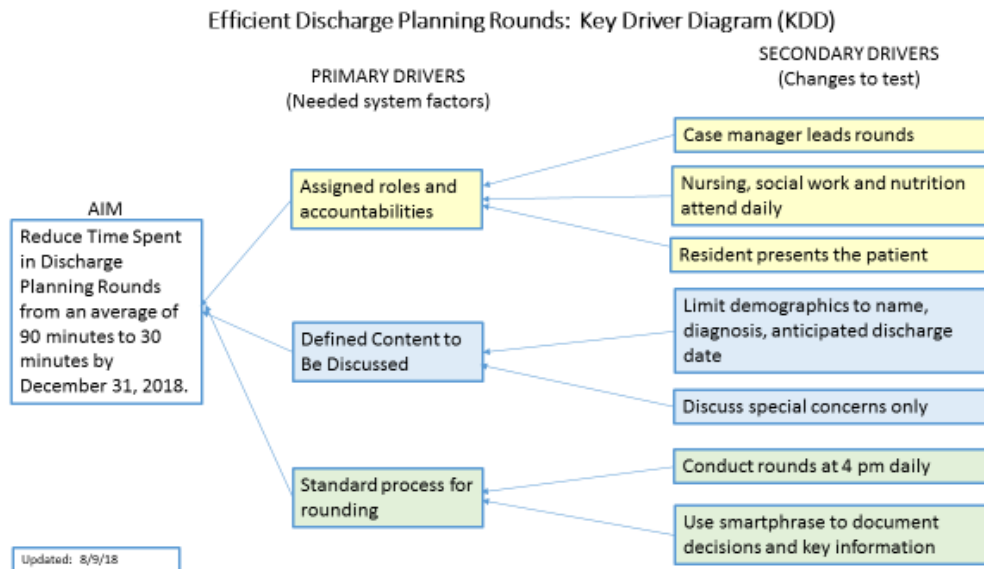


Your Theory for Change: The Key Driver Diagram (KDD)

KDD Purpose:

- Documents the team's theory about the changes needed to achieve the desired improvement
- Becomes the team's roadmap for change
- Helps to define what should be measured to best learn how your interventions are impacting your system



Basic Anatomy:

- **Aim:** a clearly articulated goal or objective, the desired outcome. Good aims answer the question: “How much improvement, to what, for whom, by when?”
- **Key (Primary) Drivers:** high level elements or factors to change to achieve the aim.
- **Secondary Drivers:** changes to test to learn if they have positive, negative or neutral impact on the system.
- **Date:** Documents the KDD version date. KDD are living documents, updated as the team learns what changes work and do not work.
- There are many variations in KDD anatomy. The correct anatomy is the one that meets your team's needs.

Creating a Key Driver Diagram (This is a team activity):

1. Decide on the project aim.
2. Brainstorm all system elements or factors needed to achieve the aim.
3. Group like elements/factors. Define headers for each grouping. Generally the headers are primary drivers
4. Check for missing factors or drivers. Validate your drivers through observation, data and review by individuals performing the work.
5. Brainstorm interventions you want to test for each primary driver. These are your secondary drivers.
6. Populate the KDD template. Obtain team consensus on your KDD (theory for change). Note: One intervention can impact more than one driver so secondary drivers may have more than 1 arrow.
7. Decide which drivers you believe are important to measure and if you will measure for the duration of the project or just a limited time period.

Sample KDDs are here: <https://www.med.unc.edu/ihqi/training/medical-student-scholarly-concentration/session-3-charters-a3s-driver-diagrams/>

To learn more check out: Bennett B, Provost L. What's Your Theory. Quality Progress, July 2015.

(www.qualityprogress.com). 36-43. http://www.apweb.org/QP_whats-your-theory_201507.pdf

Source: US Dept. of Health and Human Services, CMS, et. Al. (1/24/13). Defining and Using Aims and Drivers for Improvement: A How-to Guide.