

Lean Six Sigma is designed to eliminate waste. Waste is anything that a customer is unwilling to pay for.

Wastes in a hospital using the acronym DOWNTIMES:

Defects:

- Germ presence
- Intraoperative or post-operative death
- Contaminated tools
- Surgery on the wrong body part
- Surgery on the wrong patient
- Retention of a foreign object after surgery
- Patient serious disability or death due to:
 - A fall
 - A burn
 - The use of restraints
 - An electric shock
 - A line containing the wrong gas or toxic substances
- Incomplete documentation
- Medication errors:
 - Wrong medication
 - Too much medication
 - Too little medication
 - Medication delivered at the wrong time
- Patient attempted or successful suicide
- Missing standard protocols
- Unused standard protocols
- Wrong surgical procedure
- Patient serious disability or death due to:
 - Contaminated drugs
 - Contaminated Biologics
 - Contaminated devices
 - Intravascular Air Embolism
 - A device that functions poorly
 - A low risk medical procedure

Overproduction:

- Unused sterilized tools
- Ordering too much of something
- Unused setup times
- Poor automation
- Work that does not deliver care
- Over-complete documentation
- Multiple interactions
- Signatures without review

Waiting:

- Long setup times
- Unbalanced personnel workloads
- Miscommunication
- Poor communication



- Waiting for rooms to be cleaned
- Time between processes
- Waiting for a computer screen
- Waiting for signatures
- Lack of just-in-time deliveries
 - For maintenance
 - For next upstream product or service
 - For changeovers

Non-utilizing talent:

- Wasteful administration tasks
- Lack of employee improvement contributions
- Expensive people gathering information that others could attain
- Non-optimal staff assignments
- Training deficits
- Teamwork deficiencies
- No Continuous Improvement
- Un-fully utilizing vendors'
- Poor integration with vendors

Transportation:

- Patient flow inefficiencies
- Long excursions

Inventory excess:

- Excess materials
- Lack of Just-in-Time
- Stockpiling

- Buffers
- Inventory
- Extra material purchased to compensate for defects
- Excess space used
- Wasted material

Motion:

- Congestion at workstations
- Excessive walking of hospital corridors
- Going back to get something that was missing
- Parceling out work
- Changeover activity
- Repetitive movement

Excess processing:

- Repetitive information gathering
- Extra reporting
- Duplicate data
- Multiple signatures
- Over-designed equipment
- Producing errors
- Unneeded activities

Services:

- HVAC in unused spaces
- Electricity overuse
- Water waste
- Inventory storage and spoilage
- Under-utilized space
- No longer used materials storage