

## Developing, Sustaining and Taking Innovations to Scale

*Marie W. Schall, Senior Director  
Institute for Healthcare Improvement*



ASPE Advisory Council  
October 27, 2017

### Objectives

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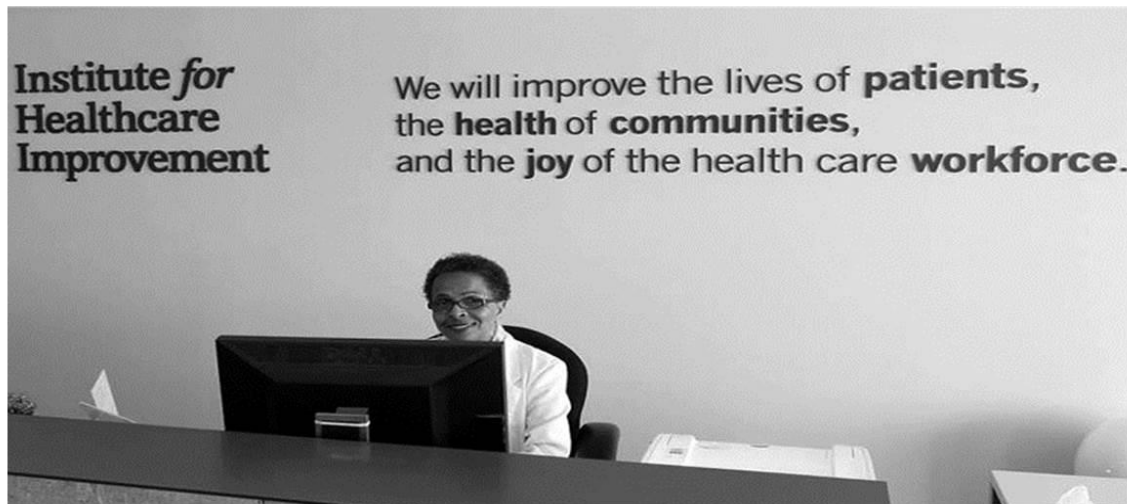
P2

- Apply key concepts and strategies for taking innovations to full scale
- Consider a sequence of activities to plan and guide scale-up initiatives
- Learn about and apply lessons to your context from specific case examples



Our Mission:  
To improve health and health care worldwide

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## IHI Strategy

### Mission

Improve health and  
health care worldwide

### Vision

Everyone has the best  
care and health possible

### Strategic Approach

IHI applies practical improvement science  
and methods to improve and sustain  
performance in health and health systems  
across the world. We generate optimism,  
spark and harvest fresh ideas, and  
strengthen local capabilities.

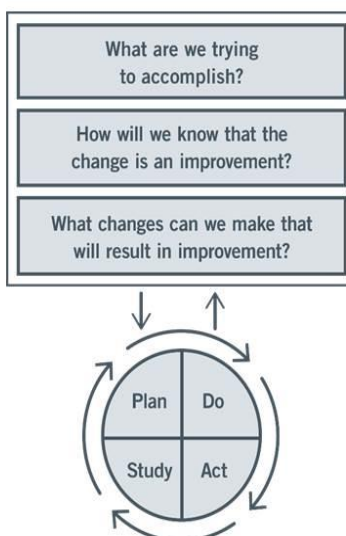


### How We Work

- Convene
- Innovate
- Partner for Results



# API's Model for Improvement



Langley GL, Nolan KM, Nolan TW, Norman CL, Provost LP. *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance* (2nd edition). San Francisco: Jossey-Bass Publishers; 2009.



## Leading the Way

### Thought leadership and innovation

- Triple Aim
- 100,000 Lives Campaign
- 5,000,000 Lives Campaign
- WIHI
- Breakthrough Series College
- Global Trigger Tool
- Bundles
- Patient Safety Officer Training

### Ground breaking initiatives

- STAAR Preventing Avoidable Readmissions
- Open School
- Project Fives Alive!
- Maternal and Child Health (Malawi)
- IMPACT
- The Conversation Project
- 100 Million Healthier Lives



## Partnering to Achieve Big Aims



## A Passionate Staff



## Key Concepts and Strategies



### Expanding the Scope of Change



## A Path to Better Outcomes using a Learning Approach

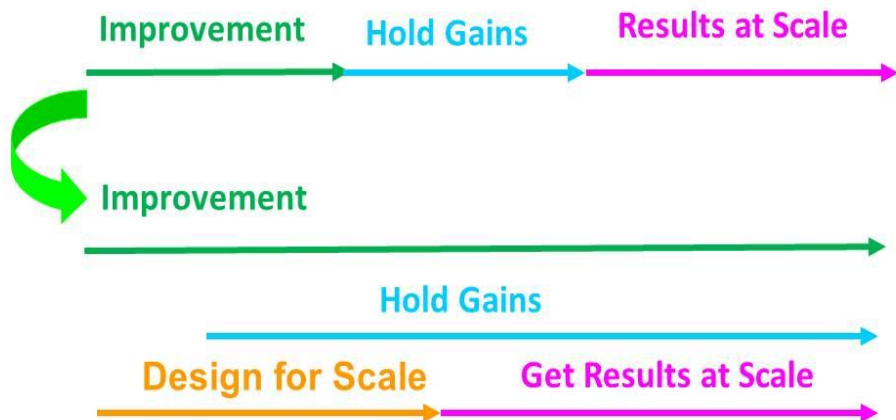
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*"Some is not  
a number,  
soon is not a  
time...."*  
Don Berwick

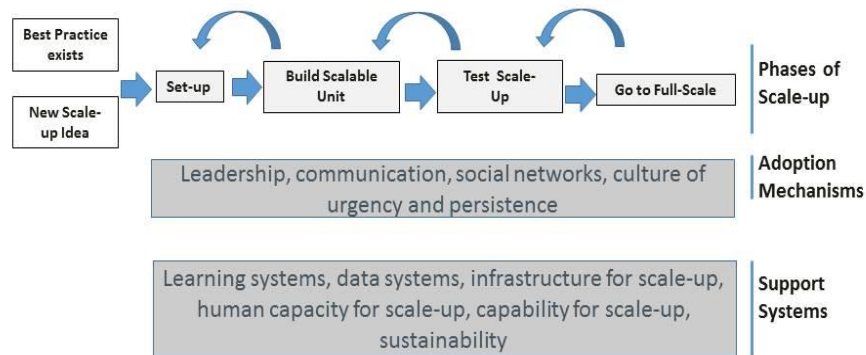


## Creating a New System



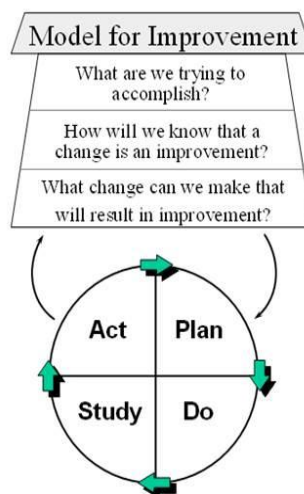


# The Scale-up Framework



Barker, P. M., Reid, A., & Schall, M. W. (2016). A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. *Implementation Science*, 11(1), 1.

# QI: An Engine for Adaptable and Scalable Improvement

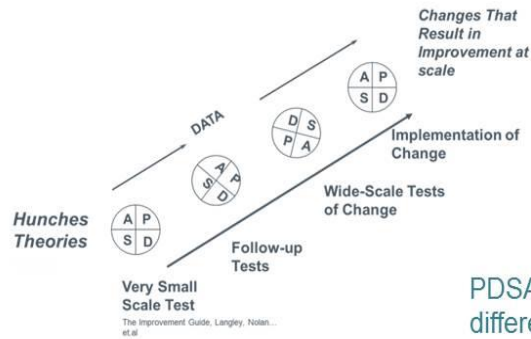


Langley G et al. The Improvement Guide: A Practical Guide to Enhancing Organizational Performance. Jossey Bass San Francisco 2009



## Core elements included in the design: 1. Phased Approach

P15

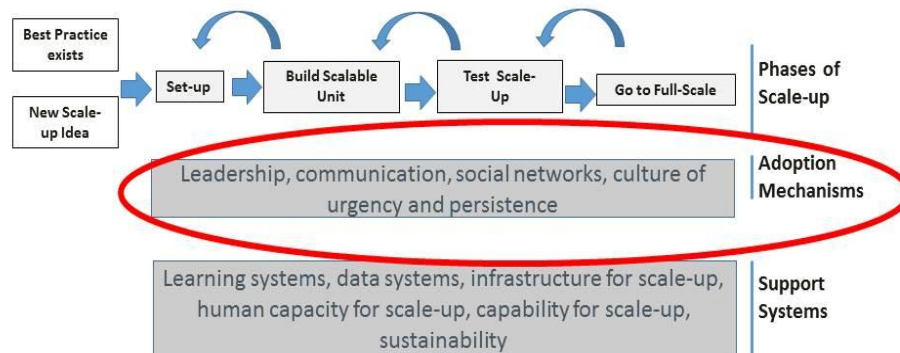


Langley G et al. The Improvement Guide: A Practical Guide to Enhancing Organizational Performance. Jossey Bass San Francisco 2009



## The Scale-up Framework

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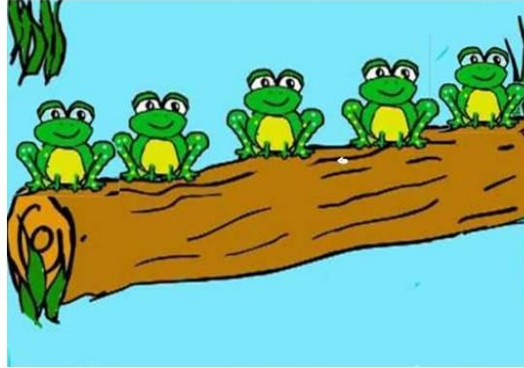


Barker, P. M., Reid, A., & Schall, M. W. (2016). A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. *Implementation Science*, 11(1), 1.



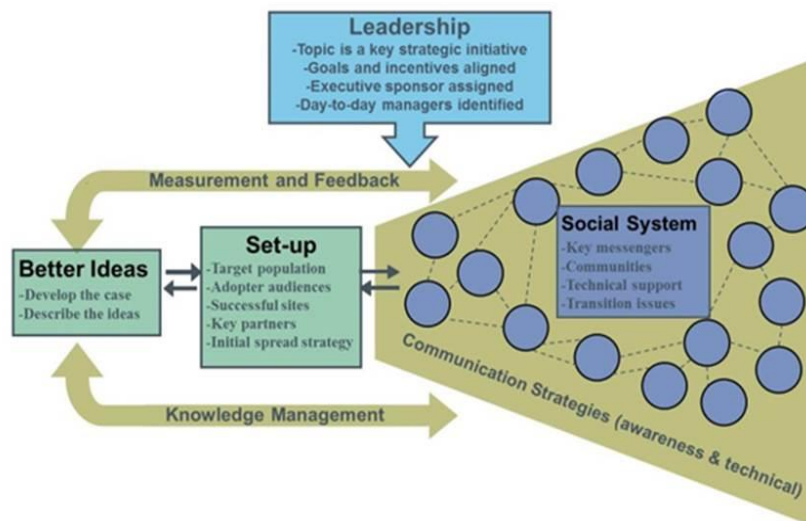
## Challenge Question for Today!

There are five frogs on a log....five decide to jump in....how many frogs are left on the log?



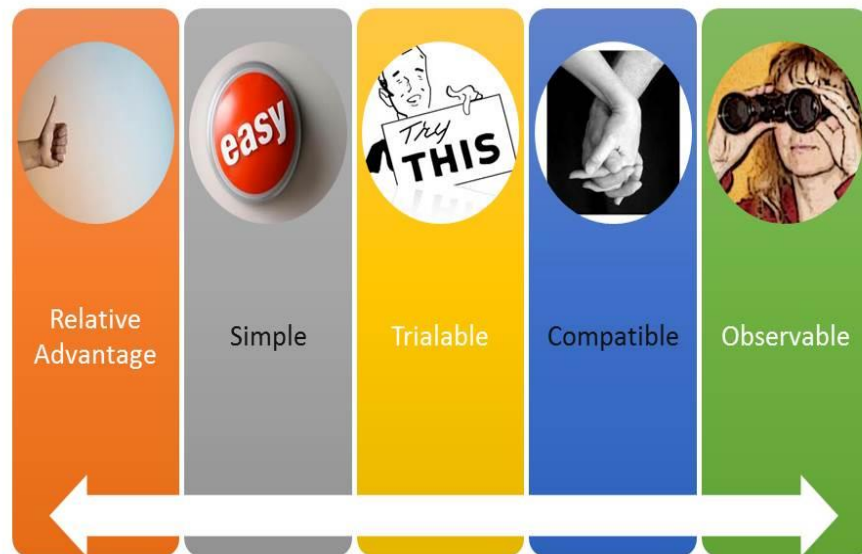
## Adoption Mechanisms

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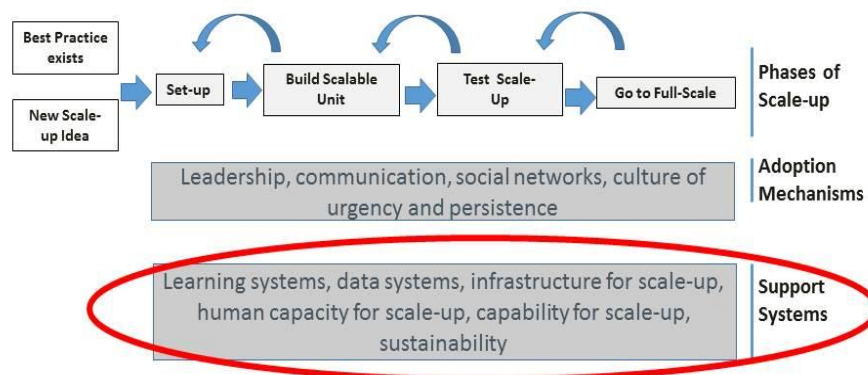
Nolan K, Schall M, Erb F, Nolan T. *Jt Comm J Qual Saf* 31(6):339-347, June 2005

## Attributes of an Idea that Facilitate Adoption



## The Scale-up Framework

F20



Barker, P. M., Reid, A., & Schall, M. W. (2016). A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. *Implementation Science*, 11(1), 1.

## Support Systems



P22

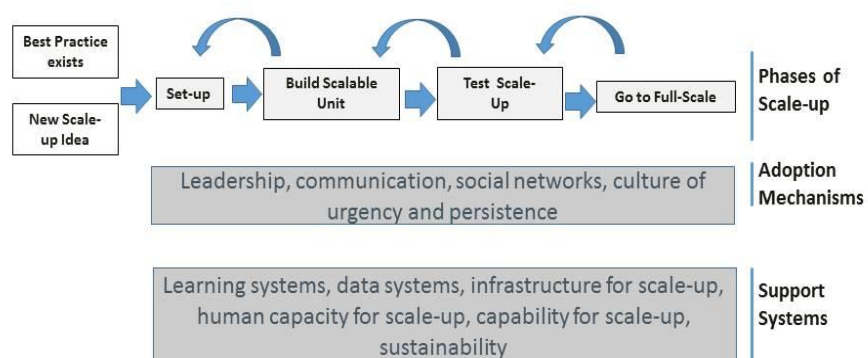
## 5x's Thinking

5X Scale-up – Reduce cost and improve care for socially complex

Number of people	System issues to address
5	1. Form a team of volunteers 2. Find people through referrals
25	1. Full time team 2. Redesign of practice 3. Cooperation of hospitals for data 4. Assess outcomes
125	1. Grant funding for operations 2. Consistent population outcomes
625	1. ?
3125	1. ??
15,625	1. ???



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## Methods for Getting to Full Scale

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- **Breakthrough Series Collaboratives**
- **Campaigns**
- Executive Mandate/Policy
- Hybrid approach
- **Learning Networks**
- Extension Agents

Massoud MR, Donohue KL, and McCannon CJ. 2010. Options for Large-scale Spread of Simple, High impact Interventions. *Technical Report*. Published by the USAID Health Care Improvement Project. Bethesda, MD: University Research Co. LLC (URC).



## Breakthrough Series Collaboratives

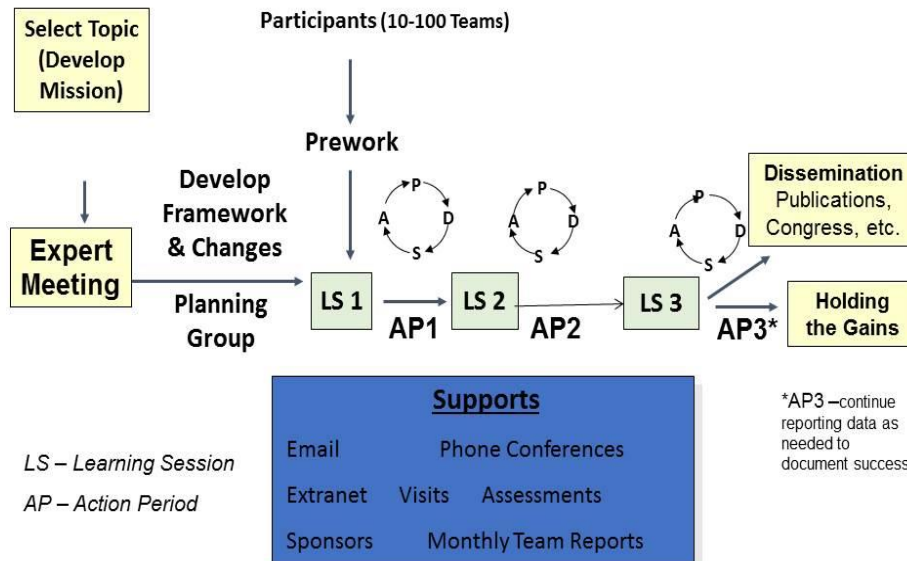
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- Consider this when:
  - Multiple sites with common aim
  - Shared learning is an advantage
  - Create or strengthen peer relationships
  - Need to demonstrate results
- Design Challenges
  - Resource intensive
  - Build shared learning
  - Reporting and feedback to enhance learning and results

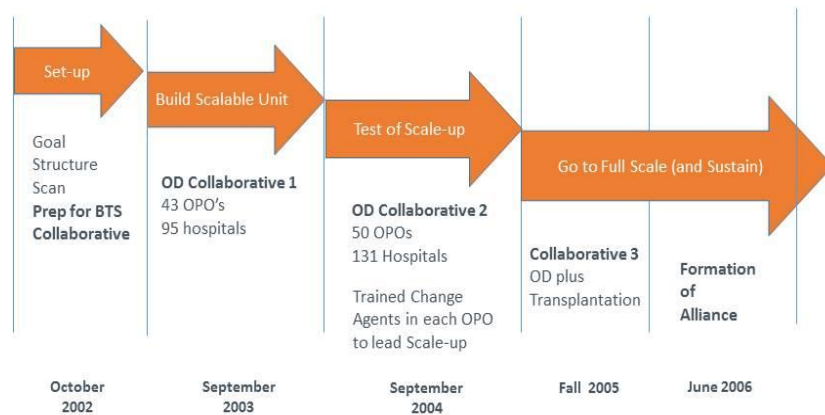


# IHI Breakthrough Series (6 to 18 Months Time Frame)

The Breakthrough Series: IHI's Collaborative Model for Achieving Breakthrough Improvement.  
<http://www.ihi.org/resources/Pages/IHIWhitePapers/TheBreakthroughSeriesIHI'sCollaborativeModelforAchievingBreakthroughImprovement.aspx>



## Scale-up: HRSA Organ Donation Initiative

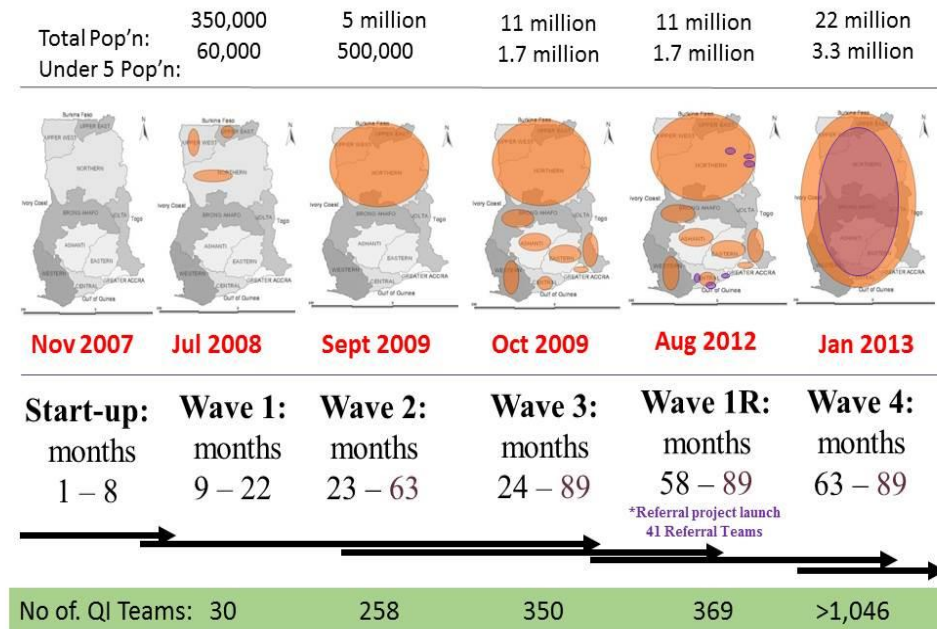


Shafer TJ, Wagner D, Chessare J, Zampello FA, McBride V, Perdue J. Increasing Organ Donation Through System Redesign, CRITICALCARENURSE Vol 26, No. 2, APRIL 2006. <http://ccn.aacnjournals.org>





## Start Small, Scale up Rapidly with Change Package



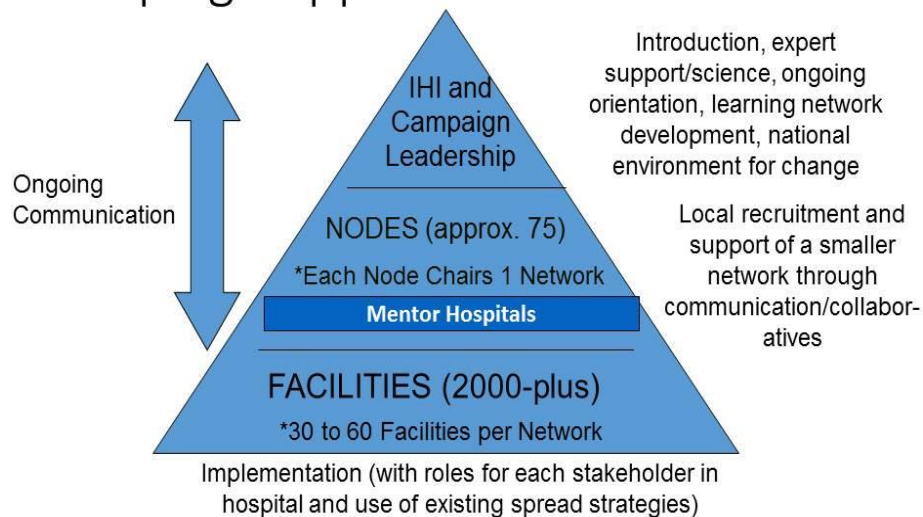
## Campaigns

P30

- Consider this when:
  - Immediacy
  - Compelling aim
  - Straightforward steps
  - Aligns w/ other national initiatives
  - Connects with public
- Design Challenges
  - Strong “command center”
  - May need to build structure
  - Fast-paced
  - Get to the field
  - Find and leverage mentors



## The Campaign Approach



<http://www.ihi.org/communities/blogs/layouts/15/hihi/community/blog/ItemView.aspx?List=7d1126ec%2D8f63%2D4a3b%2D9926%2Dc44ea3036813&ID=268&Web=1e880535%2Dd855%2D4727%2Da8c1%2D27ee672f115d>

## Learning and Action Network: 100 Million Healthier Lives

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- Has elements of BTS Collaboratives, Learning Networks, and Campaigns
- Compelling aim
- Specific time frame and numerical goals
- Distributed leadership
- Structure that supports dynamic and organic growth
- Builds relationships to enhance shared learning and action
- Develops and builds core skills and behaviors to achieve common aim at scale
- Intention to move to full scale from the beginning





## Overview of 100MLives

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**100 Million Healthier Lives**  
**[www.100mlives.org](http://www.100mlives.org)**



**Identity:** An unprecedented collaboration of change agents pursuing an unprecedented result:

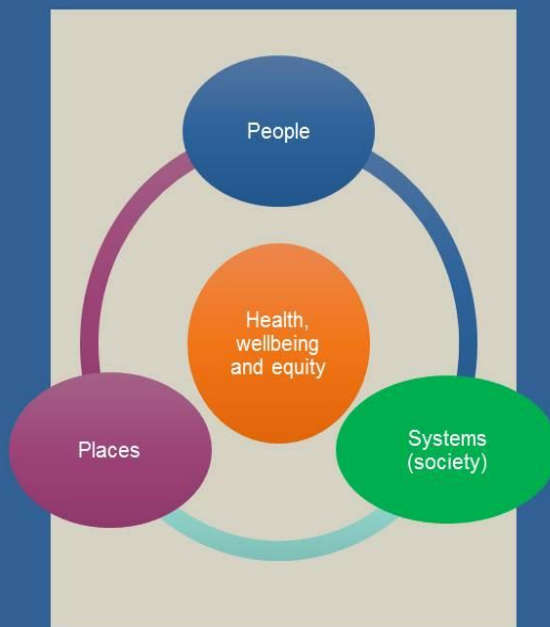
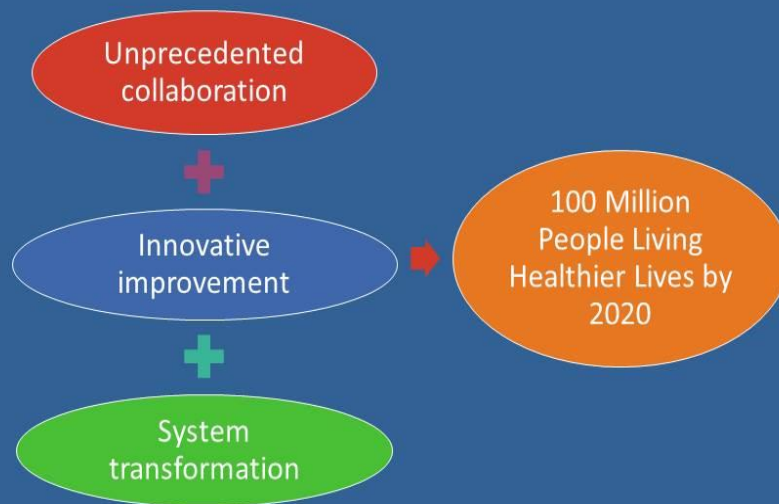
*100 million people living healthier lives by 2020*

**Vision:** to fundamentally transform the way we think and act to improve health, wellbeing, and equity.

**Equity** is the “price of admission.”

Convened by the Institute for Healthcare Improvement as a partnership

## 100MLives Theory of Change



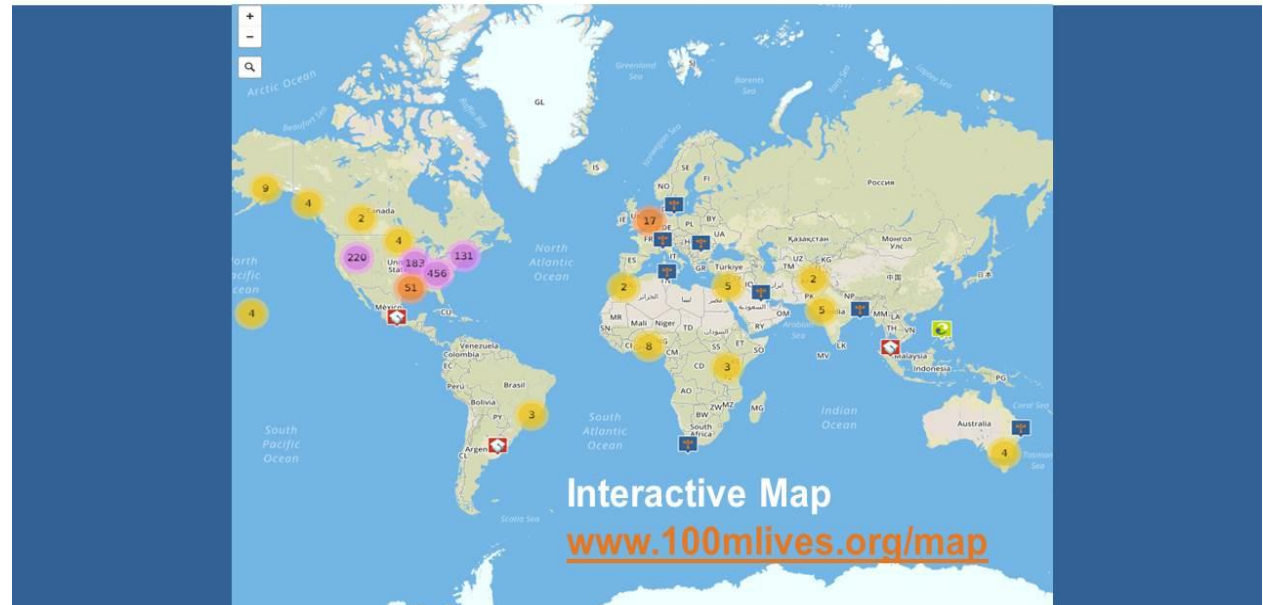
### Core Strategies



1. Create healthy, equitable communities
2. Build bridges across sectors
3. Create a health care system that is good at health AND good at care
4. Promote peer-to-peer approaches
5. Create enabling conditions
6. Develop new mindsets



## Who is In Our Growing Movement: >1100 members in 27+ countries worldwide



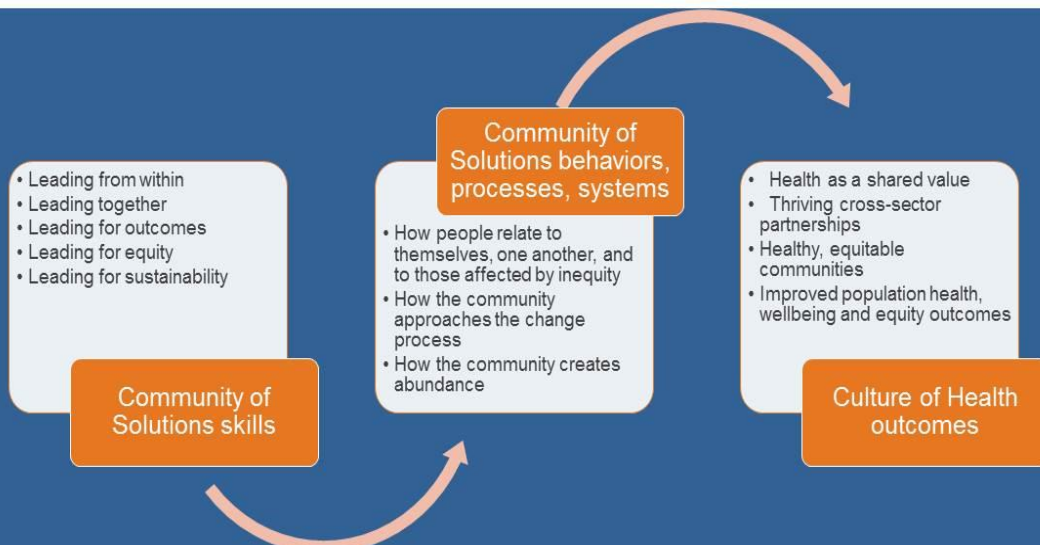
## SCALE: Spreading Community Accelerators through Learning and Evaluation

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- 24 communities nationwide (wave 1) to sustainably improve health and wellbeing, lead complex change, and advance equity together
- Community teams composed of:
  - Institutional leaders across sectors
  - Community members with lived experience
  - Local improvement advisers
- Activities:
  - Community Health Improvement & Leadership Academies (CHILA)
  - Coaching
  - Peer-to-peer learning and support





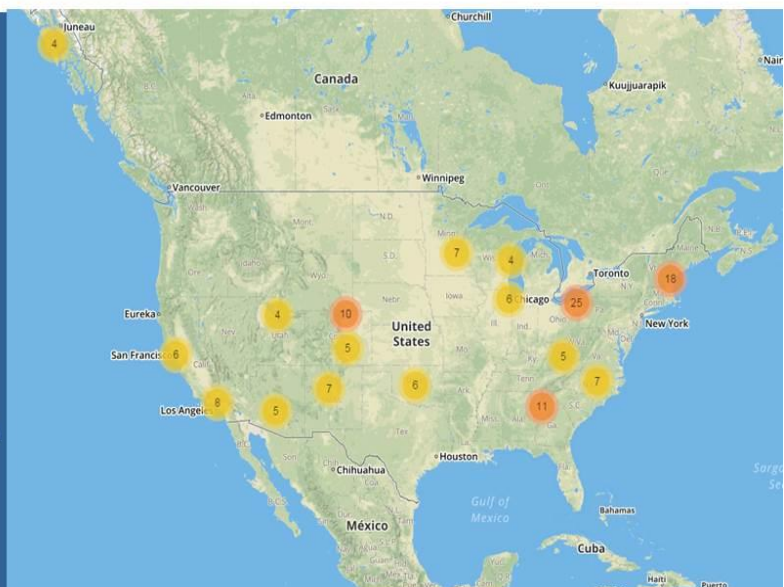
SCALE has developed through an interdisciplinary partnership of the Institute for Healthcare Improvement (IHI), Community Solutions Communities Joined in Action, and the Network for Regional Healthcare Improvement and is generously supported by the Robert Wood Johnson Foundation.

**SCALE Wave 1 (“SCALE 1.0”) Communities**  
**[www.100mlives.org/initiatives](http://www.100mlives.org/initiatives)**

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Cheshire County, NH	Jackson, MI
Oklahoma City, OK	Laramie County, WY
Summit County, OH	Los Angeles, CA
Williamson, WV	Maricopa County, AZ
Algoma, WI	North Colorado, CO
Atlanta, GA	Pueblo, CO
Bernalillo County, NM	Raleigh, NC
Boston, MA	Salt Lake City, UT
Cattaraugus County, NY	San Francisco, CA
Chicago (Maywood),	San Gabriel Valley, CA
Cleveland, OH	Sitka, AK
Hennepin County, MN	Waterville, ME





## Are You Ready for Scale-up?



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## Assessing Readiness for Scale-up

20 questions across 3 core elements of Scale-up Framework.

- Phased Approach
  - Theory of change, evidence, observability
- Receptivity/Will
  - Complexity, relative advantage, testability, priority, urgency
- Infrastructure/Capability
  - Data systems, learning systems, resources, knowledge, skills



## Readiness For Scale-up

Alignment with Scale-Up Model	Question/Prompt	Strongly Disagree to Strongly Agree (1-5)	Alignment with Will, Ideas, Execution Model
Next Phase of Scale-Up	We have a set of best practices or tested change ideas that are ready to test or spread to the sites of the next phase of work.		Ideas
	We have a compelling theory of change.		
	We can show the evidence base for our theory from previous studies.		
	We have results that show how the theory has been applied to our own improvement work.		
	If we are testing scale or going to full scale, improvement has been sustained in the sites where we are currently testing or implementing changes.		
	We have identified test/implementation sites most likely to adopt a new approach for the next phase of the work.		
	<b>TOTAL Next Phase of Scale-up Score</b>		



## Readiness For Scale-up

P45

Alignment with Scale-Up Model	Question/Prompt	Strongly Disagree to Strongly Agree (1-5)	Alignment with Will, Ideas, Execution Model
Receptivity/Will	Compared to other programs and initiatives, the community that we are planning to scale-up into (adopter community) regards the improvement initiative as a top priority.		Will
	The adopter community shares a sense of urgency in closing the gap in performance or outcomes around our main aim.		
	The adopter community/organization recognizes the benefits of participating in this improvement initiative.		
	The adopter community believes the approach we are advocating will reach our goals faster relative to other initiatives.		
	The adopter community understands that the approach we are advocating is simple to understand, easy to try out and easy to measure.		
	The improvement approach we are advocating aligns with the culture and values of our community/organization.		
	Leaders and champions of the adopter community have been identified and have shown a willingness to advocate for the improvement initiative in their community.		
	<b>TOTAL Receptivity/Will Score</b>		



## Readiness For Scale-up

P46

Alignment with Scale-Up Model	Question/Prompt	Strongly Disagree to Strongly Agree (1-5)	Alignment with Will, Ideas, Execution Model
Infrastructure/Capability	Adequate human capacity (resources, dedicated time, seniority) is available to support the scale-up of improvements across the community/organization.		Execution
	Adequate improvement capability exists to support the planned work of the next phase.		
	Capability exists in managers and leaders to facilitate the changes required for improvement.		
	Staff and leadership across our community/organization see improvement and scale-up work as an integral part of their daily work.		
	Data collection and reporting tools are available for scale up.		
	Other anticipated resources are/will be available to undertake this work.		
	A learning system exists to spread knowledge from improvement initiatives systematically across the organization; i.e. learning loops back into quality planning.		
	<b>TOTAL Infrastructure/Capability Score</b>		



Thank You!  
Questions Please!



## October 27, 2017 -- Advisory Council Meeting #26

The meeting was held on Friday, October 27, 2017, in Washington, DC. The Advisory Council welcomed its new members and invited them to share their experiences and where they see the Council going over the length of their terms. The Advisory Council also spent some time discussing the process of developing recommendations and how those recommendations relate to the National Plan. The Council then spent much of the meeting discussing the National Research Summit on Care, Services, and Supports for Persons with Dementia and Their Caregivers, held on October 16-17. Material available from this meeting is listed below and is also available at <https://aspe.hhs.gov/advisory-council-alzheimers-research-care-and-services-meetings#Oct2017>.

Comments and questions, or alerts to broken links, should be sent to [napa@hhs.gov](mailto:napa@hhs.gov).

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### General Information

<b>Agenda</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Meeting Announcement</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Meeting Summary</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Public Comments</b>	<a href="#">[HTML Version]</a>

### Handouts

<b>National Plan to Address Alzheimer's Disease: 2017 Update</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Public Members of the Advisory Council on Alzheimer's Research, Care and Services: 2017 Recommendations</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>

### Presentation Slides

<b>2017 National Plan</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Before NAPA: IADRP</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Clinical Care Subcommittee Update</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Clinical Subcommittee Update</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Developing, Sustaining and Taking Innovations to Scale</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Discussion of Future Meetings</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>

<b>Long-Term Services and Supports Committee Update</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Overview of the NAPA Legislation and the Charge to the Council</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Overview of the National Plan and the Process for Recommendations</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Research Progress for Alzheimer's Disease and Related Dementias</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>
<b>Research Summit on Dementia Care Overview and Recommendations</b>	<a href="#">[HTML Version]</a> <a href="#">[PDF Version]</a>

## **Videos**

<b>Welcome through Overviews</b>	<a href="#">[Video]</a>
<b>Subcommittees and Fed Workgroups and Future Meeting Discussion</b>	<a href="#">[Video]</a>
<b>Care Summit Overview and Presentation of Recommendations</b>	<a href="#">[Video]</a>
<b>Discussion through lunch</b>	<a href="#">[Video]</a>
<b>Public Comments</b>	<a href="#">[Video]</a>
<b>Marie Schall Presentation and 2017 National Plan Discussion</b>	<a href="#">[Video]</a>
<b>Federal Workgroup Updates through adjourn</b>	<a href="#">[Video]</a>

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Last Updated: 06/07/2018