## Cleveland Clinic Improvement Model (CCIM)

**ORGANIZATIONAL ALIGNMENT**

- **SENIOR LEADERS**
  - 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.

- **MANAGERS**
  - 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.

- **ALL CAREGIVERS**
  - 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.

## VISUAL MANAGEMENT

**SENIOR 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.
- Recognize positive outcomes and remove obstacles.

**MANAGERS**

- Post and review drive and watch metrics with your team.
- Foster team participation in the process.
- Ensure the process drives improvement.

**ALL CAREGIVERS**

- Huddle often.
- Track progress and post for all to see. Learn from the metrics and improve your work.
- Communicate as a team.

## PROBLEM SOLVING

**SENIOR LEADERS**

- 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.

**MANAGERS**

- 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.

**ALL CAREGIVERS**

- 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.

## STANDARDIZATION

**SENIOR LEADERS**

- 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.

**MANAGERS**

- Confirm standard processes are maintained.
- Make standards visible. Recognize and address deviations right away.
- Learn from and adjust to deviations from standards when appropriate.

**ALL CAREGIVERS**

- 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.

### 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.
- Identify drive metrics.

- **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.

- **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 the official 5S tutorials.
- Utilize Process Confirmation for our most critical processes.

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

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