Cleveland Clinic Improvement Model (CCIM)

Harnessing the Power of Every One to Achieve Our Goals

Cleveland Clinic

ORGANIZATIONAL ALIGNMENT	VISUAL MANAGEMENT	PROBLEM SOLVING	STANDARDIZATION
Identify and communicate what matters most.	Manage what matters most.	Improve what matters most.	Sustain what matters most.

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.

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.

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.

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.

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.

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**.

STANDARDIZATION

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
› 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 new way? Adopt a new standard.

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.

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

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