## Cleveland Clinic Improvement Model (CCIM)

**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.

### 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.
- Utilize the Drive- Watch dashboard to monitor performance.
- Use the Tiered huddles to identify, address and share issues.
- 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.
- 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.

### 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.

### 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.

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

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