

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

## Aim

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

## Primary Drivers

- P1: Reduce Harm and Safety Events
- P2: Reduce Non-Value-Added *Operational* Workplace Waste
- P3: Reduce Non-Value-Added *Clinical Variation* Waste
- P4: Actively Solicit Staff and Clinician Ideas
- P5: Involve Patients in Identifying What Matters to Them
- P6: Redesign Care to Achieve the Triple Aim
- P7: Engage Leadership to Provide Ongoing Sponsorship

## Secondary Drivers

- 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
- 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
- Engage clinicians in activities to reduce unwarranted clinical variation
- Build linkages to the electronic health record for real-time “smart alerts”
- 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)
- 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
- 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)
- Incorporate waste reduction priorities in system-wide and cascaded strategic plans
- Create an organization-wide visual management system to monitor efforts and outcomes