LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND CHANGE TEAMS MAKE LASTING IMPROVEMENTS IN HEALTH CARE

RNAO · Healthcare Excellence Canada

Social Movement Action Framework: Scaling up an innovation
A checklist for change agents and change teams

An outcome from a social movement that creates value can be scaled up to widen influence. Use this checklist of priorities to consider when planning for a scaled-up innovation using a checklist.

Eight key elements

1. Develop a scaling roadmap
Determine where, when and in which order the change will be scaled up. This will likely be influenced by the available budget and timelines. Use data to determine priority areas and sites most likely to succeed.

2. Set up change agents for success
Make sure that your change agents have all the information, tools, templates and other resources they need to lead the scaled change. Ensure a contact person or mentor is available in the event of questions or concerns, especially in the early days.

3. Be patient with new adopters
Provide staff and others as new adopters with clear steps of what is needed. Be patient and remember that scaling takes time and careful planning to support new adopters.

4. Have a support system available to all adopters
Everyone engaged in scaling needs a support system. This might include written information, tools and templates for documentation and data collection, or tips and lessons learned from other sites where the change has been implemented. Communication materials can also help support standardized messaging.

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5. Continue to monitor and evaluate

It is important to continue to monitor and evaluate the impact of the innovation following scaling – added or new benefits may be determined in new sites. New challenges may also be identified through monitoring and evaluation.

6. Establish shared infrastructure and platforms, if relevant

In cases where sites are accessing shared or similar information, it can help to have shared infrastructure or platforms. Using these can reduce costs and improve consistent implementation practices.

7. Grow a network of adopters

Channels such as a community of practice act as a network to help adopters access support, build enthusiasm, and gain insights and lessons learned from others. Networks can support the engagement of everyone involved in the scaled innovation.

8. Seek to be consistent and flexible with the scaled innovation

Consistency is needed with scaling to recreate the benefits seen with an innovation found to be effective. Nonetheless, it is essential to adapt the innovation to the local context so that the adopters can make the change on their own and maximize success.

SOURCE: Adapted from Deloitte Center for Government Insights (2018). *Success at scale A guide to scaling public sector innovation. DI_Secrets-of-scale.pdf (deloitte.com)*