Cleveland Clinic

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.	2. Visual management Manage what matters most.	3. Problem solving Improve what matters most.	4. Standardization Sustain 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 	 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 	 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. 	 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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and hospital and, most importantly, to Cleveland Clinic and to Patients First.

Right systems. Right behaviors. Right results.

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