

| <b>Organizational alignment</b><br>Identify and communicate what matters most.  | <b>Visual management</b><br>Manage what matters most.   | <b>Problem solving</b><br>Improve what matters most.  | <b>Standardization</b><br>Sustain what matters most.  |
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| <p><b>Senior leaders</b></p> <ul style="list-style-type: none"> <li>Set strategy, aligned with our enterprise goals.</li> <li>Share a common, clear and consistent vision of your area's purpose and future.</li> <li>Build alignment. Discuss what matters most with patients and caregivers.</li> </ul> <hr/> <p><b>Managers</b></p> <ul style="list-style-type: none"> <li>Translate leadership's vision. Establish metrics and objectives for team's success.</li> <li>Align daily work to enterprise goals.</li> <li>Ensure alignment. Ask patients, senior leaders and team members what matters most.</li> </ul> <hr/> <p><b>Frontline caregivers</b></p> <ul style="list-style-type: none"> <li>Connect your work to local and enterprise goals.</li> <li>Understand how your work impacts patients and others you work with.</li> <li>Identify your process measures that support Cleveland Clinic's goals.</li> </ul> | <p><b>Senior leaders</b></p> <ul style="list-style-type: none"> <li>Visit with patients and caregivers to see, hear and confirm what matters most.</li> <li>Reinforce what matters most and the desired behaviors that support our culture.</li> <li>Recognize positive outcomes and remove obstacles.</li> </ul> <hr/> <p><b>Managers</b></p> <ul style="list-style-type: none"> <li>Post and review key metrics with your team.</li> <li>Foster team participation in the process.</li> <li>Ensure the process drives improvement.</li> </ul> <hr/> <p><b>Frontline caregivers</b></p> <ul style="list-style-type: none"> <li>Huddle often.</li> <li>Track progress and post for all to see. Learn from the metrics and improve your work.</li> <li>Communicate as a team.</li> </ul> | <p><b>Senior leaders</b></p> <ul style="list-style-type: none"> <li>Build team problem-solving skills. Provide time to improve work.</li> <li>Provide focus on the problems that matter most.</li> <li>Create a safe environment for caregivers to share information. Embrace problems as a path for improvement.</li> </ul> <hr/> <p><b>Managers</b></p> <ul style="list-style-type: none"> <li>Promote teamwork.</li> <li>Discuss problems and errors openly with empathy to enable learning. Share improvements.</li> <li>Ask questions that help the team discover root causes. Encourage experiments.</li> </ul> <hr/> <p><b>Frontline caregivers</b></p> <ul style="list-style-type: none"> <li>Identify and discuss activities that don't add value or could go wrong.</li> <li>Use team problem-solving process to eliminate waste and drive improvement.</li> <li>Innovate through small and large changes.</li> </ul> | <p><b>Senior leaders</b></p> <ul style="list-style-type: none"> <li>Embed standard principles and desired behaviors in your area.</li> <li>Understand current standards prior to creating new standards.</li> <li>Make improvement part of the everyday work for everyone.</li> </ul> <hr/> <p><b>Managers</b></p> <ul style="list-style-type: none"> <li>Maintain processes and standards.</li> <li>Make standards visible. Recognize and address deviations right away.</li> <li>Learn from and adjust to deviations from standards when appropriate.</li> </ul> <hr/> <p><b>Frontline caregivers</b></p> <ul style="list-style-type: none"> <li>Identify and document the current, single best way to do a job.</li> <li>Share, follow and improve standards through the PDCA process.</li> <li>Discover a new way? Adopt a new standard.</li> </ul> |
| <p><b>TOOLS</b></p> <ul style="list-style-type: none"> <li>Leverage our enterprise mission and goals to guide your work.</li> <li>Use the <a href="#">Strategic Agenda Management (SAM)</a>. Access Performance Management Process materials in ONE HR Portal.</li> </ul>   | <p><b>TOOLS</b></p> <ul style="list-style-type: none"> <li>A step-by-step video tutorial is available at <a href="https://portals.ccf.org/VisualManagement">portals.ccf.org/VisualManagement</a>.</li> <li>Create and maintain a world-class environment free of waste. Use the online <a href="#">5S tutorials</a>.</li> </ul>   | <p><b>TOOLS</b></p> <ul style="list-style-type: none"> <li>Follow the Plan-Do-Check-Adjust (PDCA) process.</li> <li>Use <a href="#">Kaizen cards and boards</a> to share and prioritize problems.</li> <li>Solve problems using Just Do It (JDI), Root Cause, or Complex (A3) approaches.</li> </ul>  | <p><b>TOOLS</b></p> <ul style="list-style-type: none"> <li>Establish <a href="#">standard work</a>. Follow regulations, standards and policies that apply.</li> <li>Use the <a href="#">5 Improvement Questions</a> to improve caregiver and patient experience.</li> </ul>   |

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

Intranet [portals.ccf.org/improve](https://portals.ccf.org/improve) | E-mail [improve@ccf.org](mailto:improve@ccf.org) | Internet [ccf.org/improve](https://ccf.org/improve) | Twitter [#theccim](https://twitter.com/theccim)