



The Vanderbilt Way Improvement System

How we improve together every day to better serve our Customers

Pillar Goal Alignment

Focusing our efforts

Senior Leaders

- ▶ Set strategy aligned with institutional Pillar Goals
- ▶ Communicate your area's role in the big picture
- ▶ Build alignment through goal setting

Mid-Level Leaders

- ▶ Translate strategy into meaningful local goals
- ▶ Establish local scorecard metrics and targets
- ▶ Support your team when obstacles arise

Front-Line

- ▶ Focus daily efforts on key processes and leading metrics
- ▶ Identify opportunities and ideas for improvement
- ▶ Engage all stakeholders in developing solutions

Key Elements

- Institutional Pillar Goals found on [VUMC Elevate](#)
- Use [Cascading Goals methodology](#) for setting goals at all levels
- Identify key [Leading & Lagging metrics](#)

Problem Solving

Improving current state

Senior Leaders

- ▶ Provide direction for where to focus improvement efforts
- ▶ Provide time and resources to make improvements
- ▶ Celebrate successes and share learnings across similar areas

Mid-Level Leaders

- ▶ Discuss problems and highlight significance to customers
- ▶ Promote systems thinking and process improvement mindset
- ▶ Create space for collaboration

Front-Line

- ▶ Identify every day waste and process opportunities
- ▶ Develop skills to effectively solve problems at root cause
- ▶ Test ideas and learn from controlled experiments (PDSA)

Key Elements

- Develop skills through training [Learning Exchange](#)
- Attend [Lean Foundations and Leading Problem Solving courses](#)
- Use [Just Do Its, A3s, Design Thinking, PDSA](#)

Visual Management

Managing the work

Senior Leaders

- ▶ Go see first hand at the gemba, where value is added
- ▶ Reinforce and demonstrate The Vanderbilt Way behaviors
- ▶ Ask why, listen, show respect

Mid-Level Leaders

- ▶ Share and update key metrics and ensure data is accessible
- ▶ Engage team in daily huddles
- ▶ Ensure appropriate process metrics for achieving outcomes

Front-Line

- ▶ Huddle daily with the team
- ▶ Focus on process metrics and document barriers every day
- ▶ Learn from the work and share learnings with others

Key Elements

- [Visual Mgmt. Boards](#)
- [Daily Team Huddles](#)
- [Gemba Walks / Rounding](#)

Standardized Work

Sustaining best practices

Senior Leaders

- ▶ Establish routines through Leadership Standard Work that support achieving goals
- ▶ Regularly meeting with direct reports about their Leadership Standard Work

Mid-Level Leaders

- ▶ Use Leadership Standard Work to improve across all Pillars Goals
- ▶ Regularly inspect and audit Standard Work and 5S organization

Front-Line

- ▶ Follow Standard Work to provide consistent outcomes
- ▶ Identify ways to improve the current Standard Work
- ▶ Call team leader or manager if variances from standard

Key Elements

- Audit and improve [Standard Work](#)
- Regular observations through [Leadership Standard Work](#)
- Use [K-Cards](#) to identify opportunities