

The data below is distilled from *Scaling-Up Innovations- Evidence Review (2015)* produced by What Works Scotland. The review draws together broad findings and theory from across multiple fields and sectors. It draws together common themes and learning points on scaling-up innovations.

Key findings

What is scaled-up and when

- ▶ Innovation and research are inextricably linked, so innovations with robust evidence-bases are best for scaling-up, ideally from several field tests or piloting sites.
- ▶ An innovation doesn't necessarily need to be subject to a randomised control trial (RCT) to be evidence-based; the type of evidence should be appropriate for the innovation with a focus on sufficient, good quality data that supports effective implementation and delivery.
- ▶ Innovations that explicitly address an identified problem, an under-served population, or emerging issues are more likely to be scaled-up.
- ▶ The financial and human resources required for scaling-up an innovation means an innovation should 'fit well' with intended sites/settings.
- ▶ Wider social and political forces play a role in determining what types of innovations get scaled-up and when, so keeping up to date on external issues and events can help with the process.

Talking points

- ▶ What is the intended purpose of the innovation – e.g. to meet a need or to address a gap – and is there a clear sense of how it will do so?
- ▶ Is there robust and clear evidence supporting the effectiveness of the innovation?
- ▶ What do you mean by 'evidence'? Is the type of evidence appropriate for the type of innovation?

- ▶ Is there available funding for the innovation, and does the innovation fit with any funding criteria?
- ▶ Have the external factors – wider, social and political forces – been identified and have their impact on and links with the scaling process been considered?

Enabling and success factors for scaling-up

- ▶ Pairing the innovation and original sites to the settings in terms of compatible goals, objectives, values and population characteristics is critical.
- ▶ Scaling-up an innovation needs large amounts of time and commitment.
- ▶ Communication needs to be as clear and direct as possible, and happen frequently between all partners and stakeholders.
- ▶ People's expectations and perceptions help to shape the scaling-up process.
- ▶ Involving as many groups of stakeholders as possible from a very early stage in the scaling-up process helps with buy-in and influence.

Talking points

- ▶ Has a realistic and comprehensive assessment of available resources – financial, human and contextual – been carried out and communicated to colleagues and partners?
- ▶ Have the ways in which the new setting(s) differ from the originating context been mapped out, understood and planned for?
- ▶ Are there multiple means and ways of communicating within the organisation and across partnerships?
- ▶ What types and means of communication might help to get all stakeholders involved and sharing?

Scaling-Up Innovations – Evidence of What Works (continued)

Barriers to scaling-up

- ▶ Scaling-up an innovation is complex, with many ‘moving parts’ that need managing and attention.
- ▶ A lack of understanding due to different perspectives and visions is problematic.
- ▶ Resources and stakeholders’ energy need to be taken into account.
- ▶ Reluctant partnership working can be detrimental to scaling-up an innovation.

Talking points

- ▶ Have the likely differences in working styles and contexts between partners been identified, understood and incorporated into the scaling strategy?
- ▶ Is there a consensus across all partners on the expectations, aims and goals of scaling an innovation?
- ▶ Are those in leadership positions encouraging cross-boundary knowledge and experience sharing? How?
- ▶ Have adequate technical assistance and support been factored in across the whole of the scaling process?

Sustainability mechanisms

Key findings: mechanisms for sustainability

- ▶ Good practices and strategies that facilitated an innovation to be scaled-up in the first place need to be continued into the long term.
- ▶ Determining the balance between fidelity and adaptation is difficult but necessary, as too much rigidity can result in incompatibility, but too many changes can reduce the innovation’s effectiveness.
- ▶ A careful and informed approach is needed to determine whether an innovation can be adapted, and if so, how much and at what points.
- ▶ Monitoring and evaluation are not used only for pilots or field tests – this process needs to be ongoing throughout the scaling-up process.

Talking points

- ▶ Can you link with the innovation designer or originating site to identify the core components necessary for effectiveness?
- ▶ Are there planned ‘review points’ across the scaling where key partners can review the roles and resources needed at different phases, and consider changes in strategy?
- ▶ Has the scaling-up of the innovation been situated within a broader continuum of services or practices of the setting(s), with key leaders reinforcing this alignment?
- ▶ Have clear and consistent means of monitoring and assessment been incorporated into the scaling process, with agreed outcome measures and indicators?
- ▶ How can you use feedback loops and monitoring data to inform what is needed (e.g. people, infrastructure) for sustainability?

Adapted from: Shiell-Davis, K., Wright, A., Seditas, K., Morton, S. and Bland, N. (2015) People’s Needs Defining Change – Health Services Change Guide