

An Approach to Assess the Effectiveness of Smart Goals in Achieving Sustainable Business Development.

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Abstract

Doran first proposed the SMART method for writing effective management objectives. Today, the SMART method in management is regarded as the norm for establishing effective, measurable goals and objectives. Although developed within management, the SMART method is widely referenced in the literature on program planning and evaluation. In addition, the Centers for Disease Control and Prevention's program planning/evaluation guides recommend using SMART criteria when developing program goals and objectives. (1).

The use of the SMART method in the evaluation and non-profit organization guidance supports the claim that SMART is now a standard technique for establishing program objectives. The advantage of mainstreaming is that a greater number of programs, particularly those with limited resources, can apply evaluation fundamentals to monitor and improve their programs. (3)

Keywords: Smart Goals, Method, planning

Introduction :

This enhanced evaluation capability reduces the need for expensive external evaluation consultants. It also allows more programs to meet the evaluation requirements of funders. As is the case when attempting to mainstream any evaluation method, there are a number of potential unintended consequences. First, numerous conventional program evaluation guides present the SMART criteria without an explanation of why or how they should be utilized. Consequently, users may "blindly" follow the recipe-like method for developing SMART objectives without fully comprehending the underlying reasons for applying each SMART criterion. Second, when following a recipe-like formula, writing SMART objectives

can become a grantsmanship exercise; a box that must be checked to satisfy a sponsor's RFP requirements. . (2)

similar concerns that laypersons following mainstream guidance often do so as a justification rather than a planning exercise. Finally, and specifically, to mainstream SMART objectives, program evaluation guides suggest SMART objectives be written in a single step. On the surface, this may seem reasonable and harmless. However, it is the authors' contention that there are some instances where attempting to satisfy all the SMART criteria in a single step is unrealistic and/or unwise. This method may produce a mechanical approach to program evaluation objective writing. The following case example demonstrates a situation where a stepwise approach was necessary to write meaningful program objectives rather than a simultaneous application of the SMART criteria.

Goal setting management in organizations.

In organizations, goal management consists of the process of recognizing or inferring goals of individual team members, abandoning goals that are no longer relevant, identifying and resolving conflicts among goals, and prioritizing goals consistently for optimal team collaboration and effective operations.

For any successful commercial system, it means deriving profits by making the best quality of goods or the best quality of services available to end-users (customers) at the best possible cost. Goal management includes.(5)

- assessment and dissolution of non-rational blocks to success
- time management
- frequent reconsideration (consistency checks)
- feasibility checks
- adjusting milestones and main-goal targets

Jens Rasmussen and Morten Lind distinguish three fundamental categories of goals related to technological system management. These are(9)

1. production goals
2. safety goals
3. economy goals

Organizational goal-management aims for individual employee goals and objectives to align with the vision and strategic goals of the entire organization.

Goal-management provides organizations with a mechanism to effectively communicate corporate goals and strategic objectives to each person across the entire organization¹ The key consists of having it all emanate from a pivotal source and providing each person with a clear, consistent organizational-goal message so that every employee understands how their efforts contribute to an enterprise's success. (4)

An example of goal types in business management:

- Consumer goals: this refers to supplying a product or service that the market/consumer preferences.
- Product goals: this refers to supplying an outstanding value proposition compared to other products - perhaps due to factors such as quality, design, reliability, and novelty
- Operational goals: this refers to running the organization in such a way as to make the best use of management skills, technology, and resources
- Secondary goals: this refers to goals that an organization does not regard as priorities

Case example :

The author needs to elaborate on an alternative method for developing SMART objectives that arose while working on a self-assessment tool for his business program in psychosocial support for older adults in his community (**Al Aoud company for pottery antiques**). The goal of a PPS is to increase self-worth by appreciating the older adults and offering pottery gifts to them as an appreciation for their efforts toward their communities.

The process of writing the guide forced evaluators to a deeper level of thinking as to how the SMART criteria would be applied. Explaining how to make the objectives specific, measurable, and relevant was relatively straightforward. For example, one program strategy related to identifying the criteria of people who are in need to be included in that program, then the trained worker will explain the aim and perception of the center. (5)

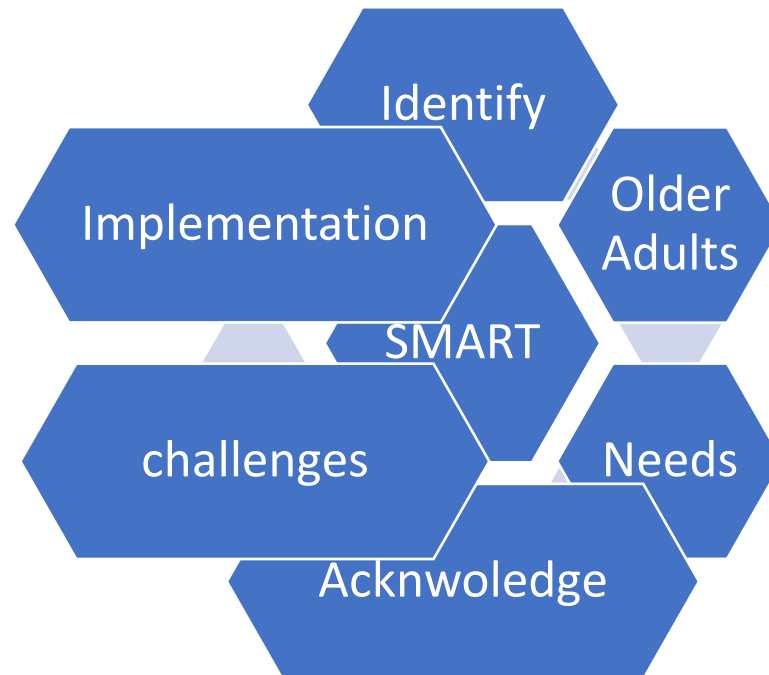


Figure: (1) Smarting process

However, attempting to explain how to apply the achievable and timely criteria may present difficulties. With the available resources, a goal that is attainable can be met. Therefore, the attainability of an objective depends on the availability of the necessary resources to move from the baseline to the desired goal. (5)

These obstacles made it clear that the self-assessment tool needed to be modified so that PPs I first apply the criteria that are specific, measurable, and relevant to their objectives, (ii) then collect baseline data (since measurable has been defined), and (iii) finally add to the quality of the objective by applying the achievable and timely criteria. This held true for every strategy. (3)

The revisions to the self-assessment tool better assisted stakeholders in writing program objectives that met all the SMART criteria. However, as reviewers of our work rightly note additional guidance could be provided for each SMART criterion. Currently, the self-assessment tool is being revisited to see where decision rules could be added. It is a continuous improvement process, and the authors are getting smarter around their SMART objective guidance. (7)

Conclusion of case presentation :

The case study demonstrates that a uniform, one-step SMART approach may not always produce smart goals. You must always prepare baseline data to enable policymakers and decision-makers to formulate SMART objectives appropriately. (9)

The stakeholders drafted specific, measurable, and pertinent objectives prior to collecting baseline data. After collecting baseline data, it was possible to apply attainable and timely criteria. In spite of the fact that only two steps were required in this instance, it is conceivable that additional steps may be required in certain circumstances in order to meet all SMART criteria.(8)

Smart Goals and Health Data

To improve healthcare services.³ Health data are transmitted, stored, retrieved, shared, and applied for clinical and other purposes. IoT, big data, and artificial intelligence technologies are used to enable powerful and effective connections among different healthcare stakeholders. Unlike the conventional “Sickness, Diagnosis, Treatment” curative healthcare model, data mining on real-time eHealth data facilitates the examination of patient’s conditions and the prediction of their health status.⁴ Thus, a new “Preventive & Predictive” Healthcare is developed. In this model, measurements are taken to improve the human’s health status rather than treatment after sickness. mHealth refers to the use of telecommunications and multimedia technologies for the delivery of healthcare services and health information.⁵ Patients make phone calls or receive messages related to health education and treatment adherence and interact with medical staff and medical faculties. (5)



figure.(2) The seven P in Health Data.

Medical staff is supported by remote intelligent resources to access the most updated clinical guidelines to receive diagnostic support and interact with clients.

SMART FACILITY :

FROM E-HEALTHCARE TO C-HEALTHCARE The use of ICT and IoT in cities has led to the more effectiveness of city operations, especially in healthcare. Smart healthcare helps citizens with their medical status and increases their awareness. IoT renders a huge contribution to the development of smart healthcare. For instance, it helps to monitor patients remotely and reduce the treatment costs of patients without geographical barriers. In smart healthcare, medical data are captured by sensors and transmitted to the cloud server to handle intelligent analytics through different types of IoT networks. The radio spectrum usage of these networks shifts from 3G/4G, WIFI to 5G, LPWAN, and LPLAN. Different communication protocols can be applied based on the medical application requirements. These increased radio spectrums allow a much easier and cheaper global broadband expansion of smart healthcare. The important features achieved by smart healthcare can be broadly summarized. (4)



Figure 3. Requirements of data quality.

Personalized: The smart healthcare system should be able to provide a unique and suitable treatment plan for each user based on the user's physical or spiritual condition. **Persuasive:** The smart healthcare system can also influence the user indirectly through various persuasion techniques. The main idea is to change the behavior of the user for improving his/her healthcare management. (3)

Predictive: Smart healthcare enables a kind of predictive maintenance for humans. For example, a sensor captures the information's from systems of staff business profiles could enable the decision maker to identify his interests , weakness , development process .(2)

Participatory: Smart healthcare represents a new participatory care paradigm and are transforming how patients connect and communicate, share personal health information, discover, and access new care options.(4)

Preventative: Smart healthcare provides solutions to help people stay away from diseases rather than treatment. **Perpetual:** The Perpetual awareness system in smart healthcare is characterized by continuous monitoring and ubiquitous sensing. This is essential to many safety and mission-critical applications like assisted living, healthcare, and public safety. (4)

Programmable: Smart healthcare systems should allow users to set programs when dealing with some sophisticated medical cases. The “7P” features are required by c-healthcare.(7)

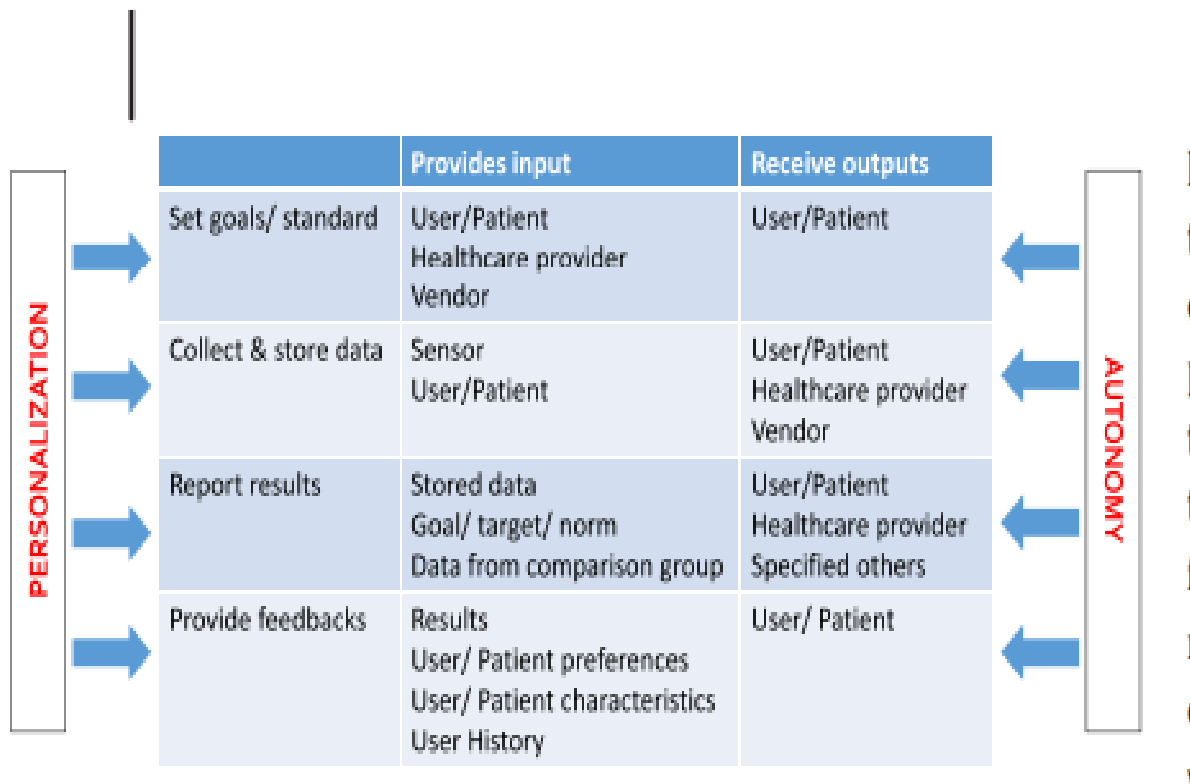


Figure:(4) . Admin input and output

All administrative activities (Admin input)such as setting goals, and collecting admin data, and histories will provide the admins with problem-solving problem solving, and decision-making (Admin output).

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