

Expanding Your Impact: Preparing to Scale Up Your Practice

Innovation Hub Learning Community



Innovation Hub Learning Community (IHLC)



IHLC Webinar Series

- Focuses on skills and strategies you can apply to your work to improve your organizational processes, expand the scope and impact of your practice, and plan for program sustainability
- Open to all, not just Innovation Hub practices

IHLC Opportunities



Quarterly Webinars
on topics related to
strengthening practice
implementation and
evaluation activities



Peer-Sharing Groups
to dig deeper into
programmatic
experiences and
challenges



Customized Coaching
to support
professionals to
accomplish practice
goals

IHLC Opportunities



Quarterly Webinars [Who's Guiding Your Choices: Centering Community in Evidence-Based Decision Making](#)

November 28 @ 3:00 - 4:00 pm EST

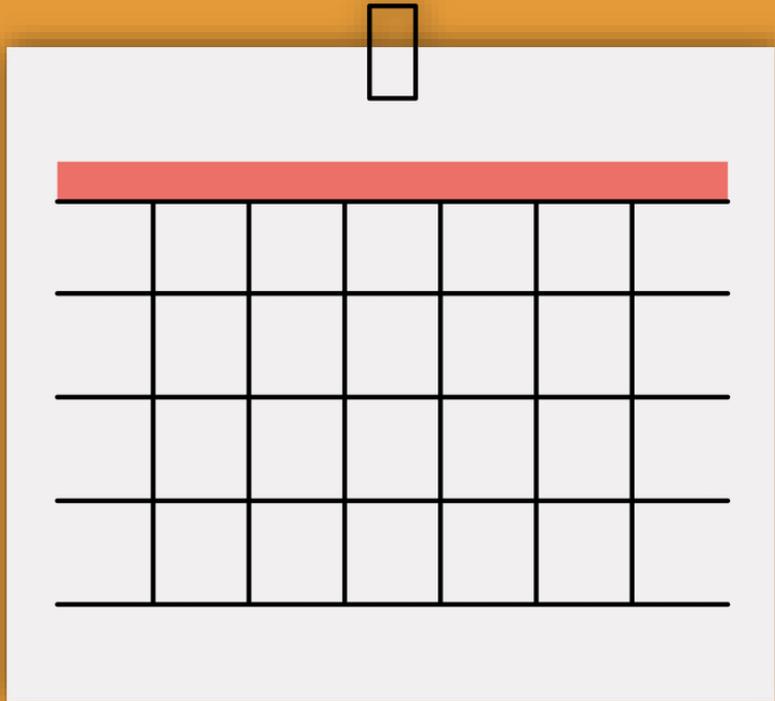


Peer-Sharing Groups
[Zoom Meeting](#)

September 12th @ 3:00 - 4:00 pm EST



Customized Coaching
to support professionals to accomplish practice goals - [book here](#)
Anytime!



AGENDA

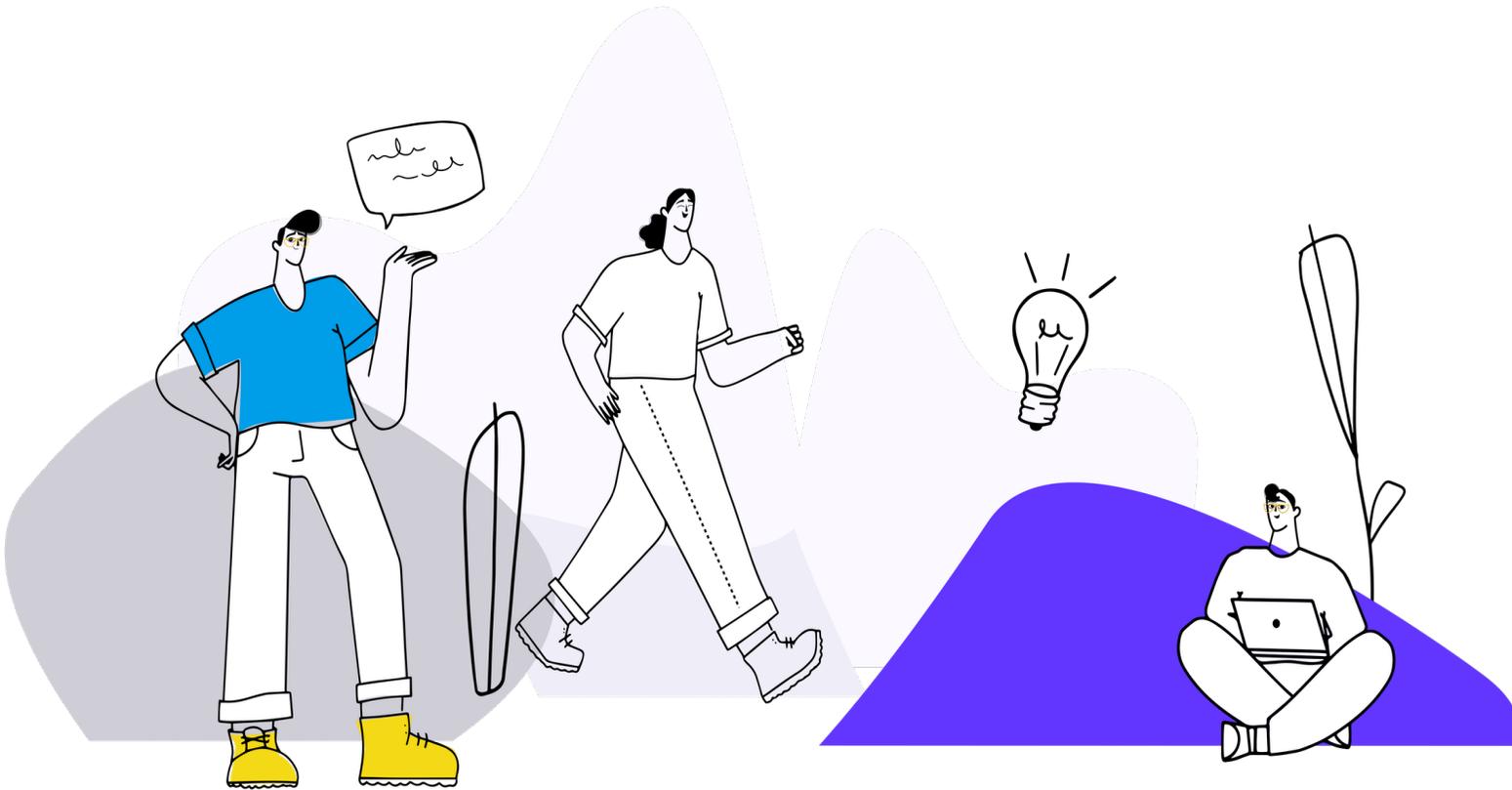
- 1** Core Components Overview
15 MINUTES
- 2** Stoplight Model for Adaption
20 MINUTES
- 3** Scaling Up Your Work
15 MINUTES
- 4** Questions & Wrap-up
10 MINUTES

Objectives



By the end of the session, you'll be able to:

1. Describe what Core Components are and why they are relevant to your work
2. Understand and identify how different types of adaptations might impact the fit and feasibility of your practice approach
3. Identify key considerations for effective practice scale up



Overview of Core Components

What Are Core Components?

Core components are those essential practice elements which are **observable** and **measurable**.

Core Components



In other words, we can think of core components like the key ingredients, tools/ resources, and steps that make up a recipe.

Core Components

Help us clarify, articulate, and crystallize our practice's:

- **Content** – aka “the what”
 - This is what is being delivered or taught.
- **Delivery Mechanisms** – aka “the how & who”
 - These are the logistics or way the content is being delivered: by and for whom, where, and when/how long.
- **Methods** – aka “the why”
 - This is the rationale (framework, theory, etc.) behind why the practice is expected to have the desired outcome based on the activities that are implemented.

Why Are They Important?

- Allows organization implementing the practice to know **what to expect/ anticipate** as a part of implementation
 - Is the practice a good fit? What preparation is needed to be successful?
 - Supports continuous quality improvement efforts
- Makes it possible to **tailor a practice** to meet community needs/preferences
- Makes it easier and faster to implement a practice with **fidelity** which is associated with practice effectiveness
- Allows more options and **flexibility for scale up**

How Do We Identify Them?



Identifying and Refining Your Practice's Core Components

Before working with your awardee to identify potential changes to your practice so it fits their setting better (also known as adaptations), it's helpful to have a strong understanding of what your practice's core components are. The Replication Projects will help you gain additional insight into your core components and how they may work differently in a new context.

What Are Core Components?

- Core components are the essential elements of your practice which are both observable and measurable. These may also be referred to as essential functions, practice elements, or active ingredients.
- Collectively, they help articulate the underlying logic of your practice (why it does or should work) and how it leads to your intended outcomes. In this way, you can think of core components like the key ingredients, tools/resources, and steps that make up a recipe.
- Here's a [brief video](#) to learn more.



Why Do We Need Them?

Core components help us clarify, articulate, and crystallize our practice's:

Content – aka the "what"	This is what is being delivered or taught.
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Methods – aka the "why"	This is the rationale (framework, theory, etc.) behind why the practice is expected to have the desired outcomes, based on the activities that are implemented.

Clear core components ensure those replicating a practice know what to expect during the implementation process. It allows them to tailor the practice to align with their unique context, ideally without reducing its effectiveness.

Why Refine Them?

Through the process of implementing your practice, you've likely gained a stronger understanding of which activities are critical for achieving positive outcomes which may be different than what you originally thought when the practice was first developed. This increased understanding, refinement, and assessment of your practice's core components over time is a natural and encouraged part of implementation. This resource provides an opportunity for you to reflect on and capture what you've learned so you can use it to guide your awardee.

Identifying and Refining Your Core Components Resource

Section 1: Practice Summary

PRACTICE DESCRIPTION

As an initiative of the Providers and Teens Communicating for Health (PATCH) Program, the PATCH Teen Educator Program seeks to improve adolescent health and wellbeing alongside and in true partnership with youth. The goal is to empower young people to actively participate in their health care with a deliberate focus on enhancing health care communication and building strong patient-provider relationships.

This community-based program complements existing adolescent health care initiatives (such as those improving the quality of health care services and supporting health care transition) by providing teen-centered education, awareness, and encouragement to youth and health care professionals, alike. *Additional programming is also available to incorporate families and guardians.*

CORE COMPONENTS & PRACTICE ACTIVITIES

Core Components & Practice Activities		
Core Component	Activities	Operational Details
PATCH Coaching	PATCH Coaches support and mentor replication programs in all aspects of program planning, implementation, and evaluation.	All first-year programs are required to participate in a 3-day (16-hour) in-person, on-site Coordinator Training. Ongoing coaching and mentorship are provided by a PATCH Coach as outlined in the MOA.
Program Staff & Supports	A local Coordinator is responsible for implementing the program and ensuring programmatic resources (e.g., facilities, technology, supplies, budget, etc.). Additional people provide wrap-around programmatic support (e.g., a program support team and guest speakers).	Programs hire and support a Coordinator. This person fosters relationships and collaboration within their community.
PATCH Model for Youth Engagement	PATCH programming strives to bring youth voice into adolescent health conversations and decisions while providing the necessary knowledge, resources, support, skills, and opportunities for youth to become healthy, connected, and thriving adults.	All programs are trained and expected to implement the PATCH Model for Youth Engagement. Local programs employ, educate, and empower a team of youth to facilitate PATCH workshops and advocate for change. This is accomplished through youth-driven programming centered on meaningful youth-adult partnerships.



AMCHP Innovation Hub | Best Practice

Practice Implementation Handout

What are the core components of a pumpkin pie?



Content (the “What”)

Flour
Pumpkin
Sugar
Butter
Oil

Delivery Mechanisms (the “How” & “Who”)

How long the pie is
cooked for

Who cooks the pie

How ingredients are
mixed together

Methods (the “Why”)

Rationale behind
baking pie in the oven

Rationale behind what
ingredients are used
and in what order

Example

The goal of our program was to improve the number of perinatal depression screens among OB/GYN providers. We did this by conducting a yearlong practice improvement program for OBGYN practices across the state. The core components of this program included a one-time virtual training by a nurse educator, provision of a referral sheet tailored to the local area for positive screened women, and bi-monthly virtual follow-ups with providers by our program manager.

Content (the “What”)

- Training on perinatal depression screenings
- Provision of referral sheet
- Follow-up

Delivery Mechanisms (the “How” & “Who”)

- One-time training by nurse educator, virtual format
- Bi-monthly virtual follow-up by program manager

Methods (the “Why”)

- Rationale for training being virtual, tailoring referral sheet, purpose behind follow-up
- Rationale behind order of activities sheet

Things to Consider

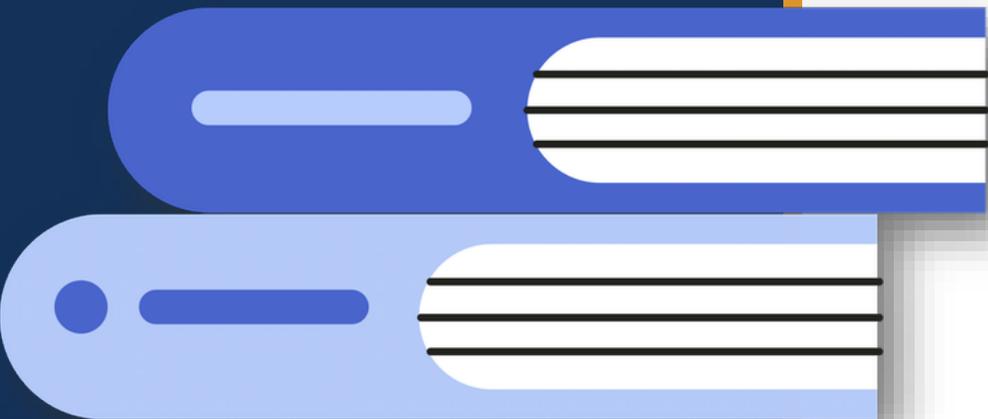
Even after identifying the core components of a program, you'll still need to **adjust** the program to meet the needs of the community.

Implementing a practice provides an opportunity to better understand which activities are critical for achieving positive outcomes.



Additional Resources

- [Practice Profile Planning Tool](#)
- [Core Intervention Components: Identifying and Operationalizing What Makes Programs Work](#)
- [Advancing the Use of Core Components of Effective Programs: Suggestions for Researchers Publishing Evaluation Results](#)





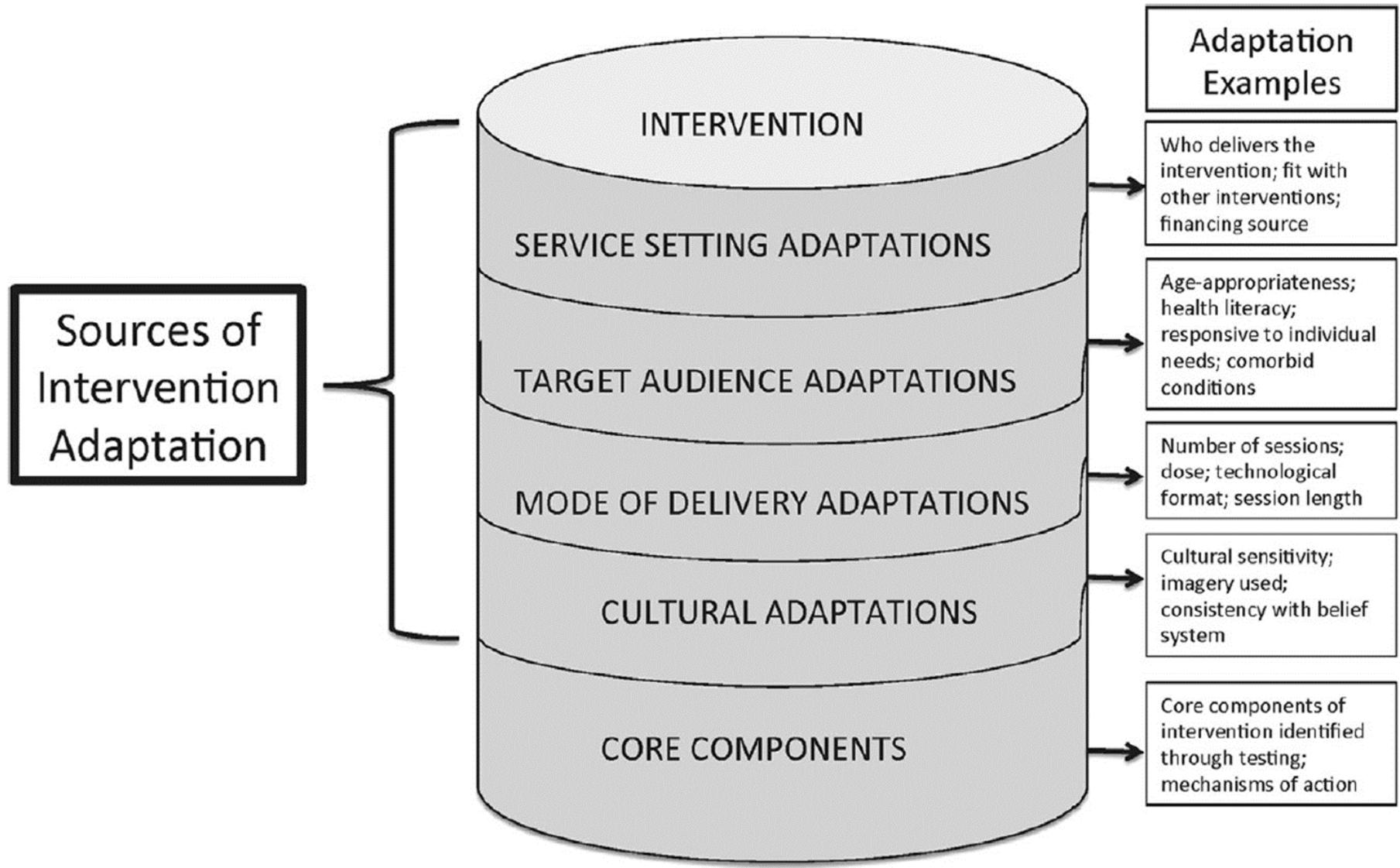
Adapting a Practice

Adaptation is...

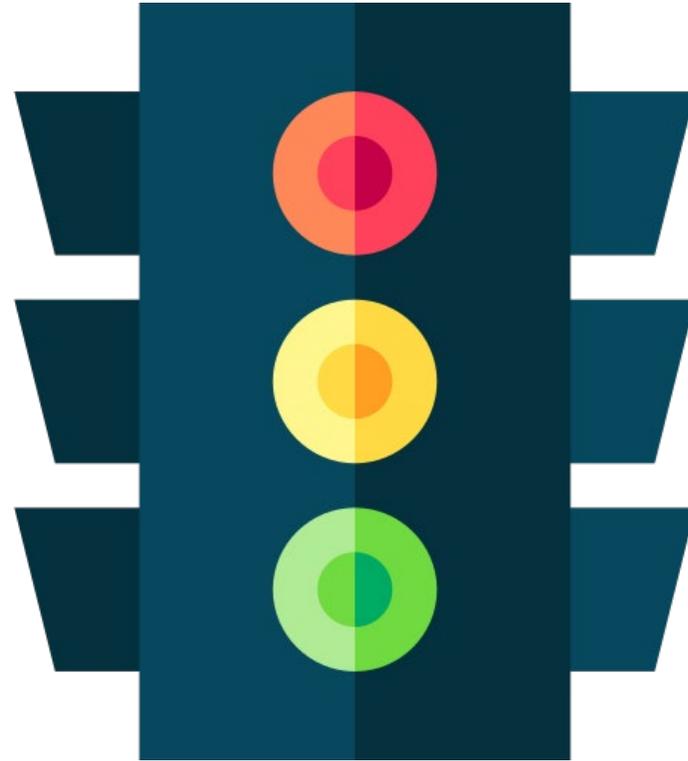
- A **normal** and **expected** part of program implementation and the overall life cycle of a program.
- Often **mutually beneficial** to both the practice developer and the organization replicating/adapting it, since the process encourages learning more about what makes a program effective and can help improve the design of the practice to make it even more effective.
- An **ongoing dialogue** between the developer and implementer which helps advance the field of evidence-based practice by **expanding our understanding** of what works and why.
- **Iterative, open to change**, and oriented towards **future implementation** of the practice.

Implementation Stages





Fit, Fidelity, and Adaptation



Green Light Adaptations

Things That Likely Can Be Modified



Minor changes that increase fit, reach, receptivity, and participation in the practice.

- Customizing program materials to fit the priority population. E.g., change names, pictures, wording, etc.
- Changing ways to recruit and/or engage priority population

Yellow Light Adaptations

Things That Can
Likely Be
Changed With
Caution



Moderate changes to nonessential elements of the practice that can be adapted such as the specified content or methods (e.g. # of sessions, etc.)

Content or Methods

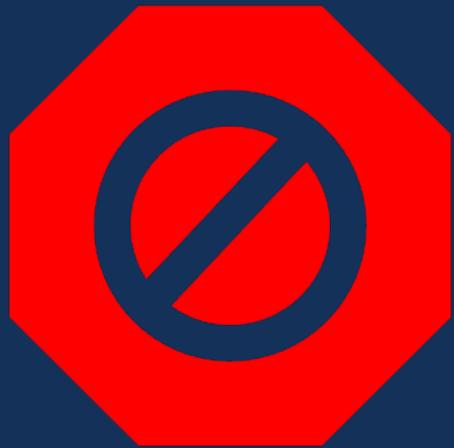
- Altering the length of practice activities
- Changing the order of sessions or sequence of activities
- Adding activities to address other risk factors or behaviors
- Applying the practice to a different population

Delivery Mechanisms

- Changing delivery format/process
- Modifying who delivers the practice
- Changing setting of delivery
- Substituting activities and/or materials

Red Light Adaptations

Things That Likely Cannot Be Changed



Big changes that alter the fundamental structure of the program and should be avoided.

Content

- Changing health topic/behavior addressed
- Adding activities that contradict or detract from the original program's goals
- Deleting whole entire program components of major activities
- Reducing duration and dose

Adapting a Pumpkin Pie Recipe



Green Adaptation

Adding a decoration to the top of the pie

Swapping out one brand of sugar for another

Yellow Adaptation

Cooking the pie for 45 min at 300 degrees vs 30 min at 350 degrees

Using gluten free flour instead of all purpose flour

Red Adaptation

Swapping out the pumpkin for apple

Know and Engage with Your Community – Understand Your Context



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- Values
- Strengths and assets
- Traditions
- Leaders and trusted individuals
- Social roles and norms
- Physical environment



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Example

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Red, Yellow, or Green

You would like to replicate the OB/GYN provider perinatal depression screening program for providers in an area where many of the women providers serve are Latina mothers from Guatemala and speak a Mayan dialect.

Adaptation Poll

1

Change the content of the screening to focus on substance use among pregnant women

2

Add material to the training about perceptions of depression among this specific Latina community

3

Hold the trainings in-person rather than virtually

Things to Consider

- Adaptation isn't always a straightforward process – testing and continuous improvement/ refinement may be needed.
- There may be both pros and cons to adapting a practice.
- If something fits from the original practice, keep it!
- If you find yourself planning to make adaptations that fall into the red or yellow categories, consider identifying a different practice to implement or develop a new one.



Stoplight Model for Adaptation Resource



Adapting a Practice: Stoplight Model for Adaptation

When implementing your selected Innovation Hub practice, you will likely need to make modifications to the core components of the practice to better fit your specific context. This tool will help you identify, reflect on, and then determine the potential impact of possible adaptations you are planning to make.

What Is Adaptation?

Adaptation is a normal part of program implementation and is an iterative, ongoing process. It entails finding a balance between achieving fit with the needs/values/preferences of your community AND fidelity to maintaining the core elements of the practice you're planning to implement.

In other words... "adaptation is the dynamic process of thoughtful and intentional changes to the design or delivery of a program with the intended goal of increasing its alignment and/or effectiveness within a given context."¹

Why Do We Adapt?

Just because a practice has strong evidence demonstrating its effectiveness, doesn't mean we can implement it without considering how well it meets the needs of our community. The process of adaptation allows us to increase alignment between the needs/preferences/values of the community the practice will be implemented in along with the core components, goals, and resources needed to implement the practice.

Spotlight Model for Adaptation



The stoplight model for adaptations will help you identify, reflect on, and then determine the potential impact of possible adaptations you are planning to make. This tool was originally developed by the National MCH Workforce Development Center and has been modified below. There are three levels of adaptation: **green**, **yellow**, and **red**.

¹ Wiltsey Stirman, S., Baumann, A.A. & Miller, C.J. The FRAME: an expanded framework for reporting adaptations and modifications to evidence-based interventions. *Implementation Sci* 14, 58 (2019). <https://doi.org/10.1186/s13012-019-0898-y>



Scaling Up Your Work

What is Scale-Up?

- Process of implementing a program with demonstrated effectiveness to **increase its coverage and access** on a lasting basis
- May also see terms/phrases like *going to scale*, *spread*, *replication*, and *expansion*
- Can be **vertical** (institutionalized within orgs or systems) or **horizontal** (replicated across many sites)

What do we
mean when we
say
“sustainability”?

Ask Yourself

Are we trying to...

- Institutionalize this program/program activities within our organization?
- Continue benefits or improved outcomes for the key population served by our program?
- Maintain the capacity of those helping to guide/implement the program?
- Maintain attention to the issues addressed by the program even if the program itself doesn't continue?

Components of Scale-Up Across Frameworks

Clearly defined core components

The practice can be scaled. It is:

- Credible and has evidence to support it; is relevant to the population; has relative advantages over existing practices; is easy to install and understand; is compatible with existing values, norms, and facilities; and is testable

Articulates the context and social, political, etc. factors that will foster scale-up of the practice i.e. funding, political will, supportive policies

Describes the infrastructure that is required to support scale-up/capacity building

Identifies and works with key collaborators/partners and understands their characteristics

Encourages and supports changes in the way people do their work as well as their beliefs and mindsets

Ensures community and partners own the practice

Focuses on sustainability

Has clear communication across agencies

Includes strong evaluation and feedback mechanisms

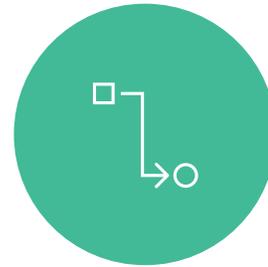
Steps to Scale Up



SET-UP



DEVELOP THE
SCALABLE UNIT



TEST OF SCALE-
UP



GO TO FULL
SCALE

Enabling Factors

Dedicated implementation team

Establishing monitoring and evaluation systems

Active engagement and participation of the community and implementing partners

Tailoring the scale-up approach to the local context

Infrastructure and capacity to support implementation such as training, delivery systems, technical resources

Strong leadership and champions to align scale up with incentives and create accountability structures

Political will

Well-defined scale up strategy

Strong advocacy

Use of data to guide scale-up and refinement of practice as needed

Trust

Commitment

Demonstration that the practice is more effective/a better fit than what is currently being done

Readiness/organization's willingness to change and capability for change implementation

Are You Ready to Scale Up?

- Are you seeing sustained improvement/positive outcomes in your practice?
- Can you clearly describe the core components of your practice?
- Can your practice be packaged in a way that is easily understood and tested by others?
- Do you have relevant documentation/resources to support the work needed to implement this practice?

*Another way to think about this is, is your practice **CORRECT?** (Credible, Observable, Relevant, Relative Advantage, Easy to Install and Understand, Compatible, Testable)*

Key Takeaways



Scale up isn't necessarily linear and not every practice needs to be scaled up



It is both an art and a science



Sometimes it is intentional and sometimes it's a matter of opportunity



It's not just about increasing the number of people implementing the practice

Resources

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AMCHP | Replication Projects

Identifying and Refining Your Practice's Core Components

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Identifying and Revising Your Core Components

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AMCHP | Explore. Build. Share.

Creating a Comprehensive Replication Manual

This document provides considerations for any coaches interested in building a comprehensive and standardized implementation resource to support future replication/adaptation of their Innovation Hub practice.

Why should I create a replication manual?

- It can help you articulate/operationalize the step-by-step process needed for an organization to replicate or adapt your Innovation Hub practice.
- It can provide a way to manage how your practice is replicated including but not limited to how replicating sites share lessons learned and data with you.
- It can supply potential replication sites with the details needed to determine how well the practice might address their specific needs and context.

There is no standard guidance on what to include in a replication manual. What follows are suggestions and insights gleaned from several implementation resources. A few examples of replications manuals are provided at the end for reference.

Note: Your implementation handout in the MCH Innovations Database may be helpful to reference since it is essentially a high-level/less detailed version of a replication manual.

Questions to Consider as You Prepare to Create a Replication Manual

Is Your Organization Ready to Have Someone Replicate Your Practice?

We often focus more attention on the readiness of the organization that is interested in replicating our practice that we don't always ask ourselves if WE are ready to engage in this process. To figure out if you are ready, ask yourself the following questions:

- What type of support do you/does your organization have the capacity to offer?
- What written materials, training, and technical assistance are needed to help guide and systematize the replication?
- How will you select/determine who you will support to replicate your practice?
- Consider cultural congruence between you, your organization, the potential replicating site, and the community in which the practice will be implemented within. Have you taken the time to consider the cultural similarities and differences between where your practice was initially implemented and where it will be replicated?
 - What are your own cultural values and beliefs? How might they be different from those of the target community?
 - Do you have experience working with the cultural group in question, or with similar groups?
 - Are you ready to take on the potential work of doing the adaptation?
 - Is the organization or community ready to and able to work with you?

Creating a Replication Manual

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AMCHP | Replication Projects

Operationalizing Your Practice

This resource will help you build on the core components you solidified in the *Identifying and Refining Your Practice's Core Components* activity by thinking about what it would look like for someone to successfully replicate each of these pieces and what specific steps must be taken to do this. There are three phases to guiding someone to replicate your project as a part of the Replication Projects:



REFINING YOUR CORE COMPONENTS → **CONDUCTING AN INITIAL ASSESSMENT** → **SUPPORTING IMPLEMENTATION**

TIMELINE

Below is a timeline of the steps needed for operationalizing your practice to prepare for your awardee to begin replicating it.

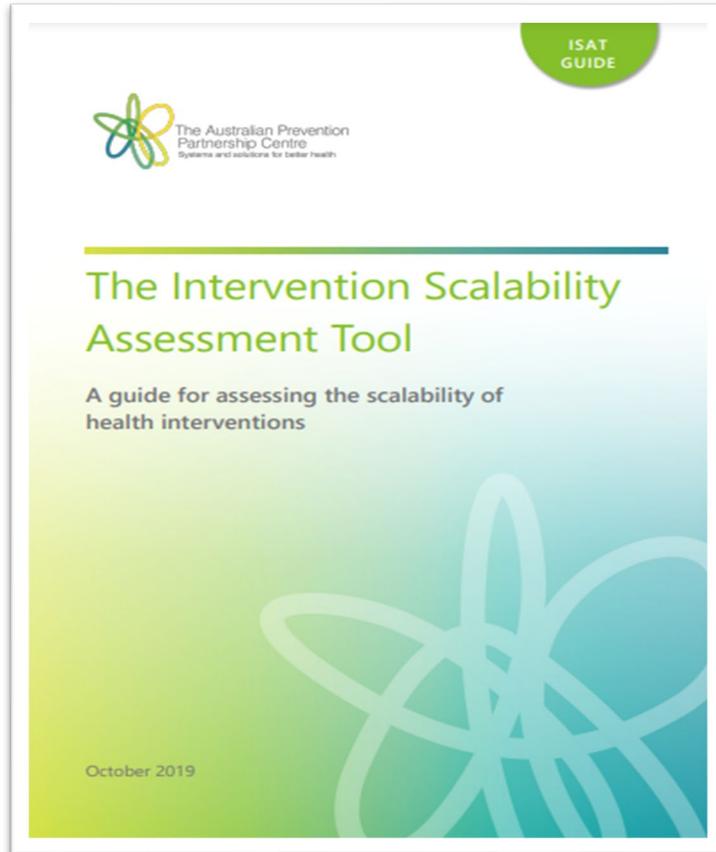


REFINING YOUR CORE COMPONENTS

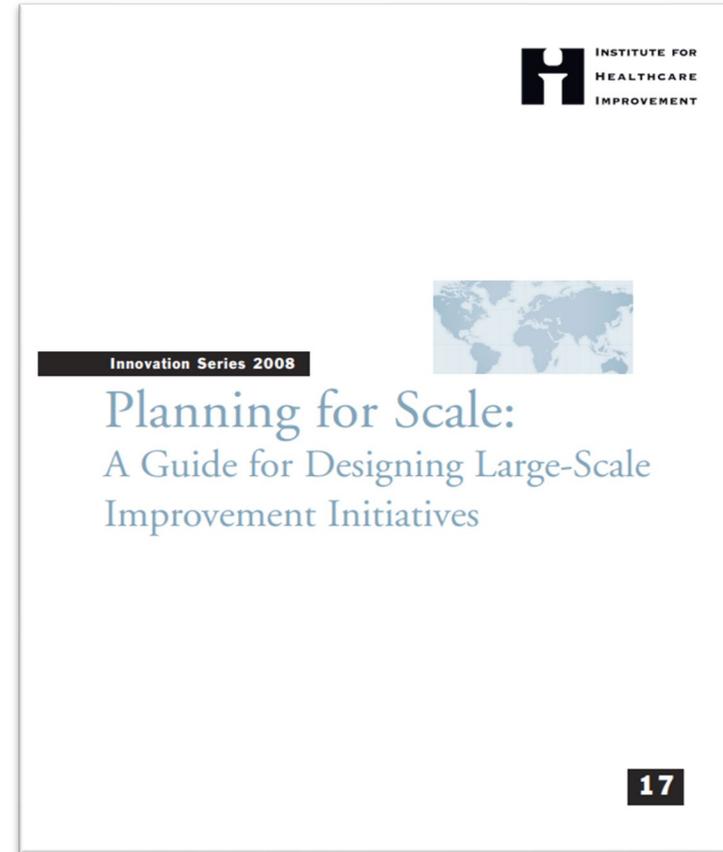
In the first phase of work, you'll want to determine what the awardee (the team replicating your practice as a part of the Replication Projects) needs to do in order to implement your practice. To position your awardee to successfully replicate your practice, it is important to have a clear understanding of your practice's core components and what they look like when they are in place. You'll also want to identify what tools, resources, or materials the awardee might need to replicate your practice. To do this:

Operationalizing Your Practice

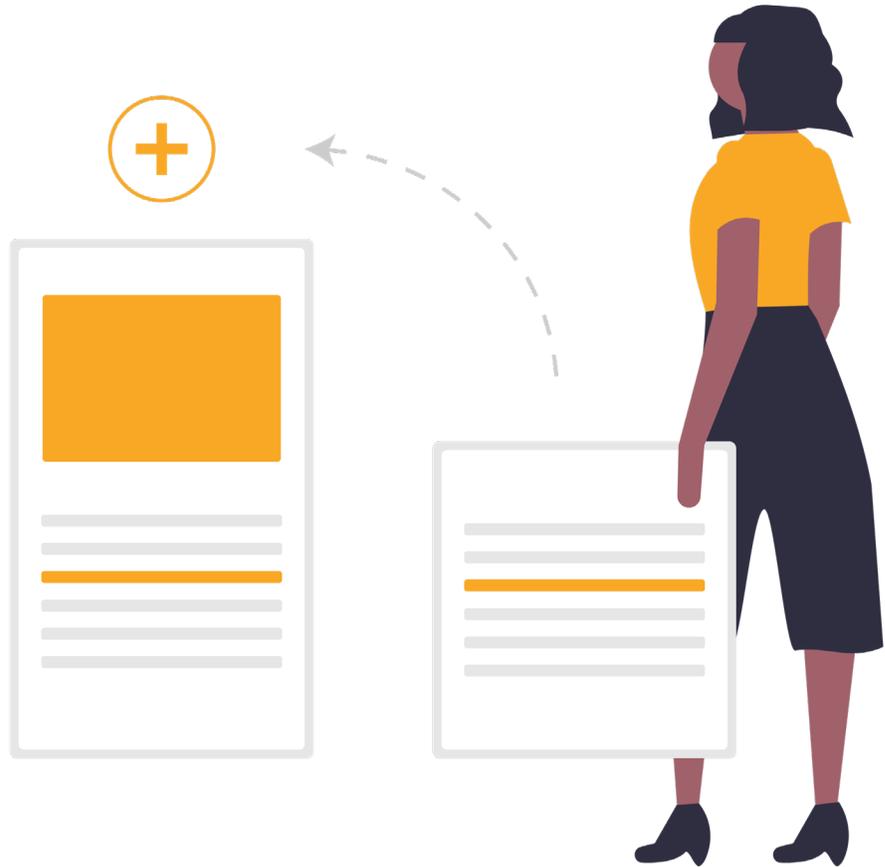
Resources



The Intervention Scalability Assessment Tool



Planning for Scale Guide



SHARE

**Complete the
Evaluation Poll**

IHLC Opportunities



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QUESTIONS?



Thank you.

