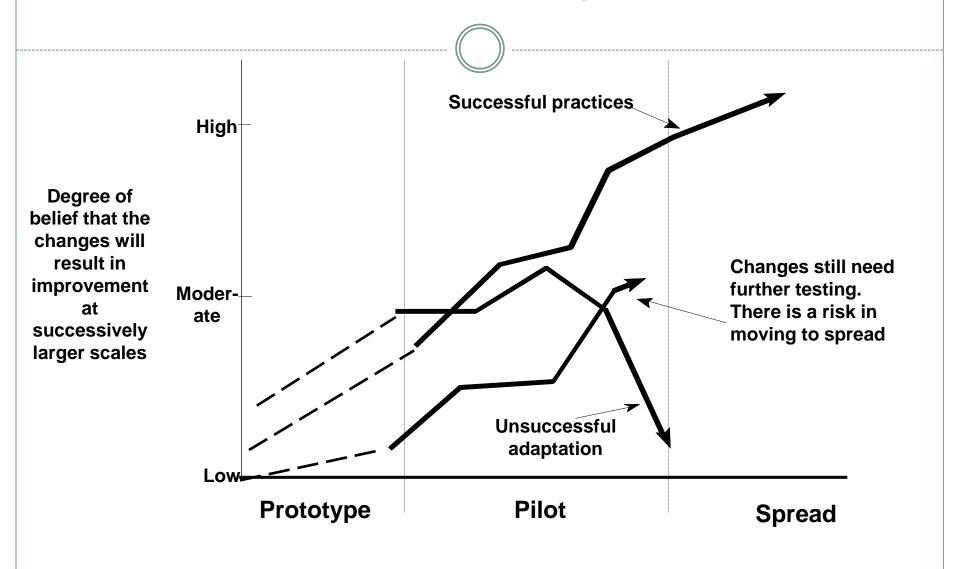
#### Keys to Effective Spread and Scale-up: Lessons Learned from Other Fields and Sectors

JOE MCCANNON 4.2.2014

#### Defining Terms (Stages of Expansion)

- Prototype: Test and adapt new ideas to learn what works in your system.
- Pilot: Apply to a slightly larger, more varied audience.
- Spread: Actively engage individuals outside the pilot adopt the effective practice, reaching the largest audience possible.
- Scale-up: Address the infrastructure issues that arise during spread.

#### Where is the Project?



#### Standard Theory of Spread

Well-refined intervention

Deep knowledge of the intended audience

Some method of persuasion

Some method of dissemination of knowledge

#### Attributes of an Idea that Facilitate Adoption







Simple



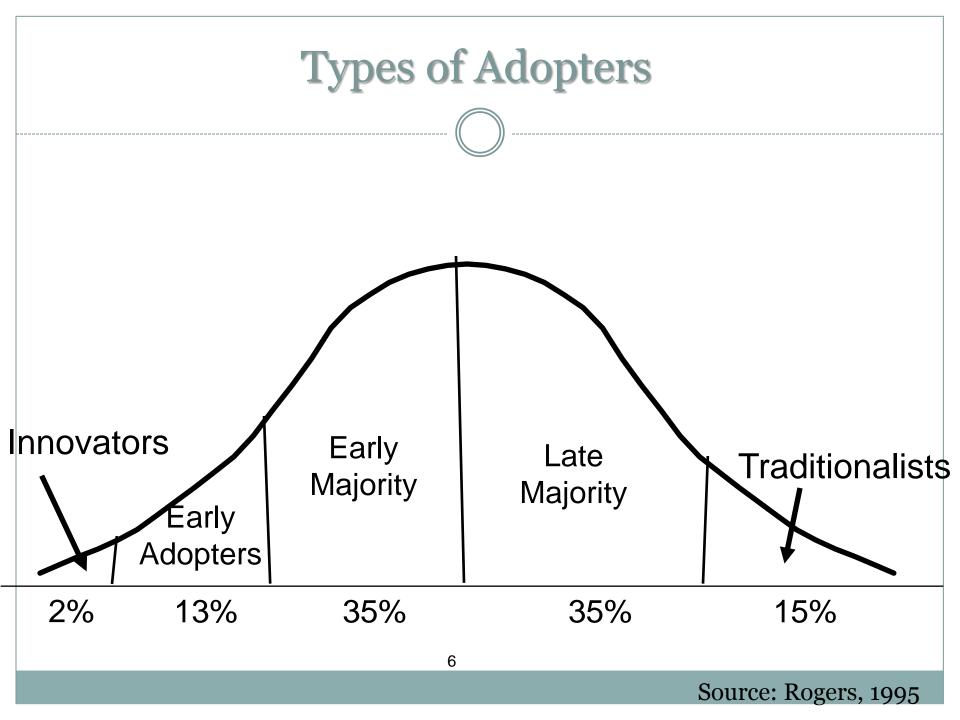
Compatible



Trialable



Observable



#### **Stimulants**

- Empowerment
- Recognition
- Collaboration
- Enjoyment
- Payment
- Transparency
- Regulation
- Punishment

#### **POSITIVE**



**NEGATIVE** 

#### **Methods for Spread**

- Breakthrough Series Collaborative model
- Extension agents
- Emergency mobilization
- Campaign model
- Grassroots organizing
- Wave sequence (wedge and spread)
- Broad and deep
- Divide and multiply
- Hybrid models

#### October 2013

PROGRESS UPDATED Oct 23, 2013	
Campaign Housing Goal	100,000
People Housed	72,341
Communities Participating	228
Days Remaining	274
How are these numbers calculated?	



Pitfall	Key
Vague goals	

Pitfall	Key
Vague goals	Explicit objectives (5 to 10x rule)

#### 100,000 Homes Campaign

- Aim: House 100,000 of America's most vulnerable homeless by mid-2014.
- The math:
  - 2-3 megacities to house 40% of their unsheltered population;
  - o 50 high-burden communities to house 300 per year;
  - o 75 middle-burden communities to house 100 per year;
  - o 125 lower-burden communities to house 100 each;
  - o 10,000 families.

Pitfall	Key
Vague goals	Explicit objectives (5 to 10x rule)
Exhortation, pushing an idea	

Pitfall	Key
Vague goals	Explicit objectives (5 to 10x rule)
Exhortation, pushing an idea	Barrier removal

#### Some Barriers...

- Crowded marketplace of ideas
- Values
- Inertia
- Defensiveness
- Workload
- Weak hypotheses about what spreads new practice (e.g., publishing, web sites)
- Fear

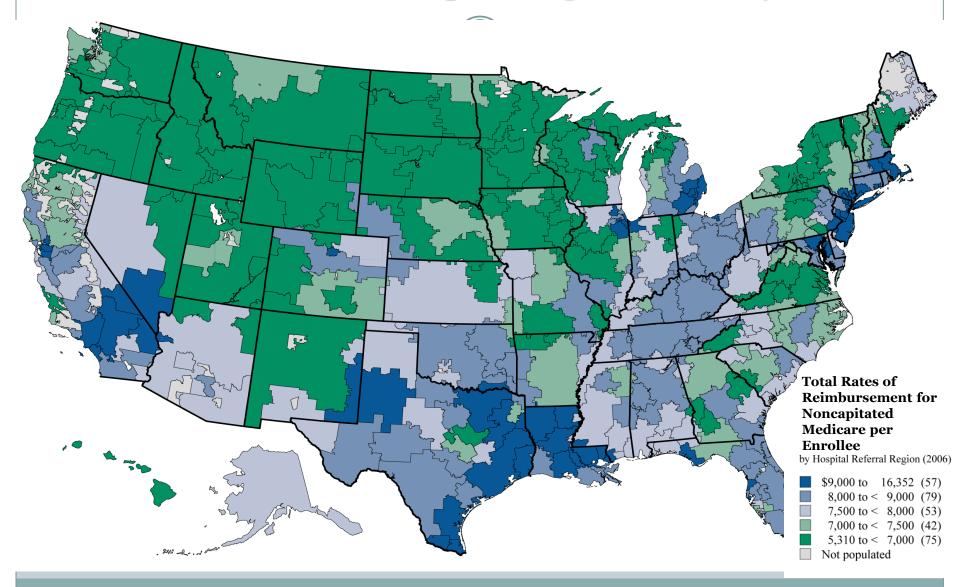
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Logic	

Pitfall	Key
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Theory lock	Many levers
Logic	Logic AND emotion

#### Variation in Medicare Spending and Quality of Care

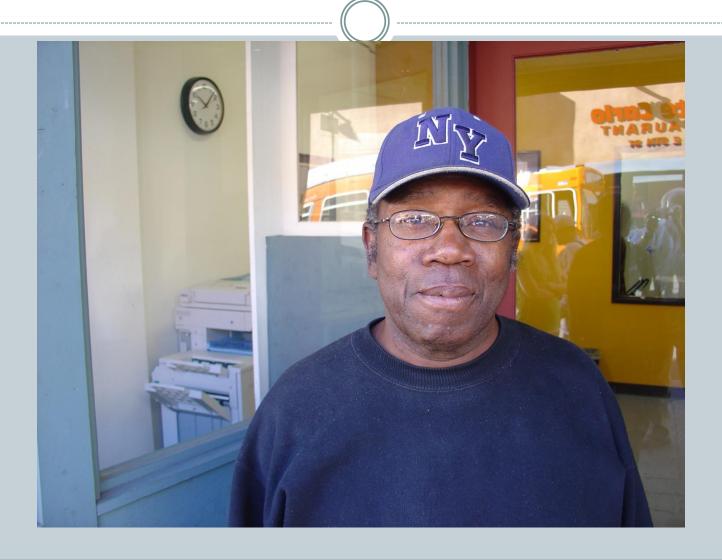


Source: E. Fisher, D. Goodman, J. Skinner, and K. Bronner, *Health Care Spending, Quality, and Outcomes*, (Hanover: The Dartmouth Institute for Health Policy and Clinical Practice, Feb. 2009).

#### Ed Givens (Before)



#### Ed Givens (After)



Pitfall	Key
Vague goals	Explicit objectives (5 to 10x rule)
Exhortation, pushing an idea	Barrier removal
Theory lock	Many levers
Logic	Logic AND emotion
Consensus	

Pitfall	Key
Vague goals	Explicit objectives (5 to 10x rule)
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Consensus	Adaptation



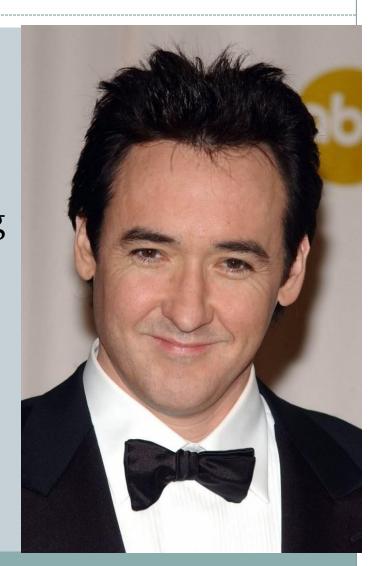
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Logic	Logic AND emotion
Consensus	Adaptation
Controlling	

Pitfall	Key
Vague goals	Explicit objectives (5 to 10x rule)
Exhortation, pushing an idea	Barrier removal
Theory lock	Many levers
Logic	Logic AND emotion
Consensus	Adaptation
Controlling	Unleashing

#### The John Cusack Rule

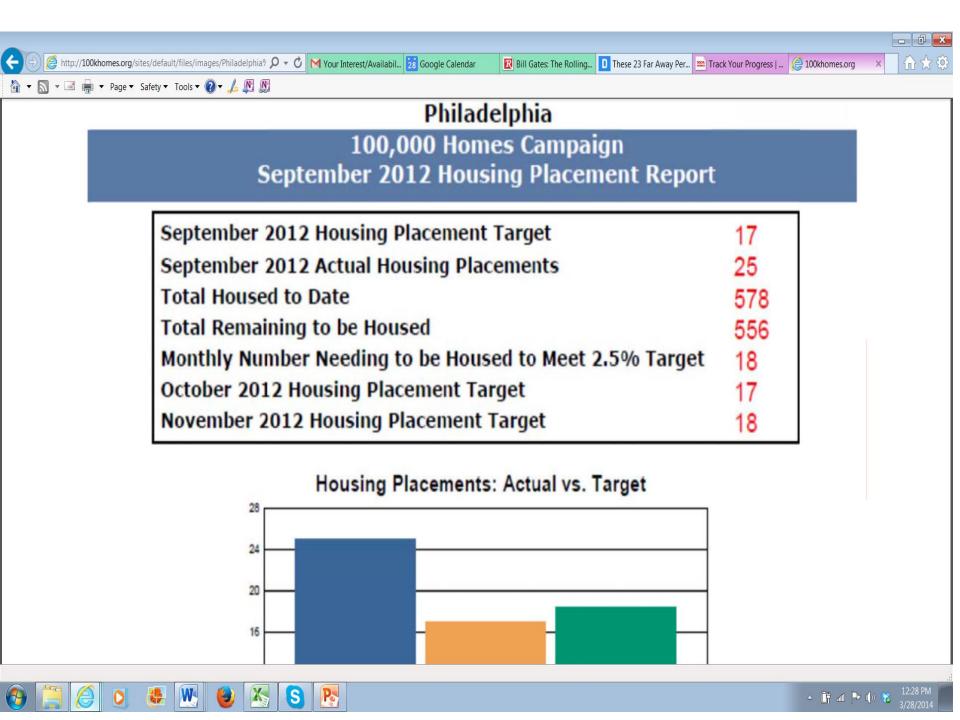
- "Keep the set free of fear."
- Create safe "container" for trying and failing.
- Waste no will.

Manage the control continuum.



Pitfall	Key
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Consensus	Adaptation
Controlling	Unleashing
Rigid evaluation	

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Teaching programs	

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# Approaches to Supporting Behavior Change at Scale

#### Common approaches:

- Courses
- Web sites
- Conferences

## Approaches to Supporting Behavior Change at Scale

#### Common approaches:

- Courses
- Web sites
- Conferences

#### Alternate approaches:

- Rhythmic testing (e.g., weekly, bi-weekly)
- Itinerant coaches
- Field operations (customer obsession)

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Consensus	Adaptation
Controlling	Unleashing
Rigid evaluation	Daily data
Teaching programs	Learning systems
Design for success	

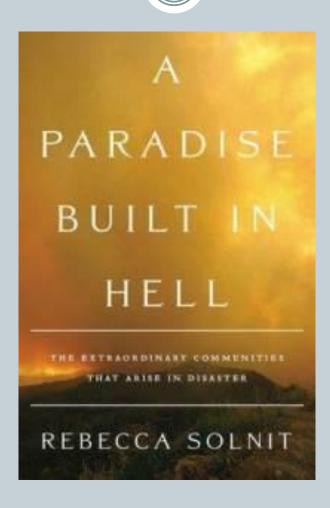
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Rigid evaluation	Daily data
Teaching programs	Learning systems
Design for success	Design for scale

#### **Testable Resource Dimensions**

- Human resources
- Financial resources
- Physical space
- Technology
- Oversight
- Delivery requirements (e.g., supplies)

Pitfall	Key
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Rigid evaluation	Daily data
Teaching programs	Learning systems
Design for success	Design for scale
Business as Usual	

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Rigid evaluation	Daily data
Teaching programs	Learning systems
Design for success	Design for scale
Business as Usual	Paradise Built in Hell



"I think when people look back at our time, they will be amazed at one thing more than any other. It is this – that we do know more about ourselves now than people did in the past, but that very little of this knowledge has been put into effect."

**Doris Lessing**