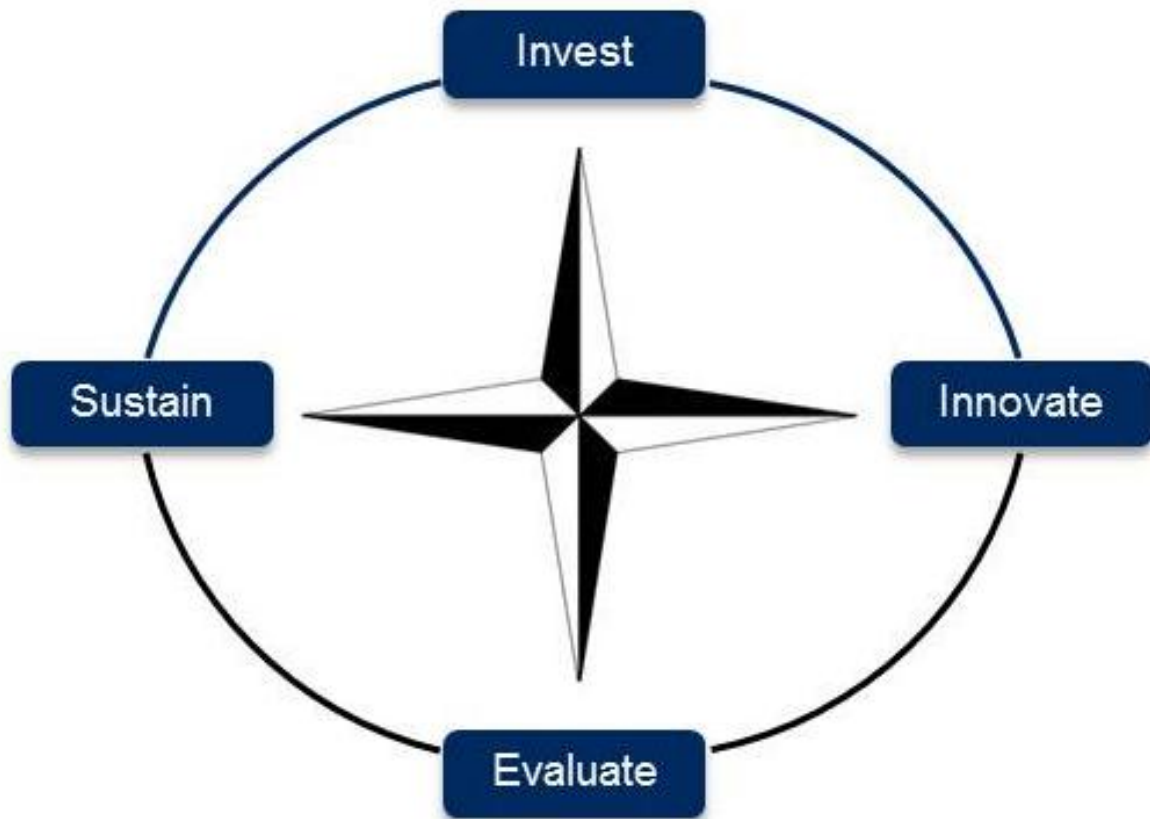


COMMONWEALTH OF MASSACHUSETTS
HEALTH POLICY COMMISSION

COMMUNITY HOSPITAL ACCELERATION, REVITALIZATION,
& TRANSFORMATION INVESTMENTS

*CHARTING A COURSE FOR THE RIGHT CARE AT
THE RIGHT TIME IN THE RIGHT PLACE*



ATTACHMENT A, EXHIBIT 2:
DRIVER DIAGRAM GUIDE



Background

A **Driver Diagram** is a simple cause-and-effect diagram that represents hypotheses about what actions and activities will lead to a project goal. Driver Diagrams are useful in planning and executing improvement projects. The Driver Diagram consists of three parts:

1. An Aim Statement,
2. Primary Drivers, and
3. Secondary Drivers.

Aim Statement

The **Aim Statement** should be specific, measurable, and answer the questions “What are we trying to accomplish, by how much, by whom, and by when?”

For example, “Fewer ED visits for pediatric asthma patients” is NOT an effective aim statement. A more effective statement might be, “To reduce asthma-related ED visits by our pediatric asthma patients by 25% by May 2014.”

Remember to make your Aim Statement **SMART**

- **Specific**
- **Measurable**
- **Attainable**
- **Relevant**
- **Time-bound**

Although larger projects likely will have multiple Aim Statements, Phase 1 CHART applications should have one that encompasses each proposed project.

Primary Drivers

Primary drivers are the approximately 3-5 key factors you believe will substantially contribute to achieving your aim.

Continuing with our asthma example, we may determine that the primary drivers are **(1) effective asthma care in the community, (2) patient and family education, (3) primary care standard work, and (4) primary care access.**

Many primary drivers lend themselves to a specific process aim. This is useful to think about as you create your evaluation and measurement framework for your proposal.

Secondary Drivers

Secondary drivers are the activities and changes that will result in a change in the primary driver. In the pediatric asthma example above, we might consider the following secondary drivers:

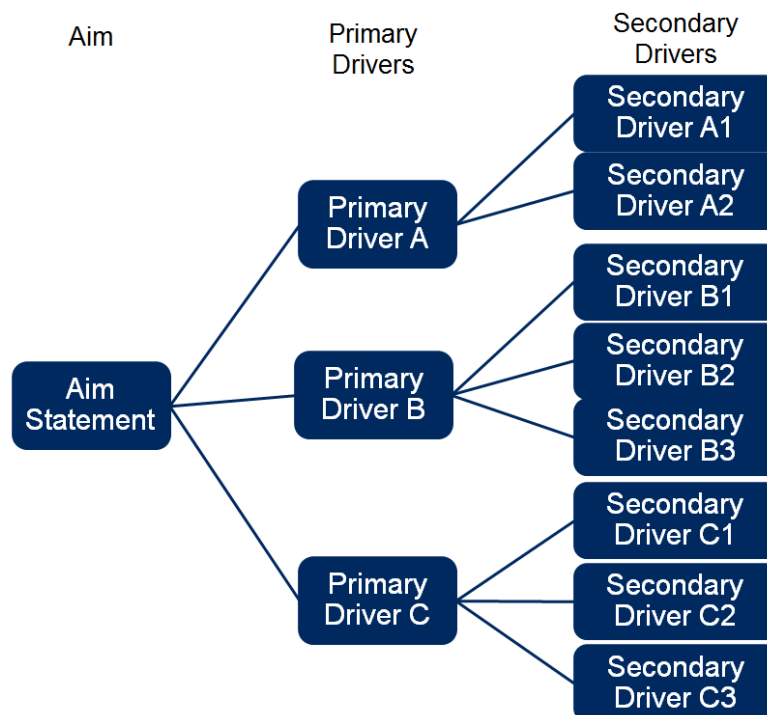
- Effective asthma care in the community
 - **Share Asthma Action Plans with school nurses**
 - **Conduct home visits to assess for environmental triggers and provide risk mitigation**
 - **Partner with government agencies to mitigate environmental risk factors (e.g., mold, tobacco exposure)**
- Patient and family education
 - **Implement education sessions with asthma educators in the practice**
 - **Conduct multi-modal public education campaign (e.g., public schools, brochures in the practice, public awareness campaign)**
- Primary care standard work
 - **Conduct assessment of patient risk factors with annual structured assessment**
 - **Develop an asthma registry with risk stratification**
 - **Assess immunization status and administer annual flu vaccine to all at-risk patients**
 - **Develop process to ensure children with persistent asthma are on proper controller medication**
- Timely primary care access
 - **Implement extended office hours including urgent care arrangement**
 - **Communicate options to families to understand when and how to access the practice**

It can sometimes be challenging to decide whether driver is a primary or secondary driver. In general, primary drivers tend to be broader concepts while secondary drivers describe more specific actions that contribute to achieving the primary drivers.

Putting it Together

Driver diagrams are more powerful and valuable when created by all members of the project team. This approach is useful for two reasons. First, different members of the team will have different insights based on their own experiences in their own roles, and second, the process can help create buy-in among team members.

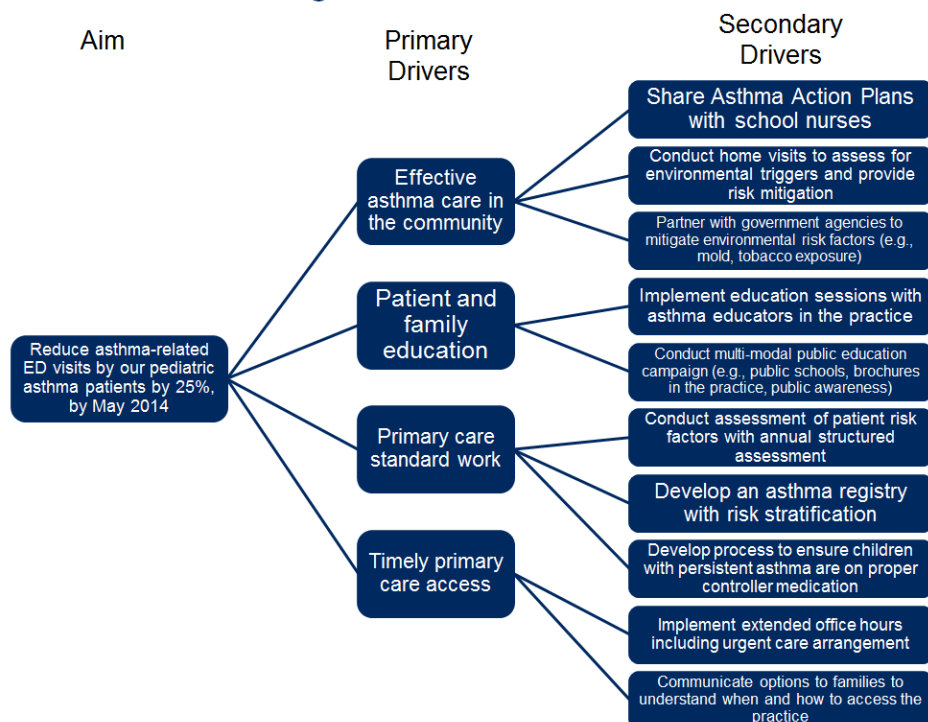
You can use PowerPoint to create your own driver diagram.



Example

From our pediatric asthma example above, we created the following driver diagram.

Pediatric Asthma Driver Diagram



More Resources

There are many helpful resources online that can be found by searching “driver diagram.”

For example, see the pages below¹

- http://www.phf.org/resourcestools/Documents/Antibiotic_Stewardship_Driver_Diagram.pdf
- <http://innovation.cms.gov/Files/slides/HCIATwoSuccessOpPlan.pdf> (specifically pp. 10-11)
- <http://www.nichq.org/pdf/Model%20for%20Quality%20Improvement.pdf> (specially pp. 21-23, 25)
- <http://www.publichealth.hscni.net/sites/default/files/directorates/files/CAWT%20Day%201Driver%20diagram%20-%20David%20Vaughan.pdf>

¹ These websites are provided for reference only. The Health Policy Commission is not responsible for the content of external websites and has no control of their content or availability.