

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>LEADING LEADERS</p> <ul style="list-style-type: none"> › Set strategy, aligned with our enterprise goals. › Continually share a common, clear and consistent vision of your area's purpose and future. › Build alignment. Discuss what matters most with patients and caregivers. <p>LEADING TEAMS</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. › Create alignment. Routinely ask patients, senior leaders and team members what matters most. <p>AS PART OF A TEAM</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>LEADING 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. › Respond to meaningful changes in drive-and-watch metrics. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Advance improvements through sharing and discussing drive-and-watch metrics with your team. › Foster team participation in identifying and solving problems. › Use today's discoveries to improve tomorrow's performance. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Huddle often. › Track measures for all to see. Learn from the metrics and improve your work. › Communicate as a team. 	<p>LEADING LEADERS</p> <ul style="list-style-type: none"> › Help build team problem-solving skills. Provide time to improve work. › Provide focus on the problems that matter most to all stakeholders. › Create a psychologically safe environment for caregivers to share information in support of highly reliable processes. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Foster a safe environment and teamwork. › Discuss problems and errors openly with empathy to enable learning. Share improvements. › Ask questions that help the team discover root causes. Use data. Encourage experiments. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Identify and improve 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>LEADING LEADERS</p> <ul style="list-style-type: none"> › Go and see standard principles and desired behaviors in your area. › Ensure processes are designed for all caregivers to be successful. › Ensure diversity of representation in all activity. <p>LEADING TEAMS</p> <ul style="list-style-type: none"> › Confirm standard processes are maintained and followed. › Establish an environment that supports all caregivers speaking up about safety, quality, experience and equity issues. › Reduce unnecessary variation. <p>AS PART OF A TEAM</p> <ul style="list-style-type: none"> › Identify and document the current, one best way to do a job. › Take responsibility for following standards each and every time. › Share and improve standards through the PDCA process.
<p>TOOLS</p> <ul style="list-style-type: none"> › Leverage our enterprise mission and goals to guide your work. › Use the Goal Setting: OKR Guide (Objective and Key Results) and view the Performance Management - OKR Video at Connect Today. › Create drive-and-watch metrics. 	<p>TOOLS</p> <ul style="list-style-type: none"> › A step-by-step video tutorial is available at Visual Management Tutorial. › Utilize the Drive-Watch dashboard to monitor performance. › Use the tiered huddles to identify, address and share issues. 	<p>TOOLS</p> <ul style="list-style-type: none"> › Use the five improvement questions and 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 and confirm standard work. Follow regulations, standards and policies that apply. › Use available checklists each and every time. › Utilize Process Confirmation to ensure we follow our most critical processes.

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

Intranet portals.ccf.org/improve | E-mail improve@ccf.org | Internet clevelandclinic.org/improve