



Institute *for*
Healthcare
Improvement

The presenters have nothing to
disclose

Getting Results at Scale

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What's the need for this framework?

“We believe that “spread” structures and strategies, including the Institute for Healthcare Improvement (IHI) Framework for Spread, while helpful in promoting implementation of best practices, are insufficient in achieving managed diffusion.”

Dilling, Swensen, et al . Accelerating the Use of Best Practices: The Mayo Clinic Model of Diffusion. April 2013 J Qual Pat. Safety Volume 39 Number 4



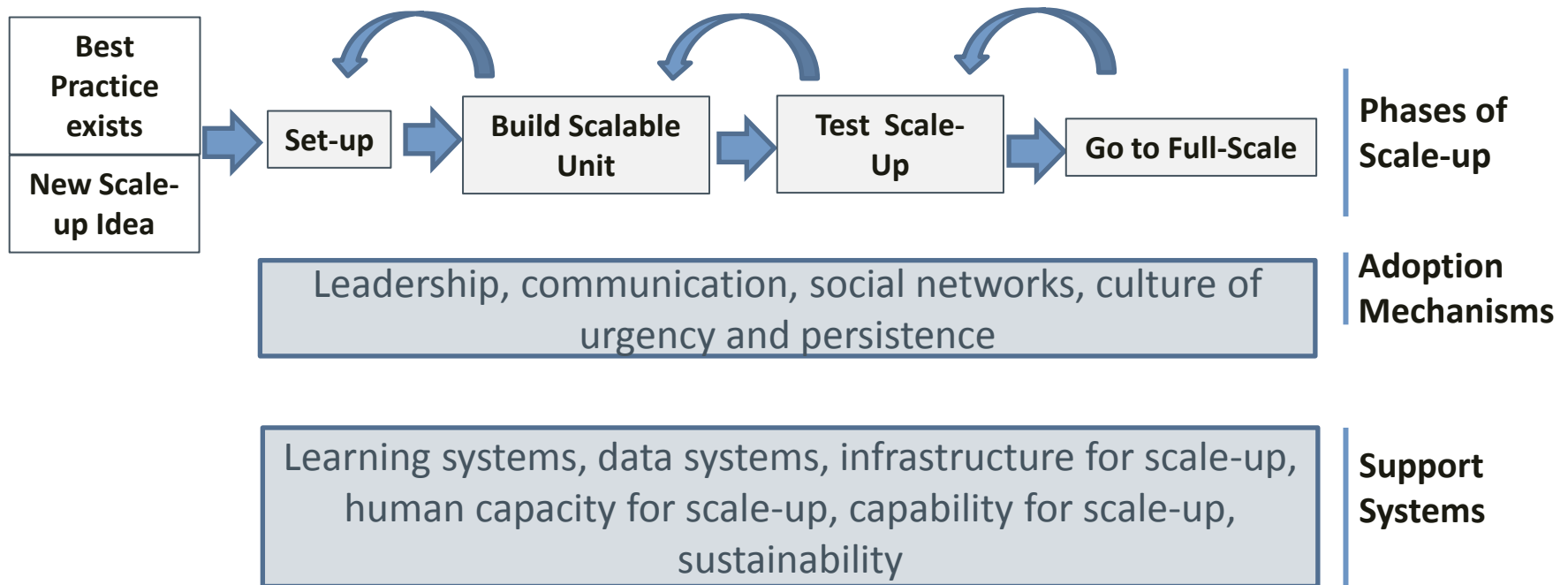
What does the Framework provide?

Guidance on multifaceted approach on how to take improvement to full scale

- Integrates IHI's existing models and thinking on achieving results at scale
- Clarifies terminology - describes what happens in clear, simple terms.
- Describes 3 basic components:
 - Road map or sequence of activities to reach full scale
 - Adoption mechanisms
 - Infrastructure for scale up.
- Describes different methods that can be used at different stages of the journey to full scale.

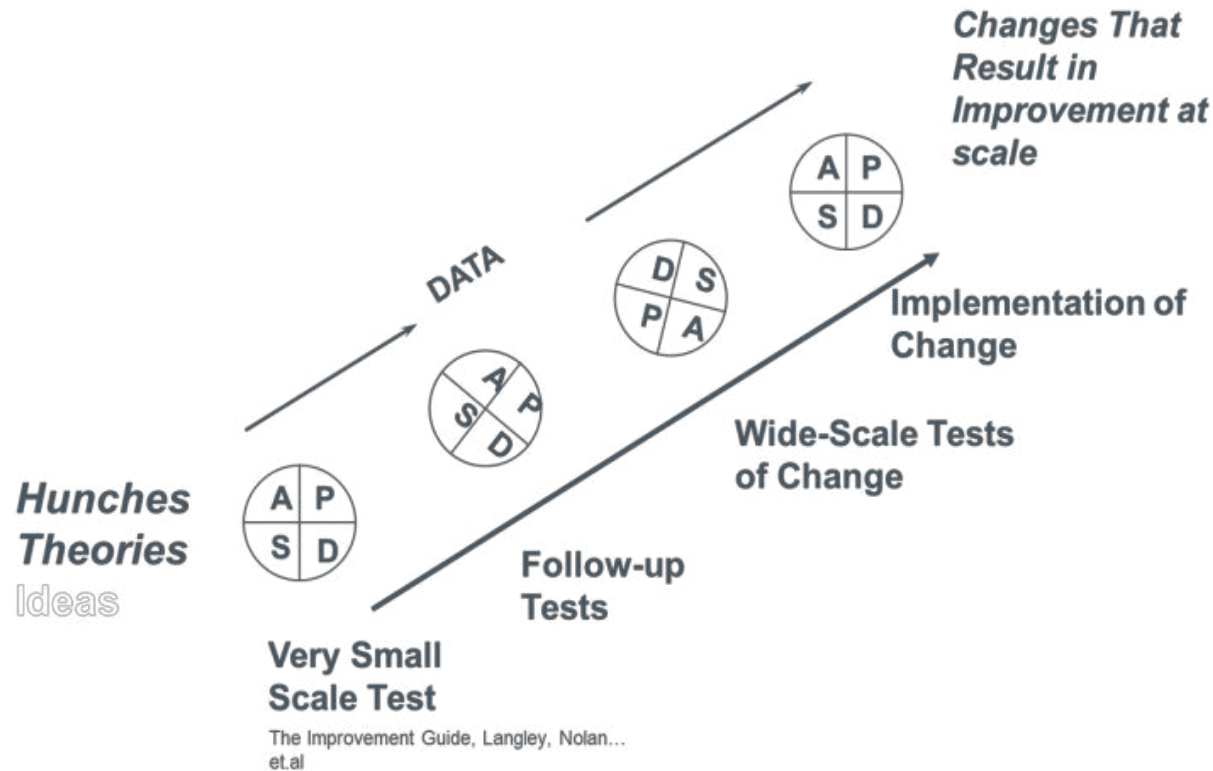


The Scale-up Framework



Core elements included in the design:

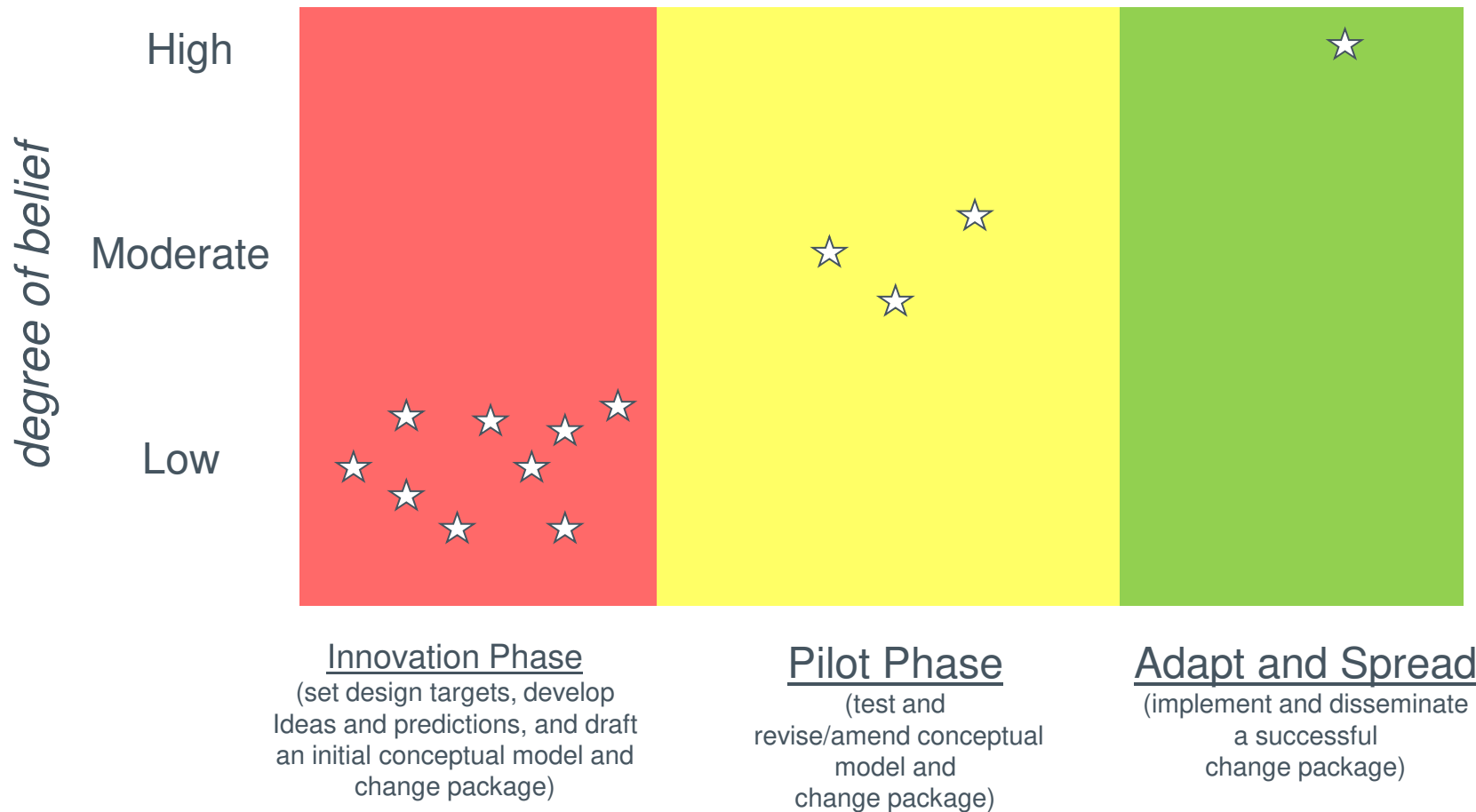
1. Phased Approach



PDSA “ramp” testing under different conditions (Langley, 2006)



Degree of Belief in Change Ideas



Prototype development of a “slice” of the system (Massoud, 2004)

7

Fig. 5. Selection of first-phase prototype facilities;

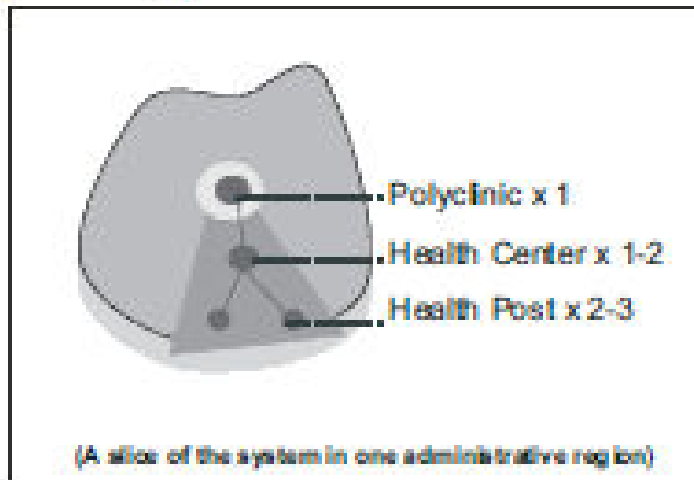
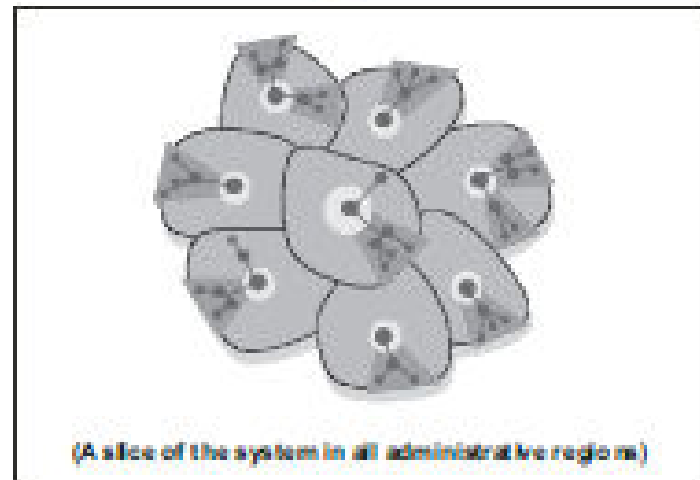


Fig. 6. Selection of prototype facilities throughout the country

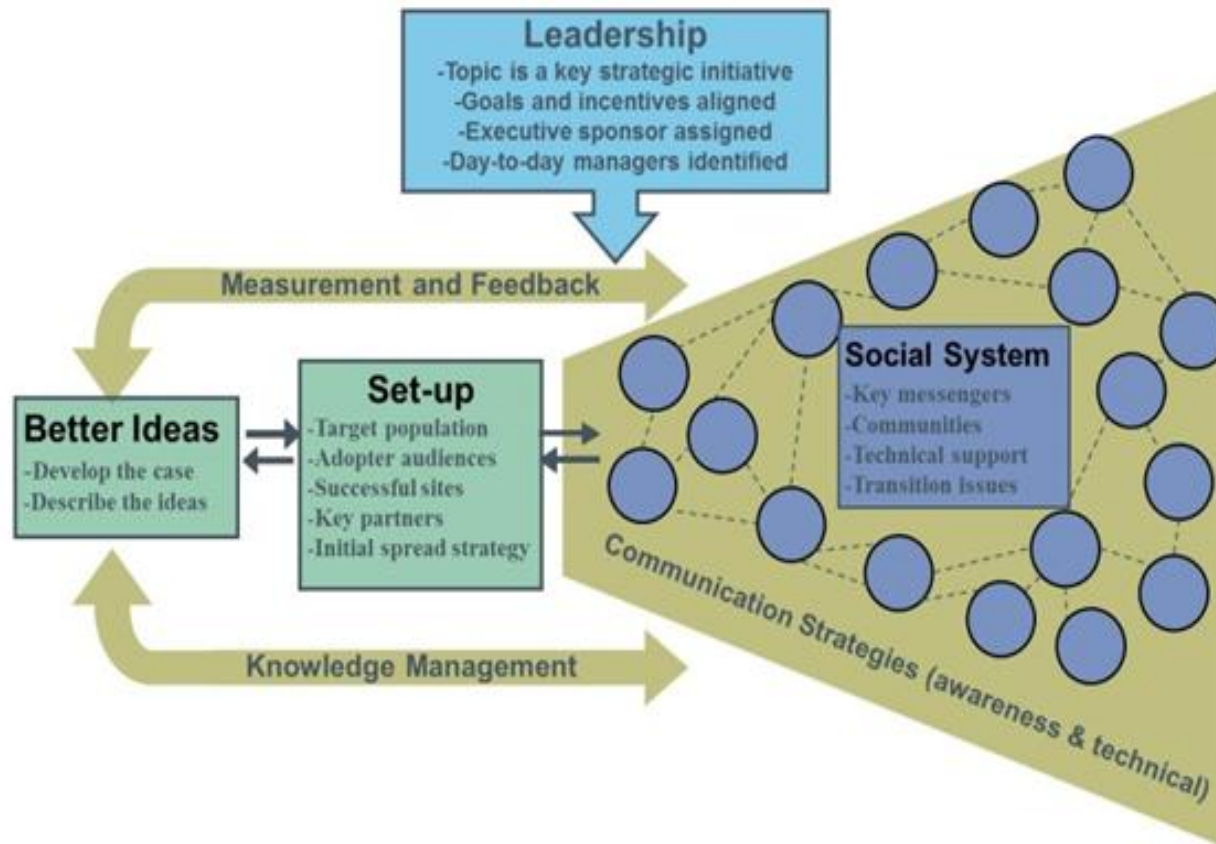


Source: work underway by M. Rashad Massoud, United States Agency for International Development (USAID) funded Quality Assurance Project - University Research Co. LLC



Core elements included in the design:

2. Adoption mechanisms



Core elements included in the design:

3. Support Systems

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

Number of people	System issues to address
5	<ol style="list-style-type: none">1. Form a team of volunteers2. Find people through referrals
25	<ol style="list-style-type: none">1. Full time team2. Redesign of practice3. Cooperation of hospitals for data4. Assess outcomes
125	<ol style="list-style-type: none">1. Grant funding for operations2. Consistent population outcomes
625	<ol style="list-style-type: none">1. ?
3125	<ol style="list-style-type: none">1. ??
15,625	<ol style="list-style-type: none">1. ???

5x Scale up thinking

Core elements included in the design: P10

4. Existing concepts of “spread” and “scale up”

- “scale-up” - overcoming the system/infrastructure issues that arise during efforts to scale-up implementation
- “spread” – the leadership, social, and environmental factors that promote adoption and replication, with little modification, of an intervention within a health system



Adoption Mechanisms

- Included in all phases but most emphasis is in rapid deployment phase - well-tested set of interventions are deployed at large scale, adopted with minimal further adaptation by frontline staff.
- Focus on replication and sustainability
- Strong reference to leadership, social networks, communication and attributes of the intervention (IHI's Spread Framework)
- Culture of urgency and persistence
- Planned diffusion models (e.g. Mayo "managed diffusion", Kaiser Permanente "spread toolkit")



Support Systems

- *Build human capability for scale-up .*
 - Leadership team to guide the process
 - Reference to 5x thinking framework – phased training from volunteers to trained, dedicated improvement specialists
 - QI-based programs for those who need additional training (start before scale-up begins).
 - QI teams

- *Build infrastructure for scale-up:*
 - Balance targeted resource addition vs system redesign
 - reconfiguration of existing resources (e.g., examination room design, lab needs, data system infrastructure)
 - Additional tools (e.g., checklists, data capture systems),
 - Communication tools, and
 - Key personnel (e.g., data capturers, quality improvement mentors)



Support Systems

- Build reliable *data collection and reporting systems*
 - Track and provide feedback on the performance of key processes
 - Data systems for improvement vs monitoring
- *Develop learning systems:*
 - Mechanisms for collecting, vetting, and rapidly sharing change ideas or interventions



Sustainability

- Key design feature in all phases (i.e., build into change package)
- Ensure high-reliability of the new processes (e.g., use failures to continually improve processes)
- Create monitoring systems to ensure desired results are being achieved
- Build support for structural elements (i.e., training, policies and procedures, standardize processes, etc.)
- Develop and use ongoing learning systems (i.e., opportunities for shared learning and support, refined change package and materials, etc.)



Different QI methods applied to stages^{P15} of the Framework

Phase	Set-up	Develop the Scalable Unit	Test of Scalability	Go to Full Scale
Methods	<ul style="list-style-type: none"> • Model for Improvement • Surveys • Brainstorms • Expert meetings • Scans • Site visits • Interviews 	<ul style="list-style-type: none"> • Model for Improvement • Idealized Design • Collaborative learning. e.g., adaptation of Breakthrough Series [BTS] Collaboratives 	<ul style="list-style-type: none"> • Model for Improvement • BTS • Deployment and refinement of change package • Site redesign • Collaborative learning • Change agents 	<ul style="list-style-type: none"> • Model for Improvement • Extension agents • Affinity groups • BTS Collaboratives • Wave sequence • Campaigns • Standard Work • Hybrid approaches

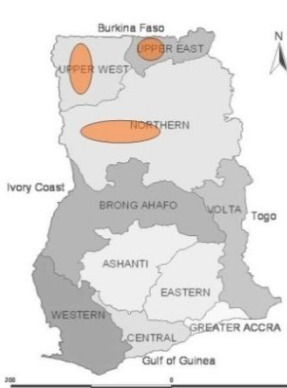


Ghana: National Scale up of Care for Mothers and children

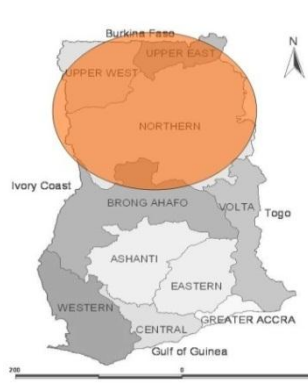
Total Pop'n:	350,000	5 million	11 million	11 million	22 million
Under 5 Pop'n:	60,000	500,000	1.7 million	1.7 million	3.3 million



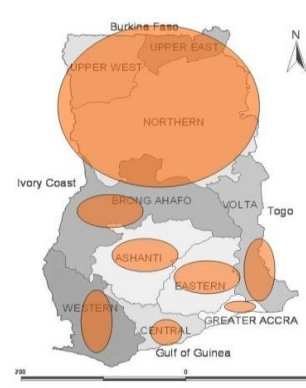
Nov 2007



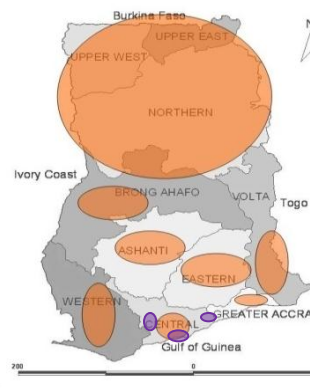
Jul 2008



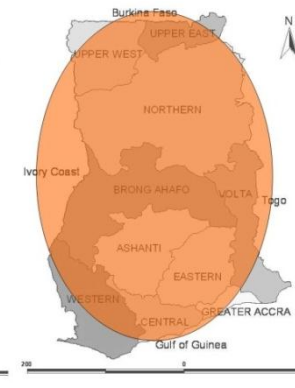
Sept 2009



Oct 2009



Aug 2012



Jan 2013

Start-up:
months
1 – 8

Wave 1:
months
9 – 22

Wave 2:
months
23 – 63

Wave 3:
months
24 – 89

Wave 1R:
months
58 – 89

Wave 4:
months
63 – 89



No. of. QI Teams: 30

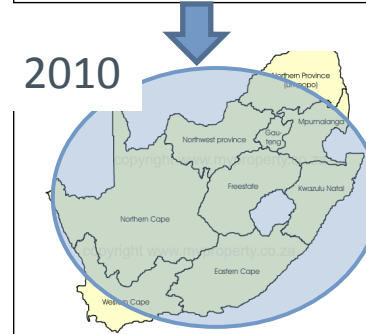
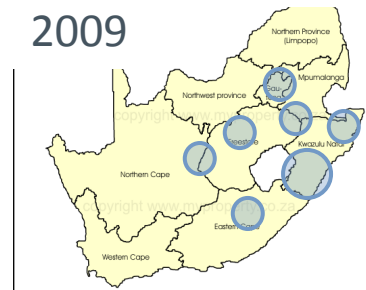
258

350

369

>1,046

National Strategic Plan for Scale-Up



Demonstration



Leadership Intervention



Test of scale-up



National full-scale