

Quality Residency – Module D

Goal Setting

MAY 6, 2022

Objectives:

- Understand why is goal setting important
- Learn basics on how to set a goal?
 - AIM Statement
 - SMART goals
- Target v. Target Conditions
- Delineate use of stretch goals.

Key Steps to Goal Setting:

- Benchmarking: evaluation of the current status of the practice, understand performance internally, understand how peers are performing
- Risk Adjustment: know realistic targets, state necessary and available resources, acknowledge factors that will affect success, understand potential unintended consequences
- Target: Set appropriate targets based on current knowledge

HQIC - Performance Improvement IHI Model for Improvement

AIM Statement

How will you know a change is an improvement?

Timeframe, amount of expected change of **population or denominator** will **desired outcome**.

By February 2021, 25% of nursing staff in Blue County Hospital will be trained in the “Crucial Conversations” curriculum.

Practice: Hospital X has seen decrease in barcoding prior to administration of meds being given in the Emergency Department in Q1 2021.

Know what you are measuring:

Measurement

- **Outcome Measure:** An endpoint, measure of effect - a measure which is used to assess the effect, both positive and negative, of an intervention or treatment. i.e.: a fall
- **Process Measure:** specific steps in a process that lead — either positively or negatively — to a particular outcome metric. i.e.: bed alarms usage

HQIC - Performance Improvement IHI Model for Improvement

Measures – SMART Objectives

What changes can you implement to achieve the AIM?

– SMART or SMTRA

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Original Objective	How Can we Improve?	SMART-er Objective
Staff will be trained in Quality Improvement.	Need to clarify the who and the what and the timeframe.	Blue County Hospital will offer Quality Improvement training opportunities resulting in 75% of staff completing the training by December 31, 2020.

- Practice: ED staff will be trained on barcoding process.

Steps for change:

PDSA

- **PLAN:** team, AIM, Objectives, examine current process, describe the problem
- **DO:** implement action plan created in step 1 – be sure to collect data and document problems, unexpected effects, general observations
- **STUDY:** Use AIM and Data to determine effectiveness – improvement, trends, unintended side effects
- **ACT:** If the plan worked → standardize / spread it – if the plan did not work start over at Plan

Target v. Target Condition

- Target = finite end goal; i.e.: 5 patients
 - Can lead to staff not following the stated process in order to attempt to achieve the set target
- Target Condition = a description of processes to reach a desired outcome
 - Gives a sense of direction in process improvement
- Challenge: picture of success

Target Condition:

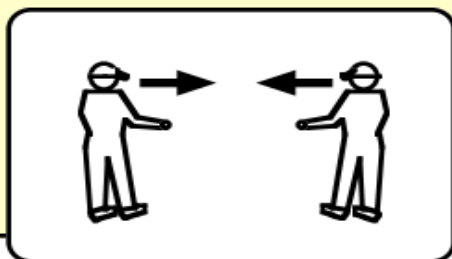
- A **Target Condition** is an interim goal on the way to the Challenge, described in greater detail than the Challenge. It usually takes several successive **target conditions** to reach a Challenge, so it is sometimes called the “Next **Target Condition**”

A TARGET CONDITION ENABLES TEAMWORK

Mutual effort toward a mutual end

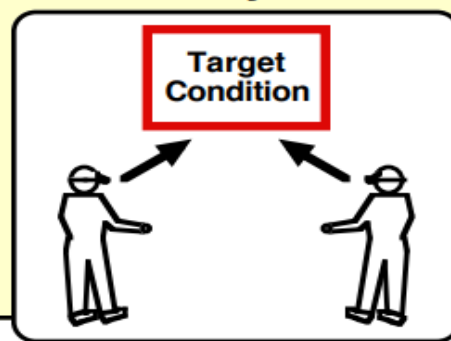
WITHOUT A TARGET CONDITION

- Disorganized discussion about *solutions*.
- Exchange of opinions. Debate about my idea versus your idea. *"Who's right?"*
- Prioritization by dominant individuals.
- No experimentation.



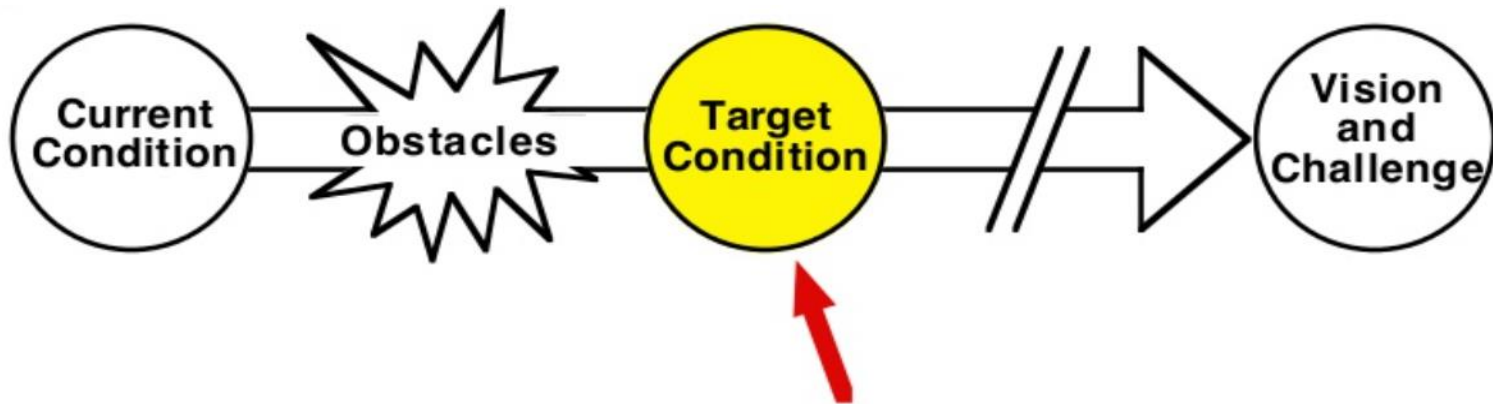
WITH A TARGET CONDITION

- Structured discussion about next experiment toward a common picture of success.
- *"What do we need to work on next to reach our objective?"*
- Moving forward scientifically.



Once you've experienced the role of a Target Condition
you'll find it difficult to work without one!

Target Condition



The target condition focuses people's attention and provides guidance.

Setting a target condition is not about choosing between existing options or best practices. It's about aspiring to new performance.

By setting a target condition and trying to achieve it, you learn why you cannot. That's what you work on.

Stretch Goals:

- Definition: a target that is intentionally designed to be challenging to attain.
 - Used to counter the common tendency of teams to set conservative goals that are easy to meet
 - Often set in conjunction with a regular target goal
 - Failure to meet a stretch goal is not viewed 'negatively' but meeting it is exceptional.

Pros and Cons of a Stretch Goal?

- Pros:
 - Can motivate
 - Move teams out of a rut
 - Encourage organizations to dream big
- Cons:
 - Can also demotivate
 - Lead to poor / inconsistent reporting

Examples of a Stretch Goal:

- Target: To increase provider communication HCAHPS score to above the 90th percentile.
- Stretch Goal: Every patient that completes an HCAHPS Survey will rate our hospital a 10 for overall care

Unintended Consequences:

- Unanticipated or unforeseen outcomes of a purposeful action
- Can be positive or negative
- Need to be aware and assess processes for unintended consequences
- Negative Example:
 - Strict isolation for COVID-19 patients
 - Intended outcome: decreased spread
 - Unintended outcome: increased falls
- Positive Example:
 - Hourly Rounding:
 - Intended outcome: decreased falls
 - Unintended outcome: increased patient and family satisfaction



Questions or Comments?

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