A Driver Diagram to Systematically and Proactively Identify and Eliminate Non-Value-Added Waste in the US Health Care System by 2025

**Aim**

- **P1: Reduce Harm and Safety Events**
  - Conduct regular review of safety and adverse events to identify opportunities to remove waste
  - Identify bold goals for organization-wide strategic focus areas to reduce harm

- **P2: Reduce Non-Value-Added Operational Workplace Waste**
  - Create a culture of focus on the relentless pursuit of operational waste
  - Improve operational efficiency through redesign
  - Link to organizational focus on creating joy in work

- **P3: Reduce Non-Value-Added Clinical Variation Waste**
  - Engage clinicians in activities to reduce unwarranted clinical variation
  - Build linkages to the electronic health record for real-time “smart alerts”

- **P4: Actively Solicit Staff and Clinician Ideas**
  - Equip and train frontline staff to use key tools (e.g., Lean, visual management system, waste reduction)
  - Engage frontline staff in waste reduction idea generation (e.g., huddles, “fresh eyes,” teams)

- **P5: Involve Patients in Identifying What Matters to Them**
  - Involve patients in co-design to identify value-added vs. non-value-added steps in the care process
  - Solicit ideas from patients and families on waste reduction opportunities

- **P6: Redesign Care to Achieve the Triple Aim**
  - Engage in care redesign across transitions of care
  - Build in focus on waste reduction to tests of change on the Triple Aim (better care, better health, lower cost)

- **P7: Engage Leadership to Provide Ongoing Sponsorship**
  - Incorporate waste reduction priorities in system-wide and cascaded strategic plans
  - Create an organization-wide visual management system to monitor efforts and outcomes

**Systematically and proactively identify and eliminate 50% of non-value-added waste in the US health care system by 2025**