SPREAD

Sustainability

ACI Redesign Methodology

Spread

Once a project is sustained in your service, it can be extended to other areas of the organisation or implemented in other facilities. Considering spread is important, so that success is not isolated to one service and can be replicated in other departments or organisations to benefit more patients and staff.

Sustainability

The purpose of this phase is to wrap up the project, embedding long term change into business as usual. This is where you can evaluate and share the benefits you have achieved and spread your project to other areas.

Key points

1. Spread readiness

Your change is more likely to be considered interesting by other teams if it has some of the following qualities:

- a clear advantage compared with current ways of working
- compatibility with systems and values
- simplicity of implementation
- ease of testing before making a full commitment
- observability of the change and its impact.

2. Gathering resources

Develop a package of change-related resources that were used for your project which would be helpful for others to use (see table) Consider doing this throughout your project so it is readily available and less time consuming for you at the end.

3. Governance

Spread needs to be driven by the executive sponsor and supported by the leadership team in the department or organisation where the project will be implemented. If you are spreading it within your own organisation, the governance arrangements will need to include the new stakeholders.

4. Develop a plan

A spread plan should outline the strategy for implementing the project in other areas. It should cover the scope, governance, actions, key stakeholders, communication, monitoring and evaluation of the project. Assisting teams that are adopting your change to develop their spread plan will increase the likelihood of success.

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Considerations and tips

Spreading success is an important mechanism to share knowledge and benefits of your project. Consider the following when planning spread.

Set standards for success

There are several reasons why spread may not be successful, such as differences in the organisational culture, infrastructure and training requirements. It is important for your project to be sustained in your own service before you attempt to replicate it in other areas.

Communicate

Clear communication between the people who implemented the change at the original site and those trying to implement the improvement in other areas is necessary. Regular feedback and measurement of progress will also help manage problems as they arise.
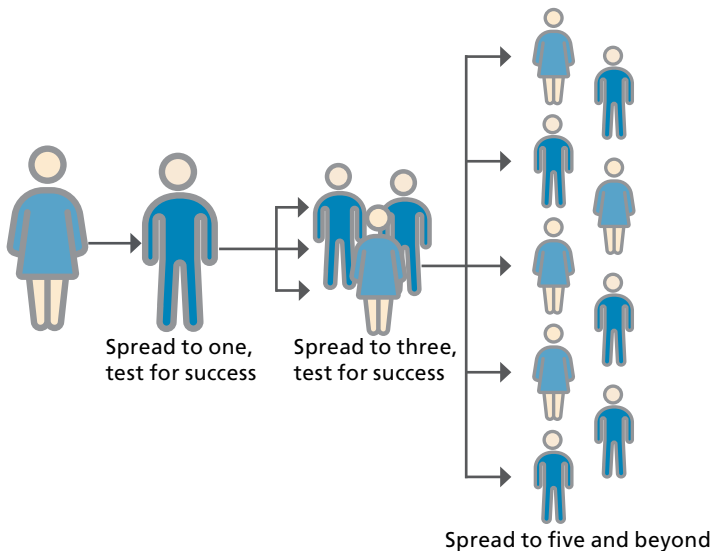
Identify essentials

It is likely that adoption of your project in other services will result in some changes. Identify the core elements of your change that must occur, and what is flexible for it to be successful.
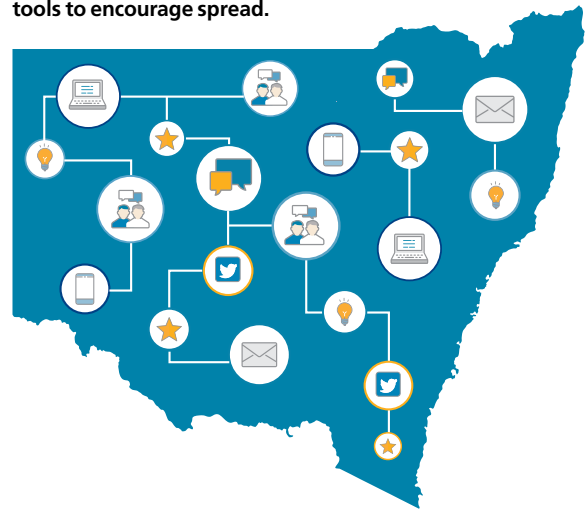
Promote and highlight successes

It is a good idea to promote and highlight your project successes so others can be made aware of your work. Your project may benefit a variety of different services, and opportunities for spread may be in unexpected places.

Starting the Spread - the 1:3:5 rule

Spread to one, test for success

Spread to three, test for success

Spread to five and beyond

Communicate for spread

Use all available communication tools to encourage spread.

Further information

My Health Learning Log in Form – Redesign Sustainability (202465121): Sustainability and Spread

A framework for spread – From local improvements to system wide change – www.ihi.org/resources/Pages/IHIWhitePapers/AFrameworkforSpreadWhitePaper.aspx

Next steps

Spread is just one way to share your knowledge and experience with other people in NSW Health. You can also publish your project on the Innovation Exchange and in peer-reviewed journals, or submit it for various awards that will recognise your work and encourage others to embed it into their organisation.