



# **STEP 6: ESTABLISH SMARTIE GOALS**



INSTITUTE FOR  
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## STEP 6: ESTABLISH SMARTIE GOALS

### OVERVIEW

As you consider your approach to increasing access and coverage to midwifery-led models of care and improving birth equity, your team will need to establish goals. It is important that your goals are Specific, Measurable, Attainable, Relevant, Time-bound, Inclusive, and Equitable, which are commonly referred to as SMARTIE. Your goals will inform and guide your action plan.

*The "Inclusive" and "Equitable" (IE) portions of the SMARTIE goals were originally developed by The Management Center. Those portions have been adapted for IMI's midwifery learning collaborative.*

### INSTRUCTIONS

Write down your overall goals related to the priorities that are both feasible and important to everyone on your team. Your goals should be clear, concise statements of the target outcomes for each priority. Share your goals with individuals, groups, and organizations outside of your team to obtain reactions and feedback.

Once your team's shared goals have been identified you will need to consider what change(s) you will make, what effect you want each change to have, and how long you think it will take to achieve your goals. Be as specific as possible. It is important to tie your goals to what your community needs and wants. Set a time frame for each targeted outcome to track and measure progress.

#### HOW TO WRITE A SMARTIE GOAL:

The following statement is a formula for developing SMARTIE goals that are specific, measurable, attainable, relevant, time-bound, inclusive, and equitable

**We will \_\_\_\_\_, measured by \_\_\_\_\_ in order to \_\_\_\_\_ by \_\_\_\_\_.**

#### EXAMPLE OF A SMARTIE GOAL:

*Our team will increase the rate of Medicaid enrollees initiating prenatal care during the 1st trimester or within 42 days of enrollment in Medicaid, with two Midwifery practices located in Green County, as measured by a 2% increase from 75.6% to 77.1%, to improve birth outcomes, within a two year period beginning March 2023 and ending March 2025.*

1

### **CAN YOU MEASURE IT? WHAT ARE THE SPECIFIC INDICATORS OR DATA POINTS YOU WILL MONITOR, AND HOW OFTEN?**

List the indicator or data points that you will monitor and the frequency. You can use these as benchmarks to measure and share your progress as you go.

*Advice from other learning collaborative teams: Implement surveys and assessments to gauge knowledge, track changes, assess attitude towards change, and satisfaction.*

2

### **CHECK FOR RELEVANCE: HOW ARE YOU INVOLVING YOUR COMMUNITY USING AN EQUITY LENS?**

List three ways you are including community stakeholders as you work toward your goals. For example, you could use pilot testing, focus groups, and dissemination of resources. The more specific you are, the easier your next step (i.e., developing your team's action plan) will be.

Inclusion is much more than meeting a quota or ticking a box. You need to be deliberate in your avoidance of tokenism. The community stakeholders must have power within your team and be able to make a meaningful impact on the work. Intentional inclusion will lead to more equitable outcomes.

3

### **CHECK FOR DUPLICATION: ARE THERE OTHER COMMUNITY STAKEHOLDERS OR GROUPS WHO ARE FOCUSED ON YOUR PRIORITIES?**

Look at your list and note which partners and stakeholders you know are already addressing this priority and identify any actual or potential overlapping goals.

For each community stakeholder, write down an idea for how you can work together to reach or support your shared aims. Make notes in your Community Partnership Plan.

#### **PRO TIP:**

As you consider the changes that are needed, bear in mind that your partnerships with key stakeholders in the community are critical to meeting the needs of your priorities and ensuring that you meet pregnant individuals where they are at in their lives. As you develop your SMARTIE goals, your partnerships may allow your team to have a meaningful impact. For example, your team may be able to work with clinicians to align your focus on community education or unite pregnant individuals with community agencies who can provide culturally appropriate support in meeting social needs for certain segments of your priorities. Your partnerships may also help your team to identify barriers and find ways to address them.

## **TOOL: SMARTIE GOALS WORKSHEET**

Goal setting is important when measuring quality and performance improvement. This worksheet is intended to help health plan staff identify appropriate goals for measures related to performance improvement projects. This worksheet does not include the necessary steps to be taken to reach your organization's goals. Goals should be clear and describe what your health plan or team seeks to accomplish. Use this worksheet to identify goals that follow the SMARTIE formula outlined below.

**DESCRIBE THE PROBLEM TO BE SOLVED. IF POSSIBLE, IDENTIFY THE RELEVANT HEALTH DISPARITY OR SOCIAL DETERMINANT OF HEALTH LINKED TO THE PROBLEM.**

Let's get started developing your first goal! You will repeat the following steps for each SMARTIE goal your team wants to create. This toolkit provides sections for your team to develop 5 SMARTIE goals. When you are done, go to [page 71](#).

## SMARTIE GOAL #1

S

### SPECIFIC

*Describe the goal in terms of 3 'w' questions:*

#### **What does your team want to accomplish?**

[Example: Improve birth equity through access and coverage to midwives through the Medicaid program.]

#### **Who will be involved? Who will be affected?**

[Example: Pregnant individuals in rural communities.]

#### **Where will your program or initiative take place?**

[Example: Maternity deserts where there are no perinatal clinicians within a one-hour radius.]

## SMARTIE GOAL #1

**M**

### MEASURABLE

*Describe how you will know if the goal is reached:*

#### What measure(s) will your team use?

[Example: Funding and community support to open a freestanding birth center with a contractual relationship with the nearest hospital with a maternity unit.]

#### What is the baseline data for the measure(s)?

[Example: \$1 million dollars raised, community members serving on birth center advisory board, and partnered with hospital to establish policy for transfers and support.]

#### What is the target you would like your measure(s) to meet?

[Example: Pregnant individuals utilizing the birth center with at least 100 births per year.]

**PRO TIP:**

Establish regular communication of your team's goals during team meetings to maintain focus on progress toward outcomes.

## SMARTIE GOAL #1

**A**

### ATTAINABLE

---

*Defend the rationale for setting the goal measure(s) above:*

#### **Did you identify the measure(s) based on a particular average score or benchmark?**

[Example: The target is based on the national average cost to launch a birth center and the total annual number of births in the community.]

#### **Are the goal measures set too low?**

#### **Are the goal measures reasonable?**

## SMARTIE GOAL #1

**R**

### RELEVANT

---

*Briefly describe how the goal will address the problem:*

**T**

### TIME-BOUND

---

*Define the timeline for achieving the goal:*

**What is the target date for achieving this goal?**

**I**

### INCLUSIVE

---

*Consider who has influence and decision-making power on your team:*

**In what ways has your team established meaningful partnerships with the individuals and groups most impacted by this goal?**



## SMARTIE GOAL #1

**How is decision-making power shared among the varying stakeholders on your team, including with the community partner(s)?**

**E**

### EQUITABLE

---

*Consider how your goal supports or inhibits equity:*

**Are there unintentional consequences or discrimination as a result of this goal?**

**How will achieving this goal promote more equitable opportunities and outcomes?**

Now your team can write a goal statement based on the SMARTIE elements above. The goal should be descriptive, yet concise enough that it can be easily be communicated and remembered.

**SMARTIE  
GOAL #1**

**Check if Goal #1 is:**

If your team did not check every item in the SMARTIE criteria for Goal #1, what is the team's plan to address the missing SMARTIE element(s)?

**Specific**

**Measurable**

**Attainable**

**Relevant**

**Time-bound**

**Inclusive**

**Equitable**

Repeat this process for each goal that your team wants to establish. Most teams create 3–5 SMARTIE goals as part of their participation in an IMI learning collaborative, however there is no minimum or maximum number. Remember, your team can come back to a SMARTIE element or goal and revise it as many times as needed.

## SMARTIE GOAL #2

**S**

### SPECIFIC

*Describe the goal in terms of 3 'w' questions:*

#### **What does your team want to accomplish?**

[Example: Improve birth equity through access and coverage to midwives through the Medicaid program.]

#### **Who will be involved? Who will be affected?**

[Example: Pregnant individuals in rural communities.]

#### **Where will your program or initiative take place?**

[Example: Maternity deserts where there are no perinatal clinicians within a one-hour radius.]

## SMARTIE GOAL #2



### MEASURABLE

---

*Describe how you will know if the goal is reached:*

#### **What measure(s) will your team use?**

[Example: Funding and community support to open a freestanding birth center with a contractual relationship with the nearest hospital with a maternity unit.]

#### **What is the baseline data for the measure(s)?**

[Example: \$1 million dollars raised, community members serving on birth center advisory board, and partnered with hospital to establish policy for transfers and support.]

#### **What is the target you would like your measure(s) to meet?**

[Example: Pregnant individuals utilizing the birth center with at least 100 births per year.]

## SMARTIE GOAL #2

**A**

### ATTAINABLE

---

*Defend the rationale for setting the goal measure(s) above:*

#### **Did you identify the measure(s) based on a particular average score or benchmark?**

[Example: The target is based on the national average cost to launch a birth center and the total annual number of births in the community.]

#### **Are the goal measures set too low?**

#### **Are the goal measures reasonable?**

## SMARTIE GOAL #2

**R**

### RELEVANT

---

*Briefly describe how the goal will address the problem:*

**T**

### TIME-BOUND

---

*Define the timeline for achieving the goal:*

**What is the target date for achieving this goal?**

**I**

### INCLUSIVE

---

*Consider who has influence and decision-making power on your team:*

**In what ways has your team established meaningful partnerships with the individuals and groups most impacted by this goal?**

## SMARTIE GOAL #2

**How is decision-making power shared among the varying stakeholders on your team, including with the community partner(s)?**



### EQUITABLE

---

*Consider how your goal supports or inhibits equity:*

**Are there unintentional consequences or discrimination as a result of this goal?**

**How will achieving this goal promote more equitable opportunities and outcomes?**

Write your second goal based on the SMARTIE elements above. The goal should be descriptive, yet concise enough that it can be easily be communicated and remembered.

**SMARTIE  
GOAL #2**

**Check if Goal #2 is:**

**Specific**

**Measurable**

**Attainable**

**Relevant**

**Time-bound**

**Inclusive**

**Equitable**

If your team did not check every item in the SMARTIE criteria for Goal #2, what is the team's plan to address the missing SMARTIE element(s)?

You are ready to repeat the steps for your team's third SMARTIE goal. Remember, your team can come back to a SMARTIE element or goal and revise it as many times as needed.



## SMARTIE GOAL #3

**S**

### SPECIFIC

*Describe the goal in terms of 3 'w' questions:*

#### **What does your team want to accomplish?**

[Example: Improve birth equity through access and coverage to midwives through the Medicaid program.]

#### **Who will be involved? Who will be affected?**

[Example: Pregnant individuals in rural communities.]

#### **Where will your program or initiative take place?**

[Example: Maternity deserts where there are no perinatal clinicians within a one-hour radius.]

### SMARTIE GOAL #3



#### MEASURABLE

---

*Describe how you will know if the goal is reached:*

#### **What measure(s) will your team use?**

[Example: Funding and community support to open a freestanding birth center with a contractual relationship with the nearest hospital with a maternity unit.]

#### **What is the baseline data for the measure(s)?**

[Example: \$1 million dollars raised, community members serving on birth center advisory board, and partnered with hospital to establish policy for transfers and support.]

#### **What is the target you would like your measure(s) to meet?**

[Example: Pregnant individuals utilizing the birth center with at least 100 births per year.]

### SMARTIE GOAL #3



#### ATTAINABLE

---

*Defend the rationale for setting the goal measure(s) above:*

#### **Did you identify the measure(s) based on a particular average score or benchmark?**

[Example: The target is based on the national average cost to launch a birth center and the total annual number of births in the community.]

#### **Are the goal measures set too low?**

#### **Are the goal measures reasonable?**

### SMARTIE GOAL #3

**R**

#### RELEVANT

---

*Briefly describe how the goal will address the problem:*

**T**

#### TIME-BOUND

---

*Define the timeline for achieving the goal:*

**What is the target date for achieving this goal?**

**I**

#### INCLUSIVE

---

*Consider who has influence and decision-making power on your team:*

**In what ways has your team established meaningful partnerships with the individuals and groups most impacted by this goal?**

### SMARTIE GOAL #3

**How is decision-making power shared among the varying stakeholders on your team, including with the community partner(s)?**



### EQUITABLE

---

*Consider how your goal supports or inhibits equity:*

**Are there unintentional consequences or discrimination as a result of this goal?**

**How will achieving this goal promote more equitable opportunities and outcomes?**

Write your third goal based on the SMARTIE elements above. The goal should be descriptive, yet concise enough that it can be easily be communicated and remembered.

**SMARTIE  
GOAL #3**

**Check if Goal #3 is:**

**Specific**

**Measurable**

**Attainable**

**Relevant**

**Time-bound**

**Inclusive**

**Equitable**

If your team did not check every item in the SMARTIE criteria for Goal #3, what is the team's plan to address the missing SMARTIE element(s)?

Most teams create 3–5 SMARTIE goals as part of their participation in an IMI learning collaborative, however there is no minimum or maximum number. If you are done creating your team's SMARTIE goals, go to [page 71](#). If not, continue onto the next page to work on your team's fourth goal.

## SMARTIE GOAL #4

S

### SPECIFIC

*Describe the goal in terms of 3 'w' questions:*

#### **What does your team want to accomplish?**

[Example: Improve birth equity through access and coverage to midwives through the Medicaid program.]

#### **Who will be involved? Who will be affected?**

[Example: Pregnant individuals in rural communities.]

#### **Where will your program or initiative take place?**

[Example: Maternity deserts where there are no perinatal clinicians within a one-hour radius.]

## SMARTIE GOAL #4

**M**

### MEASURABLE

---

*Describe how you will know if the goal is reached:*

#### **What measure(s) will your team use?**

[Example: Funding and community support to open a freestanding birth center with a contractual relationship with the nearest hospital with a maternity unit.]

#### **What is the baseline data for the measure(s)?**

[Example: \$1 million dollars raised, community members serving on birth center advisory board, and partnered with hospital to establish policy for transfers and support.]

#### **What is the target you would like your measure(s) to meet?**

[Example: Pregnant individuals utilizing the birth center with at least 100 births per year.]



## SMARTIE GOAL #4

**A**

### ATTAINABLE

---

*Defend the rationale for setting the goal measure(s) above:*

#### **Did you identify the measure(s) based on a particular average score or benchmark?**

[Example: The target is based on the national average cost to launch a birth center and the total annual number of births in the community.]

#### **Are the goal measures set too low?**

#### **Are the goal measures reasonable?**

## SMARTIE GOAL #4

**R**

### RELEVANT

---

*Briefly describe how the goal will address the problem:*

**T**

### TIME-BOUND

---

*Define the timeline for achieving the goal:*

**What is the target date for achieving this goal?**

**I**

### INCLUSIVE

---

*Consider who has influence and decision-making power on your team:*

**In what ways has your team established meaningful partnerships with the individuals and groups most impacted by this goal?**

## SMARTIE GOAL #4

**How is decision-making power shared among the varying stakeholders on your team, including with the community partner(s)?**

**E**

### EQUITABLE

---

*Consider how your goal supports or inhibits equity:*

**Are there unintentional consequences or discrimination as a result of this goal?**

**How will achieving this goal promote more equitable opportunities and outcomes?**

Write your fourth goal based on the SMARTIE elements above. The goal should be descriptive, yet concise enough that it can be easily be communicated and remembered.

**SMARTIE  
GOAL #4**

**Check if Goal #4 is:**

**Specific**

**Measurable**

**Attainable**

**Relevant**

**Time-bound**

**Inclusive**

**Equitable**

If your team did not check every item in the SMARTIE criteria for Goal #4, what is the team's plan to address the missing SMARTIE element(s)?

Most teams create 3–5 SMARTIE goals as part of their participation in an IMI learning collaborative, however there is no minimum or maximum number. If you are done creating your team's SMARTIE goals, go to [page 71](#). If not, continue onto the next page to work on your team's fifth goal.

## SMARTIE GOAL #5

S

### SPECIFIC

*Describe the goal in terms of 3 'w' questions:*

#### **What does your team want to accomplish?**

[Example: Improve birth equity through access and coverage to midwives through the Medicaid program.]

#### **Who will be involved? Who will be affected?**

[Example: Pregnant individuals in rural communities.]

#### **Where will your program or initiative take place?**

[Example: Maternity deserts where there are no perinatal clinicians within a one-hour radius.]

## SMARTIE GOAL #5



### MEASURABLE

---

*Describe how you will know if the goal is reached:*

#### **What measure(s) will your team use?**

[Example: Funding and community support to open a freestanding birth center with a contractual relationship with the nearest hospital with a maternity unit.]

#### **What is the baseline data for the measure(s)?**

[Example: \$1 million dollars raised, community members serving on birth center advisory board, and partnered with hospital to establish policy for transfers and support.]

#### **What is the target you would like your measure(s) to meet?**

[Example: Pregnant individuals utilizing the birth center with at least 100 births per year.]

## SMARTIE GOAL #5

**A**

### ATTAINABLE

---

*Defend the rationale for setting the goal measure(s) above:*

#### **Did you identify the measure(s) based on a particular average score or benchmark?**

[Example: The target is based on the national average cost to launch a birth center and the total annual number of births in the community.]

#### **Are the goal measures set too low?**

#### **Are the goal measures reasonable?**

## SMARTIE GOAL #5

**R**

### RELEVANT

---

*Briefly describe how the goal will address the problem:*

**T**

### TIME-BOUND

---

*Define the timeline for achieving the goal:*

**What is the target date for achieving this goal?**

**I**

### INCLUSIVE

---

*Consider who has influence and decision-making power on your team:*

**In what ways has your team established meaningful partnerships with the individuals and groups most impacted by this goal?**



## SMARTIE GOAL #5

**How is decision-making power shared among the varying stakeholders on your team, including with the community partner(s)?**

**E**

### EQUITABLE

---

*Consider how your goal supports or inhibits equity:*

**Are there unintentional consequences or discrimination as a result of this goal?**

**How will achieving this goal promote more equitable opportunities and outcomes?**

Write your fifth goal based on the SMARTIE elements above. The goal should be descriptive, yet concise enough that it can be easily be communicated and remembered.

**SMARTIE  
GOAL #5**

**Check if Goal #5 is:**

**Specific**

**Measurable**

**Attainable**

**Relevant**

**Time-bound**

**Inclusive**

**Equitable**

If your team did not check every item in the SMARTIE criteria for Goal #5, what is the team's plan to address the missing SMARTIE element(s)?

Most teams create 3–5 SMARTIE goals as part of their participation in an IMI learning collaborative, however there is no minimum or maximum number. If you are done creating your team's SMARTIE goals, continue in this toolkit to work on the primary and secondary drivers for your goals. If you are not done creating your team's SMARTIE goals, you may continue to develop them in another document before going to [page 71](#).

**SMARTIE  
GOAL #1**

**SMARTIE  
GOAL #2**

**SMARTIE  
GOAL #3**

**SMARTIE  
GOAL #4**

**SMARTIE  
GOAL #5**

## GOALS AND DRIVERS

### INSTRUCTIONS

#### 1 IDENTIFY KEY SYSTEM ELEMENTS (PRIMARY DRIVERS) NECESSARY TO ACHIEVE YOUR SMARTIE GOALS

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- The SMARTIE goals your team will focus its efforts on have been auto-populated into the Goals and Drivers tool.
- Identify your primary drivers. Key (primary) drivers are the things that must occur for you to achieve your aim. You can have multiple key drivers.
- Involve key stakeholders and community members from your list of priorities to brainstorm and identify the primary drivers and gain buy-in and valuable insights.

*You have noted how, when, and why you are engaging each stakeholder and community partner in Step 5 of this toolkit in your **Community Partnership Plan**. These partners and resources may also be helpful in decreasing the role or impact of birth inequities.*

#### 2 IDENTIFY ACTIVITIES OR INTERVENTIONS (SECONDARY DRIVERS) TO MAKE PROGRESS

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- Identify your secondary drivers. Secondary drivers are the specific activities or interventions (the “how”) needed to impact the primary drivers. Each secondary driver contributes to at least one primary driver. You can have multiple secondary drivers for each key driver.
- Use the Goals and Drivers tool to map out your SMARTIE goals in relation to primary and secondary drivers.
- Remember to involve other stakeholders and community members in this process and to make any necessary notes or updates to your Community Partnership Plan.

#### 3 IDENTIFY KEY INDIVIDUALS AND ORGANIZATIONS

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- Identify the key staff, partners, stakeholders, or members of the community leading and contributing to the secondary drivers.
- Update Step 5 of this toolkit to include this new information in your Community Partnership Plan.

## TOOL: GOALS & DRIVERS

<b>GOAL #1</b>			
	<b>PRIMARY DRIVERS</b>		
<b>GOAL #2</b>			
	<b>PRIMARY DRIVERS</b>		
	<b>SECONDARY DRIVERS</b>		

<b>GOAL #3</b>		
	<b>PRIMARY DRIVERS</b>	
<b>SECONDARY DRIVERS</b>		

<b>GOAL #4</b>		
	<b>PRIMARY DRIVERS</b>	
<b>SECONDARY DRIVERS</b>		

<b>GOAL #5</b>		
	<b>PRIMARY DRIVERS</b>	
<b>SECONDARY DRIVERS</b>		

REFLECTION AND DISCUSSION

*How was birth equity incorporated into the team's goals?*

*Are there any additional resources, expertise, or support that will be needed to achieve each goal?*

NOTES AND ACTION ITEMS

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*“Operations keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward.”*

— Joy Gumz