



Centre for Healthcare Quality
Improvement

At The Change Foundation

Releasing Time To Care[©] Driver Diagrams

Learning Session 2
June 21, 2010

Driver Diagram

Definition –

A way to visualize a problem or issue and break it down into its component parts.

Creating a driver diagram will help you determine a pathway to achieve your goal.



An effective tool for breaking down complex questions or improvement goals and structuring them into smaller, addressable pieces

Why Do We Use Driver Diagrams?

Information handling

- With so many facts being thrown at you all the time, it helps to know where each fact fits in the solution

Thought structuring

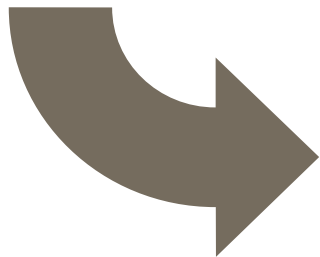
- Solving complex problems can't be done just by sitting and thinking about it

Work planning

- Driver diagrams make the work manageable and divisible among the team

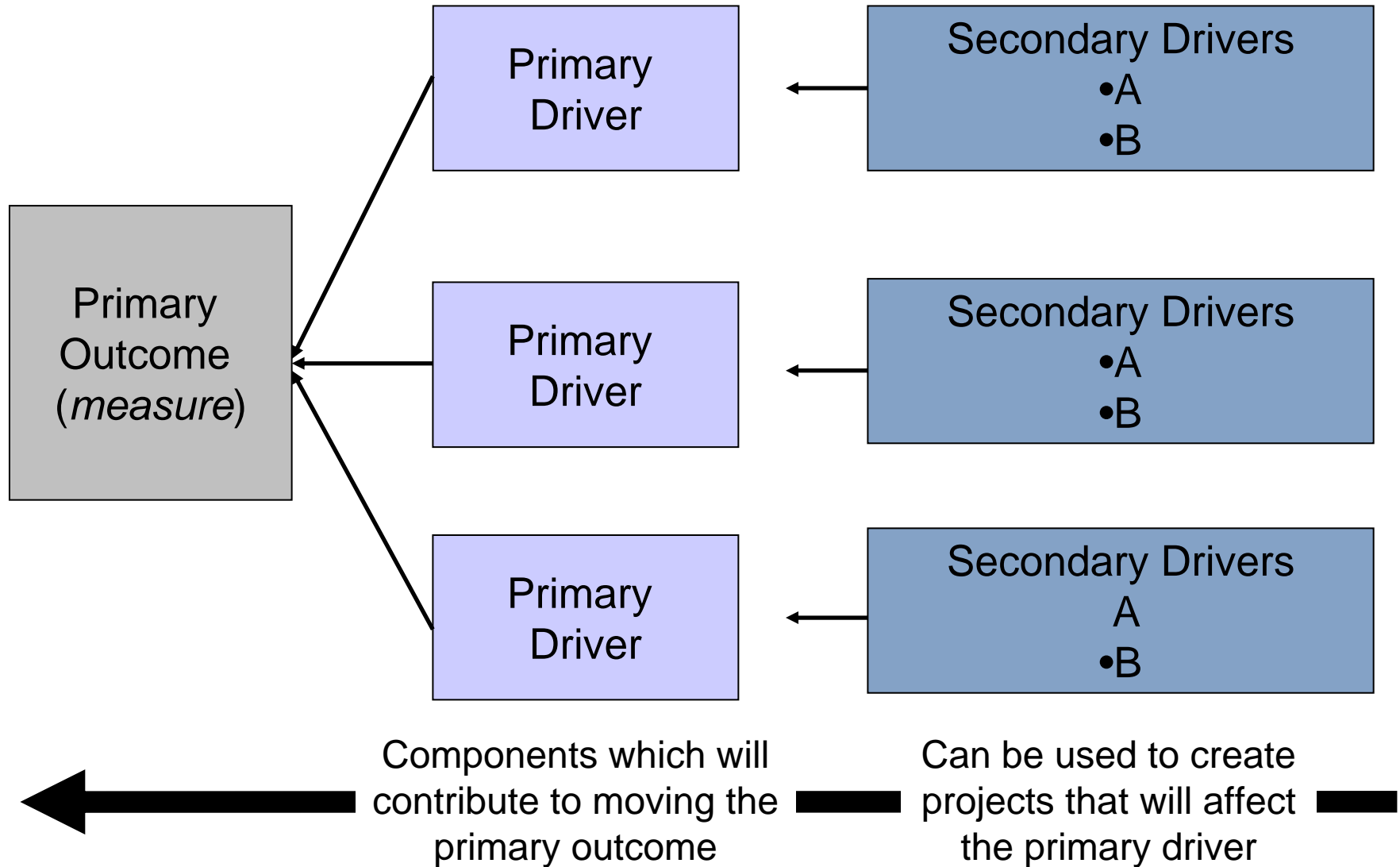
Communication clarification

- Speaking in lists is a very effective communication method



Driver Diagrams help people understand our approach, and participate in problem solving

What Does a Driver Diagram Look Like?



What Is a Driver?

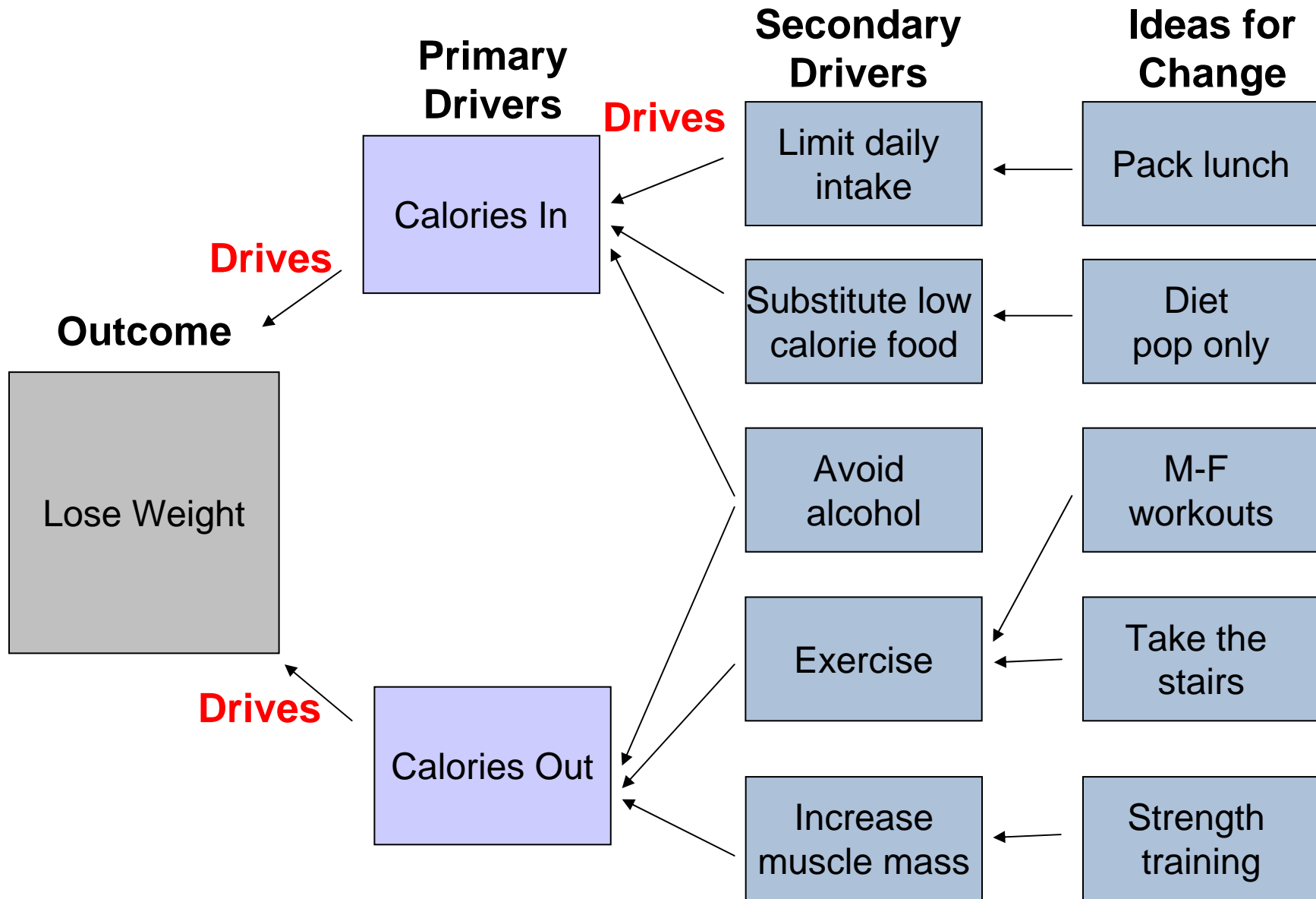
Primary Drivers

- Processes, cultural norms or structures that lead to improvement
- Are supported by evidence
- Vary in their ability to impact the outcome

Secondary Drivers

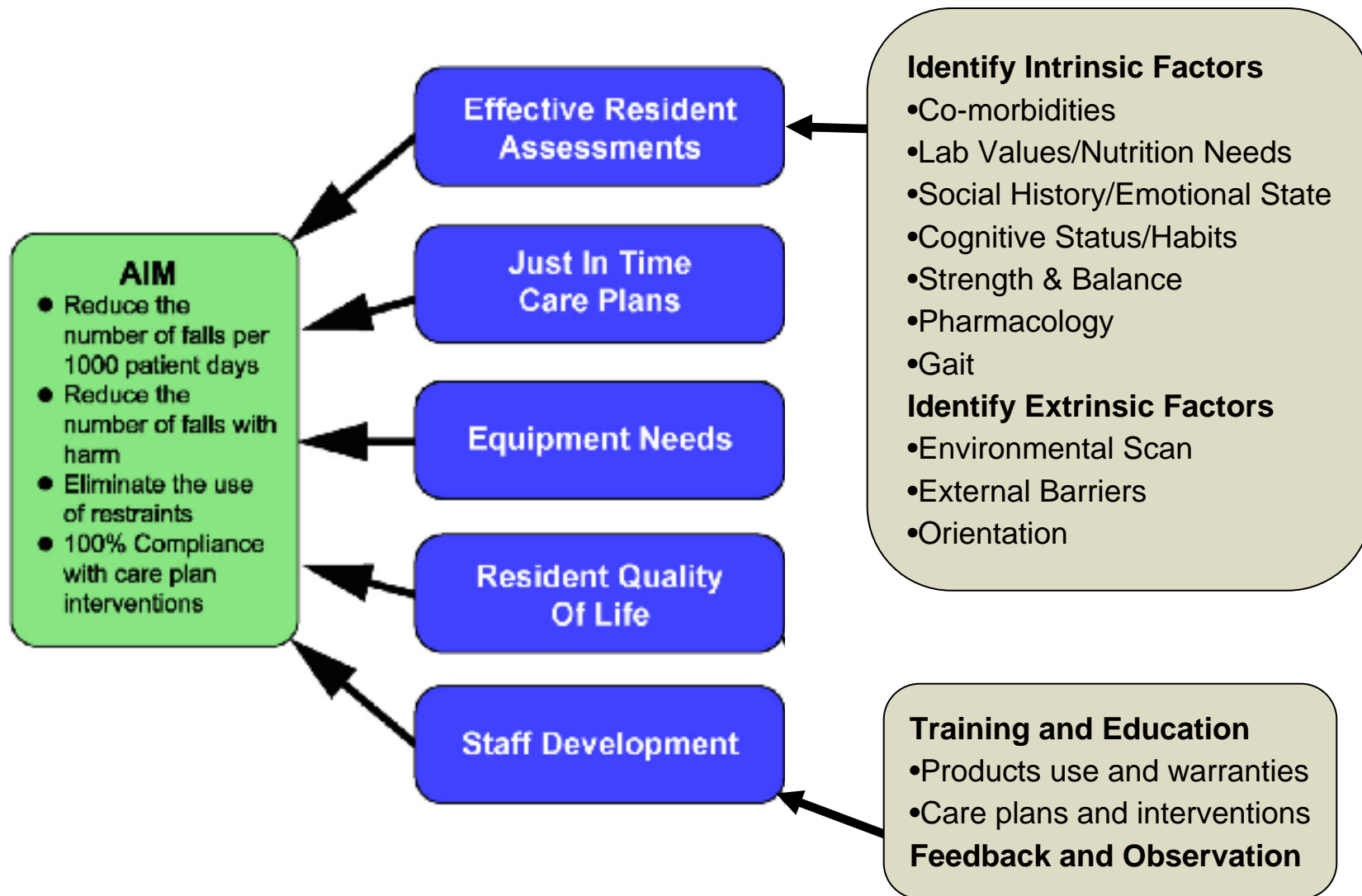
- Groups of secondary processes or other factors
- Essentially a project that can be assigned to a team for improvement work

A Personal Example



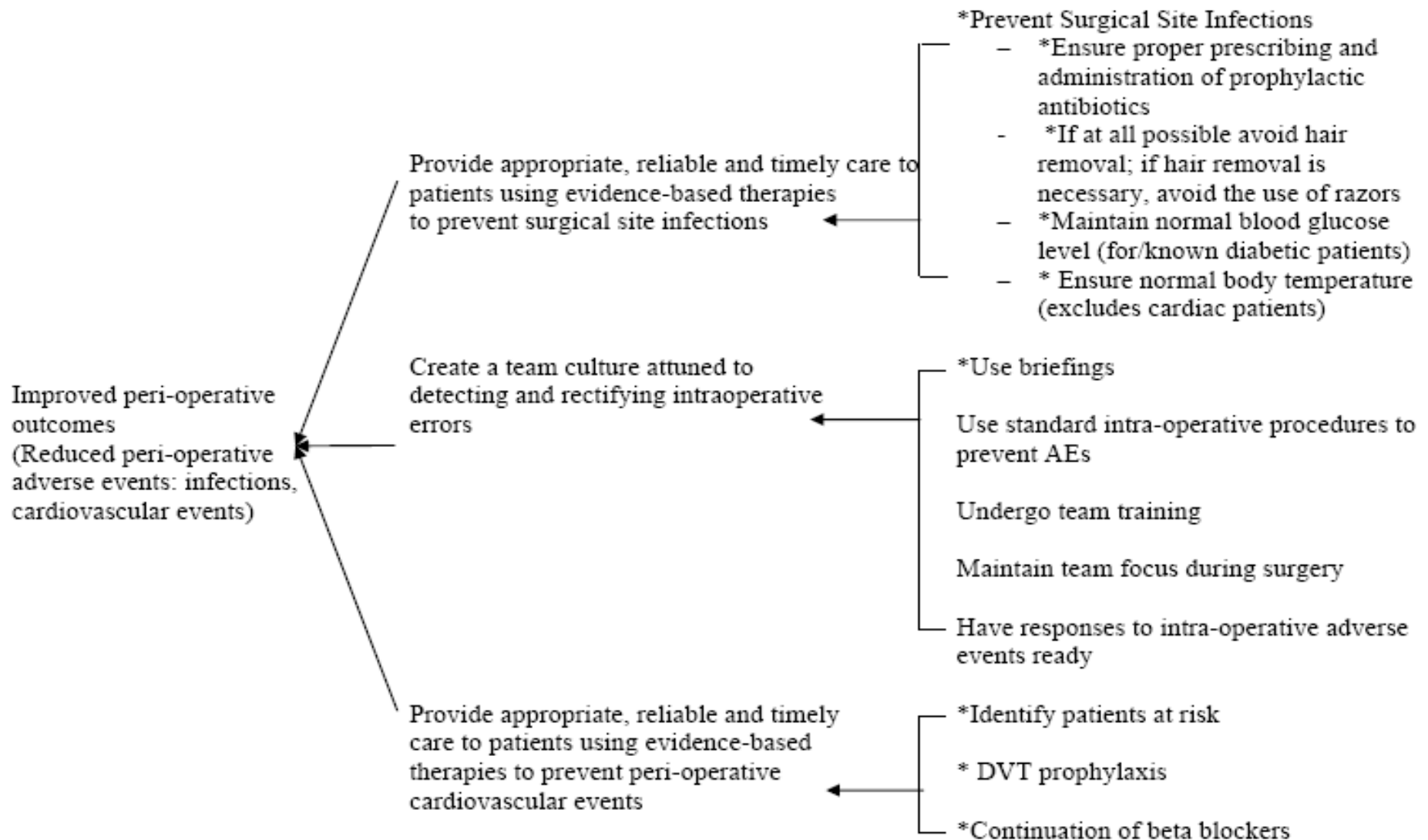
Adapted from: Robert Lloyd & Richard Scoville – Better Quality Through Better Measurement

Sample Driver Diagram – Falls



Source: A Key Driver Diagram – Getting From Here to There (www.bedcheck.com)

Sample Driver Diagram – Peri-operative Care



Source: Peri-operative Management Driver Diagram & Change Package - <http://www.patientsafetyalliance.scot.nhs.uk/>

Prioritizing Drivers

Limited resources mean we can't work on everything; we must prioritize...

- **Which drivers will result in the highest impact?**
- **Which ones will be the easiest to work on?**
(consider resourcing, stakeholders and culture)
- **What is our current level of performance on these drivers?**

Recap – Why Spend the Time?

- Helps with prioritization
- Assists with brainstorming and consensus building
- A visual that can help focus staff and management on the important and necessary things for achieving a positive outcome (alignment)
- Can be used as a communication tool



Tips & Tricks

- **Use a whiteboard or flip charts** to allow easy exchange of ideas
- **Prioritise the drivers at each level** (how much do they impact the goal/desired outcome?)
- You may have to agree **which areas will NOT be looked at immediately** given limited impact or difficulty to resolve
- Use Pareto Analysis to help prioritize
- Use root cause analysis (for example Fishbone, 5-why)

Questions

