

Toward the National Scale-up of Effective Health Programs

NIH Conference on the Science of Dissemination & Implementation:
Building Research Capacity to Bridge the Gap from Science to Service

Think Tank Session

January 28th, 2009

Co-Chairs: Wynne E. Norton & Brian S. Mittman

Objectives

Stimulate discussion and networking to address the challenge of successful scale-up and spread of effective health programs

- 1. Define, describe, and illustrate scale-up; discuss importance; and highlight need for more attention.**
- 2. Identify key barriers to scale-up and discuss potential strategies for facilitating scale-up.**
- 3. Identify and initiate specific steps and actions to address scale-up challenges.**

Overview

- 1. Introduction to Scale-up**
- 2. Case Studies**
- 3. Stakeholder Perspectives**
- 4. Discussion: *Barriers & Challenges to Scale-up***
- 5. Discussion: *Strategies & Solutions for Scale-up***
- 6. Summary**

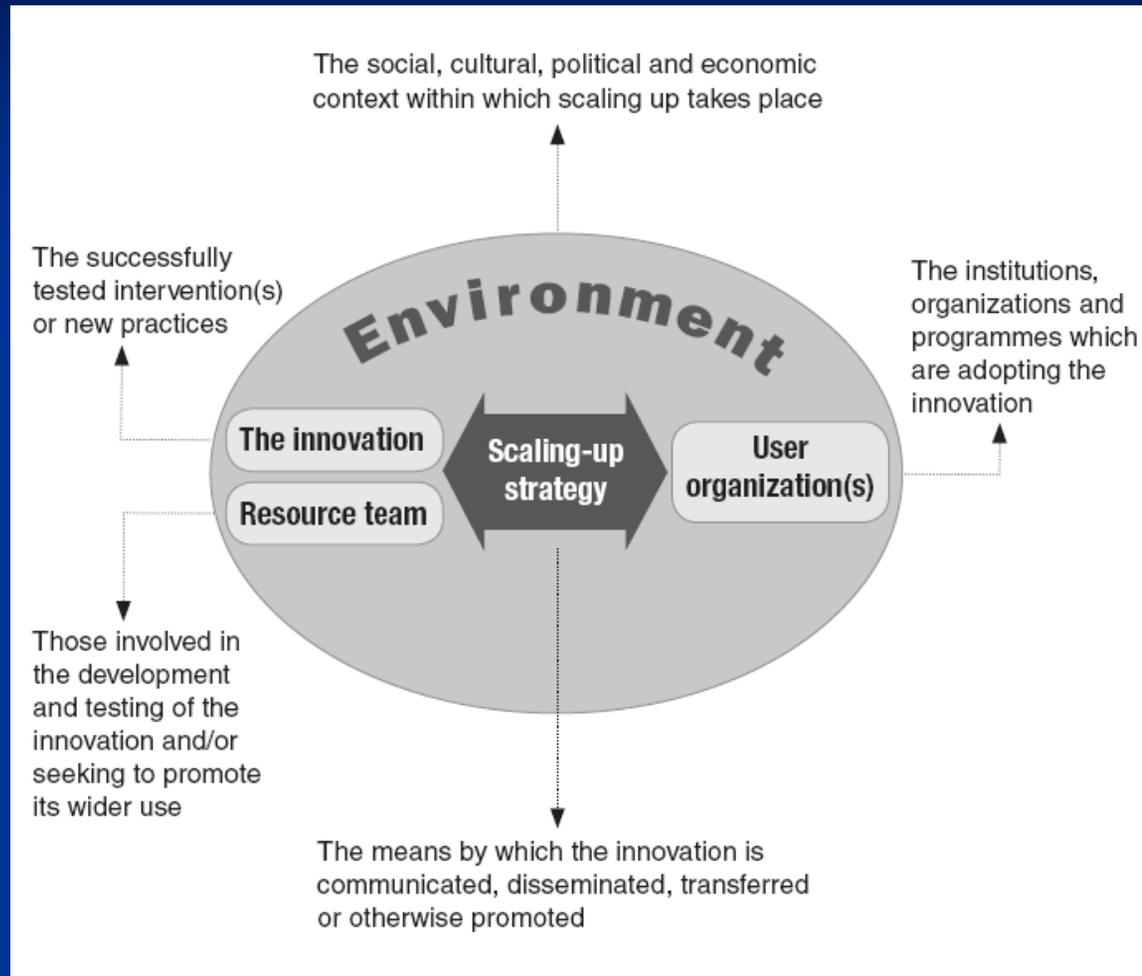
Introduction to Scale-up

Scale-up Defined

- Variability in use of term
- **“Deliberate efforts to increase the impact of health service innovations successfully tested in pilot or experimental projects so as to benefit more people and to foster policy and program development on a lasting basis”**

(Simmons, Fajans, Ghiron, 2007; ExpandNet/WHO)

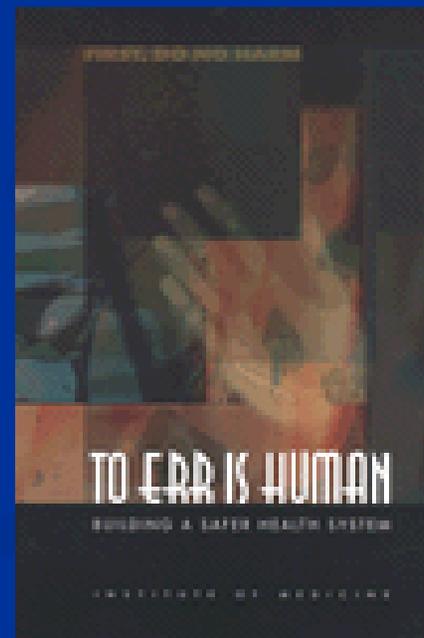
The Elements of Scaling-Up



Source: Simmons R, Fajans P, Ghiron L, Eds. 2007. "Scaling up Health Service Delivery: From Pilot Innovations to Policies and Programmes." World Health Organization.

The Importance of Scale-up

- Need for improved health care quality and prevention services
 - *To Err is Human* (IOM, 1999)
 - Cardiovascular disease still #1 cause of death (NCHS, 2007)
 - Two-thirds of Americans are overweight and one-third are obese (NCHS, 2007)
 - Estimated 10.7 million people living with cancer (SEER, 2005)



Toward National Scale-up:

(1) Portfolio of Effective Health Programs

- Portfolio of evidence-based health innovations and interventions
 - Demonstrated efficacy
 - Variety of settings, populations, and behaviors
 - Guidelines, initiatives, interventions
- Examples of health innovation/intervention databases
 - National Registry of Evidence-based Programs & Practices
 - Cancer Control P.L.A.N.E.T.
 - Diffusion of Effective Behavioral Interventions
 - National Guideline Clearinghouse

Toward National Scale-up:

(2) Emerging Evidence of Effective D/I Strategies

- Increasing emphasis on D/I research

- Increasing identification of effective or promising D/I strategies
 - Technical Assistance (Hamdallah et al., 2006)
 - Organizational change models (Glisson & Schoenwald, 2005)
 - Models, theories, and frameworks (see Glasgow et al., 1999; Wandersman et al., 2008)
 - Reviews (see Bero et al., 1998; Grimshaw et al., 2006; Grol & Grimshaw, 2003)

Toward National Scale-up:

(3) Need to Plan Ahead

- Scale-up does not happen automatically
 - Hirschhorn, Ojikutu, & Rodriguez, 2007; McCannon, Berwick, & Massoud, 2007; Simmons & Shiffman, 2007
- Scaling-up requires significant preparation and planning
 - Human and financial resources
 - Political and policy support
 - Community, organization, and agency collaboration and buy-in
 - State, regional, and/or national coordination

Case Studies

Case Studies & Presenters

1. **Quality Improvement Initiatives in Healthcare Delivery Organizations**

- **Brian Mittman, PhD**
 - Director, VA Center for Implementation Practice and Research Support, VA Greater Los Angeles Healthcare System

2. **Clinical Preventive Services in Healthcare Delivery Organizations**

- **Jim Bellows, PhD**
 - Director, Evaluation & Innovation, Kaiser Permanente Care Management Institute

3. **Health Promotion/Disease Prevention Interventions in Community Settings**

- **Wynne E. Norton, PhD Candidate**
 - University of Connecticut

Stakeholder Perspectives

Stakeholder Panelists

- **Jed Weissberg, MD**

- Associate Executive Director, Quality & Performance Improvement, Kaiser Permanente

- **Janet Collins, PhD**

- Director, National Center for Chronic Disease Prevention & Health Promotion, CDC

- **Lori Melichar, PhD**

- Labor Economist & Senior Program Officer, Research & Evaluation Unit, RWJF

- **CAPT Tricia Trinité, MSPH, ANP-BC**

- Director, Prevention Dissemination & Implementation, AHRQ

- **David Chambers, DPhil**

- Associate Director, Dissemination & Implementation Research, NIMH

Discussion: Barriers & Challenges to Scale-up

Challenges to Scale-up: Research

- **Innovation**
 - Select package of innovations? Prioritize? Adapt?
- **Research Designs**
 - RCTs are likely impractical, if not inappropriate...
- **Evaluation/Outcomes**
 - Primary outcome measures? Process measures?
- **Scale-up Strategies**
 - Combination of effective D/I strategies
 - Horizontal (replication/expansion) vs. vertical (political/policy/legal)
- **Frameworks/Models**
 - ExpandNet/WHO (Simmons et al., 2007); Framework for Spread (IHI, 2006)



Challenges to Scale-up: Practice & Policy



■ Practice

- Supply/demand for services
- Cost (e.g., human, financial, and resources)
- Organization/agency collaboration
- Stakeholder buy-in (e.g., patients, providers, staff, management, and organizations)

■ Policy

- Reimbursement/payers
- Developing a scale-up infrastructure
- Local, state, regional, and national variations
- Stakeholder buy-in (e.g., political, agency, and funding representatives)

Discussion:
Strategies & Solutions for
Scale-up

Strategies & Solutions for Scale-up

- Research, practice, and policy goals
- Agenda for action and next steps

Summary

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- Review objectives
 1. **Define, describe, and illustrate scale-up; discuss importance; and highlight need for more attention.**
 2. **Identify key barriers to scale-up and discuss potential strategies for facilitating scale-up.**
 3. **Identify and initiate specific steps and actions to address scale-up challenges.**

- Review agenda for action

Closing Comments

- **Thank You**
 - Session attendees
 - Panelists
 - NIH Conference Sponsors & Planning Committee

- **Contact Sheet**

- **Suggestions Sheet**

- **Questions/Comments?**
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 - Brian Mittman: Brian.Mittman@va.gov