



Blueprints Conference
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FRANK PORTER GRAHAM CHILD DEVELOPMENT INSTITUTE

Real Scale Up: Improving Access to Evidence-Based Programs

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Implementation and Scale -Up

- First we *implement* – then we scale-up
....successful scale-up requires attention to the science and practice of *implementation*
- Requires change at the
 - Practice Level (Front Line Staff)
 - Organization Level (Supervisors, Administrators, HR, Finance)
 - System Level (Funders, Government, Regulatory Bodies)

Implementation Frameworks

Changing the behavior of front-line staff, supervisors, administrators, legislators, funders

Implementation Drivers

-  **Competence and Confidence**
-  **Organization and Systems Change**
-  **Leadership**

Implementation Stages




Implementation Teams


Improvement Cycles

Scalability

- **What do we mean by “going to scale”**
- **NIRN definition: An evidence-based intervention that reaches 60% of the population that could benefit**
- **NFP defines it as reaching 50% of the population that could benefit**

...Can we go to scale?

- 
EBPs now are boutique operations
 - 
Now have convincing demonstrations that EBPs can be implemented in the real world
 - 
Wonderful! But they are not used on a sustainable scale sufficient to solve social problems

- 
***Hypothetically:* What will it take to have 100,000 replications that produce increasingly effective outcomes for 100 years?**

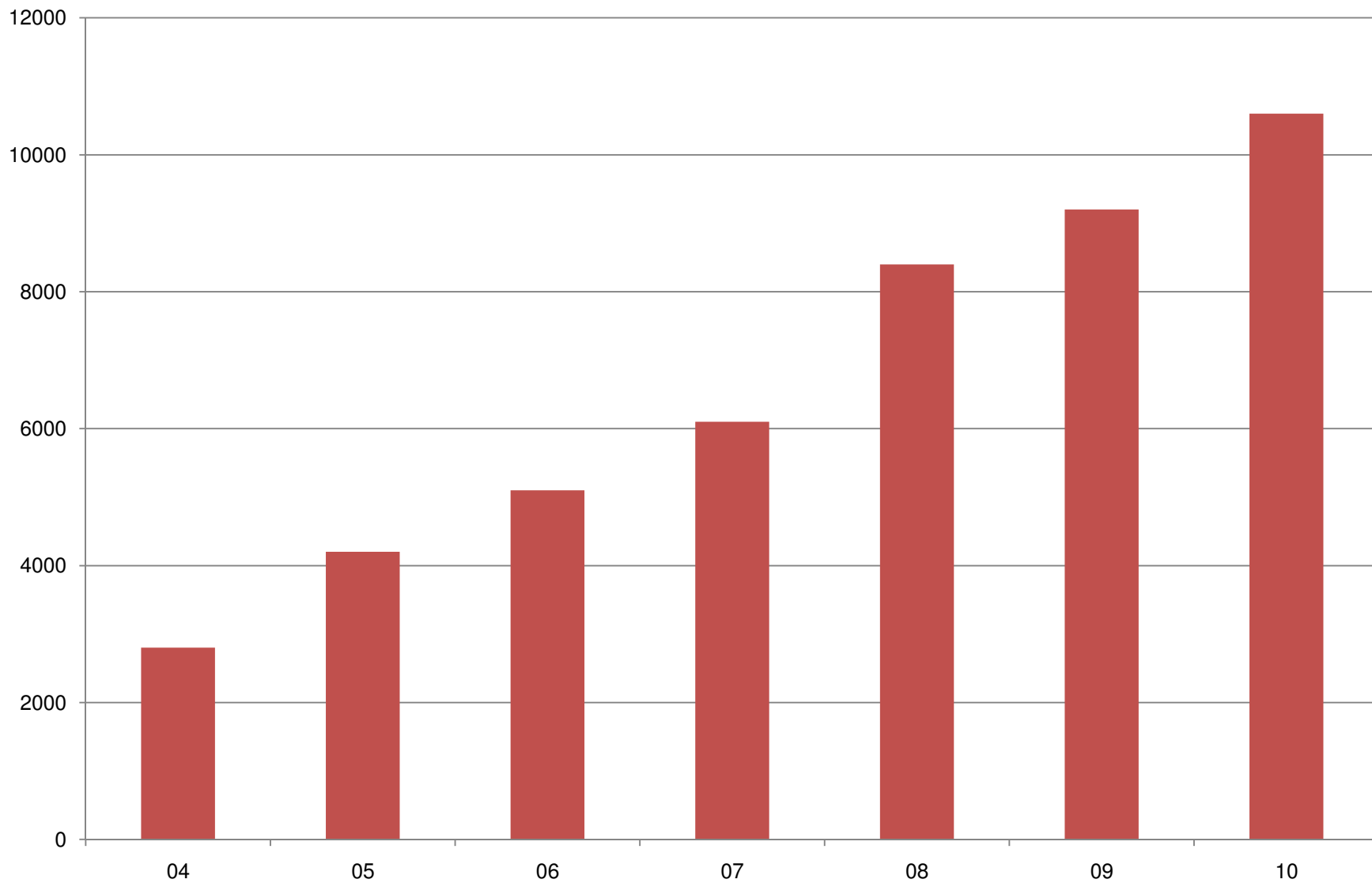
Some Promising Results

-  **MST in the US**
 -  **345 Teams in the US**
 -  **In 31 States and District of Columbia**
 -  **22 states have 5+ Teams**

-  **NFP in the US**
 -  **31 states, 4 statewide initiatives,**
 -  **and 381 counties**

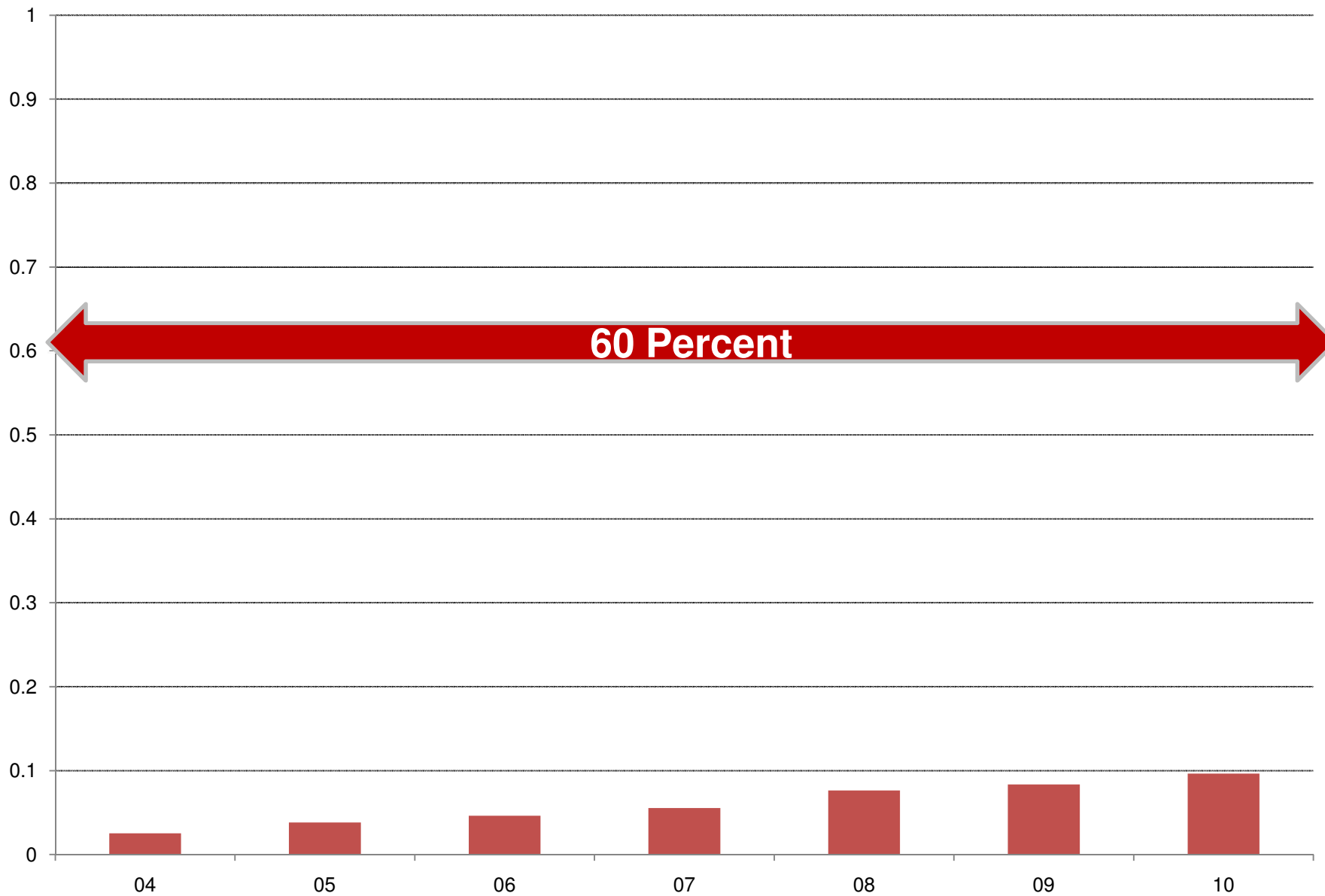
-  **School-Wide Positive Behavior Support**
 -  **In 10,000 Schools**

Number of Schools using SWPBS










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Percent of all Schools using SWPBS



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Can We Go to Scale?....

-  345 teams using MST in 32 jurisdictions
 -  1% of the youth who could be served \neq 16,000 a year who could benefit
-  381 Counties have NFP teams out of 2,528 counties
 -  15% of the counties (381) \neq 50% of the counties(1,264)
-  10,000 schools using SWPBS
 -  Out of 100,000 Schools
 -  10,000 \neq 60,000 or 60% of the schools

Implementing “on purpose”


Letting it happen

-  *Unpredictable, uncertain, self-organizing - Recipients are accountable*

Helping it happen

-  *Enabled, influence – Recipients are accountable*

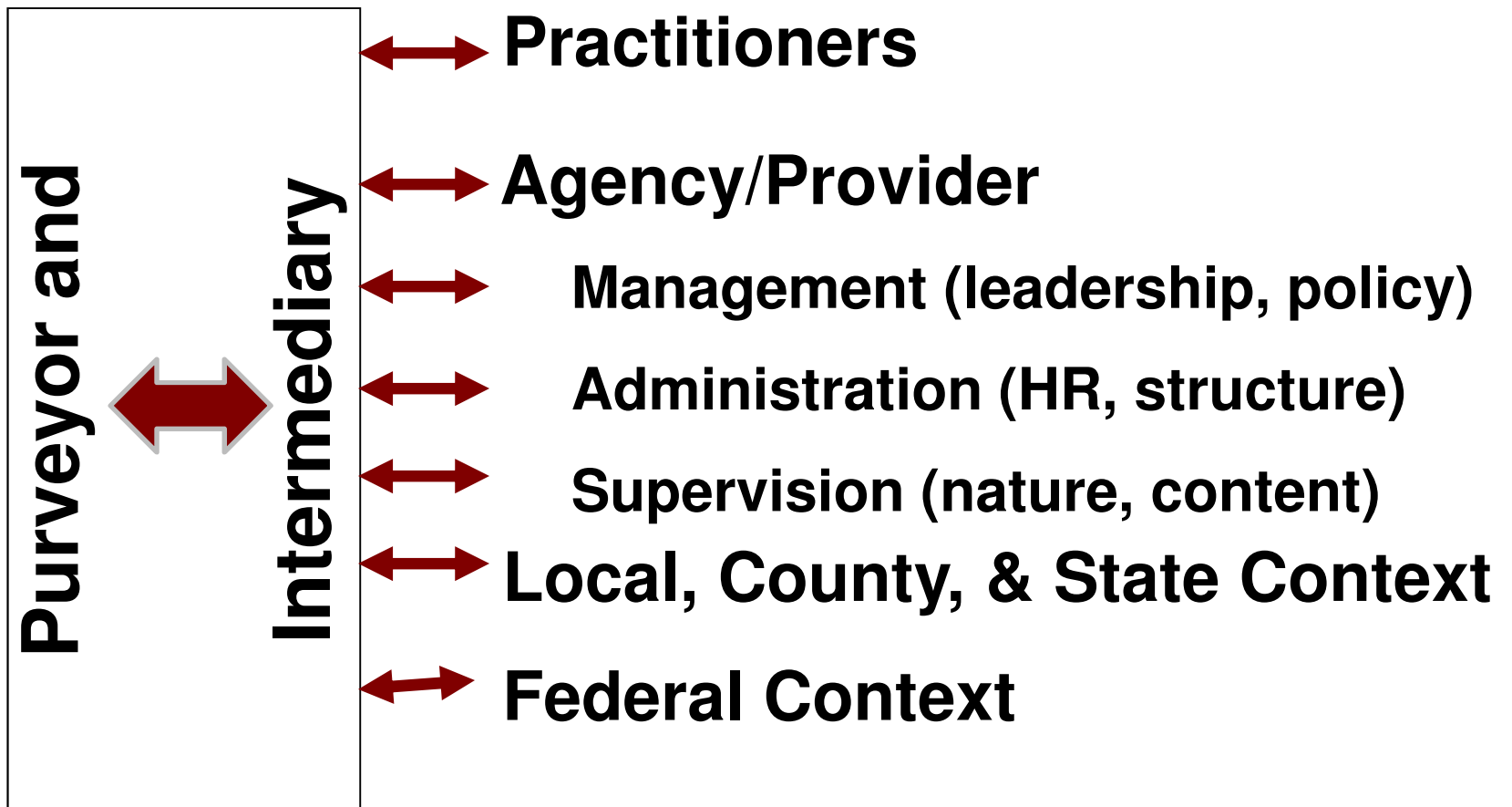
Making it happen

-  *Orderly, planned, programmed, systems are “properly” managed. - Purveyors, Leadership and Implementation teams are accountable*

Based on Greenhalgh, Robert, MacFarlane, Bate, & Kyriakidou, 2004

Purveyor AND Intermediary Structures and Strategies












Simultaneous, Multi-Level Interventions



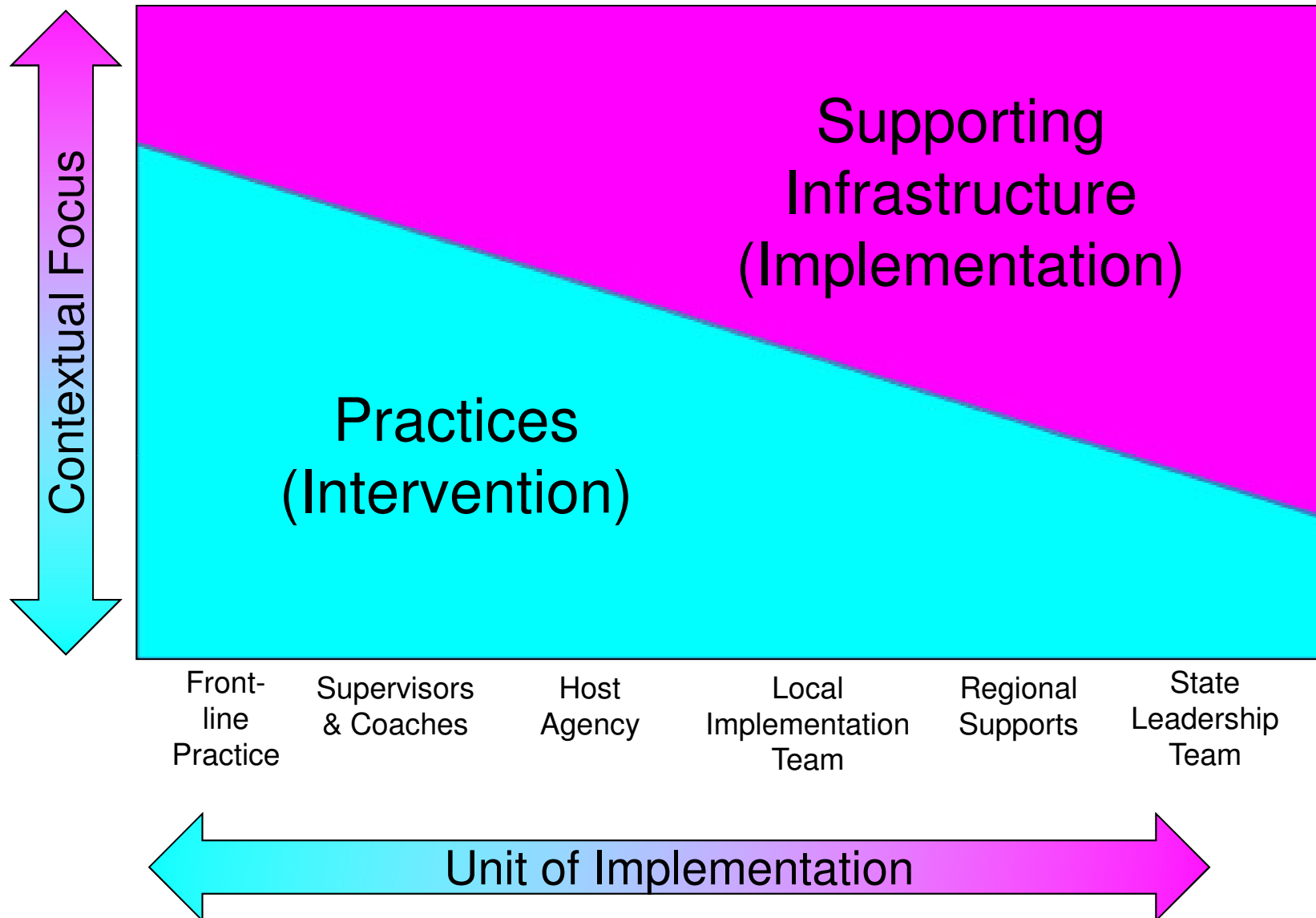
Sustainable Infrastructure

Intermediary Purveyor Organization (IPO):

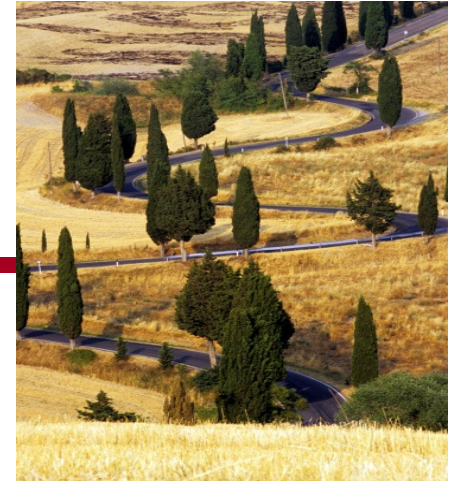
A state-based or statewide infrastructure to facilitate the adoption, implementation and sustainability of a number of evidence-based programs by:

-  Broadly educating
-  Assessing need, stimulating interest
-  Assessing the “science”
-  Connecting purveyors with organizations
-  Helping adopters manage risk
-  Ensuring implementation and fidelity
-  Accumulating knowledge
-  Building capacity
-  Integrating efforts
-  Managing ‘scale-up shifts’
-  Assisting with alignment

Focus for Scale-Up



Scalability Challenges







- It's a long and winding road
- The infrastructure costs to build the road are not understood or accepted
- Requires *aligned* changes at many levels
- We aren't always good at recognizing when it's time for a **"scale-up shift"**

Scale-Up Shift

- ✋ ***NIRN definition:*** A scale-up shift is defined as a transition in the locus of control and responsibility for the quality and functioning of an Implementation Driver
- ✋ The goal is to develop more proximate implementation capacity that:
 - ✋ Is effective, efficient, and integrated
 - ✋ Produces both positive *implementation outcomes* and positive *intervention outcomes*

Current Scalability “Bumps” in the Road

-  Not all implementation strategies are “scalable” (e.g. all front line practitioners go to a single national location for initial training)
-  Purveyors need to analyze the “tight” (quality control) and “loose” (capacity building) nature of each Key Implementation Drivers (e.g. Selection, Training, Coaching, Data Systems)
 -  As the Intervention Becomes Better Defined
 -  As Effective Implementation Is Better Understood

Implementation Science

 **Global Implementation Conference 2011**

 www.implementationconference.org

 **Integrate the science, practice, policy of implementation, organization change, and system transformation**



For More Information

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www.scalingup.org
<http://nim.fpg.unc.edu/>
<http://www.fpg.unc.edu/~nim/resources/publications/Monograph/>

For More Information

Implementation Research: A Synthesis of the Literature



Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

Download all or part of the monograph at:

<http://www.fpg.unc.edu/~nirn/resources/detail.cfm?resourceID=31>

To order the monograph go to: <https://fmhi.pro-copy.com/>