Releasing Time To Care©
Driver Diagrams

Learning Session 2
June 21, 2010
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?

<table>
<thead>
<tr>
<th>Information handling</th>
<th>With so many facts being thrown at you all the time, it helps to know where each fact fits in the solution</th>
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<tbody>
<tr>
<td>Thought structuring</td>
<td>Solving complex problems can’t be done just by sitting and thinking about it</td>
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<tr>
<td>Work planning</td>
<td>Driver diagrams make the work manageable and divisible among the team</td>
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<td>Communication clarification</td>
<td>Speaking in lists is a very effective communication method</td>
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Driver Diagrams help people understand our approach, and participate in problem solving.
What Does a Driver Diagram Look Like?

Components which will contribute to moving the primary outcome

Can be used to create projects that will affect the primary driver

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

Lose Weight

Primary Drivers

Calories In

Secondary Drivers

Limit daily intake

Substitute low calorie food

Avoid alcohol

Exercise

Increase muscle mass

Ideas for Change

Pack lunch

Diet pop only

M-F workouts

Take the stairs

Strength training

Adapted from: Robert Lloyd & Richard Scoville – Better Quality Through Better Measurement
Sample Driver Diagram – Falls

**AIM**
- Reduce the number of falls per 1000 patient days
- Reduce the number of falls with harm
- Eliminate the use of restraints
- 100% Compliance with care plan interventions

**Effective Resident Assessments**
- Co-morbidities
- Lab Values/Nutrition Needs
- Social History/Emotional State
- Cognitive Status/Habits
- Strength & Balance
- Pharmacology
- Gait

**Identify Intrinsic Factors**

**Identify Extrinsic Factors**
- Environmental Scan
- External Barriers
- Orientation

**Just In Time Care Plans**

**Equipment Needs**

**Resident Quality Of Life**

**Staff Development**

**Training and Education**
- Products use and warranties
- Care plans and interventions

**Feedback and Observation**

Source: A Key Driver Diagram – Getting From Here to There (www.bedcheck.com)
Sample Driver Diagram – Peri-operative Care

Provide appropriate, reliable and timely care to patients using evidence-based therapies to prevent surgical site infections

Create a team culture attuned to detecting and rectifying intraoperative errors

Provide appropriate, reliable and timely care to patients using evidence-based therapies to prevent peri-operative cardiovascular events

*Prevent Surgical Site Infections
  - *Ensure proper prescribing and administration of prophylactic antibiotics
  - *If at all possible avoid hair removal; if hair removal is necessary, avoid the use of razors
  - *Maintain normal blood glucose level (for known diabetic patients)
  - *Ensure normal body temperature (excludes cardiac patients)

*Use briefings
  - Use standard intra-operative procedures to prevent AEs
  - Undergo team training
  - Maintain team focus during surgery
  - Have responses to intra-operative adverse events ready

*Identify patients at risk
  - *DVT prophylaxis
  - *Continuation of beta blockers

Improved peri-operative outcomes
(Reduced peri-operative adverse events: infections, cardiovascular events)

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