

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. <hr/> <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. <hr/> <p>Frontline 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. <hr/> <p>Managers</p> <ul style="list-style-type: none"> Post and review key metrics with your team. Foster team participation in the process. Ensure the process drives improvement. <hr/> <p>Frontline 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"> 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. Embrace problems as a path for improvement. <hr/> <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. <hr/> <p>Frontline 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 desired behaviors in your area. Understand current standards prior to creating new standards. Make improvement part of the everyday work for everyone. <hr/> <p>Managers</p> <ul style="list-style-type: none"> Maintain processes and standards. Make standards visible. Recognize and address deviations right away. Learn from and adjust to deviations from standards when appropriate. <hr/> <p>Frontline caregivers</p> <ul style="list-style-type: none"> Identify and document the current, single best way to do a job. Share, follow and improve standards through the PDCA process. Discover a new 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 Strategic Agenda Management (SAM). Access Performance Management Process materials in ONE HR Portal. 	<p>TOOLS</p> <ul style="list-style-type: none"> A step-by-step video tutorial is available at portals.ccf.org/VisualManagement. Create and maintain a world-class environment free of waste. Use the online 5S tutorials. 	<p>TOOLS</p> <ul style="list-style-type: none"> 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. 	<p>TOOLS</p> <ul style="list-style-type: none"> Establish standard work. Follow regulations, standards and policies that apply. Use the 5 Improvement Questions to improve caregiver and patient experience.

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

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