



HEALTH QUALITY & SAFETY
COMMISSION NEW ZEALAND

Kupu Taurangi Hauora o Aotearoa

Scale up, spread and sustainability Tips and tricks

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This presentation

- What is scale up, spread & sustainability?
- Are you ready to spread?
- Assessment, tips and tricks
- Sustaining the gains
- How this relates to MHA QIP project: connecting care?



Scale up

Scale up is the process by which new working methods are tested by an increased number of teams, to increase degree of belief they work, overcoming system/ infrastructure issues that arise.



Spread

Spread is when best practice is disseminated consistently and reliably across a whole system and involves the implementation of proven interventions in each applicable care setting.



Sustainability

Sustainability is when new ways of working and improved outcomes become the norm. In other words, it is when an improvement has become an integrated and mainstream way of working. It should withstand challenge and variation over time, through a process of continuous improvement.



Are you ready to scale up?

- You have tested your improvement and you are ready to scale up or spread
- Spread checklist
- Spread planner
- Are you really ready?



A framework

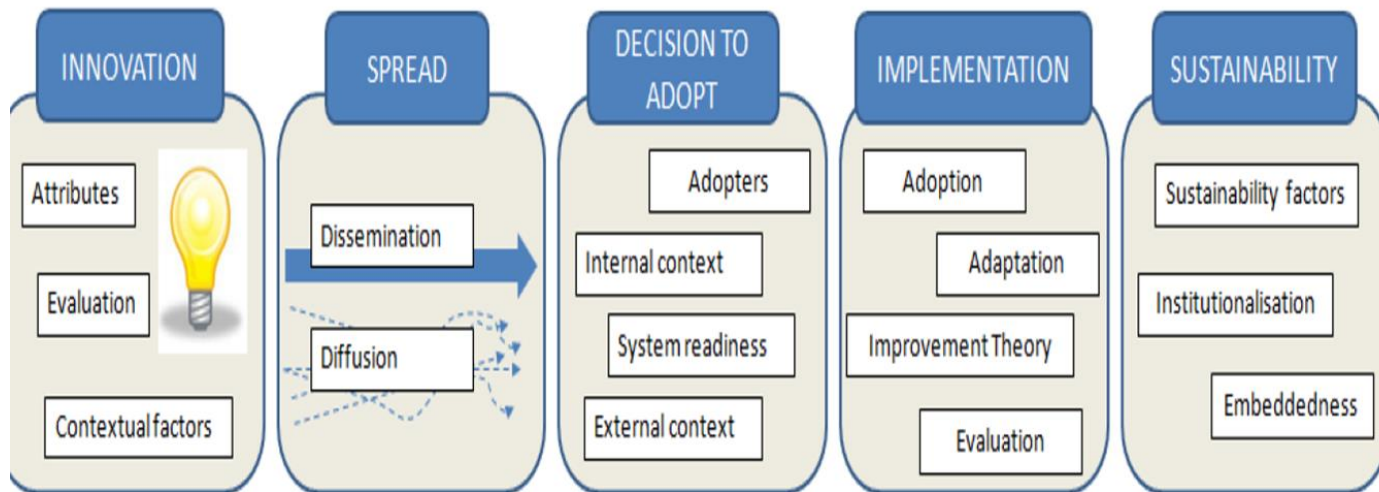


Figure 1. Proposed Spread & Sustainability framework



Spread

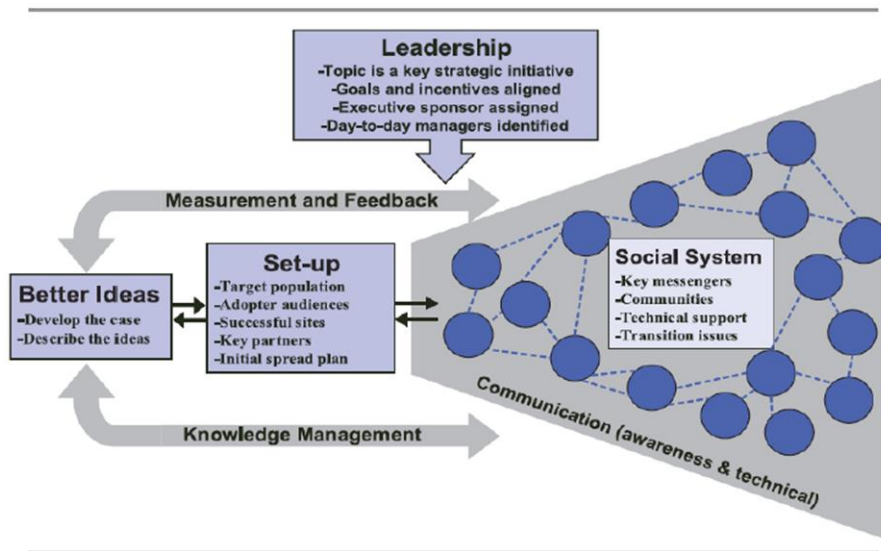




Figure 2. Massoud et al²¹'s framework for spread



Type of spread

	Dissemination 	Diffusion 
Definition	<i>'Spread of innovation is planned, formal, centralised and occurs through vertical hierarchies'⁶</i>	<i>'Spread of innovation is unplanned, informal, decentralised and largely horizontal or peer-mediated'⁶</i>
Methods	Wide range of methods: presentation in conferences and seminar, leaflets, peer-reviewed publications, formal dissemination programmes, websites, etc.	Word of mouth through existing professional and social networks. Use of opinion leaders, champions and boundary spanners can accelerate the diffusion of innovation.
Strengths	The message and means of communication used can be tailored depending on the target audience.	Fewer resources required, as it happens more naturally and organically. Effective if influential key people buy into the idea.
Weaknesses	It usually attracts early adopters only. Often the initial will of early adopters fades away before any action has been taken.	No control of the message and its reach.



Strategically aligned

Leadership and organisational strategy is aligned





Clear aim

- This needs to be specific to scale up and spread
- Set up is articulated - aim and common purpose



Resourced

- Spreadly sin: rely solely on vigilance and hardwork
- Sustain gains with an infrastructure to support them



Change package

- A package or bundle of tested ideas
- Discharge plan/relapse prevention plan?
- Whānau engagement?



Stakeholders

- Your communication plan for spread
- Champions
- Thought leaders
- Experts
- Communications, networks, social media
- Twitter



Measurement

- How will you measure the spread?
- Track process, balancing and outcome measures
- Track adoption of each intervention



Tools to aid spread

Spread & Adoption Tool

This practical tool represents what we know about spread and adoption. It will help you increase the scale and pace of the spread and adoption of innovation in the NHS. You can start with Assess or Browse and switch between the two then email your bookmarked sections. [User guidance](#) and [further information](#).

Assess	Browse	Email results
Assess the readiness and likely success of the spread and adoption of an innovation (idea, initiative or programme) by altering the sliders. Click 'summarise assessment' and the tool will prioritise the factors requiring the most action.	Browse the resources to find suggestions, tools and examples of what others have done to increase the spread and adoption of innovations. Bookmark (click on symbol at right edge of the screen) any you wish to email to yourself or others.	Email your assessment and bookmarked resources to yourself and share with others. Your assessment can be used as a focus for discussion and planning. Invite colleagues to complete the assessment for the same innovation then compare your responses and discuss to see what action you need to take.

[start](#)

Figure 10. NHS Institute for Innovation and Improvement: Spread and Adoption Tool¹⁴
(http://www.institute.nhs.uk/index.php?option=com_spread_and_adoption)

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Main factors affecting sustainability



Figure 13. NHS Institute for Innovation and Improvement's Sustainability Model¹⁵

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What not to do?

- Think about a time when you tried to spread an initiative
- What worked?
- What didn't?
- Discuss this with your colleagues at your table



Spread in health care

- In healthcare, we often try to design spread complex care processes as if they were complicated and it doesn't work. Complex isn't higher-order complicatedness. It is a fundamentally different kind of system!
- See: morebeyond.co.za/7-differences-between-complex-and-complicated-systems/ (Helen Bevan)



What needs to happen?

- Have you tested change ideas in connecting care?
- Do you have ideas ready to spread?



Thank you... Any questions?

