

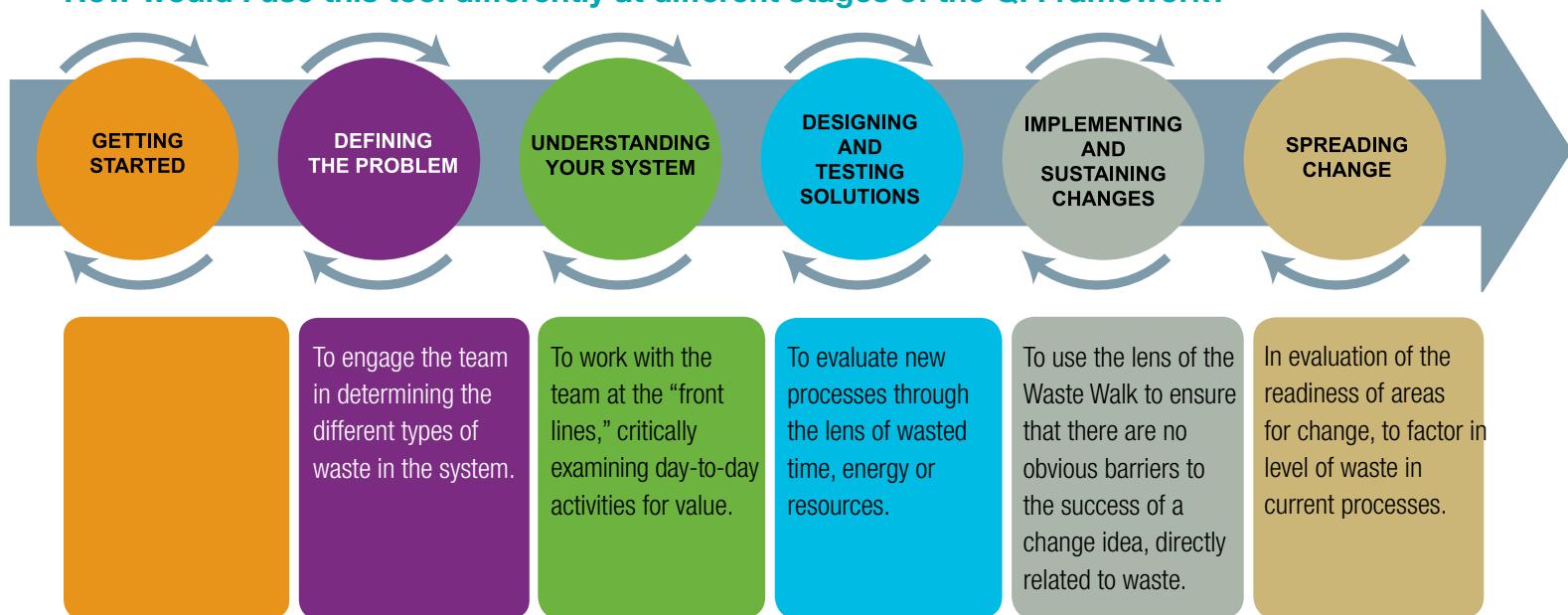
Waste Walk INSTRUCTION

Why would I use this tool?

Waste Walk is part of a Japanese concept called Gemba, which means “the real place,” where the work is being done. Gemba Walk or Waste Walk means connecting to the reality of what is actually happening as opposed to what we think should be happening or what we assume is happening in our daily work.

In order to conduct a Waste Walk, you need to have an understanding of the eight forms of waste typically seen in any system. These are: defects, overproduction, waiting, non-utilized talent, transportation, inventory, motion, and extra processing. The goal of a Waste Walk is to identify wasted time, energy and resources in everyday activities. This is performed by observing these activities in real time, as they happen, in the place that they happen, through the lens of quality improvement. This process promotes critical thinking about activities carried out on a daily basis.

How would I use this tool differently at different stages of the QI Framework?



How do I use this tool?

1. Distribute the printed Waste Walk tool and cover page to all staff engaged in the Waste Walk. Explain the:
 - purpose of the task,
 - different types of waste,
 - location where the Waste Walk will be conducted (e.g., floor or unit),
 - timeframe for the Waste Walk,
 - where to hand in completed Waste Walk sheets.

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2. Have the staff/team:

- Walk the predetermined work area with the Waste Walk sheets and note down at least four wastes for each of the eight types of waste,
- Think about ways to reduce or eliminate the identified wastes,
- Write down ideas on the Waste Walk sheets,
- When done, submit the Waste Walk sheets.

3. Inform the staff of the Waste Walk findings.

4. Engage the staff in developing tests of change to reduce the waste in the system.

What do I need to use this tool?

Materials

- Printed Waste Walk tool, with the cover page, for each person
- Pen for each person

Timing

Depending on the scope of the Waste Walk activity, it could take one hour, one working day, or a calendar week.

Setup

None required.

What tips and tricks will be useful in facilitating this tool?

You may do the Waste Walk in small groups or alone.

Make sure you clearly understand the different types of waste.

When teaching people about the eight types of waste, provide examples of waste and then ask people for examples from their own experience.

Make sure that someone who is knowledgeable about the eight kinds of waste is available to be approached for questions or clarifications during the Waste Walk.

Take a camera with you—pictures are a powerful means of reporting observations, especially to senior leaders who may not always appreciate the reality of frontline conditions.