

Driver Diagrams

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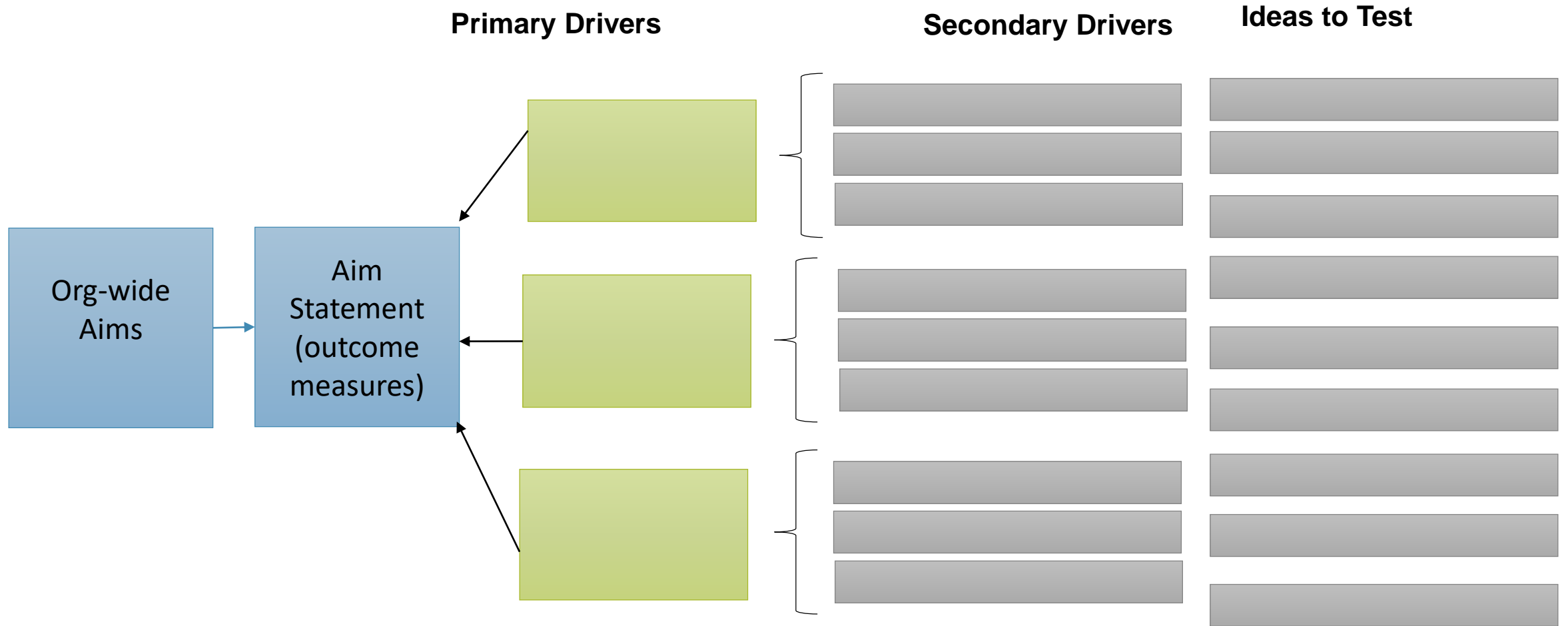
Sr. Director, CCI

KPTA Coach

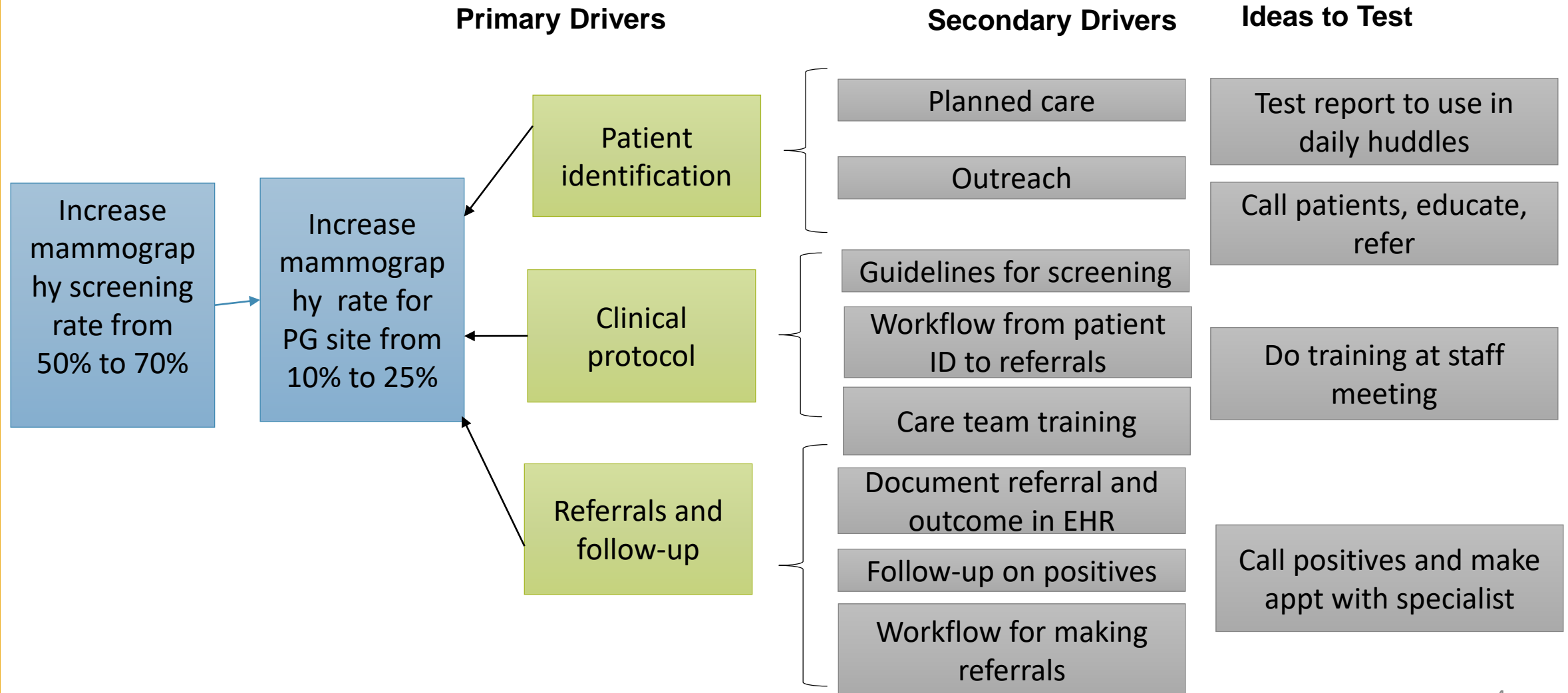
Why use them?

- To visualize your theory of what drives the achievement of your aim
- Shows the relationship between the overall **aim**, the **primary drivers** that contribute directly to achieving the aim, the **secondary drivers** that are components of the primary drivers, and **specific change ideas to test**

Anatomy of driver diagrams



Example – mammography screening



About drivers

Primary Drivers

- Primary influencers
- Groups of secondary drivers with common resources, manager, equipment, patients, etc...
- Could be assigned to a team to improve

Secondary Drivers

- Structures, processes, or aspects of culture that contribute to desired outcomes
- Evidence based: from the clinical or improvement literature
- Necessary and sufficient for improvement

Aims and Measures

- Your aim contains your outcome measure (s)
 - 1-3 outcomes are best
- Outcome measures are typically longer indicators of progress/success
- Three types of measures
 - Outcome – “the voice of your project”
 - Process – relates to your secondary drivers or changes
 - Balancing – evaluates unintended consequences
- Process measures are earlier indicators of success

Diabetes driver diagram

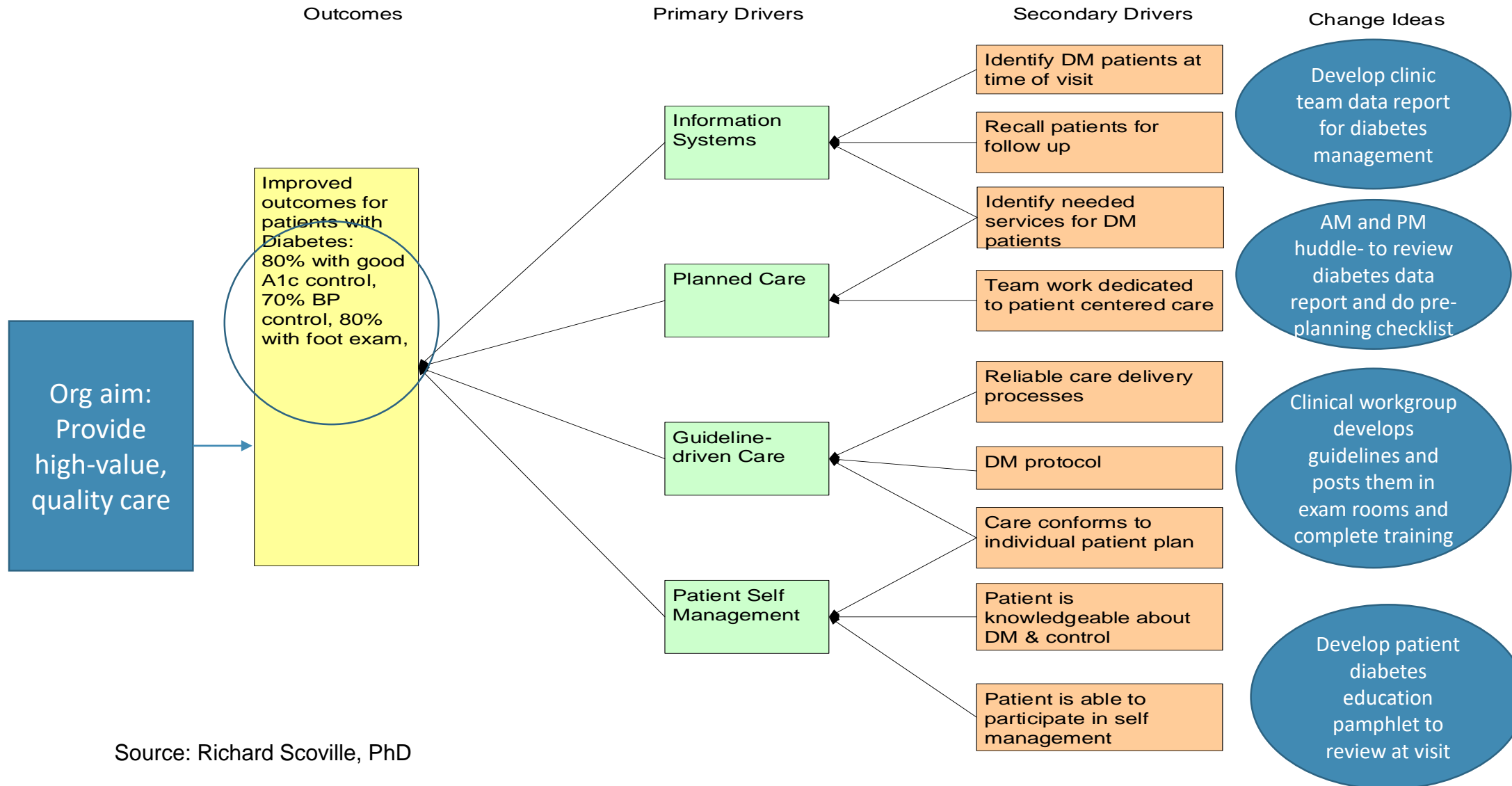


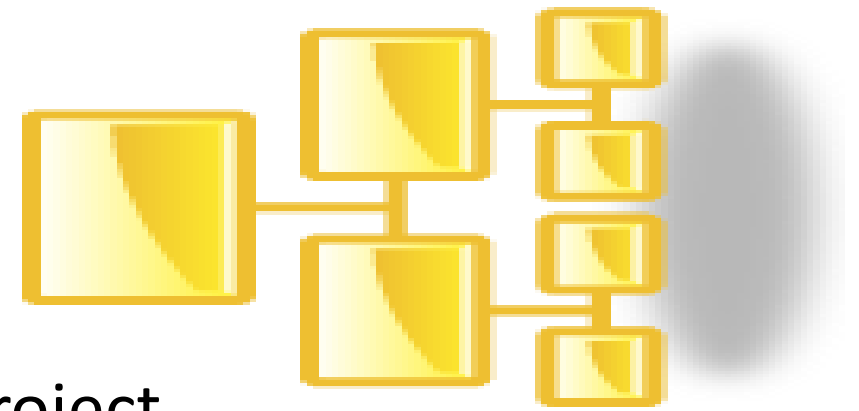
Table exercise – 5 minutes

- Identify 3 process measures for the diabetes diagram
- Identify 1 balancing measure

Tips

- Include those who know the work, front line staff
- If primary drivers aren't known, start with secondary drivers
 - Cluster common ideas together to identify primary drivers
 - No more than 6 drivers
- Include patients to validate drivers and to develop changes to test
- It's iterative

Team time and share out



- 20 minutes: start a driver diagram for your project
 - Begin identifying primary and secondary drivers for your project
 - Complete at least one primary driver and one secondary driver
- 10 minutes: pair up with another team, present your diagram
 - Can you consolidate the primary drivers?
 - Ideas for secondary drivers?
- 10 minutes: who wants to share?
 - What are your drivers?
 - What surprised you about this experience?



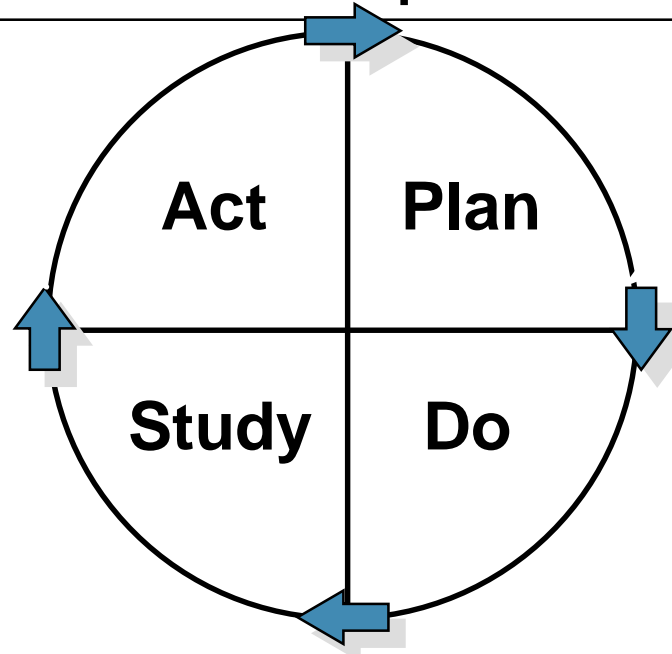
Develop and test changes

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



From Associates in Process Improvement.

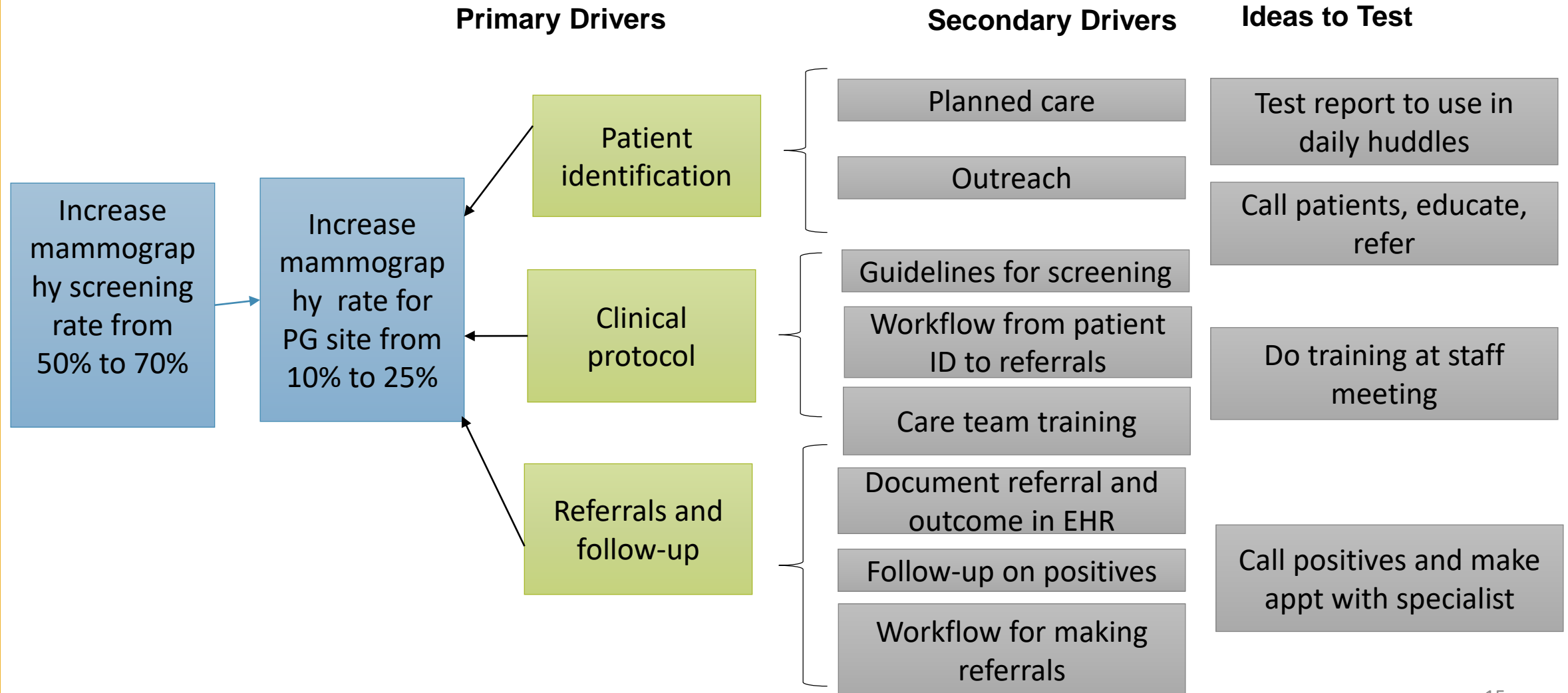
Identify changes

- Process mapping
- Driver diagrams
- Change packages
- Great ideas from site visits, conferences, etc.

Brainstorming

- 1-2-4 All
- Pick a primary or secondary driver
 - 1 minute: what ideas do you have?
 - 2 minutes: pair up, and share
 - 4 minutes: pair up with a team (now your four)
 - All: share two great ideas

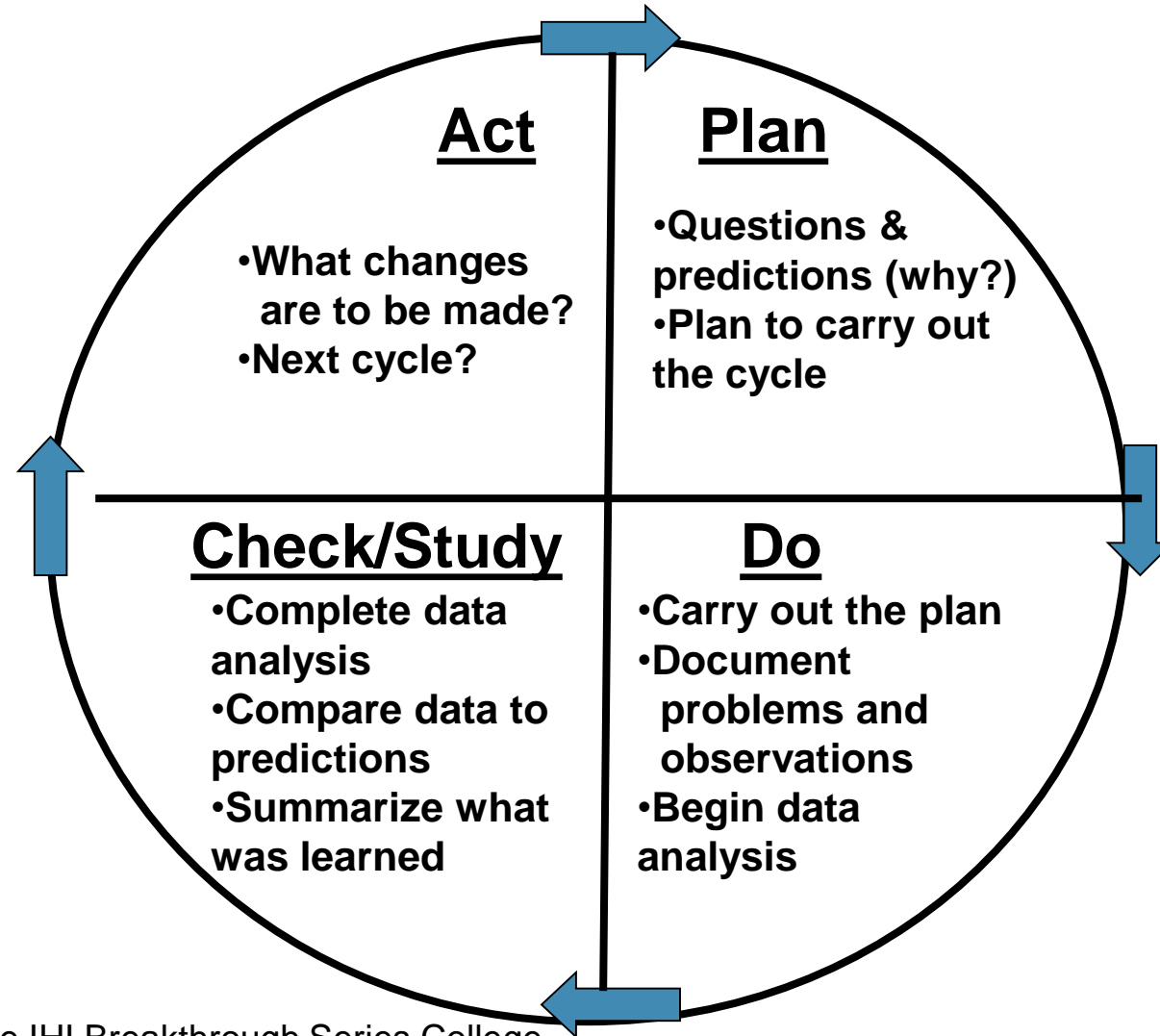
Example – mammography screening



Charter elements

- 1) Define your problem – what is the case for change?
- 2) What are your goals? – what are the outcomes you are hoping to achieve?
- 3) How do your goals fit in with your larger org-wide goals? – within which focus area or larger org wide goal does this project fit into?
- 4) What changes will help you reach your goals? – secondary drivers and changes to try
- 5) How will you know a change is an improvement? – measures, record your outcome, process and balancing measures

Rapid Cycle Improvement - PDCA



Adapted from the IHI Breakthrough Series College

Why Do Small Tests of Change?

- Understand the likelihood that change will result in improvement
- Understand the extent and limitations of the change
- Learn to adapt the change to local environment
 - **Evaluate cost**
 - **Address unexpected consequences**
- Gain buy-in and minimize resistance if change is implemented and spread

Adapted from the IHI Breakthrough Series College

Action Plan Worksheet

- PLAN: Activities and timelines, including person responsible
- DO: Describe what actually happened during test
- STUDY: Review data collected during plan phase and compare to predictions
- ACT: Determine what to change and what to keep based on previous plan cycle (this is a new PLAN)

Next steps

- Draft your first PDSA
- Does your charter line up with your driver diagram?
 - What works?
 - What doesn't?

Worksheets

- Driver diagram template
- Tracking multiple PDSAs worksheet
- Charter for Improvement worksheet