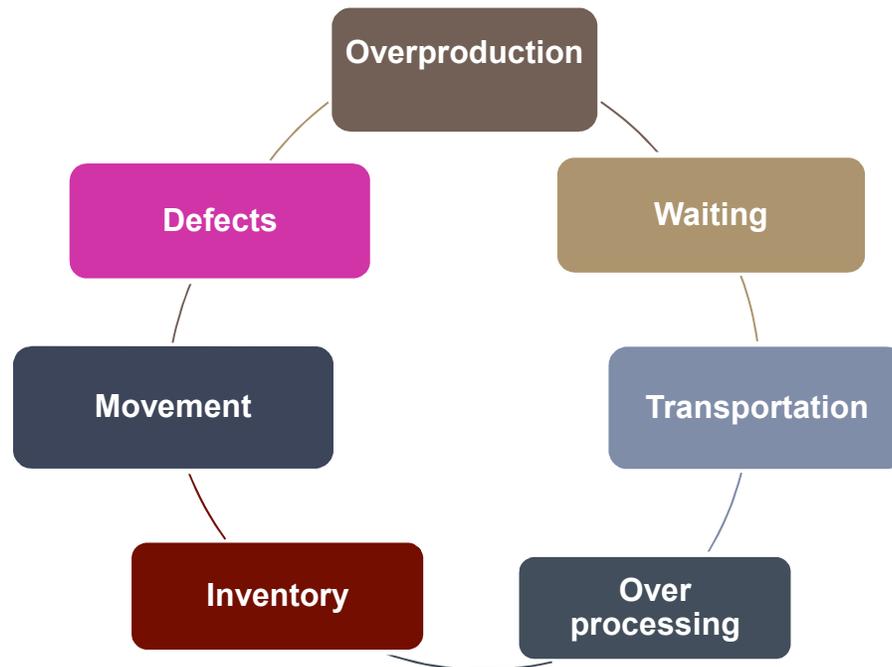


CONTINUOUS IMPROVEMENT LEAN

WASTE WHEEL



Waste is anything that does not add value in the eyes of the client/customer.

Excess stock-on-hand (inventory): Anything kept “just in case” rather than “just in time;”

Excess movement: Having to walk to multiple locations in search of supplies or information;

Defective products or rework: Errors that make it to the client. Examples include forms filled out incorrectly and last minute cancellations of appointments;

Wasted transportation: Examples include triple hand-offs, ill-planned layout, transporting supplies through multiple redistributions, transferring clients from office to office;

Excess processing: Capturing client information in multiple locations;

Overproduction: Creating 100 packages when only 15 are needed in the week; and

Time on hand (waiting): Time spent by clients or staff waiting for a service.