

An illustration of a house with a white roof and yellow walls. Inside the house, there are several stylized human figures of various colors and features. In the top left, a figure with glasses and a brown head. In the top right, a figure with a green head. In the middle left, a figure with a blue head. In the middle right, a figure with a brown head and a bun. In the bottom left, a figure with a green head and dark hair. In the bottom right, a figure with a blue head. A white banner with blue text is overlaid on the middle of the house.

# Quality Improvement 101

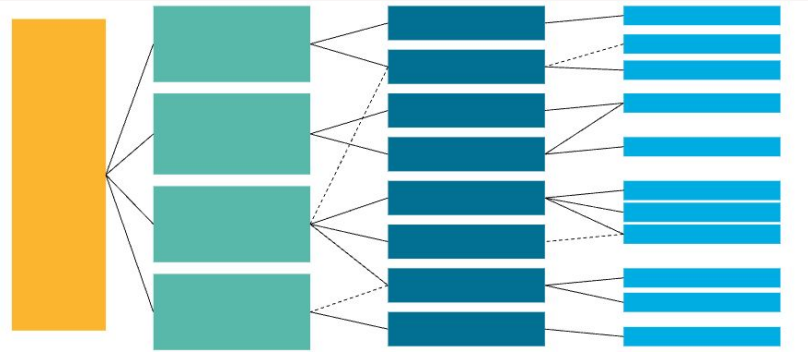
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## Driver Diagrams



# What is a Driver Diagram?

A visual tool that represents a complex system broken down down to reach the aim.



- It measures your **progress towards your aim**.
- An easy way to structure, develop, and communicate strategy.
- A **living document** that can be updated regularly to keep the team flexible and focused, and captures all voices.
- **Measures and monitors the system** for effective changes and causal relationships.

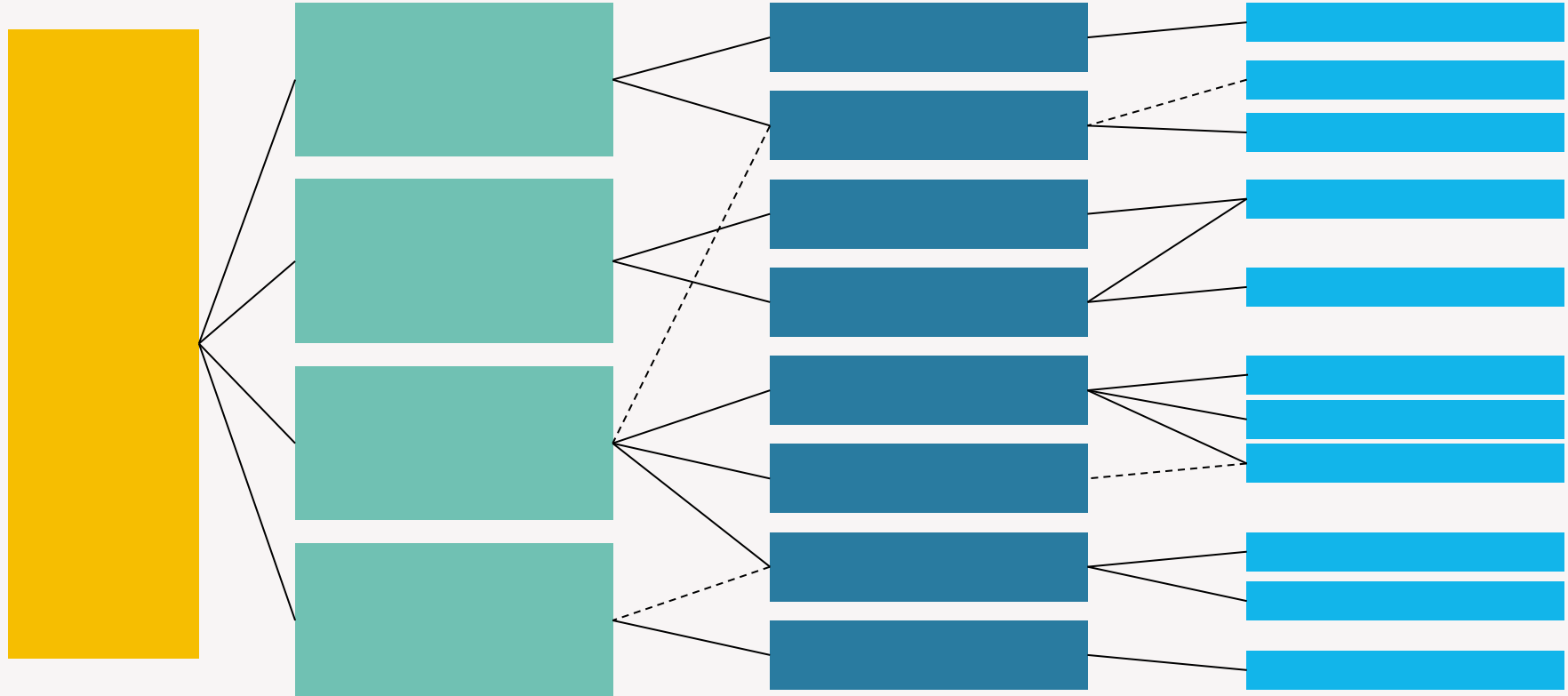
# What is a Driver Diagram?

AIM

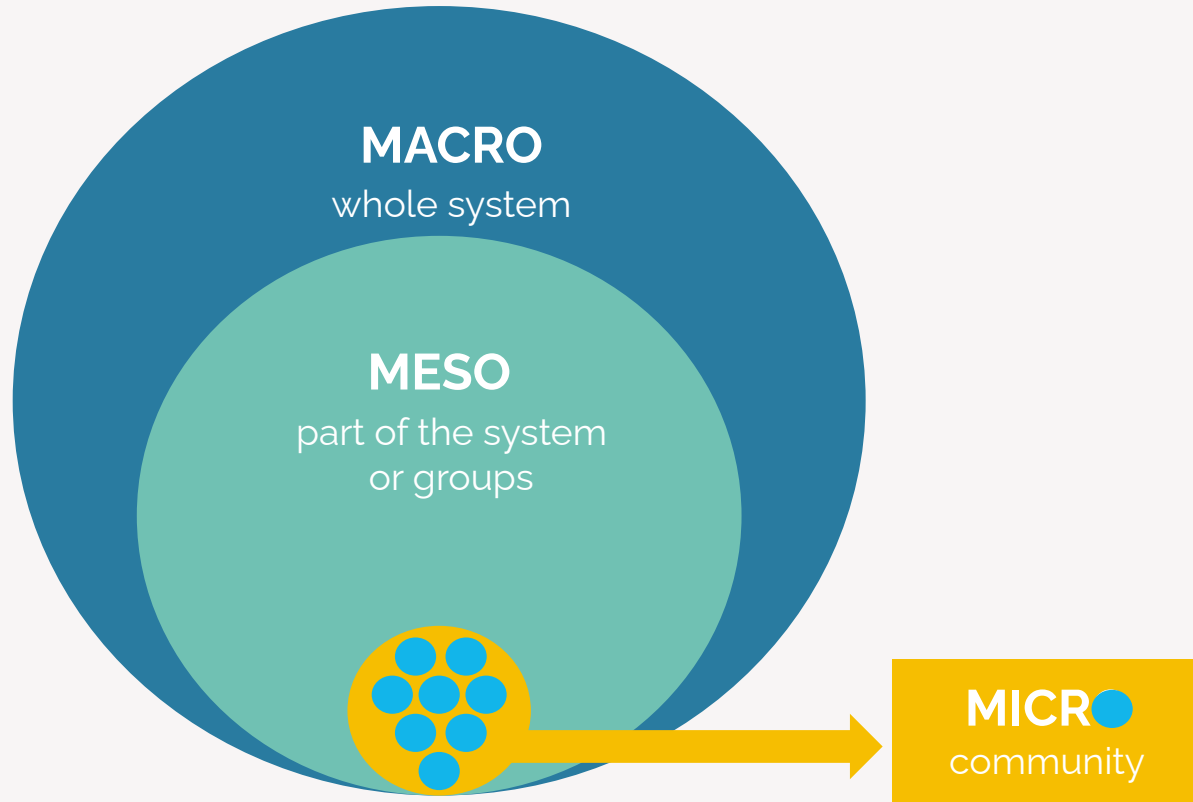
PRIMARY DRIVERS

SECONDARY DRIVERS

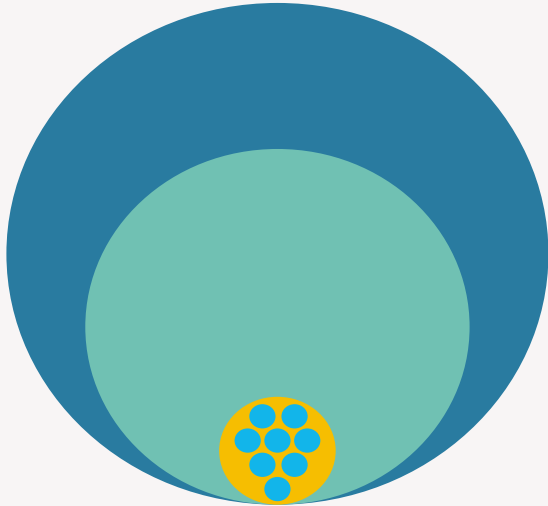
CHANGE IDEAS



# What system level are you working from?



# Why do we want to know what level?



1. When defining **an aim**, you need to understand the system in which you are working. This allows you to visually represent the system and aim in a driver diagram.
2. You can have different diagrams at different levels working towards the same aim, so it helps to **set boundaries**.

# Where do we start?

## AIM

### SET THE AIM

- Outlines the goal and/or outcome you desire.
- Answers MFI question 1:  
*“What are you trying to accomplish?”*
- Needs to be **clear, specific, measurable, time-bound, and shared** with the team.
- Important to have as everyone needs to clearly understand what you are trying to accomplish.



# The Aim

## Components of a Strong Aim Statement

WE  
WILL...

### ACTION VERB

(eg. reduce,  
increase, solve,  
provide, build)

+

### SPECIFIC PROBLEM

(eg., youth  
homelessness,  
unsheltered  
homelessness)

+

### NUMBER

(eg., percentage  
or number)

+

### SPECIFIC UNIVERSE OR POPULATION

(eg., state, city,  
community.)

+

### DATE

(eg., August 31, 2025)



# The Aim

Your aim should answer...

**What?** What's the problem or opportunity?

**For whom?** Who is the population who will benefit from the improvement?

**How much?** By how much will you improve? Or "how good" do you want to get?

**Where?** What are the boundaries of the process or system you're trying to improve? Where does it begin and end?

**By when?** What is the date by which you will achieve the level of improvement you've set out to accomplish?

# The Aim

## Components of a Strong Aim Statement

WE  
WILL...

### ACTION VERB

(eg. reduce, increase, solve, provide, build)

+

### SPECIFIC PROBLEM

(eg. youth homelessness, rough sleeping)

+

### NUMBER

(eg. percentage or number)

+

### SPECIFIC UNIVERSE OR POPULATION

(eg. state, city, community.)

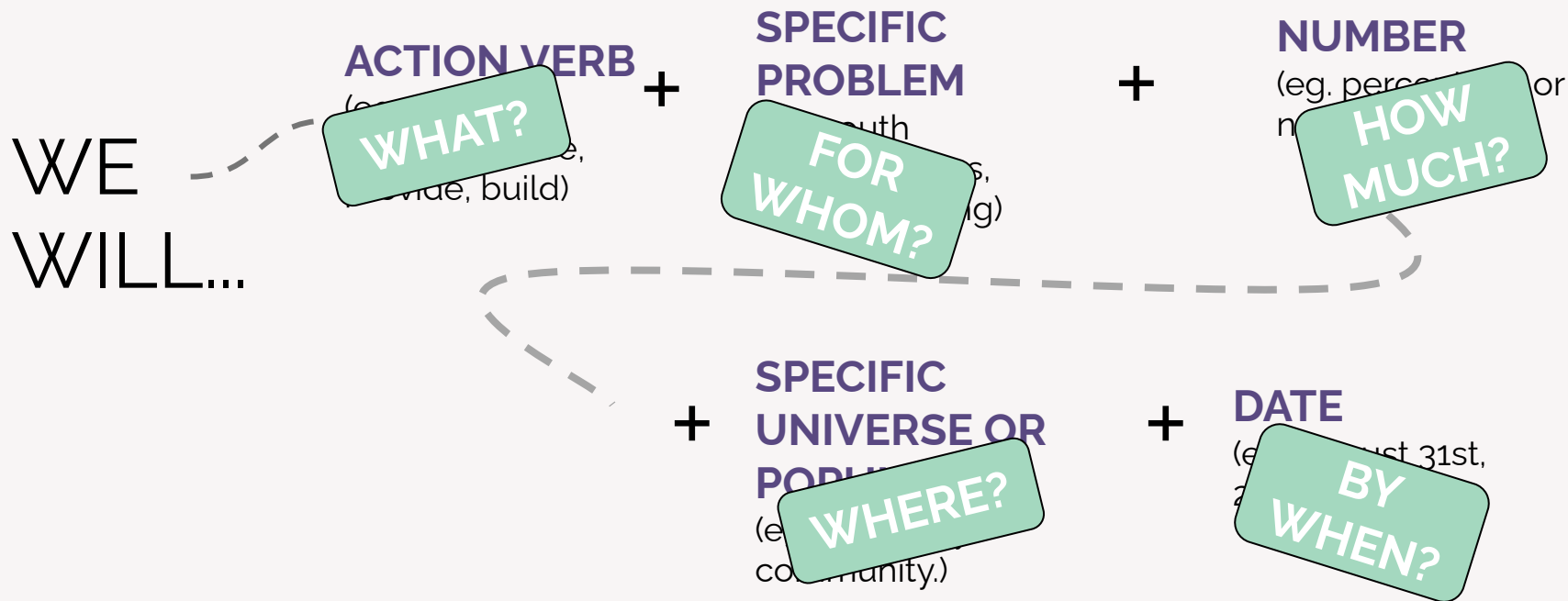
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### DATE

(eg. August 31st, 2024)

# The Aim

## Components of a Strong Aim Statement



# Where do we start?

## AIM

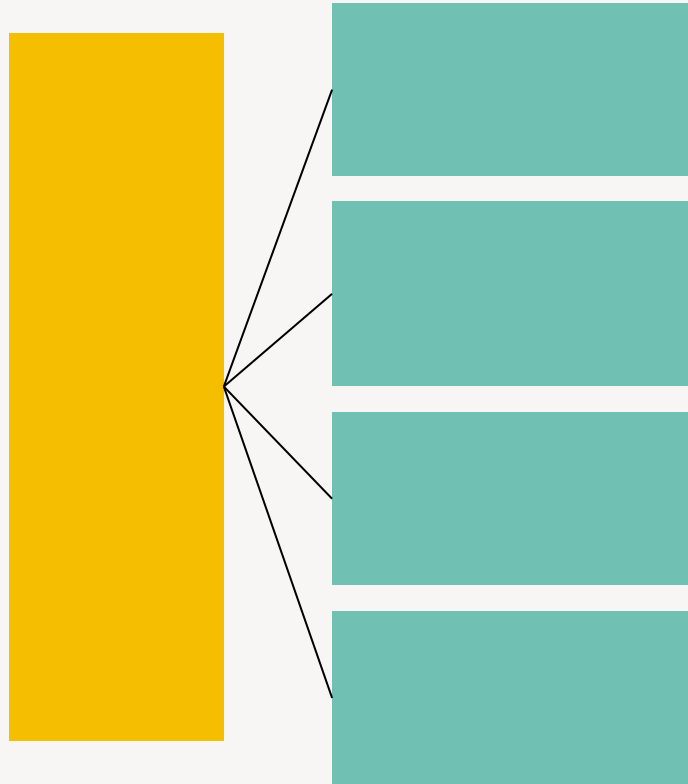
### CHECKING YOUR AIM

- Is the problem or opportunity stated **clearly**?
- Do you **specifically** know what the team is going to do?
- Has the team set a numerical goal to **measure** the amount of improvement they'd like achieve?
- Do you know the **timeframe** the team plans to achieve the goal?
- Is it a **shared goal** and scope for the project?
- Do you know why this improvement effort is important?

# What is next?

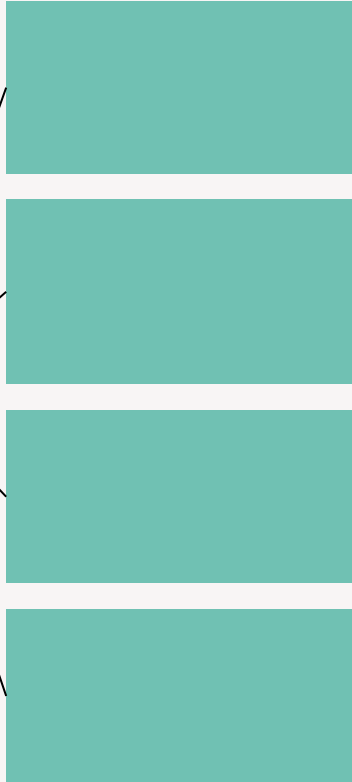
AIM

PRIMARY DRIVERS

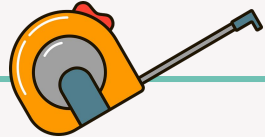


Once you have set your aim, you can start working on your primary drivers.

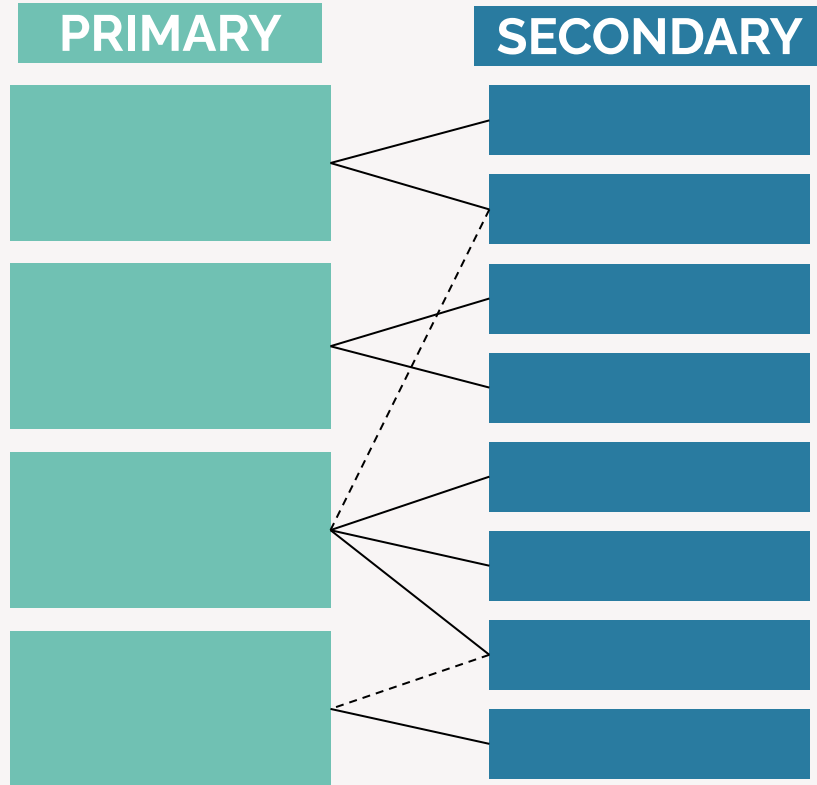
# Primary Drivers



- **High-level factors that you need to influence/change** to achieve your aim.
  - “Big topics” or “important areas” to address that are necessary and sufficient
- **Directly contribute to the aim** — either independently or with another to reach it.
  - *What do we need to do to get to the aim?*
- Identifies outcome measures and answers Model for Improvement question 2: *How will we know a change is an improvement?*

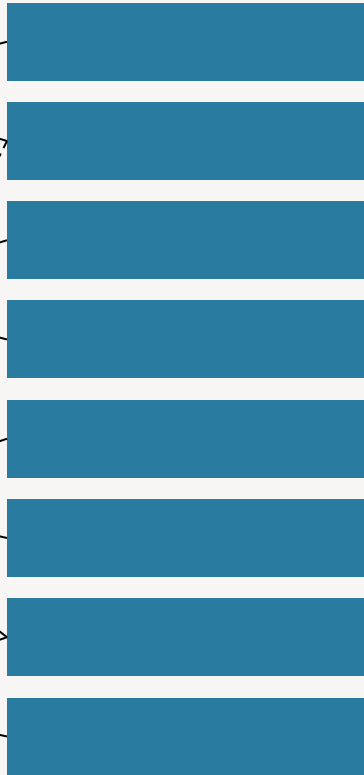


# What is next?



You identify the specific factors you need to achieve the primary drivers of the aim.  
These are known as secondary drivers.

# Secondary Drivers



- Smaller priorities, but still not concrete enough to be a change idea or task.
  - Seen as “**lanes of work**” or “**target areas**”
- Identified by brainstorming causes of the problem.
- Each contribute to at least one primary driver.
- They should be **necessary and sufficient**, and need to be **measurable**.
- Identifies process measures and answers Model For Improvement question 2: *How will we know a change is an improvement?*

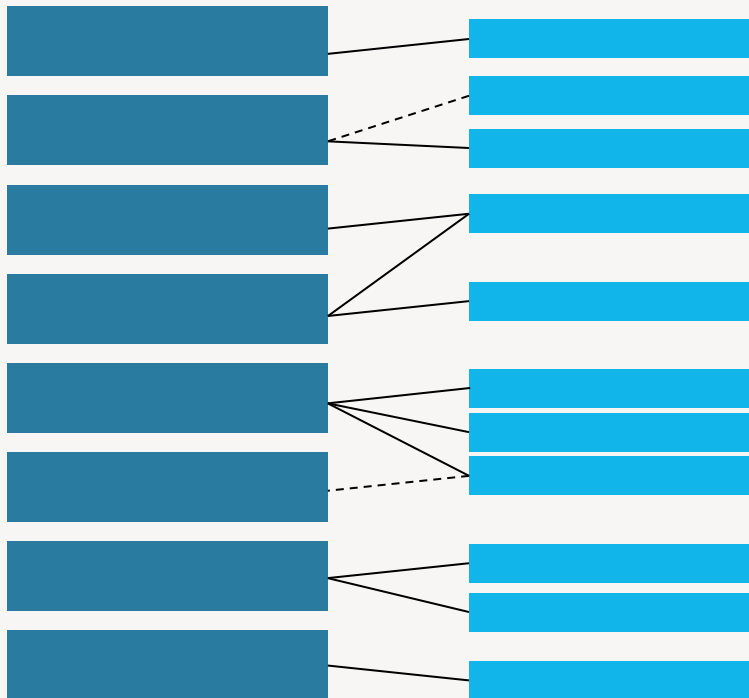




# What is next?

SECONDARY

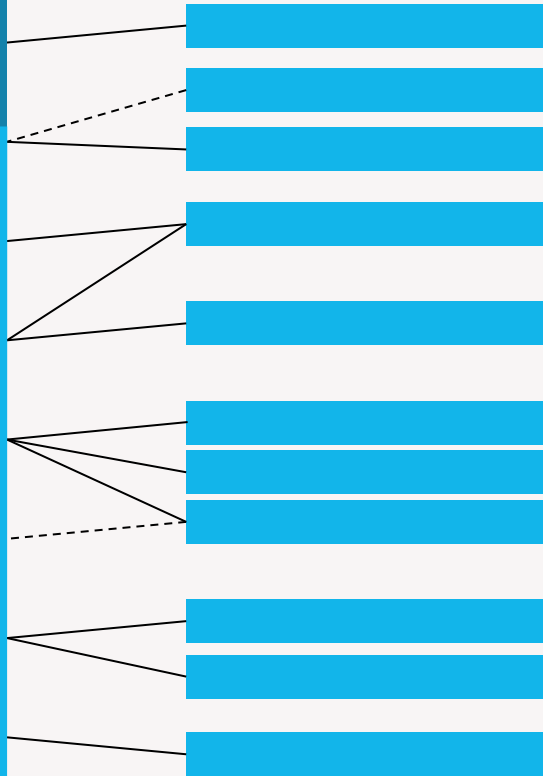
CHANGE IDEAS



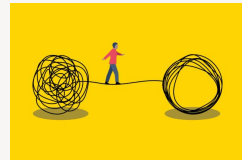
Once you have your secondary drivers, you generate your **actionable change ideas** to test to help achieve your aim.

Each idea is clear, specific, and as concrete as possible.

# Change Ideas



- Well-defined change ideas that identify:
  1. What exactly you are going to do
  2. How you are going to do it
- Must be **small enough to test** quickly and has to be measurable.
- Each contribute to at least one secondary driver.
- Addresses Model For Improvement question 3:  
*What change(s) can we make that will result in an improvement?*
- They need to be **measurable**.

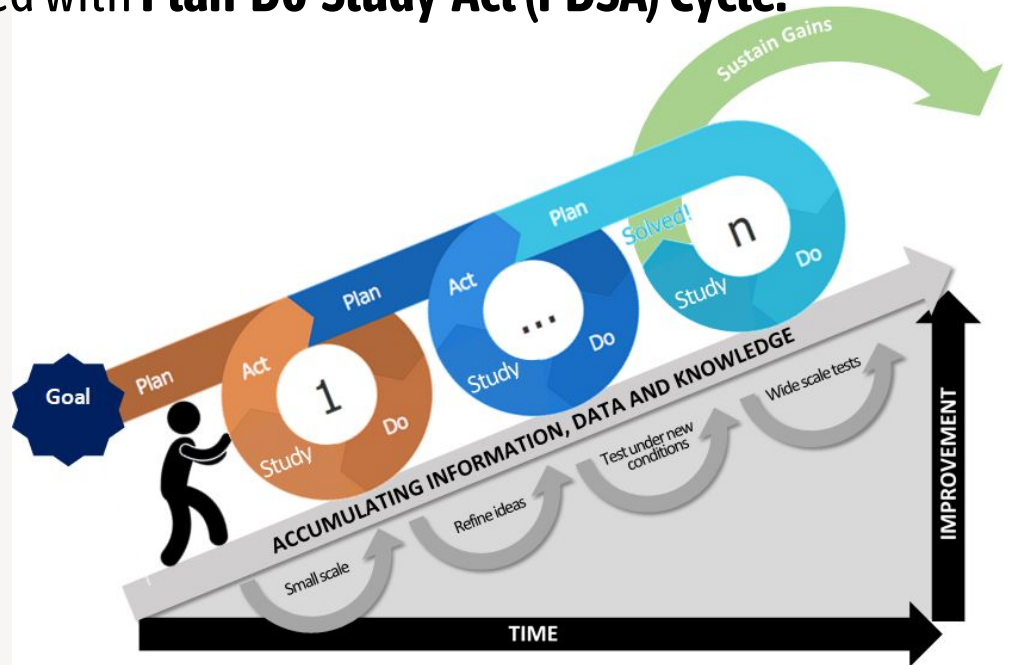


# How do we prioritize where to start?

**Change ideas** are assessed with **Plan-Do-Study-Act (PDSA) Cycle**.

This determines:

1. if there will be high or low impact to the aim
2. if it will be easy or difficult to implement.



# Example: Restaurant Ratings

AIM

PRIMARY DRIVERS

SECONDARY DRIVERS

CHANGE IDEAS

Increase Roo's Restaurant rating from 3 to 4 stars by December 31st, 2025.

Food Quality

Price

Ambiance

Service

Preparation

Suppliers

Lighting

Layout

Music

Attire

Standard Greeting

Dimming the lights

Candles at each table

Have live music 3x/week

All servers wearing ties

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Measure: 20% increase in bookings on days with live music.

# Example: Restaurant Ratings

AIM

PRIMARY DRIVERS

SECONDARY DRIVERS

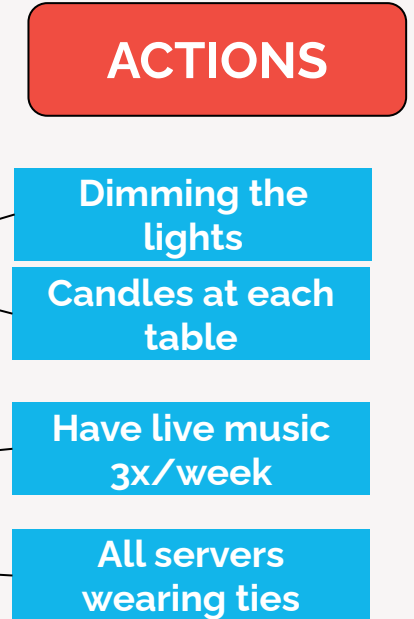
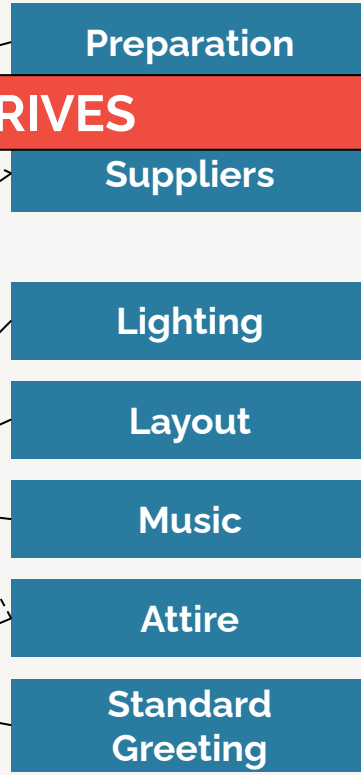
CHANGE IDEAS

EFFECT

Increase Roo's Restaurant rating from 3 to 4 stars by December 31st, 2023.

DRIVES

ACTIONS



# Example: Restaurant Ratings

AIM

PRIMARY DRIVERS

SECONDARY DRIVERS

CHANGE IDEAS

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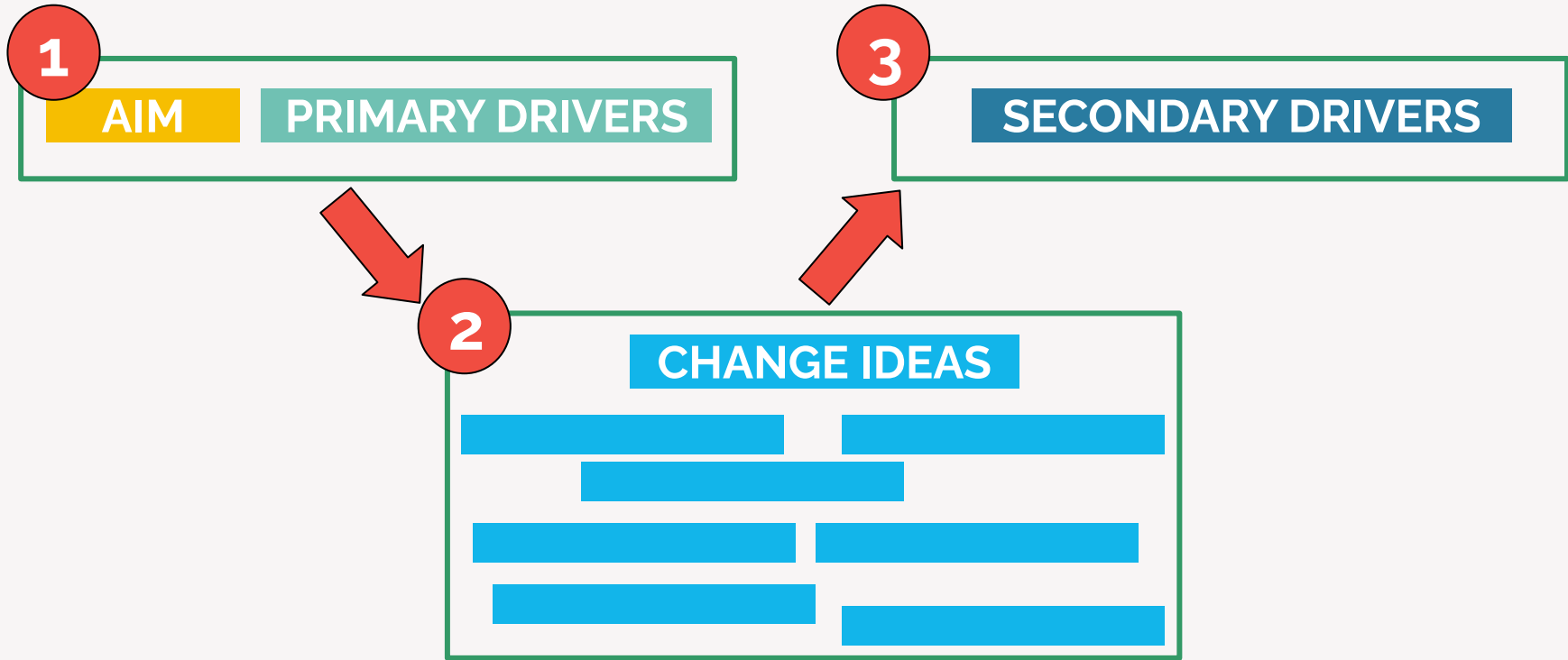
All servers wearing ties

SO THAT...

SO THAT...

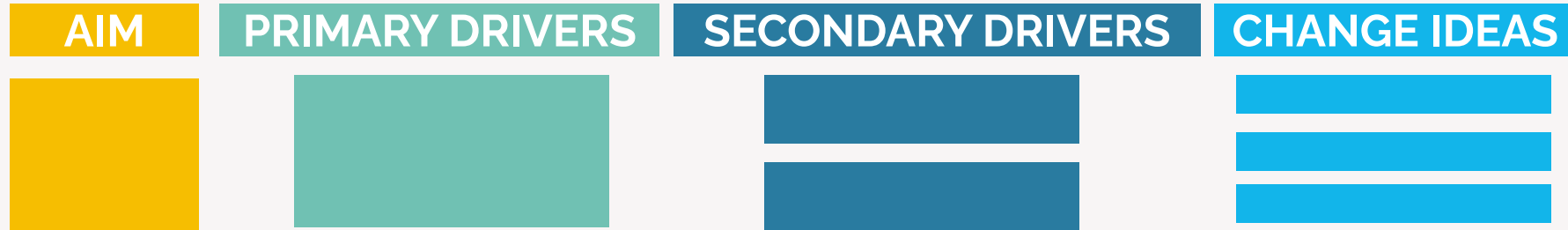
SO THAT...

# What happens if you are stuck?



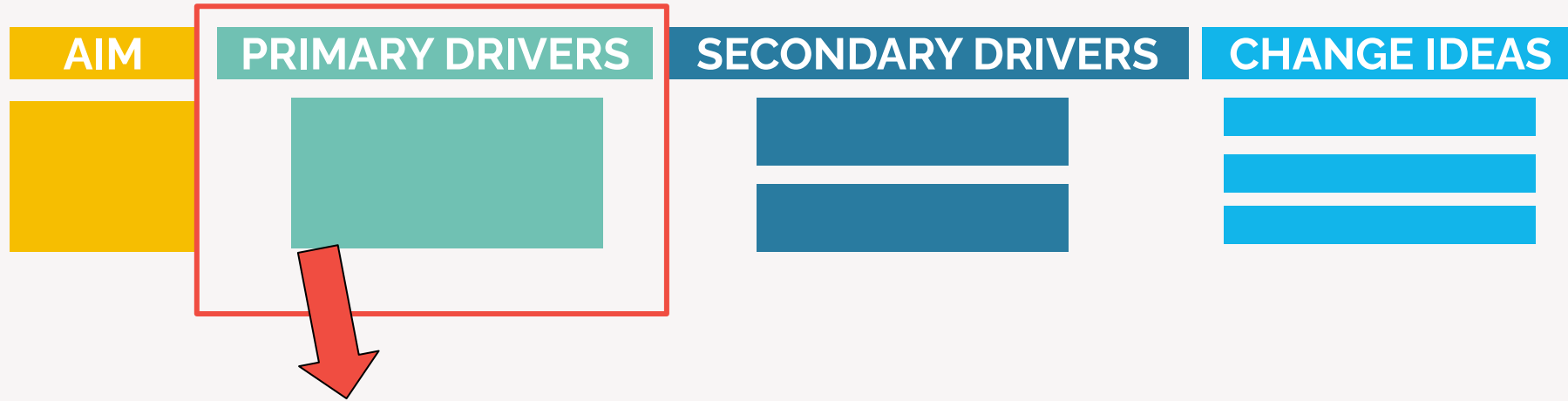


# Moving the driver concepts to measures



- Measurement is essential!
- Identifies impact and if it is making an improvement.
- Driver diagrams help to determine **outcome, process, and balancing measures** by focusing on:
  1. How much improvement you want to see, and
  2. By when.

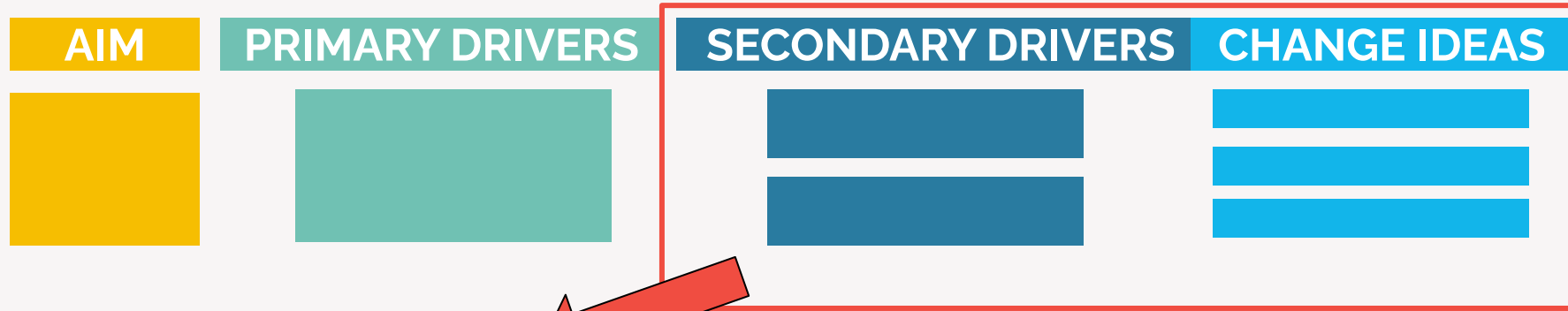
# Moving the driver concepts to measures



## Outcome measures

- Changes being put in place have **direct impact** on the aim
- Tells us if we are getting closer to or further away from the aim
- Tells us if a change is leading to improvement

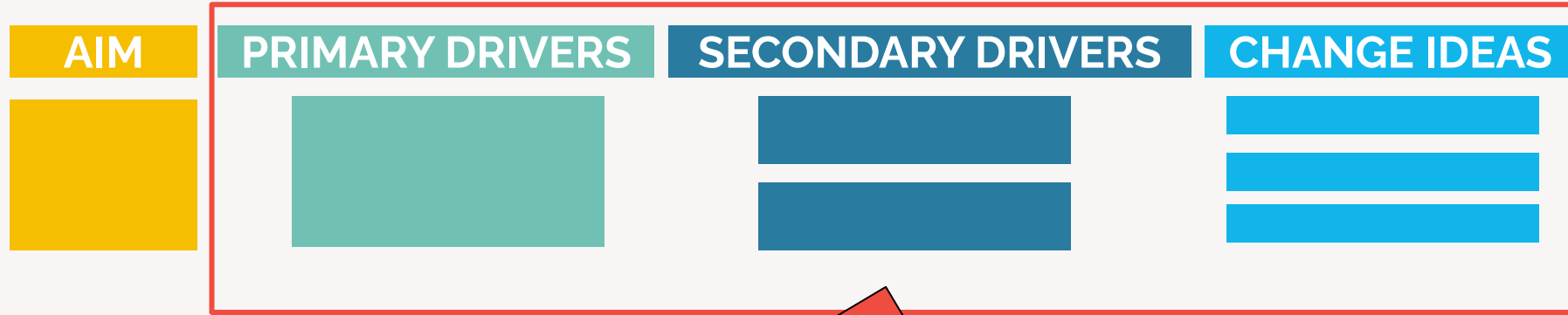
# Moving the driver concepts to measures



## Process measures

- Tell us whether a specific process change has been accomplished
- Changes being put in place have **indirect impact** on the aim
- Helps understand individual pieces in the system on the way to the aims

# Moving the driver concepts to measures

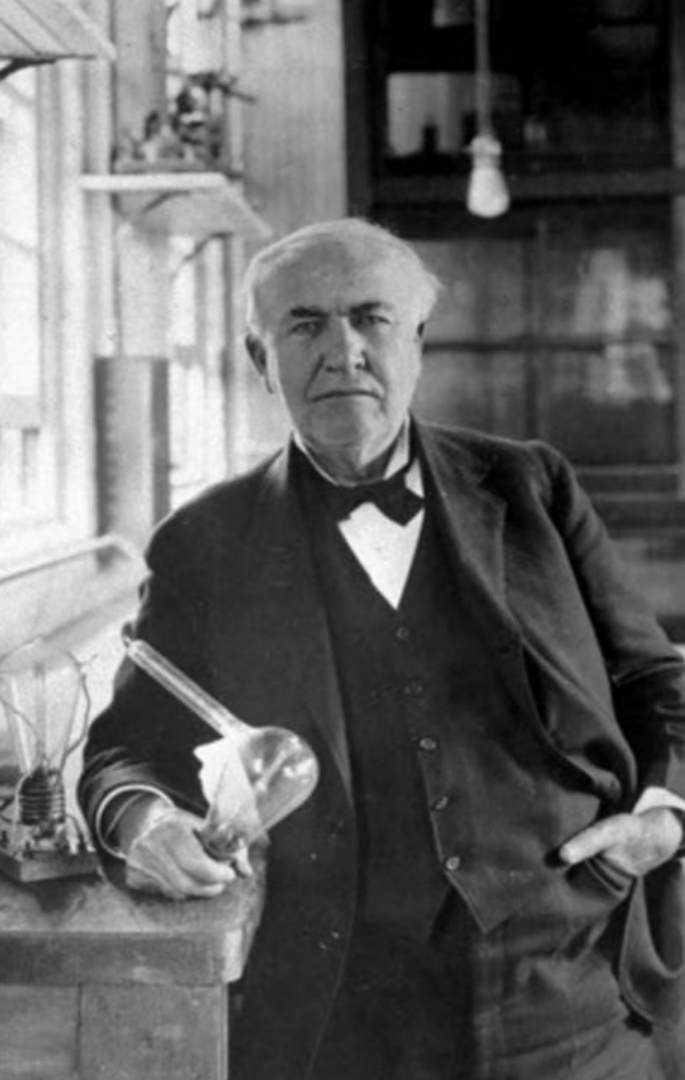


## Balancing measures

- “Knock on” or “side effects”
- Factors to watch out for that may be impacting your projects or be impacted by your project
- Checking that changes to improve one part isn’t causing new problems to another part.

# Examples of measures

Aim	Outcome Measure	Process Measures	Balancing Measures
Reach Functional Zero for Veteran Homelessness	Actively Homeless #	<b>System Level:</b> # of new people entering Veteran homelessness (new inflow)  <b>Project Level:</b> # of people connected with support services	Length of time from identification to Housing for Homeless Veterans



*“I did not fail one thousand times; I have found one thousand ways that won’t work.”*

**— Thomas Edison**