Developing a SMART Goal

Brainstorm ideas with staff and residents. Determine what the motivating factors are behind making a change or implementing a quality improvement project initiative.

Define S.M.A.R.T. Goal

- Write S.M.A.R.T. (specific, measurable, achievable, realistic, and timely) goals. This allows for you to clearly state your objectives and map out the steps to measure progress and stay on target. It also allows for the ability to evaluate whether the goal was met and provide for a chance to determine what went right and what areas could allow for more improvement.

S = Specific: Linked to goals or plans. Answers the questions - Who? And What?

M = Measurable: The success toward meeting the goal can be measured. Answers the question - How?

A = Achievable: Goals are realistic and can be achieved in a specific amount of time. Answers the question - Is it reasonable?

R = Relevant: The goals are aligned with current tasks and projects and focus in one defined area. Answers the question - What is the expected result?

T = Timely: Goals have a clearly defined timeframe including a target or deadline date. Answers the question - When? (University of San Diego)

S.M.A.R.T. Goals are designed to help you identify if what you want to achieve is realistic and determine a deadline. When writing S.M.A.R.T. Goals use concise language but include relevant information. These are designed to help you succeed, so be positive when answering the related questions.

S.M.A.R.T Goal Examples

- **Not a SMART goal:** Keep our department's website up to date
  - Does not identify a measurement or time frame, nor identify why the improvement is needed or how it will be used.

- **SMART goal:** The first Friday of every month, solicit updates and new materials from our department's managers for the web page; publish this new material to the website by 12:00 noon on the following Friday. Each time new material is published, review our department's website for material that is out of date, and delete or archive the outdated material. (University of San Diego)

Guiding the Project

When determining your quality improvement project think about some areas you would like to improve within your own program and services.

- ✓ Do you provide enough enjoyable activities for your residents?
- ✓ Do you ask your residents about their day and how they want their day to look?
- ✓ Do you provide autonomy to your residents?
  - Choice in clothing, food, activities, etc.
  - Can residents participate in meal planning? Activity choices?
  - Can residents choose their relationships?

<u>**Focus on your Residents**</u>

An important measure of quality is the extent to which an individual's needs and expectations are met. Services that are designed to meet the needs and expectations of residents and their community include:

- ✓ Systems that affect resident access
- ✓ Care provision that is evidence-based
- ✓ Resident safety
- ✓ Support for individual engagement
- ✓ Coordination of care with other parts of the larger health care system
- ✓ Cultural competence, including assessing health literacy of residents, individual-centered communication, and linguistically appropriate care

You may consider how you can help your residents improve their lives via the services you provide, focusing on the following categories: air quality, water quality, natural conditions and hazards, shelter quality, urbanization, communications, nutrition, health, education, economic conditions, security, social integration and inclusion, and/or leisure/recreation." (International Journal of Environmental Studies, 2008)

Writing an Action Plan

Although there is no one "correct" way to write an action plan for your organization or facility, it is important to have some form of written document that states your goals, lists your overall strategies to achieve those goals, and then defines the specific actions you will take to implement the interventions you have selected to address the identified problems. One way to organize the action plan is to review the following key questions as a team and document your answers:

1. What areas do you want to focus on for improvement?
2. What are your goals?
3. What initiative(s) will you implement? Describe the specific actions briefly.
4. Who will be affected, and how?
5. Who can lead the initiative? Identify a leader and/or champion to manage the project.
6. What resources will be needed?
7. What are possible barriers, and how can they be overcome?
8. How will you measure progress and success? Specify the measures you plan to use to monitor progress in achieving the desired changes.
9. What is the timeline? Record your planned start and end dates for the action.
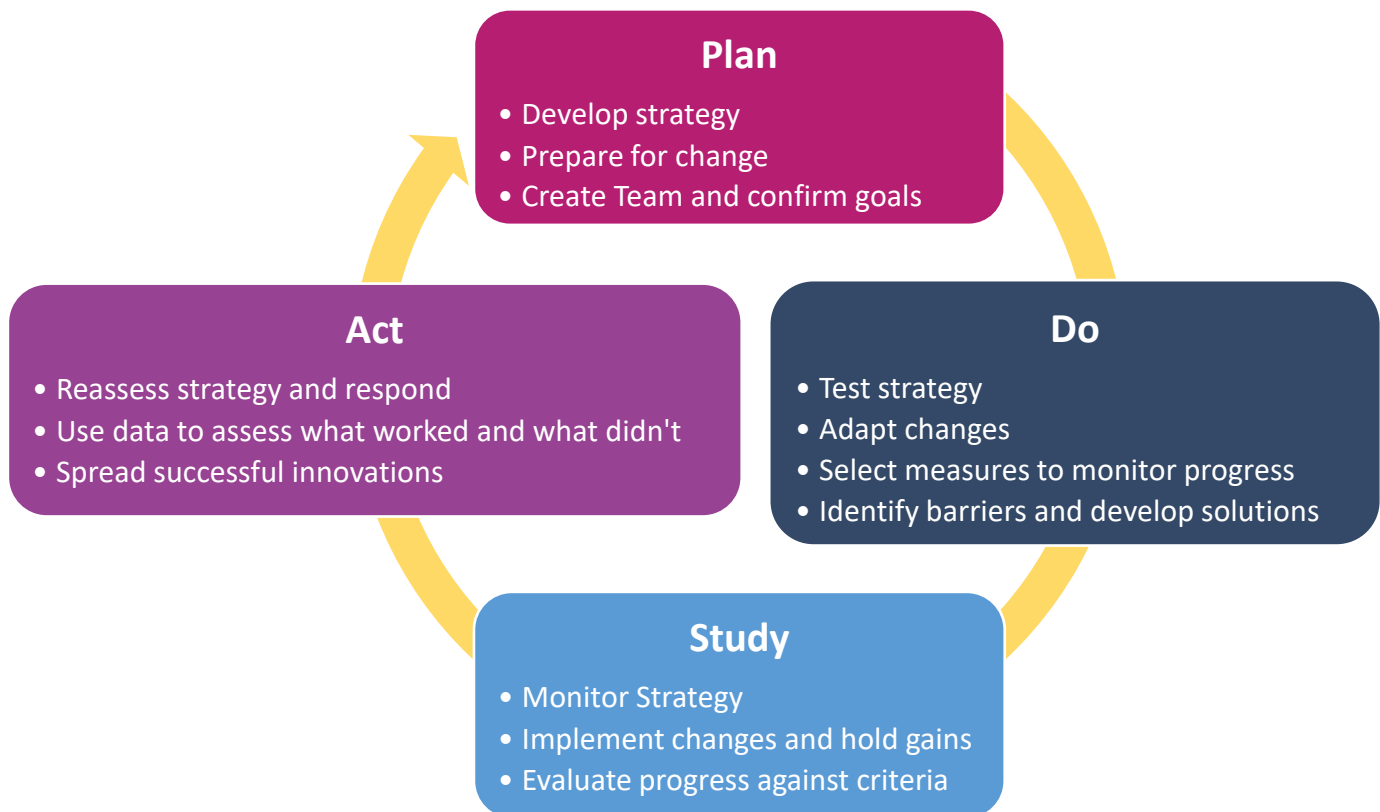10. How will you share your action plan?

Plan-Do-Study-Act-Cycle

The Plan-Do-Study-Act-Cycle (PDSA) is a four-step model for carrying out change. Just as a circle has no end, the PDSA cycle should be repeated for continuous improvement. The PDSA cycle is considered a project planning tool. (American Society for Quality, 2020)

When you are ready to apply the PDSA cycle to your quality improvement project, you will need to decide on your goals, strategies, and actions, then move forward in implementing them and monitoring your progress. You may repeat this cycle several times, implementing one or more interventions on a small scale first, and then expanding to broader actions based on lessons from the earlier cycles

Four Step Process

1. **Plan:** Recognize an opportunity and plan a change.
2. **Do:** Test the change. Carry out implementation and a small-scale study.
3. **Study:** Review the test, analyze the results, and identify what you've learned.
4. **Act:** Act based on what you learned in the study step. If the change did not work, go through the cycle again with a different plan. If you were successful, incorporate what you learned from the test into broader changes. Use what you learned to plan new improvements to begin the cycle again. (American Society for Quality, 2020)

Plan
- Develop strategy
- Prepare for change
- Create Team and confirm goals

Do
- Test strategy
- Adapt changes
- Select measures to monitor progress
- Identify barriers and develop solutions

Study
- Monitor Strategy
- Implement changes and hold gains
- Evaluate progress against criteria

Act
- Reassess strategy and respond
- Use data to assess what worked and what didn't
- Spread successful innovations

Complete Project Plan Template

Now that you reviewed the Project Planning Resources Guide, please document your project plan using the Inclusa Project Plan Template located on the Quality Improvement Outcome webpage; this template will serve as your application and is intended to be updated regularly to support your documentation throughout the Quality Improvement Project.

References

American Society for Quality. (2020, May 01). *Quality Resources: PDCA Cycle*. Retrieved from ASQ.org: https://asq.org/quality-resources/pdca-cycle

International Journal of Environmental Studies. (2008, Sept 01). *Quality of Life Indicators*. Retrieved from Taylor and Francis Online: https://www.tandfonline.com/doi/pdf/10.1080/00207237608737626

University of San Diego. (n.d.). *Human Resources.* Retrieved from Sandiego.edu: https://www.sandiego.edu/hr/documents/STAFFGoals-PerfPlanningGuide1.pdf