



Spread

Technical Assistance Report (TAR)

This TAR packet contains:

- Spread Technical Assistance Report
- Spread Communication Strategy Tool
- A Framework for Spreading Change
- Identifying an Innovation
- Spread Innovation Checklist

Introduction

What is the Technical Assistance Report Series (TARS)?

The TARS consists of a compendium of short reports structured on key process improvement topics. Each report in this series will provide introductory tools and guidance, pose key questions, and highlight provider and payer experiences that demonstrate effective application of methods to improve access to and retention in addiction treatment.

Who should read the Technical Assistance Report Series?

The TARS is designed for any individual or team wishing to maximize the likelihood of success in organizational change efforts. The examples presented pertain to addiction treatment processes, although many of the concepts illustrated can be adapted and applied in various industry settings.

Setting the Scene for Spread

This Technical Assistance Report shares useful information and practical tips associated with the spread of successful process change ideas within an organization. It provides an easy-to-read overview of spread; a series of self-assessment tools designed to help identify the most suitable change ideas to spread; a guide to communicate those change ideas effectively; and a compendium of ideas tried, tested, and successfully spread within member agencies of the NIATx collaborative.

The spread of successful change ideas is an essential and integral part of an overall diffusion strategy. Spread should follow the successful implementation and sustainability of change within the organization. A Change Team that uses key tools and seeks to spread successful change ideas will make significant, long-term contributions to the organization.

What is spread?

In this report, spread refers to the diffusion, through adaptation, of innovative ideas throughout the organization. A group of addiction treatment professionals from NIATx defined an innovative idea as “a simple, tangible change that has been successfully implemented and sustained and, as a result, creates staff excitement for the change.” Furthermore, based on their experiences implementing change, they identified five components of successful change:

- Positive effect on financial sustainability
- Data that shows a positive impact
- Simple, tangible change that has been sustained in the organization
- Positive consumer feedback
- Strong staff interest

In her book, *Accelerating the Spread of Good Practice*, Sarah Fraser outlines four different approaches to spreading innovative ideas within an organization:

Scatter: *One idea or practice, many adopters.* Although this approach to spread is simple to communicate, it assumes that the innovative idea is the best and that messages about the innovative idea are not often received or implemented.

Share: *Replication of innovations within the organization.* With this approach to spread, it is important to communicate the concepts, not the solutions, and allow other parts of the organization to adapt the innovative idea to their situation. The potential exists for staff to perceive that the innovative idea received special support at the initial implementation site, which may not be present at the new location.

Switch: *One idea or practice from outside the field.* This approach to spread requires that the new innovative idea be tested within the setting where it will be adopted. However, the language and examples related to the idea may turn off potential adopters.

Stretch: *Copying an idea and implementation across many organizational boundaries.* With this type of spread, the process of reaching decisions across organizational boundaries may be complex and time consuming. It may be difficult to maintain ownership and the direction of the change effort.

What does the evidence suggest?

Most literature on effective approaches to spreading change to other parts of an organization is anchored in Roger's Diffusion of innovation theory¹. Roger's theory suggests that successful spread hinges on eleven key attributes, which include leadership, customer focus, relative advantage of the change, communication, and evaluation of spread. Sarah Fraser² suggests that organizations can evaluate the viability of spreading an innovative idea effectively by rating an idea using a five-point scale across five attributes, as below:

¹ Rogers, E. M. *Diffusion of Innovations*. New York: Free Press, 2003

² *Accelerating the Spread of Good Practice* Fraser (2002)

1=very weak, 3=okay and 5=very strong, relative to this attribute

| | Change Idea: | 1 | 2 | 3 | 4 | 5 |
|---------------------------|--|---|---|---|---|---|
| Relative Advantage | The degree to which an innovation is perceived as better than the idea it supersedes | | | | | |
| Simplicity | The degree to which an innovation is perceived as simple to understand and use | | | | | |
| Compatibility | The degree to which an innovation is perceived as being consistent with the existing values, experiences, beliefs, and needs of potential adopters | | | | | |
| Trialability | The degree to which an innovation can be tested on a small scale | | | | | |
| Observability | The degree to which the use of an innovation and the results it produces are visible to those who should consider it | | | | | |

In some organizations, the large, complex nature of operational systems serves as a barrier to the spread of successful innovations or changes within the organization. As a result, innovative changes spread more slowly, and neither patients nor staff benefit from innovations such as new medications (Nolan, Schall, Erb, and Nolan, 2005). Current spread research has evolved from Roger's theoretical basis to a more concrete Framework for Spreading Change developed by Nolan et al., which builds on literature and organizational experience in spreading change ideas from one location within to throughout the organization. The Framework identified six components associated with the successful planning for the spread of new innovative ideas within the organization:

- The responsibilities of leadership which include:
 - Ensuring that goals are aligned with a key strategic initiative
 - Selecting an executive sponsor and a day-to-day leader
 - Setting up the process for spread:
 - Choosing the target population
 - Identifying successful change sites, key partners, and potential adopters
 - Developing a spread plan
- Identification of better ideas
- Communication
- Strengthening the social system
- Measurement and feedback
- Knowledge management

Implications for Access and Retention

Why is spread important?

Change is essential for any organization wishing to achieve its strategic goals. One primary objective shared by all agencies collaborating within NIATx is to exert a positive and lasting impact on access to and retention in addiction treatment. An innovative idea implemented in one part of the organization may significantly improve the desired outcome. The resulting success may encourage treatment agencies to spread the innovative idea so other parts of the organization to realize similar success. A primary benefit to the organization is the ability to replicate a successful idea or change without continually searching for new and innovative ideas. In addition, the proven success of an innovative idea in a different part of the organization encourages buy-in from staff and helps them believe that the change is worthwhile.

Why is some spread successful?

Due to the high level of uncertainty that naturally exists with any kind of change, even organizations previously successful at implementing an innovation in one location are not always successful when they attempt to spread the change. A failure to adequately understand the customer at the new location can inhibit the successful spread of change, along with failing to allow for testing of the innovation before encouraging full-scale adoption.

Tip: Avoid the assumption that what works at location A will also work, if implemented identically, at location B. The new location has unique attributes that should be considered in the planning phase, prior to implementation of spread project.

Ultimately, the successful spread of an innovative change idea may hinge on the successful communication of the change idea. This should include a description of the change and its relative advantage over existing systems. In addition, the opportunity for staff at the new location to *observe* how others are implementing the idea and to *test and adapt* the idea through rapid-cycle change is important. Based on their experience, addiction treatment professionals from NIATx identified attributes that distinguish successful versus unsuccessful spread:

Successful spread:

- Identifies weaknesses and processes to correct a key problem
- Is simple to implement
- Gives quick results
- Reduces workload
- Can be quantified
- Is a team effort
- Is a small, simple change idea

Unsuccessful spread:

- Attempts to implement a change not important to your customer
- Lacks investigation into the root cause of the problem before implementation
- Is hard to implement
- Gives results months rather than days or weeks after implementation
- Does not improve staff workload
- Is driven by research protocols
- Lacks staff buy-in
- Is too large in scope, with not enough resources

How does an organization set the stage for spreading innovative ideas?

Selection of innovative ideas to spread within the organization should be based on the same five NIATx key principles that support successful organizational change:

Pick a key problem: the Executive Sponsor should identify a key problem in the organization.

Seek ideas from outside the organization: once the key problem has been identified, the Executive Sponsor, in conjunction with the current Change Leader, should guide the identification and selection of innovative ideas that have been successfully adopted and sustained in other parts of the organization.

Understand and involve the customer: for any successful spread project it's important to understand the needs of customers at the new location. Conduct a walk-through to help staff at the new location fully understand the process as experienced by the consumer. Involve one to three consumers from the new location on the Change Team for this spread project.

From the staff perspective, the new idea must be superior to the process it will replace. If you are attempting to spread an innovation to a new location, give staff there the chance to experience the innovation in the location where it is currently successfully.

Pick a powerful Change Leader: select an individual at the new location who has some influence within the department to make sure that change can be implemented with success.

Note: What is less clear is the approach to select new Change Leaders to implement the innovative idea. Some organizations opt for a *grassroots* approach and select new Change Leaders from existing Change Team members. Other organizations take a more *formal* approach and only select new Change Leaders after identifying a set of desirable characteristics of a successful Change Leader.

Use rapid-cycle testing: test the spread change using rapid-cycle Plan-Do-Study-Act (PDSA) prior to full implementation at the new location. You may need to test several cycles before the change is right for the new context. After each cycle, make modifications based on the results, and test again. The process allows staff at the new location to adapt it to their particular client population or circumstances.

Discussion Questions for Senior Leaders

When thinking about spreading change, either for your organization in general or for a specific project, consider the following questions:

- How do you recognize a good innovation in your organization?
- What roles are required in your organization to spread change?
- How do you select an innovative idea to spread within the organization?
- Once selected, what type of spread will you use to diffuse the innovative idea?
 - Scatter: one idea or practice, many adopters
 - Switch: one idea or practice from outside the field (Key Principle)
 - Share: replication of innovations within the organization
 - Stretch: copy an idea to implement across many organizational boundaries
- How will you set the stage for spread in your organization?
 - Conduct a walk-through
 - Observe the process
 - Pilot-test the innovation
 - Adopt, adapt, or abandon the innovation
- How do you communicate the benefits of the innovative idea?
- Adaptability questions:
 - What could you change?
 - How could the practice be simplified?
 - What could be changed to improve compatibility?
 - Does the innovation have other uses?

Examples of Innovative Ideas

The following is a partial list of innovative ideas that NIATx members have successfully sustained and spread to other parts of their organizations:

- Reminder phone calls
- Recruiting clients or staff to help transition clients from one level of care to another
- Use Motivational Interviewing (MI) engagement strategies during the client's first contact with the agency
- Offer walk-in appointments
- Process changes that shorten the assessment procedure

Visit the NIATx Web site at www.NIATx.net for more information on these and other change ideas.

Self-Assessment Diagnostic Tools

The pages that follow offer additional tools designed to aid teams in their efforts to plan and effectively spread change ideas in their organization. These tools include:

1. Spreading Change: Deciding on the Best Communication Strategy
2. Spreading Change: A Framework for Spreading Change
3. Spreading Change: The Identification of an Innovation
4. Spread Innovation Checklist

Acknowledgements

NIATx thanks all agencies that have provided good examples of change ideas that have been successfully sustained and spread within their respective organizations and for their contributions to the addiction treatment field. Contributing providers include Women's Recovery Association, Prairie Ridge Treatment Services, Sinnissippi Centers, NRI Community Services, and Kentucky River Community Care.

Suggested readings

Greenhalgh, T., Robert, G., Macfarlane, F., Bate, P., & Kyriakidou, O. (2004). Diffusion of innovations in service organizations: Systematic review and recommendations. *The Milbank Quarterly* 82(4), 581–629.

Nolan, K., Schall, M., Erb, F., & Nolan, T. (2005). Using a framework for spread: The case of patient access in the Veterans Health Administration. *Joint Commission Journal on Quality and Safety* 31(6), 339–47.