Cleveland Clinic Improvement Model (CCIM)

Engage Every One to Achieve Our Goals

ORGANIZATIONAL ALIGNMENT
Identify and communicate what matters most.

LEADING LEADERS
- 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.

LEADING TEAMS
- 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.

AS PART OF A TEAM
- 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.

TOOLS
- 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**.

VISUAL MANAGEMENT
Manage what matters most.

LEADING LEADERS
- 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.

LEADING TEAMS
- 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.

AS PART OF A TEAM
- Huddle often.
- Track measures for all to see. Learn from the metrics and improve your work.
- Communicate as a team.

TOOLS
- 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.

PROBLEM SOLVING
Improve what matters most.

LEADING LEADERS
- 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.

LEADING TEAMS
- 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.

AS PART OF A TEAM
- 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.

TOOLS
- 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**.

STANDARDIZATION
Sustain what matters most.

LEADING LEADERS
- 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.

LEADING TEAMS
- 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.

AS PART OF A TEAM
- 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.

TOOLS
- 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