Cleveland Clinic Improvement Model (CCIM)
Harnessing the Power of Every One to Achieve Our Goals

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<th>ORGANIZATIONAL ALIGNMENT</th>
<th>VISUAL MANAGEMENT</th>
<th>PROBLEM SOLVING</th>
<th>STANDARDIZATION</th>
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<td>Identify and communicate what matters most.</td>
<td>Manage what matters most.</td>
<td>Improve what matters most.</td>
<td>Sustain what matters most.</td>
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**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.

**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.

**SENIOR LEADERS**
- Embed standard principles and desired behaviors in your area.
- Understand current standards prior to creating new standards.
- Make improvement part of the everyday work for everyone.

**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.

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

**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**
- 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.

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

**ALL CAREGIVERS**
- Identify and document the current, one best way to do a job.
- Share, follow and improve standards through the PDCA process.

**TOOLS**
- Leverage our enterprise mission and goals to guide your work.
- Use the Strategic Agenda Management (SAM) and performance management tools at the ONE HR Portal.
- Identify drive metrics.

**TOOLS**
- 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.

**TOOLS**
- Follow the 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.

**TOOLS**
- Establish standard work. Follow regulations, standards and policies that apply.
- Use the online 5S tutorials.
- Use the 5 Improvement Questions: improve caregiver and patient experience.