

Use of SMART in developing your QIPs

S - Specific

Your Action Step should answer Who, What, and How:

- Who needs to be involved in the action step and who does it apply to;
- What are you trying to achieve; and
- How does this action step achieve the “what” and “why” of your action step and how will this action step be accomplished? How does this action step increase the percentage of individuals who need X (QI in need of improvement)?

Starting off your **Action Step** with **action verbs** will help you write your action step. Action verbs to use to help write your action steps:

Oversee	Update	Write
Coordinate	Upgrade	Process
Supervise	Develop	Provide
Manage	Create	Maintain
Plan	Implement	Reconcile
Support	Evaluate	Direct
Transition	Produce	Administer

Note that this list does not include verbs like “improve,” “reduce,” or “increase” (e.g. “Improve customer service” or “reduce cost.”) These words imply the direction that you want a result to move in, but don’t do much to explain the role or specific action that you will take to accomplish this change.

M - Measurable

What metrics are you going to use to determine if you’ve made progress? Quarterly Progress Reports can be used as milestones: what must be accomplished each quarter to complete the goal? Milestones are a series of steps along the way that when added up will result in the completion of your main goal.

There should be a source of information to measure or determine whether a goal has been achieved. E.g., X amount of records reviewed on a monthly basis. Y amount of records documented the information, z amount of records did not.

Data collection efforts needed to measure the action step can be included in that action step.

Even if a perfect, direct measurement source is not immediately feasible for a given action step, the discussion about the desired end result (why this action step is important) and what the measurement options are (what success might look like) is an important and valuable part of planning.

A - Achievable

The action step should be doable. Think about:

- how to accomplish the action step,
- if you have the tools/skills and staffing needed,
- if not, consider what it would take to attain them (or choose another action step).

R - Relevant

Relevance refers to focusing on something that makes sense with the broader business goals of your CMHC. For example, if the action step is to launch a new program or service, it should be something that is in alignment with the CMHC's overall objectives. Your team may be able to launch a new program, but if your division is not prioritizing launching that type of new program, then the action step wouldn't be relevant.

T – Time Bound

Providing a target date for deliverables is imperative. Ask specific questions about the action step deadline and what can be accomplished within that time period. If the action step will take three months to complete, it is useful to define what should be achieved half-way through the process. Providing time constraints also creates a sense of urgency. At the very least, you have quarterly reporting, so you can apply a framework of 2-3 months for certain deliverables, as appropriate.

Resources:

University of California. (2016-2017). SMART Goals: A How to Guide. Retrieved from https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf

<https://www.hnfs.com/content/dam/hnfs/tw/common/pdf/WellnessProgramMaterials/AYR4HC/PF0212x075AYR4HCSMART.pdf>