste

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# Agenda

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1. Learning to See – The Lenses of Waste
2. Examples of the 8 Wastes
3. How to Fight your War on Waste



# 1. Learning to See

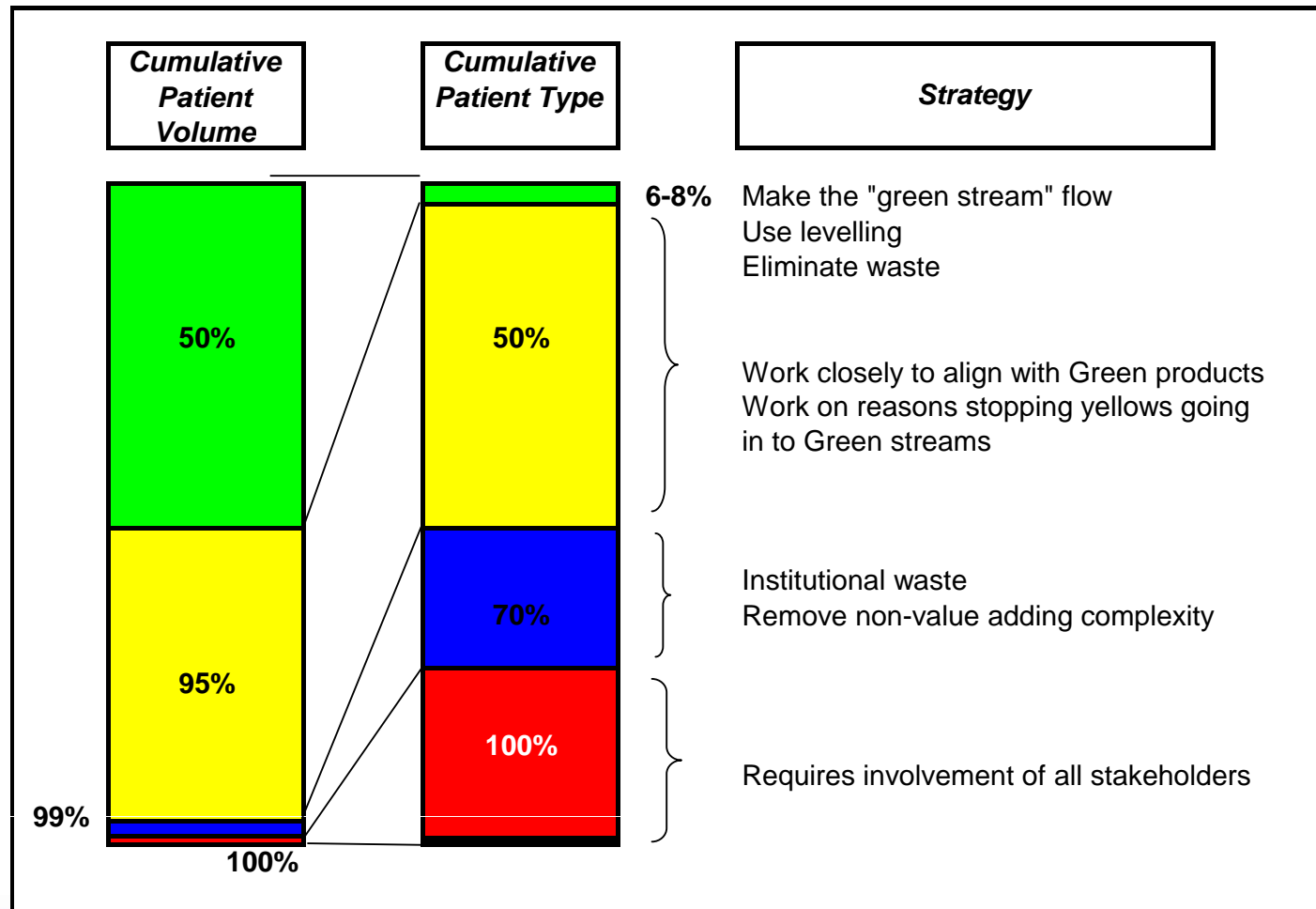
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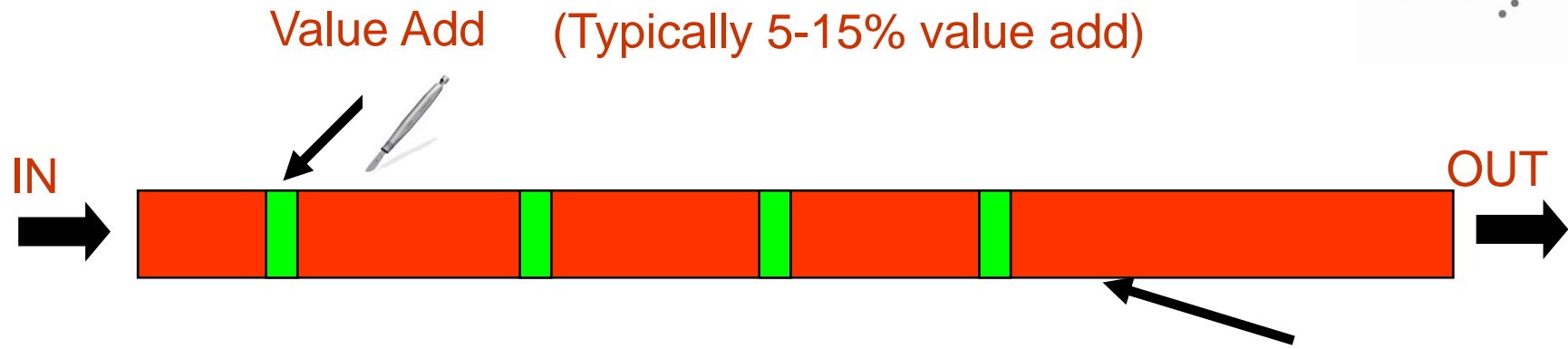
# Glenday Sieve

## The Sieve

.com.au



# 1. Learning to See the Waste



Non Value Added

Waste

Waiting

Overproduction

Rejects

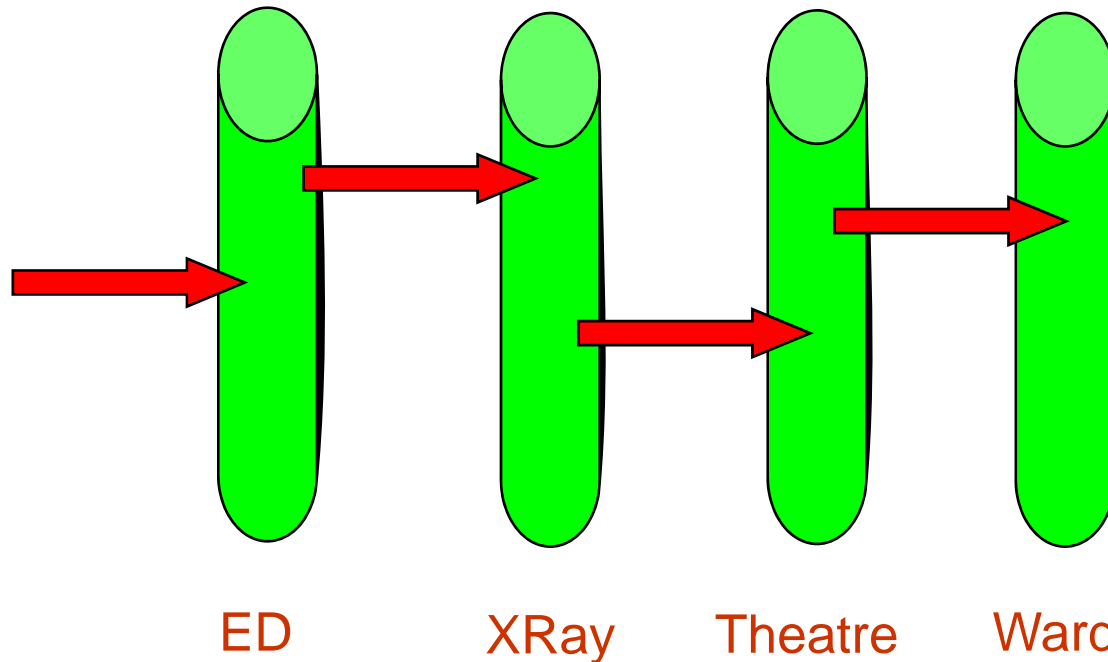
Motion

Processing

Inventory

Transport

Staff Utilisation



**Waiting** – for people, signatures, and/or information is waste.  
This is “low hanging fruit” which is easy to reach and ripe for the taking.

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- Waiting in ED to be seen, waiting to be admitted or discharged
  - Waiting 17 months for a Diabetes Referral,
  - Waiting 5 years for Cataract Surgery
- Dependency on others to complete tasks
- Delays for test results



# Overproduction – producing work prior to it being required is waste and is the greatest of all the wastes

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- Meds given early to suit staff schedule
- Testing early to suit lab schedule
- Producing reports no one needs or reads
- Batch processing – scripts, referrals, pharmacy protein drinks

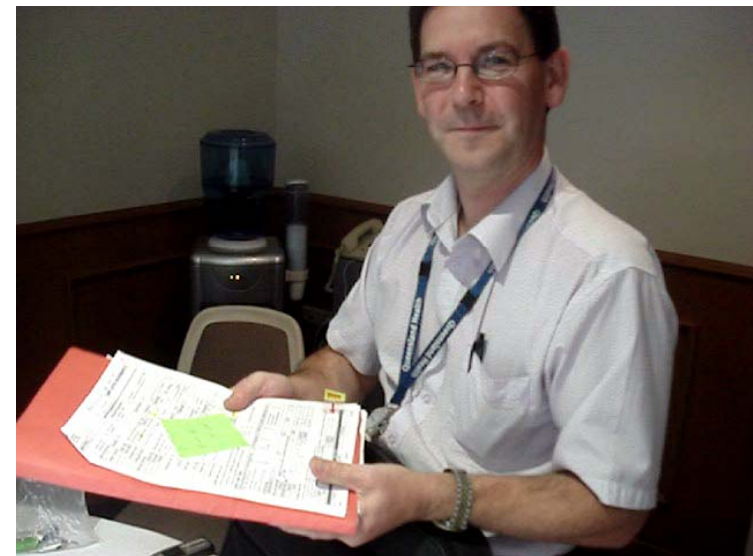
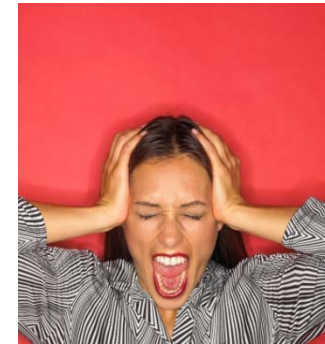


# Rejects - refers to all processing required creating a defect or mistake and the additional work required to correct it

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**An adverse event with serious consequences occurs in about 15% of overnight stays**  
(Jackson, Duckett et al 2006, J Health Serv Research 11:21-6)

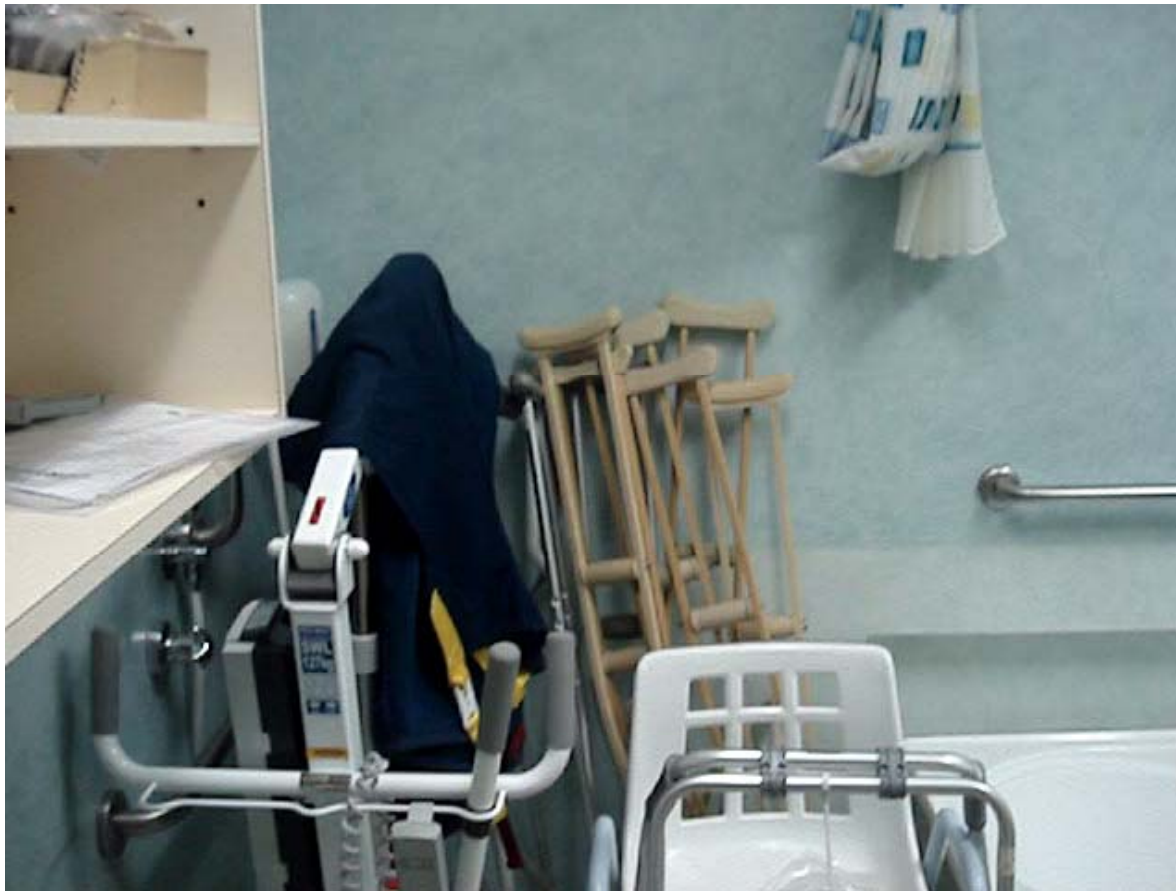
- Adverse Events (sentinel events, medication errors)
- Wrong or missing patient or staff information (only 1% of forms correct after 13 manager checks)
- Forwarding partial documentation to the next process
- Lost files or records
- "only 10% of the time is everything right when we go to theatre"





# A Sad Error

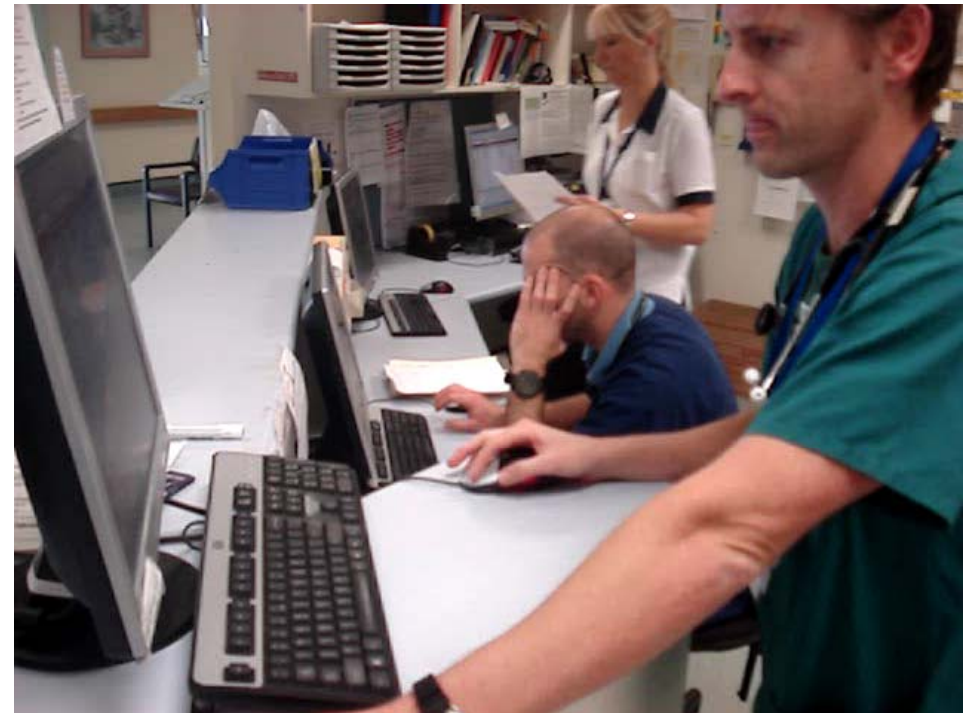
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# Motion - any movement of people, paper, and/or electronic exchanges that does not add value is waste

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- Searching for patients
- Searching for work documents
- Searching for medications
- Searching for computer files on your desktop
- Hand-carrying paper work to another process
- Searching for poorly located supplies
- Walking to equipment that is not centrally located



**25 Kms walked by staff in a clinic =  
5,000+ Kms / yr = Perth to Sydney**

**Processing** - putting more work or effort into the work required by internal or external customers is waste or doing the steps in the wrong order

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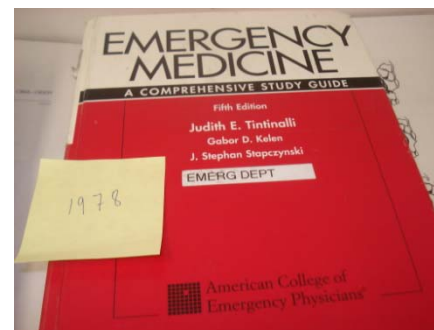
- Duplicating tests, reports or information – 25 Functional Asx
- Ordering more diagnostic tests than the diagnosis warrants
- Completing excessive paperwork – Obstetric Theatre 5 copies
- Entering repetitive data / information
  - Multiple Demographic Histories
- Rewashing wounds with saline after pt has showered
- Constantly revising documents



# Inventory - work piles, excessive supplies, and excessive signature requirements are waste

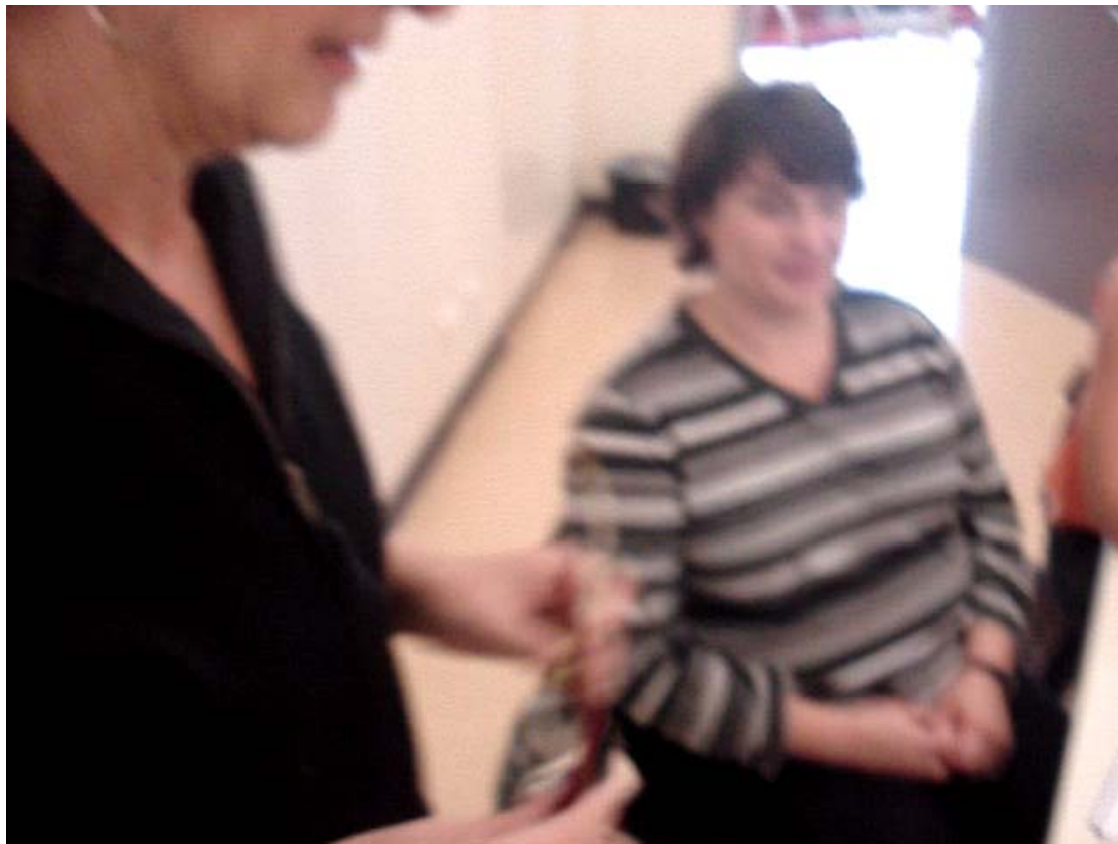
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- Duplicate medications and supplies in excess of normal usage – 20K excess dialysis fluid
- Files awaiting tasks completion or approval by other
- Extra or out-dated manuals, newsletters or magazines
- Purchasing excessive office supplies
- Obsolete files, and equipment



# Some of our Records

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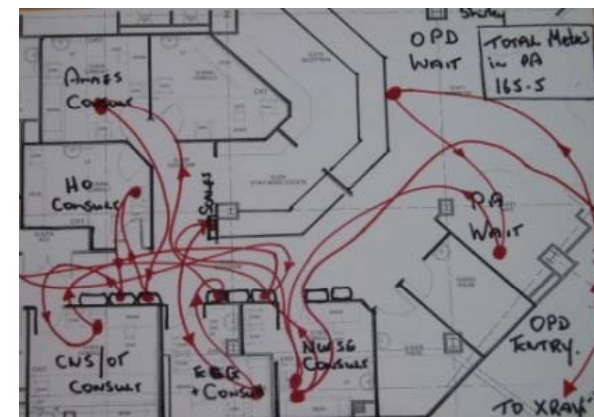


# Transport – the extra or unneeded time element associated with the delivery of work to a process

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- Transporting patients to surgery prematurely or unnecessarily moving them around
- Placing a gurney in the hall and constantly having to move it
- Moving samples, specimens, documents, equipment early /late or to the wrong location
- Delivering documents that are not required
- Excessive filing of work documents

**Patient visits 15 locations in 1 antenatal visit!**

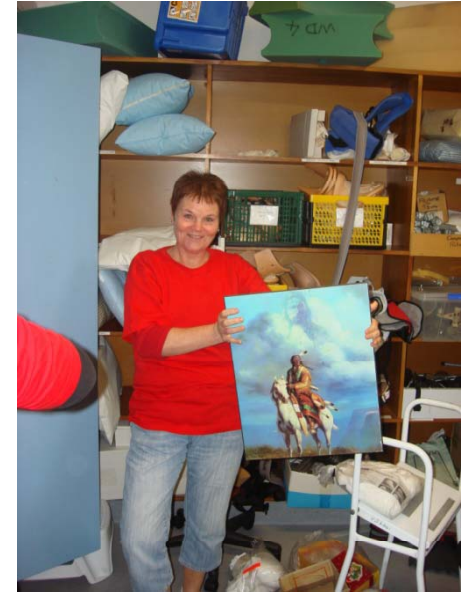


**Staff Utilisation** - is a result of not placing people where they can (and will) use their knowledge, skills, and abilities to the fullest

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- Not using staff ideas – move the in tray
- Not maximizing staff time on core tasks
- Project deadlines not being met
- Staff assignments not evenly balanced due to lack of cross-training or certification
- High absenteeism and turnover
- Inadequate performance management system
- Incomplete job skill assessment prior to hiring







# Our Definition of Normal

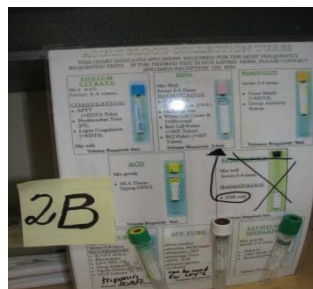
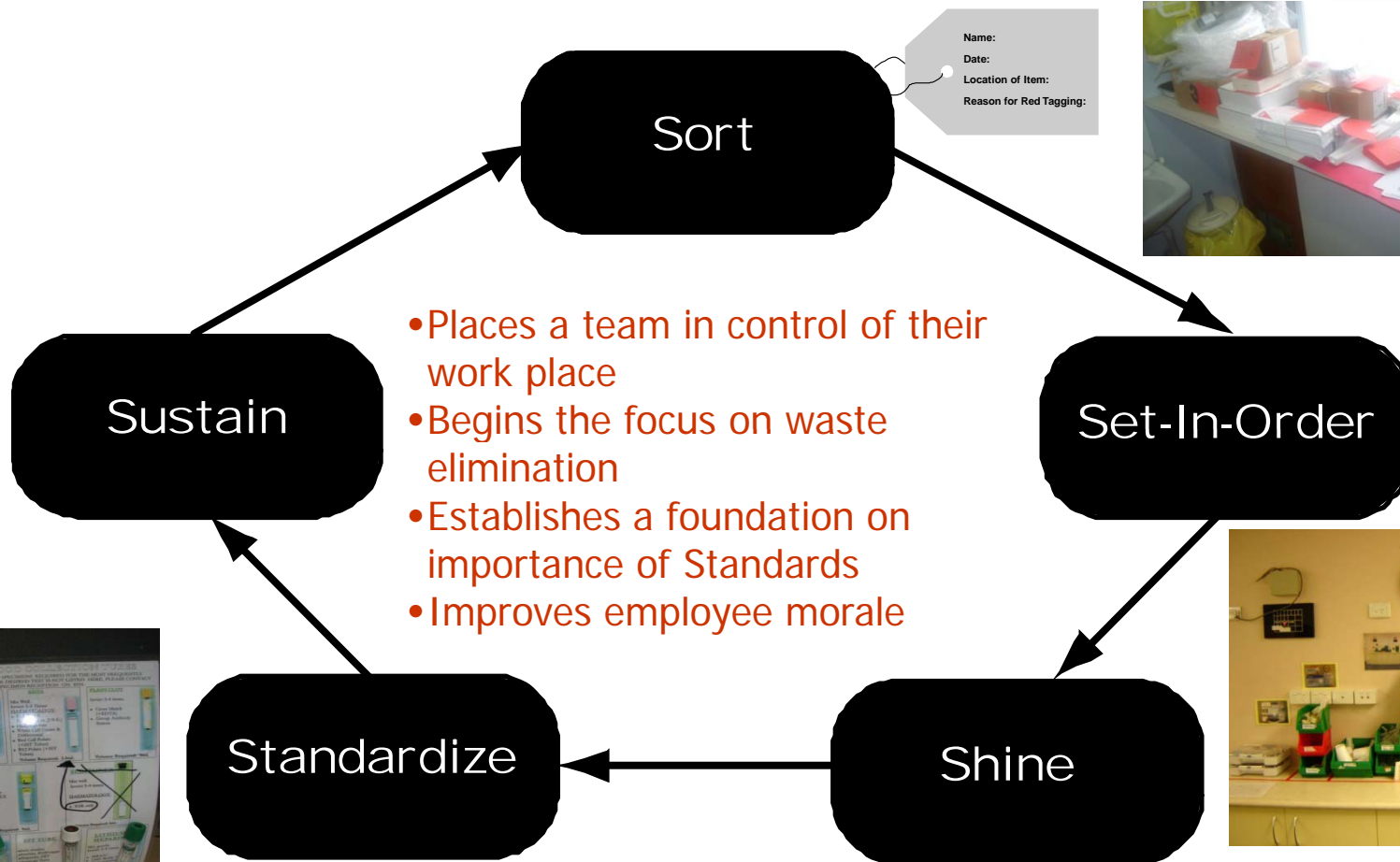


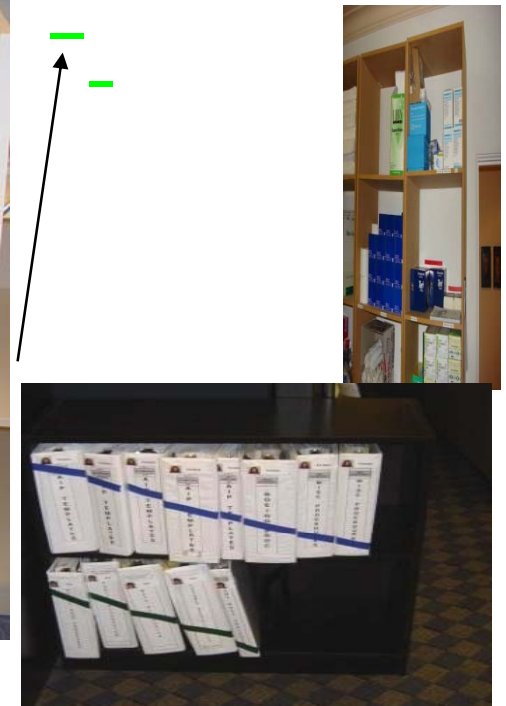
Good Normal



Bad Normal

# 5S – a process to ensure work areas are systematically kept clean and organized





# 5S - PHYSIOTHERAPY



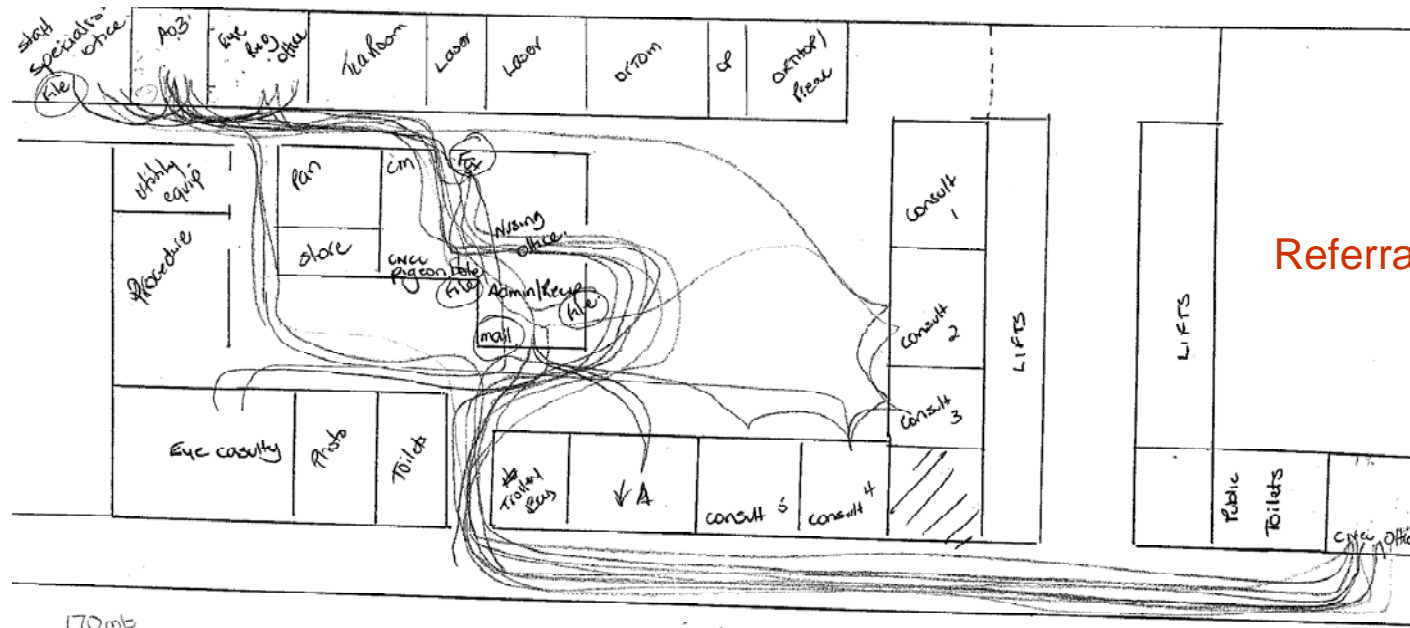
# 5S – PHARMACY - BEFORE



# 5S – PHARMACY - AFTER

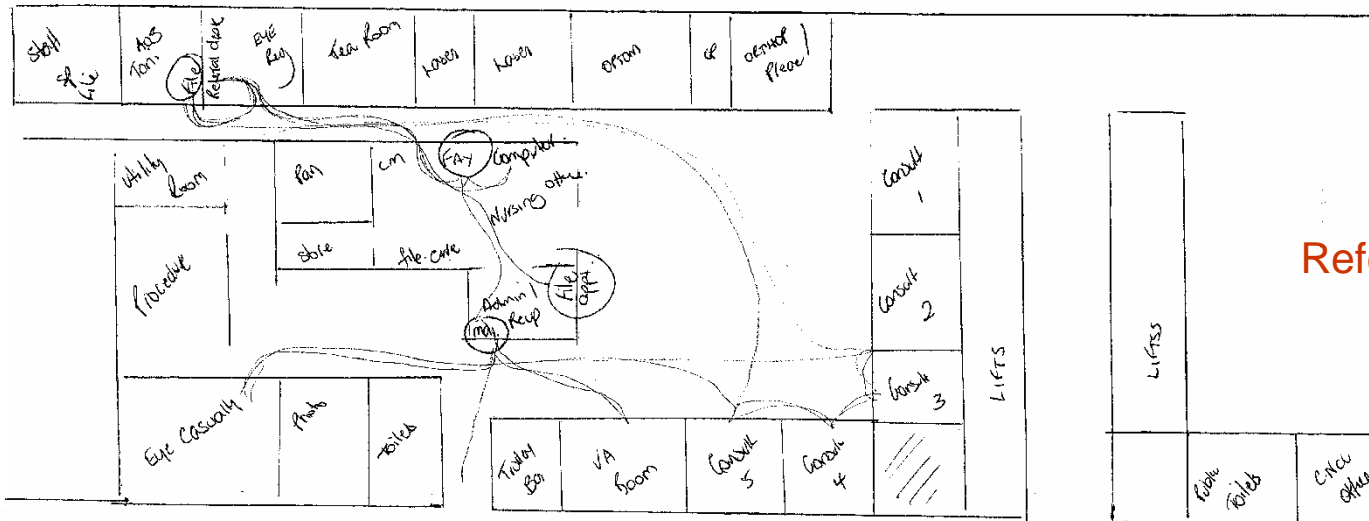


# Physical Layout Changes



Referral Walk Before 290

170mb



Referral Walk After 90



# Education/ Interview Room Before





# Education/ Interview Room - After



***It's the patient's time that matters...***

**If we value this,  
everything else will follow**