



Quality and Outcomes in Oral and Maxillofacial Surgery (QOMS) Project

Driver diagram

Driver diagrams illustrates 'theory of change', that can be used to plan improvement project activities. They are visual summaries of the consensus reached by a team on what could / must be changed to solve a problem or improve a situation / outcome.

Driver diagrams map the aim of the QI project, the problems within the current system (drivers) and the proposed change ideas and how they relate to each other.

Driver diagrams are useful tools for communicating to a range of stakeholders where, and how an aim can be achieved, and how and by who change can be delivered.

The basic components of a driver diagram are:

- The **IMPROVEMENT AIM(S)** is identified by the team, based the results of a study, an audit, or a service evaluation... They are what you want to achieve and should help you identify your **outcome measures**.
- The **PRIMARY DRIVERS** can illustrate ways of achieving the initial aims. They tend to be general ideas, like e.g. culture, equipment, or communication.
- The **SECONDARY DRIVERS** are components of the primary drivers that the team believe can help achieve the aim. They are more specific components than primary drivers.
Some of primary drivers can be 'big' concepts that could be broken down further (e.g. 'communication' could be broken down into internal and external communication). Secondary drivers can also be aspects or components of the primary driver that do not work in your current system. Secondary Drivers help you identify **relevant Change Ideas**.
- The **SPECIFIC CHANGE OF IDEAS** can relate to findings in the report or ideas that can test the secondary drivers

How to build a driver diagram?

- Use the template provided as a starting point and feel free to adapt and expand it to fit your need.
- This should be done as a multidisciplinary/team exercise to get different perspectives and as many potential drivers, aims and ways to arrive at the initial aim as possible.
- Write with your aim on one left and start adding specific things you could do to achieve this aim (i.e. change idea) on the right. It can be useful to write them on post-it notes so you can re-arrange them at a later stage.
 - When you start to have a few change ideas, see if you can find any themes, first into broader and less specific theme (primary drivers) and then into more specific
- Keep going

Resources:

NHS Scotland Health and social care learning resources: <https://learn.nes.nhs.scot/2278/quality-improvement-zone/qi-tools/driver-diagram>

Quality Improvement NHS Lothian: <https://qilothian.scot.nhs.uk/driver-diagram-1>

Quality Improvement NHS East London NHS Foundation Trust: <https://qi.elft.nhs.uk/resource/driver-diagrams/>

Example: Khajuria A, et al. Improving the quality of assessment and management of nasal trauma in a major trauma centre (MTC): Queen Elizabeth Hospital, Birmingham. BMJ Open Quality 2019;8:e000632. [doi:10.1136/bmjog-2019-000632](https://doi.org/10.1136/bmjog-2019-000632)

Template: Your QI project –

