

2024 KaiNexicon

# Maturing Org Alignment with KaiNexus

Cleveland Clinic



**Jeremy Janszen**  
Director, Operational  
Excellence



**Amanda Sparacia**  
Senior Continuous  
Improvement Specialist

# Cleveland Clinic Health System



**23**  
hospitals

**80k**  
caregivers worldwide

**15.1m**  
patient encounters  
annually

# Cleveland Clinic Improvement Model

- Implemented in 2010
- CCHS strategy for creating a culture of improvement
- 4 CI principles describing ideal habits to create one improvement system
  - Organizational Alignment – COMMUNICATE
  - Visual Management – MANAGE
  - Problem Solving – IMPROVE
  - Standardization – SUSTAIN
- Our role as CI specialists is to coach the model to the areas we support

***Every caregiver is capable, empowered & expected to make improvements everyday***

# Objectives & Key Results (OKRs)

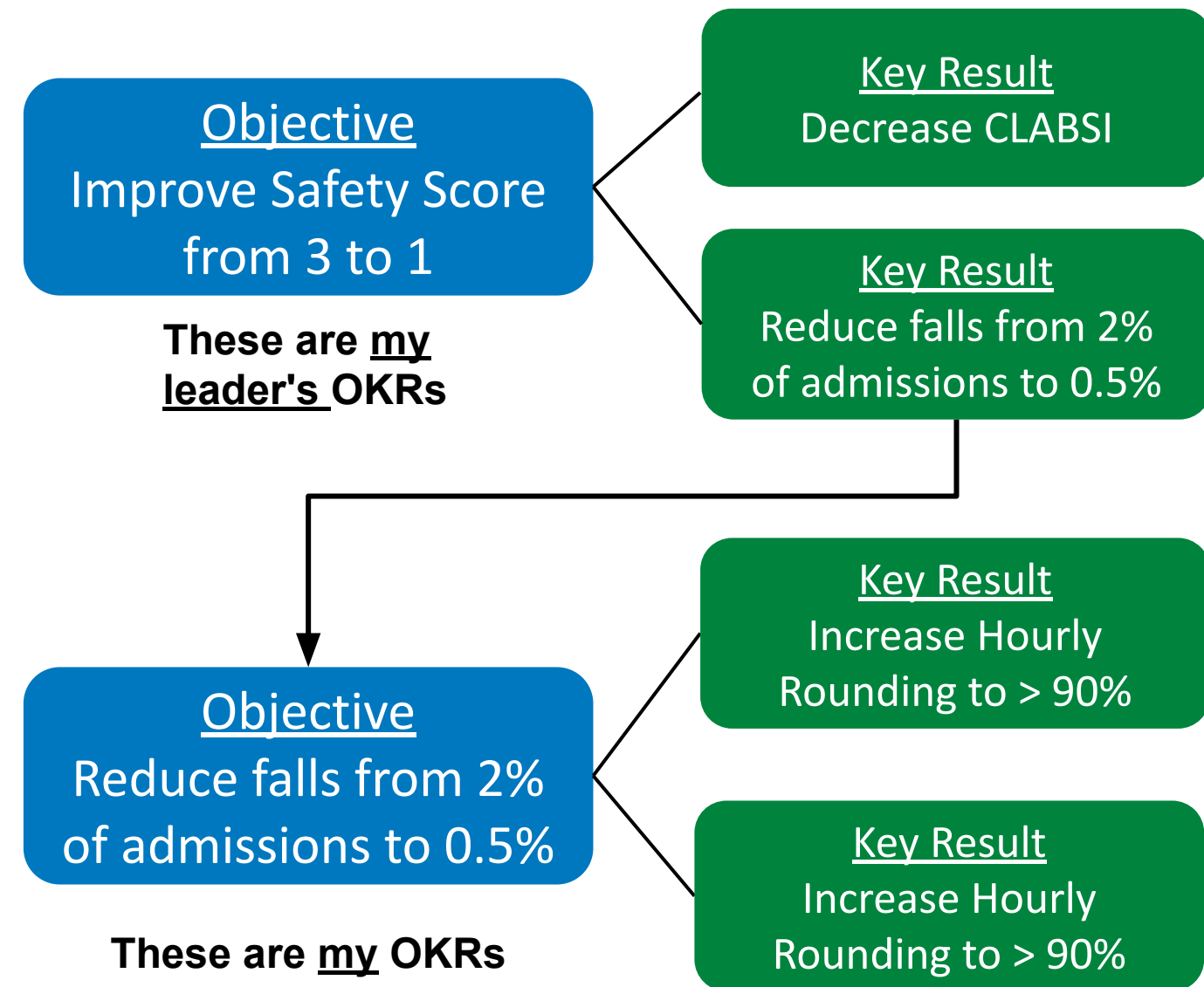
OKRs are a goal setting tool that *cascades* through the organization

## Objective: the WHAT

the outcome to be achieved

## Key Result: the HOW

the measurable targets to achieve the objective



# OKR Maturity Stagnation

Enterprise-wide obligation to establish OKRs...



Focused and coordinated effort across the organization to establish OKRs each year



OKR content saved in local drives



OKRs infrequently updated



Work activity disconnected from OKRs



# Opportunity for Improvement

1. Create transparency across the business, and in support of our developing operating system
2. Make it easy to see, track, and report progress
3. Create interconnectedness between the work we do and our OKRs

***Use KaiNexus to drive the mechanics necessary  
for building ideal behaviors***

# Create System-ness

**Set Goals (Create Objective + Key Result)**

**Review Monthly (Go to Scorecard)**

**Create behaviors to address gaps (Discuss Get to Green plan)**

**Connect to Initiatives (Link Projects to Key Results)**

**Implement results (Manage Projects to completion)**

# OKRs in KaiNexus

		(14) OKR Board (Drive)						
Parent	Title	Baseline	Target	Responsible	Jan	Feb	Mar	
Be the Best Place to Receive Care Anywhere	1.1 Improve Customer Service call abandonment			Tracy Peffley	●	●		
Be the Best Place to Receive Care Anywhere	1.2 Consistent Speed to Answer			Tracy Peffley	●	●		
Achieve Caregiver Engagement Score (ES) in the top tier	2.1 Maintain strong caregiver engagement score	Tier 1	Tier 1	Tracy Peffley	●	●		
Engage our caregivers and leaders by driving a supportive, respectful, diverse, and inclusive culture	2.2 Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc)	\$16.7 (Finance)	\$10M (RCM)	Tracy Peffley	●	●		
	Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc)		\$2M	Nicholas Judd	●	●		
	Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc)		\$5M	Robert McDaniel	●	●	\$0/\$0.8M	
	Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc.) and achieve implementation		\$2M	Michelle Krysinski	●	●		
	Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc.) and achieve implementation		\$1M	Deborah Knight-Lauricia	●	●		
Leaders to participate in community support	3.1 Continue to participate in community support initiatives	1 event	2 events	Tracy Peffley	●	●		



# Managing Performance

Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc) #2754952

2.2 Actively participate in structured improvement work (Kaizen, A3/Solve, SWAT, Nodal performance framework, etc)

ACTIVE

Key Result/Operational Metric Summary/Return to Green Charts Improvement Activity Comments Timeline Other

### Current Conditions/Background

Month	Items
Jan 2024	48
Feb 2024	22
Mar 2024	8
Apr 2024	2

### Analysis/Countermeasures

- Identified the teams without any improvements for 2024
- Majority are teams that are transitioning due to op model changes

Location	# Completed w/ Impact - Team	
	Financial Impact	Time Savings (Hours)
Central Region (PFA)	\$0.00	14,503
East Region (PFA)	\$0.00	983

### Risks / Barriers

- Due to Ops Model changes, we do not have direct control over the majority of the teams
- Teams are experiencing many process and leadership changes due to op model change

### Next Steps (timeline)

- Schedule brainstorming 8 waste session with each team to generate new ideas
- Create Solve team
- Assign new projects aimed at current operational gaps

(If Red) Return to Green By

Apr 01, 2024

What are we going to do when performance is RED?

Key Result/Operational Metric Summary/Return to Green Charts Improvement Activity Comments Timeline Other

### (2) Improvement Activity

2

Status	Template	Title	Key People	Key Dates
New	Kaizen	Reduce incoming registration denials	Author: Anmarie Kish	Created: Apr 25, 2024 Last Updated: Apr 25, 2024
Planned	A3	Solve - Manage Op Model transition	Facilitator: Daniel Medve	Due: May 01, 2024 Last Updated: Apr 25, 2024



Efficient and targeted  
support

Aligned with our goals

**Focused where it matters  
most**