Cleveland Clinic Improvement Model (CCIM)

Your team can start building a Culture of Improvement by answering the question, What matters most?

1. Organizational alignment
   Identify and communicate what matters most.

   **Senior leaders**
   - Set your strategy, aligned with our enterprise goals.
   - Share a common, clear and consistent vision of your area’s purpose and future.
   - Ensure alignment by talking with managers and frontline caregivers about what matters most.

   **Managers**
   - Ensure alignment by asking senior leaders and team members what matters most?
   - Interpret leadership’s vision by establishing metrics and objectives for success.
   - Translate the connection between senior leadership and frontline team members.

   **Frontline caregivers**
   - Connect your individual work to the goals of your department, institute and hospital and, most importantly, to Cleveland Clinic and to Patients First.

2. Visual management
   Manage what matters most.

   **Senior leaders**
   - Reinforce what matters most and the desired behaviors that support our culture.
   - Recognize what’s going well and remove obstacles.

   **Managers**
   - Choose meaningful metrics that support what matters most.
   - Track and share performance of key metrics visually.
   - Enable team participation in the process, and ensure the process drives improvement.

   **Frontline caregivers**
   - Huddle often.
   - Track progress visually, learn from the metrics, and improve your work.
   - Communicate as a team.

3. Problem solving
   Improve what matters most.

   **Senior leaders**
   - Help managers and caregivers build capability and find time to solve problems impacting their work.
   - Ensure area is focused on the problems that matter most.

   **Managers**
   - Encourage experimentation and creativity.
   - Frontline caregivers
   - Continuously identify wasteful activities that do not add value.
   - Follow team problem-solving process to eliminate waste and drive improvement.

4. Standardization
   Sustain what matters most.

   **Senior leaders**
   - Ensure standard principles and desired behaviors are embedded in your area.
   - Make continuous improvement part of the daily work.

   **Managers**
   - Maintain processes and standards.
   - Deliver outcomes and drive behaviors.
   - Deviation from the standard should be clearly visible and immediately corrected.

   **Frontline caregivers**
   - Identify best practices and develop standards.
   - Become disciplined in following those standards.
   - Adopt the new standard when a better way is discovered.

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Right systems. Right behaviors. Right results.

For questions, improvement tools or assistance, contact Continuous Improvement at improve@ccf.org.