



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 with a primary focus on staff recruitment and retention.

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

- Write S.M.A.R.T. (specific, measurable, achievable, realistic, and timely) goals. This allows you to clearly state your objectives, 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 provides 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?* [1]

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 Each time new material is published, review our department's website for material that is out of date, and delete or archive the outdated material. [1]

Guiding the Project

When determining your quality improvement project think about some areas you would like to improve within your own program and services, and how those areas can link back to recruitment and retention strategies.

- ✓ Do you provide enough enjoyable activities for your residents, allowing staff participation?
- ✓ Do you ask your staff about their day and how they want their day to look?
- ✓ What is the current level of job satisfaction within your organization, and how can that be improved?

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?

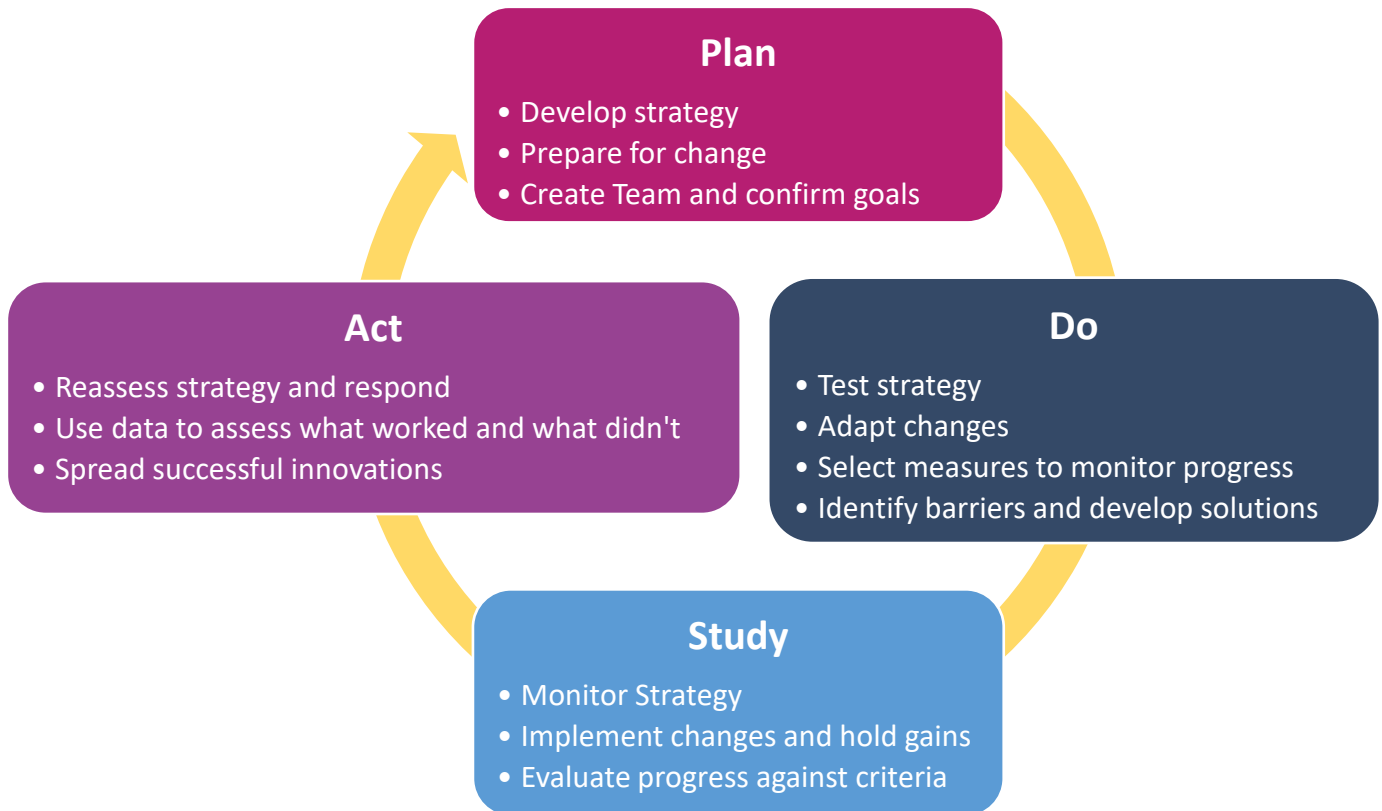
Plan-Do-Study-Act-Cycle

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. [2]

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. [2]



Complete Project Plan Template

Now that you reviewed the Project Planning Resources Guide, please document your project plan using the Inlusa Project Plan Template located on the [Quality Improvement Outcome webpage](#). This template will serve as your application, and capture information for both progress reports: it is intended to be updated regularly to support your documentation throughout the Quality Improvement Project.

References

- [1] University of San Diego, "Human Resources," [Online]. Available: <https://www.sandiego.edu/hr/documents/STAFFGoals-PerfPlanningGuide1.pdf>.
- [2] American Society for Quality, "Quality Resources: PDCA Cycle," 01 May 2020. [Online]. Available: <https://asq.org/quality-resources/pdca-cycle>.