

Lean Workshop 2 – Waste Identification & Future State Mapping

Lesson Summary:

Waste Identification is a tool that helps us to show where there are steps that are not adding value from our customers' perspective. Another way to think about waste would be to ask yourself would the customer pay for you to perform this step. If yes, then it is not a waste. We use the acronym TIMWOOD + V to remind us of the different types of waste that exist in a process.

- *Transportation* – Unnecessary movement of people or parts between processes.
 - o *Example:* Interoffice mail that carries paper enrollment forms to be processed at a different location.
- *Inventory* – Available resources or tools that are not being used.
 - o *Example:* Having too many staff to cover appointments.
- *Motion* – Unnecessary movement within a process.
 - o *Example:* Clicking through multiple folders to find the information you need.
- *Waiting* – Waiting for work cycle to be completed.
 - o *Example:* The time it takes to receive a notification of acceptance or denial.
- *Over Processing* – Processing beyond standard requirements.
 - o *Example:* Having multiple people review a document with redundant feedback.
- *Overproduction* – Sooner, faster, or greater quantities than demand.
 - o *Example:* Multiple applications for the same patient.
- *Defects* – repetition or correction of a process done incorrectly.
 - o *Example:* Missing or incorrect information in an enrollment application.
- *Variation* – undesired difference between products.
 - o *Example:* One person using template A and the other using template B.

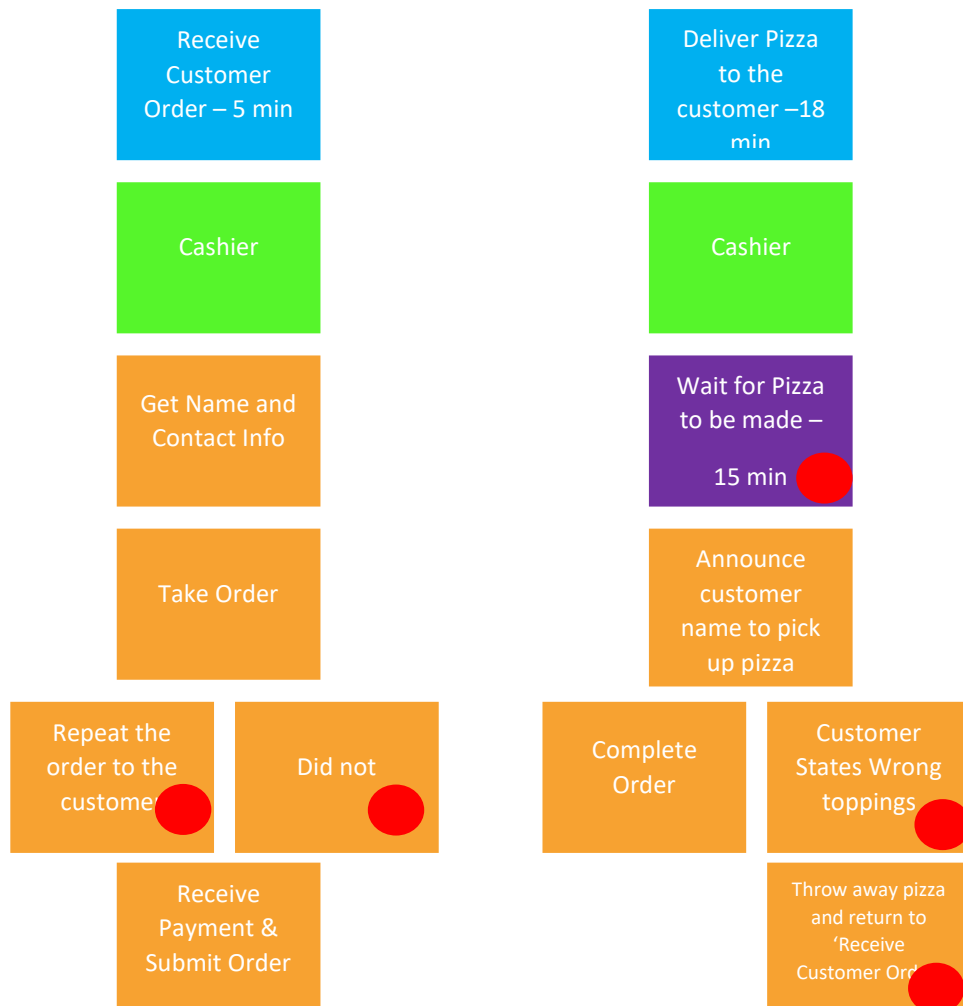
Future State Mapping is used to visually represent what will be the first iteration of the new standardized process. This allows us to understand the flow of how things are being done, see the connection of who is doing the work, and the details of the activities that are happening throughout the flow. It will also be used as a comparison to see visually how your current state is different than the future state showcasing the details of where and how waste was eliminated.

Tips for Homework 3 (Identify Waste & Create a Future State Map):

Waste Identification:

Review your customers and ideal state from Homework 1. This information will act as your guide to determine if a flow, connection, or task should be considered a waste. If you need to update this information this would be a good time to do that.

- On your current state map identify anything that does not add value from the customer's perspective, waste (TIMWOOD+V), with a red dot.
- If you aren't sure if it is a waste, use the 5 why's to understand the root cause of why the activity is currently done that way.
- Below is an example of what your current state should look like after you have completed waste identification



Future State Mapping

Create your future state map on the Future State tab of the Excel Process Mapping template where your current state resides.

- If you want to save time not having to re-type all the stickies on the map you can copy your current state map to the future state tab and update from that point. If you are significantly changing the flow, I would not do this as it might make it more confusing.
- Determine what you can feasibly do in the amount of time given in the course to implement your future state. If you have things you would like to do but they would take a longer time, such as an IT solution, put these in your parking lot so you can implement in the next round of continuous improvement.
- Go back to your current state map and identify the places where you will eliminate waste by placing a green dot over the red dot. Note: You will probably have places where you still have waste/red dots and that is ok as it is difficult to remove all the waste in the first iteration. You might also find that you need to leave something that is a waste in the ideal state such as a quality check but it is currently adding value in the process.
- Update the future state map to reflect the new standardized process flow you will implement in your first iteration. Put red dots on the wastes that will still exist in the future state.
- Below is a picture of what your current and future state maps will look like after you complete the above steps.

