

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>SENIOR LEADERS</p> <ul style="list-style-type: none"> › Set strategy, aligned with our enterprise goals. › 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>MANAGERS</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. › Ensure alignment. Ask patients, senior leaders and team members what matters most. <p>ALL CAREGIVERS</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>SENIOR 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. › Recognize positive outcomes and remove obstacles. <p>MANAGERS</p> <ul style="list-style-type: none"> › Post and review drive and watch metrics with your team. › Foster team participation in the process. › Ensure the process drives improvement. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Huddle often. › Track progress and post for all to see. Learn from the metrics and improve your work. › Communicate as a team. 	<p>SENIOR 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. › Create a safe environment for caregivers to share information in support of high reliability processes. <p>MANAGERS</p> <ul style="list-style-type: none"> › Promote teamwork. › Discuss problems and errors openly with empathy to enable learning. Share improvements. › Ask questions that help the team discover root causes. Encourage experiments. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Identify and discuss 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>SENIOR LEADERS</p> <ul style="list-style-type: none"> › Embed standard principles and confirm desired behaviors in your area. › Understand current standards prior to creating new standards. › Make improvement part of the everyday work for everyone. <p>MANAGERS</p> <ul style="list-style-type: none"> › Confirm standard processes are maintained. › Make standards visible. Recognize and address deviations right away. › Learn from and adjust to deviations from standards when appropriate. <p>ALL CAREGIVERS</p> <ul style="list-style-type: none"> › Identify and document the current, one best way to do a job. › Share, follow and improve standards through the PDCA process. › Discover a better way? Adopt a new standard.
<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. › Identify drive metrics. 	<p>TOOLS</p> <ul style="list-style-type: none"> › A step-by-step video tutorial is available at Visual Management Tutorial. › Create and maintain a world-class environment free of waste. › Use the tiered huddles to identify, improve 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 the online 5S tutorials. › Utilize Process Confirmation for 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 ccf.org/improve | Twitter [#theccim](https://twitter.com/theccim)