Guide to Sustain and Scale

STEP 6
TASK 6.1

Guide to sustain and scale

Purpose

- Helps you assess the scalability of your intervention
- Advises on sustainability considerations
- Helps you to start creating a plan for the scale up

Who is it for**?**

- Core team in assessing intervention scalability.
- Steering group and/or commissioner or funders considering scaling the intervention.

What is the **Output?**

- An assessment of the intervention scalability
- A plan for what and how to scale up

When to use it?

The guide can be used at several points in time.

- At the outset of the development process to understand what to be aware of and expect in terms of scalability.
- When designing the intervention, it can be consulted to get advice on scalability of the activities.
- In the action plan creation.
- When developing your monitoring and evaluation system
- When implementing
- When you know about the efficacy of your new intervention.

How to use it?

- Prepare to scale and align yours and your stakeholder's expectations
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- Use the worksheet containing steps to assess for scalability and start planning
  Page 4

Preparing to scale up

In order to bring promising pilot tested or evidence backed interventions to scale, a structured approach is needed. Many newly developed interventions (often named innovations) may show great results under controlled testing environments, but testing in a real world setting and aiming for a more wide-spread adoption requires a good understanding of the different components related to scaling up.

Additionally, the sustainability or ability to sustain an intervention after testing is not the focus of this guide, but is briefly touched upon.

The following section will prepare you, by asking you to consider the following:

Consider its effectiveness

Evidence showing the effectiveness of the intervention should optimally be found through a controlled study, but with some types of interventions it might not be possible to control the exposure. Therefore, evidence can be on a continuum of being promising (minimal evidence), good (some evidence that it works from pilot) and best (clear evidence that it works – and perhaps from testing in various settings). The level of evidence needed will vary from context to context. The level needed can be determined through dialogue with stakeholders and funders agencies.

Make sure that research is translated and disseminated in a format that is appropriate for the receivers. Can it be easily understood and correspond to the needs for those deciding whether to adopt the intervention for scaling up.

Consider the context

Are there any contextual factors (e.g. Social, cultural, political or organisational) that might be barriers to scaling up the intervention? What may have worked in a test setting, is not necessarily working elsewhere. Use what you have already

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Defining scaling up and scalability

Scaling up refers to "deliberate efforts to increase the impact of successfully tested health interventions to benefit more people and foster policy and program development on a lasting basis." [i]

Scalability refers to "the ability of a health intervention shown to be efficacious on a small scale and/or under controlled conditions to be expanded under real world conditions to reach a greater proportion of the eligible population while retaining effectiveness." [ii]

i : (World Health Organization and ExpandNet. Nine steps for developing a scaling-up strategy. Geneva: WHO, 2010.)

ii : (Milat AJ, King L, Bauman AE, Redman S. The concept of scalability: increasing the scale and potential adoption of health promotion interventions into policy and practice. Health Promot Int 2013; 28(3): 285–298.)

Sustainability

Sustainability refers to the extent to which an intervention can be continued beyond its initial implementation without substantially changing resource needs.

Its important to consider sustainability early on to anticipate what will happen when a newly developed intervention has been evaluated and what implications ending, continuing or changing scale will have on people receiving and delivering the intervention.

Considering how to incorporate intervention activities into common practice can help aid sustainability.

As an example, An intervention that is adopted by and incorporated in usual services provided by the local health care system, would be more sustainable as it could continue beyond a test period without increasing the capacity. needed.

learned about the socio-political context previously to consider what is acceptable and feasible where you intend to scale up. You might need to do additional investigation if scaling up means entering new settings, communities and systems.

Consider the reach and adoption

How many of your target population are currently reaching and how many are you aiming for what a scale up? Does that require adoption by more organizations delivering it or can you use the same locations or number of deliverers? Are key aspects of the intervention very context specific or can these easily be adapted to other settings? And can the key elements of the interventions be maintained when it is scaled up? Consider whether the entire intervention can be scaled, or if only some intervention activities are scalable?

This must be aligned with the following point about resources, as changing the intervention might have implications for the resources needed.

Are resources available

Have resources already been set aside for scale up or sustaining the intervention, or do you need to apply for new funding? Ensure that its clear what the cost is and if any additional human, financial or technical resources are needed.

Successful scaling also depends on champions who believe scaling up is necessary, desirable and feasible. Ensure you have champions in your coalition – at all levels.

Be clear about why you want to scale

If the above components are clear, you should have a good idea about the rationale for scaling up ? Then consider what can be scaled up? All intervention activities might not be suited for scale up, and some might need to be simplified. Also consider whether the intervention should be expanded to reach more people from the same locations or whether to scale to more locations.

Worksheet

1 Assess the potential for scaling up	
1.1 Effectiveness Has the intervention shown to be effective?	
1.2 Reach and adoption How many of the target population are you currently reaching? Has it been adopted in several organizations/settings already?	
1.3 System context Is it aligned with priorities of funding agencies?	
1.4 Community context Is it aligned and accepted by community stakeholders?	
1.5 Feasibility Is it realistic to scale up, given what is known about the resources needed to do so?	
2 Make a plan for scaling up	
2.1 Rationale Why are you scaling?	
2.2 Focus What is scaled up? (simplify the intervention where possible)	
2.3 Context and stakeholders? Does the scale up align with socio-political and stakeholder context?	

2.4 Roles and responsibilities Who to involve and what is their role in scaling up?	
2.5 Approach to scaling Will it be rollout immediately in all new places or phased?	
2.6 Evaluation and monitoring How will you measure?	
2.7 Resources What are the resources needed (human, financial, technical and organizational) to scale up?	

Adapted from: Milat AJ, Newson R, King L, Rissel C, Wolfenden L, Bauman A, et al. A guide to scaling up population health interventions. Public Health Res Pract. 2016;26(1):e2611604. doi: http://dx.doi. org/10.17061/phrp2611604

Following the plan, you can find two additional steps in the reference above, which can guide the scalability journey as a supplement as you'd repeat the Urban Diabetes Action Framework steps from step 4 on, with the new plan for scale-up of the intervention.

Further resources:

- Milat, A. J., Newson, R., King, L., Rissel, C., Wolfenden, L., Bauman, A., ... & Giffin, M. (2016). A guide to scaling up population health interventions. Public Health Res Pract, 26(1), e2611604.
- Milat, A., Lee, K., Conte, K., Grunseit, A., Wolfenden, L., van Nassau, F., ... & Bauman, A. (2020). Intervention Scalability Assessment Tool: A decision support tool for health policy makers and implementers. Health research policy and systems, 18(1), 1.
- World Health Organization. (2011). Beginning with the end in mind: planning pilot projects and other programmatic research for successful scaling up.

Other tools available
from the Urban Diabetes
Action Framework

Step 1
Define the problem

Step 2
Secure commitment

Step 3
Design the Intervention

Problem reflection tool

Stakeholder matching tool

Intervention options overview

Context alignment tool

Build a coalition tool

Brainstorm and analysis worksheets

Problem statement guide

Logic model guide

Activity description sheets

Step 4
Prepare a plan

Step 5
Implement & monitor

Step 6
Evaluate & sustain

Resource and capacity assessment

Communication guide
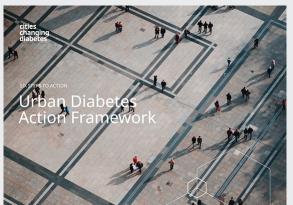
Guide to sustain and scale up

Action plan template

cities
changing
diabetes

SIX STEPS TO ACTION

Urban Diabetes
Action Framework

citieschangingdiabetes.com

Monitoring and evaluation system guide