
What does my Key Driver® mean?

Key Drivers of Excellence® are determined through a statistical analysis and tell you what's most influential in your patients' perceptions of overall quality of care. Typically, we run that statistical analysis at the sample group level because different types of patients have different priorities. What is important to a maternity patient might be quite different than what's important to a radiation oncology patient. Everything measured in the survey is important, but not everything is equally important in the eyes of your patients. They aren't necessarily your lowest scoring areas, or even your highest scoring areas. Simply, they are the aspects of care that are most important in driving how your patients rate quality, thereby helping you prioritize your initiatives.

Many people who ask, "What does my Key Driver mean?" want to know about their specific Key Driver of "overall teamwork" or "safety," for example. This is an important question to consider; assuming you know how your patients define some of these broader concepts can often lead to less effective action plans. After all, it is not what *you* think "teamwork" looks like; it is what *your patients* think "teamwork" looks like when we ask them, "Overall, how would you rate the teamwork between doctors, nurses, and staff?"

PRC is the beginning of the conversation, not the end. We recommend talking to your patients about the topic your Key Driver represents. This does not mean formally surveying your patients while they are still in your care. Instead, approach your patients with a Key Driver in mind, but with the ultimate goal of simply talking with them about their needs or experiences. In these conversations, you should openly talk with your patients using questions derived from your Key Driver® topic. Ask questions that help patients open up about their needs and expectations related to the topic, and during this conversation look for information that helps you better understand what your Key Driver® means to them. A good rule of thumb is to focus on capturing the patients' experiences in their own words rather than trying to shape their perceptions or gather ratings. Anything they share with you opens a window of opportunity to "wow" the patient.

We've seen success with a variety of talking points when gathering information. As an example, a caregiver might say to a patient, "Safety is very important to us and you are in great hands, but I want to know what concerns you have. Is there anything that you have questions about regarding your safety while in our care?" Or, alternatively, "Safety is very important to us. Have you seen an instance where you especially felt we were making your safety a priority?"

Your job is not to conduct a survey, but to hold a conversation to help you better understand what a patient is feeling. To collect positive stories, a nurse manager on rounds might say to a patient, "As a hospital that's always trying to get better, we've decided to focus on teamwork this year. Have you seen any great examples of teamwork?" When you're talking to patients, the point to stress is "we care about you" and certainly not "do my job for me" or "help me get better scores." If you make patients feel cared for, you'll likely take care of those other things anyway.



Key Drivers are the most influential aspects of care. When you take the time to define what the Key Driver means to your patients, and not assume your definition is your patients' definition, you will be most effective in trying to change perceptions around that Key Driver.

