

i-THRIVE Toolkit: Driver Diagram

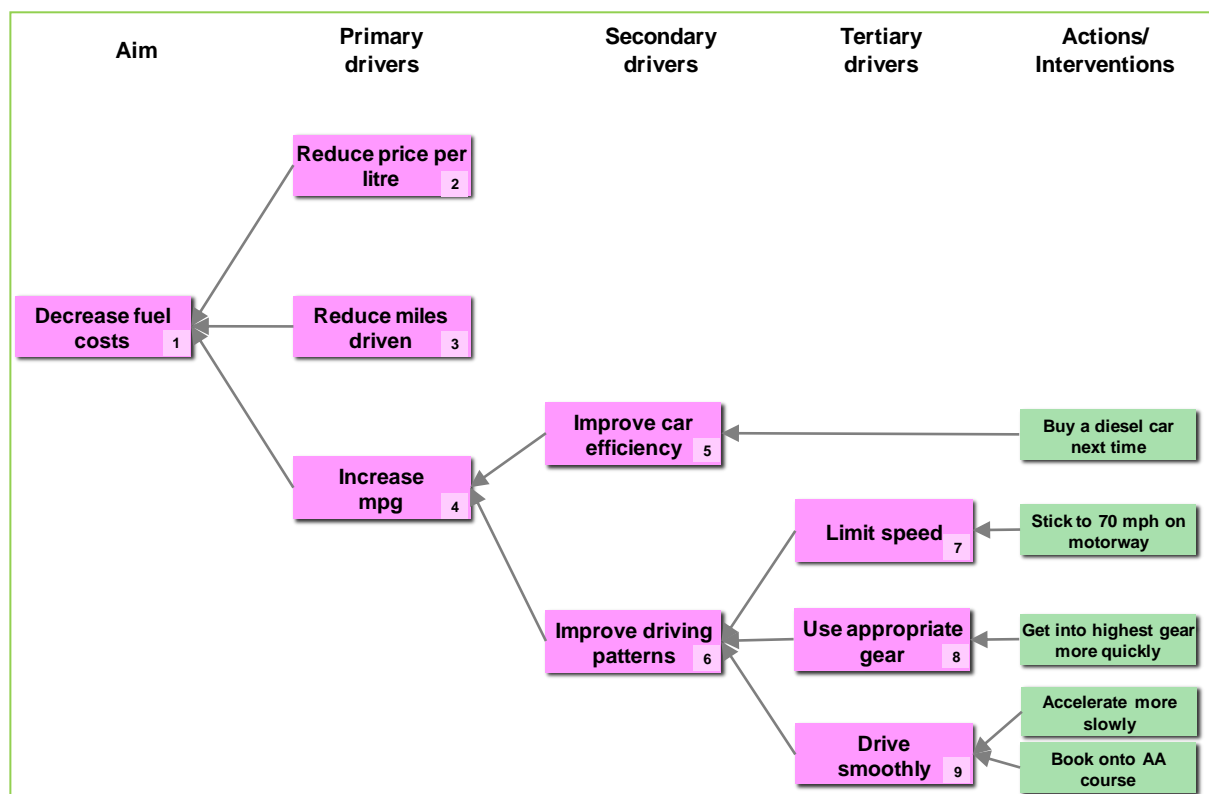
This description of how to make a driver diagram is adapted from NHS Institute for Innovation & Improvement.

Overview

A driver diagram is an immensely powerful tool that helps you to translate a high-level improvement goal into a logical set of underpinning goals and projects. It captures an entire change programme in a single diagram and also provides a measurement framework for monitoring progress. It is your 'theory' about how the system you are working in and wanting to improve actually works.

The layout of a driver diagram is most easily explained via a simple example.

Imagine your personal goal was to reduce the amount you spend on petrol, i.e. 'decrease fuel costs'. The diagram below shows a part of a typical driver diagram constructed around this goal.



Source: NHS Institute for Innovation & Improvement, May 2012

The diagram explained

The goal

Notice how the driver diagram starts with a clearly defined and measurable goal (box 1). Often these come with a defined numeric target but it is not necessary to have one for the diagram to work.



Primary drivers

- The overall goal is linked here to three factors that are believed to have a direct impact on it. We assume that fuel costs will go down if you find cheaper fuel (box 2), reduce the number of miles you drive (box 3) or increase your fuel efficiency (box 4).
- This first set of underpinning goals are referred to as primary drivers because they 'drive' the achievement of your main goal.
- These drivers may act independently or in concert to achieve the overall goal.

Lower level drivers

The process of breaking down a goal can continue to lower levels to create secondary or tertiary drivers. In the diagram it is done for one of the primary drivers – increase mpg (boxes 5 to 9).

Interventions/Change Ideas

- The ultimate aim of a driver diagram is to define the range of actions or interventions that you may want to undertake. These can appear anywhere in the hierarchy of the driver diagram but are usually shown on the right-hand side.
- Driver diagrams therefore help to break down an overall improvement goal into underpinning goals, i.e. 'drivers', to the point where you can easily define the actions that you need to make.

Driver Diagram Workshop Set Up

What do you need?

- A table large enough to spread a couple of A3 sheets on top
- Tape (to tape the A3 sheets together & stick Post-it notes down)
- Post-it notes
- Marker pens
- Device with picture (to photograph driver diagram when complete)
- Refreshments!

Who should be there?

- Whoever you would like to involve in the improvement, e.g. the Triage team to look at improving the triage system
- You may find it helpful to do a mock driver diagram before re-doing it with more people

How long will it take?

- It is helpful to reserve a minimum meeting time of 2 hours for a driver diagram workshop
- You may want to spend the first hour creating the driver diagram, and the second hour looking at actions/**change ideas** and **prioritising** which one to approach first

What output(s) are useful?

- A driver diagram that is written up as a soft copy (e.g. using Microsoft Word or PowerPoint) and circulated with the team
- A hard copy/print out of the driver diagram displayed in a place where people can see it easily (e.g. the staff kitchen)
- An action plan to carry out change ideas
- A list of volunteers interested in taking forward certain change ideas



How to create a driver diagram

- Start with a clearly defined goal
- Brainstorm potential drivers - the areas where change will impact on your aim. Concentrate on generating ideas for drivers at this stage, don't try to allocate into primary or secondary straight away
- Once you've completed the brainstorm then cluster the ideas to create an agreed set of 'drivers' - make sure you use language like "improve" or "decrease" and that each driver is clearly defined and is potentially measurable
- Now you can identify the links between the drivers – creating primary, secondary and tertiary drivers – and set these out in the diagram format
- Add actions or interventions for each driver
- Finally, decide which drivers and interventions **(or change ideas)** that you want to measure and add those to the diagram

Tips and tricks

- Driver diagrams are a 'live' tool. They will change over time as you make changes to your system
- If you can make your drivers measurable you have created a measurement framework for determining progress towards your overall goal
- Creating a driver diagram with a team ensures that everyone understands your goal and how they can contribute towards achieving it
- Driver diagrams will vary from place to place - there is no definitive 'right' answer as your local situation may be very different from other parts of the country



Action plan for interventions/change ideas

- Once you have your list of change ideas you will want to choose which ones to focus on first
- See the i-THRIVE Toolkit: Prioritisation Tool to help you decide which change ideas to focus on
- Once you have decided what change ideas you will take forward, and *who* will be taking them forward in your team you may want to arrange a follow up meeting to discuss progress against change ideas

Case example of a Driver Diagram Workshop: i-THRIVE NELFT

2nd half of Havering CAMHS Team Away Day. We hosted the workshop in one of NELFT's training rooms which meant that the NELFT QI team were able to help facilitate the session.

This workshop was planned as an addition to an already existing meeting. It would have otherwise been difficult to have so many of the team take time out to attend the workshop. This has been key to ensuring the engagement of key stakeholders.

In addition to the CAMHS team, of people who attended the Havering Driver Diagram Workshop included:

- NELFT Transformation Team
- Commissioner from Havering CCG
- Havering Early Help Service
- Assistant Director of Children's Services
- Clinical Lead BHR CCH
- Children's Centre Co-ordinator
- Special Educational Needs Co-ordinator (SENCO)

The most valuable output of this session was a collaborative mandate from multi-disciplinary providers to focus on 'Getting Advice' and 'Getting Risk Support' functions in Havering.

The workshop was also a useful starting point for the Havering Transformation Steering Group which continues to meet monthly and is a multi-disciplinary forum that has oversight of transformations and developments in the children and young people's mental health system in the borough.

