



Cleveland Clinic Improvement Model (CCIM)

Engage Every One to Achieve Our Goals

ORGANIZATIONAL ALIGNMENT Identify and communicate what matters most.	VISUAL MANAGEMENT Manage what matters most.	PROBLEM SOLVING Improve what matters most.	STANDARDIZATION Sustain what matters most.
<p>LEADING LEADERS</p> <ul style="list-style-type: none"> › Set strategy, aligned with our enterprise goals. › Continually share a common, clear and consistent vision of your area's purpose and future. › Build alignment. Discuss what matters most with patients and caregivers. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Translate leadership's vision. Establish metrics and objectives for team's success. › Align daily work to enterprise goals. › Create alignment. Routinely ask patients, senior leaders and team members what matters most. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Connect your work to local and enterprise goals. › Understand how your work impacts patients and others you work with. › Identify your process measures that support Cleveland Clinic's goals. 	<p>LEADING LEADERS</p> <ul style="list-style-type: none"> › Visit with patients and caregivers to see, hear and confirm what matters most. › Reinforce what matters most and the desired behaviors that support our culture. › Respond to meaningful changes in drive-and-watch metrics. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Advance improvements through sharing and discussing drive-and-watch metrics with your team. › Foster team participation in identifying and solving problems. › Use today's discoveries to improve tomorrow's performance. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Huddle often. › Track measures for all to see. Learn from the metrics and improve your work. › Communicate as a team. 	<p>LEADING LEADERS</p> <ul style="list-style-type: none"> › Help build team problem-solving skills. Provide time to improve work. › Provide focus on the problems that matter most to all stakeholders. › Create a psychologically safe environment for caregivers to share information in support of highly reliable processes. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Foster a safe environment and teamwork. › Discuss problems and errors openly with empathy to enable learning. Share improvements. › Ask questions that help the team discover root causes. Use data. Encourage experiments. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Identify and improve activities that don't add value or could go wrong. › Use team problem-solving process to eliminate waste and drive improvement. › Innovate through small and large changes. 	<p>LEADING LEADERS</p> <ul style="list-style-type: none"> › Go and see standard principles and desired behaviors in your area. › Ensure processes are designed for all caregivers to be successful. › Ensure diversity of representation in all activity. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Confirm standard processes are maintained and followed. › Establish an environment that supports all caregivers speaking up about safety, quality, experience and equity issues. › Reduce unnecessary variation. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Identify and document the current, one best way to do a job. › Take responsibility for following standards each and every time. › Share and improve standards through the PDCA process.
<p>TOOLS</p> <ul style="list-style-type: none"> › Leverage our enterprise mission and goals to guide your work. › Use the Goal Setting: OKR Guide (Objective and Key Results) and view the Performance Management - OKR Video at Connect Today. › Create drive-and-watch metrics. 	<p>TOOLS</p> <ul style="list-style-type: none"> › A step-by-step video tutorial is available at Visual Management Tutorial. › Utilize the Drive-Watch dashboard to monitor performance. › Use the tiered huddles to identify, address and share issues. 	<p>TOOLS</p> <ul style="list-style-type: none"> › Use the five improvement questions and Plan-Do-Check-Adjust (PDCA) process. › Use Kaizen cards and boards to share and prioritize problems. › Solve problems using Just Do It (JDI), Root Cause, or Complex (A3) approaches. 	<p>TOOLS</p> <ul style="list-style-type: none"> › Establish and confirm standard work. Follow regulations, standards and policies that apply. › Use available checklists each and every time. › Utilize Process Confirmation to ensure we follow our most critical processes.

Every caregiver capable, empowered and expected to make improvements, every day.

Intranet portals.ccf.org/improve | E-mail improve@ccf.org | Internet clevelandclinic.org/improve