



## Getting Specific: How to Set 90-Day Goals

Health care improvement requires setting goals that are measurable and time- and patient population-specific. As a hospital participating in the NAPH Safety Network (NSN) Partnership for Patients (PfP) improvement project, it is important for you to have clear, actionable goals for each targeted condition.

Goals should be **SMART**:

1. **S**pecific
2. **M**easurable
3. **A**ttainable
4. **R**elevant /Realistic
5. **T**ime-framed

### NSN Aims

The NSN condition-specific aims are aligned to achieve the PfP goals to reduce nine (9) hospital-acquired conditions by 40 percent and preventable readmissions by 20 percent by December 2013 (40/20).

### 90-Day Improvement Goals

Setting 90-day goals will allow hospitals to make short-term gains and adjust for challenges. It also will enable hospitals to work toward achieving the overall NSN 40/20 goal in a manageable way. These interim goals are dynamic and may change over time based on the success achieved during each 90-day cycle.

### Examples of SMART goals:

- a) VAP rate will be reduced by 10 percent from 2010 baseline performance from *x* rate to *y* rate by November 2012.
- b) The percent of cases with documented follow-up phone calls within 72 hours post discharge will increase from XX to XX by Nov. 30, 2012.

## Worksheet: Creating a 90-Day Goal Statement

1. With your team, fill in each box below with statements that you believe satisfy the letters of the SMART acronym.
2. Check your entries against the criteria listed below each letter.
3. Develop an overall statement that incorporates each SMART element.

Specific	
	<input type="checkbox"/> What is the goal or intent? Precisely and concisely describe what is to be achieved. Remember: focus on achieving only <b>ONE</b> thing.
Measurable	
	<input type="checkbox"/> There is a direct relation between the increase and the decrease of a measure and the attainment or loss of the goal. <b>Tip:</b> Start your aim statement with increase/decrease, then describe what will be measured. <input type="checkbox"/> There are ways to measure and monitor progress over time, i.e., to take, collect and record the measurement.
Attainable	
	<input type="checkbox"/> The team can take action to overcome any known barriers to achieving the proposed measurable results. <input type="checkbox"/> The "HOW" of achieving the goal is NOT part of the aim statement (this would restrict other plausible solutions).
Relevant/ Realistic	
	<input type="checkbox"/> Given the resources available, it is within the team's ability to achieve, control or influence the aim's attainment. <input type="checkbox"/> There is no significant project or initiative that will compete with the time, attention or ability to achieve the goal.
Time-framed	
	<input type="checkbox"/> The goal has a specific target date. If the timeline is beyond 6 months, there are interim milestones. <b>Tip:</b> Include language like, "achieve [intent] by [specific date.]" <input type="checkbox"/> There is nothing that should compete with the time and attention needed to achieve the goal.
Goal Statement	
Now, craft a clear, concise aim statement integrating the elements you outlined above.	

### Think your goal statement is SMART? Do this last test:

Ask people outside of your team who are associated or affected by the aim statement to describe what it means to them. If the description is vague, ask them how you can make it clearer. Then have your team consider incorporating this input into the statement.