



HRSA Ryan White HIV/AIDS Program

CENTER FOR QUALITY  
IMPROVEMENT & INNOVATION

# Spreading Innovations

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Department  
of Health



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# Learning Objectives: You Will...

- Describe theories behind innovation and the spread of innovations
- Identify the essential characteristics of improvement ideas that promote successful dissemination
- Outline the key steps involved in spreading innovations to enhance quality improvement outcomes
- Learn how to support and spread innovations in your agency

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# 5-Step Approach to Spread

1. Analyze innovation attributes for spread
2. Spread the message
3. Get ready to adopt
4. Adapt and implement to local needs
5. Sustain the innovation

NHS | Health Education England | 5 Step Approach to Spread and Adoption of Workforce Innovation  
<https://www.hee.nhs.uk/sites/default/files/documents/Poster%20-%205%20Step%20Approach%20to%20Spread%20and%20Adoption%20of%20Workforce%20Innovation.pdf>

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# Innovation Attributes

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# What Makes a Good Idea Innovative?

- The innovation is perceived as new
- It has clear benefits over the current status quo
- It has the potential to be spread and has a wider impact
- While improvement focuses on better outcomes, innovation includes the process of diffusing valuable ideas until it is widely adopted



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# Innovation's New Order

- Oppositions to a new status quo when introducing an innovation
  - Power structures that benefit from the current order
  - Mindsets that are set on previously adopted patterns
  - Infrastructures that are hardwired to the previous system
- Innovation is not just one good idea but rather a combination of new and existing ideas
  - Ideas coupled with new strategies can make an innovation more accessible, feasible, and desirable

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# Everett Rogers' Diffusion of Innovation

There are 5 characteristics that will increase the likelihood that an innovation is spread

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# Innovation Characteristic

## 1 Relative Advantage:

The innovation is perceived better than the old



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# Innovation Characteristic

## 2 Compatibility:

The idea is consistent with existing values and practice

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# Innovation Characteristic

## 3 Complexity:

How simple the idea is to understand and use

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# Innovation Characteristic

## 4 Trialability:

The new idea is easy to test

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# Innovation Characteristic

## 5 Observability:

The results of the new idea are visible

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## Importance of Innovation Characteristics

- Each characteristic is on a continuum - the stronger a single characteristic is and the more characteristics the change has, the easier the innovation will spread
- Example: a change with a high degree of compatibility is easier to spread than one without. The same change with visible results and high degree of simplicity to understand will be easier to disseminate than one where the results are subtle

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## Example: A Sexual Health Project

An adolescent and young adult provider sets a goal to improve rectal testing rates for sexually transmitted infections (STI), gonorrhea and chlamydia. They applied the Model for Improvement and ran several Plan-Do-Study-Act (PDSA) cycles.

- After a couple of PDSA cycles, they discovered some good ideas that addressed key challenges to obtaining rectal tests
- Rectal self-swabbing had greater acceptance by patients and eased provider comfortability in collecting a sample
- The opt-out STI testing workflow of offering a rectal test to every client helped destigmatize the test

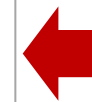
# Example: Force Field Analysis to Increase Rectal Self-Swab + Opt-out Testing

## Driving for Forces

- > Epidemiology supports increase of rectal gonorrhea and chlamydia testing
- > High level of acceptability among patients for rectal self-swabbing over traditional provider administered self-swab
- > Provider preference of having patients perform self-swabbing versus them administering rectal swab on patient
- > Reliability of self-rectal swab testing methods have been validated in numerous settings
- > Opt-out STI testing is easy to implement
- > Testing easy to accomplish when patients come to clinic for quarterly labs



**Goal:**  
Improve percent of rectal testing for gonorrhea and chlamydia



## Restraining Forces

- > Some providers assumed patients were not having anal sex
- > Some providers are not comfortable discussing anal sex or offering rectal gonorrhea/chlamydia test
- > Patient reluctance to discuss certain sexual behaviors with providers
- > Provider reluctance to administer rectal swabs
- > Patient reluctance to have rectal swabs performed by the provider



# Example: Institute for Healthcare Improvement (IHI) 100,000 Lives Campaign

- IHI had some good ideas on how to reduce preventable hospital deaths
- In 2004, Donald Berwick declared “some is not a number, soon is not a time” and set the mission to save 100,000 lives by June 14, 2006
- The campaign proposed 6 specific interventions to save patient lives
- 18 months later June 14, 2006, Berwick announced that collectively hospitals had prevented an estimated 122,300 deaths



*“Some is not a number, soon is not a time.”*

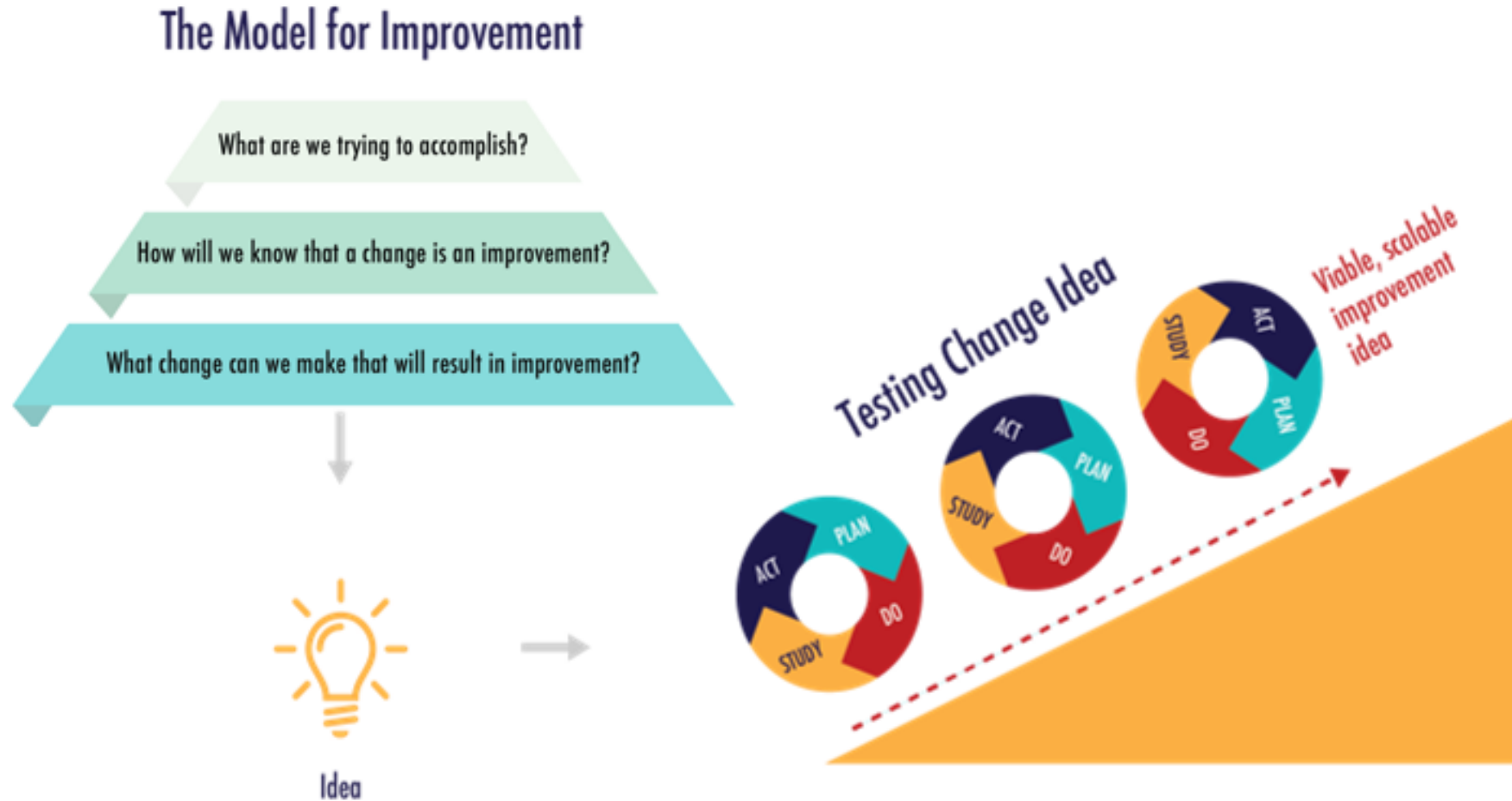
*— Donald Berwick*



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# Dissemination and Diffusion | Spread the Message

# You Have a Viable Improvement Idea, Now What?



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# Two Types of Spread

## Dissemination

- Spread of innovation is planned, formal, and centralized and occurs through vertical hierarchies
- Methods: conferences and seminar, leaflets, peer-reviewed publications, formal dissemination programs, websites
- Use of boundary spanner: individuals with a social ties both within the organization and outside, with a relevant link to the particular innovation - they are willing to link the two

## Diffusion

- Spread of innovation is unplanned, informal, decentralized, and largely horizontal or peer-mediated
- Methods: word of mouth through existing professional and social networks (e.g., learning collaboratives)
- Use of opinion leaders: these are influential individuals who impact the behavior of peers through their authority, status, or credibility.
- Use of champions: individuals who facilitate change, they must have good relationships within their networks and support the innovation

The ['Guide on spread and sustainability'](#) written by Healthcare Improvement Scotland in 2013

# Effective Spread Strategies

- Combine dissemination & diffusion approaches
- Both approaches, if carried out independently of each other, would present drawbacks and potentially fail
- Diffusion does not have the clout of dissemination
- Dissemination does not have the peer-to-peer influence of diffusion
- Together, they can spark and sustain meaningful improvements



The ['Guide on spread and sustainability'](#) written by Healthcare Improvement Scotland in 2013

# Diffusion of Innovation



- Innovation must be widely adopted in order to become self-sustaining
- Each adopter's willingness and ability to adopt an innovation depend on their awareness and interest
- Diffusion manifests itself in different ways and is subject to the type of adopters and their process for engaging others to adopt the innovation

# Diffusion of Innovation: Types of Adopters

- > Innovators - Venturesome
- > Early Adopters - Respected
- > Early Majority - Deliberate
- > Late Majority - Skeptical
- > Laggards - Traditional



Rogers EM. Diffusion of Innovations, 5th ed. New York City: Free Press, 2003

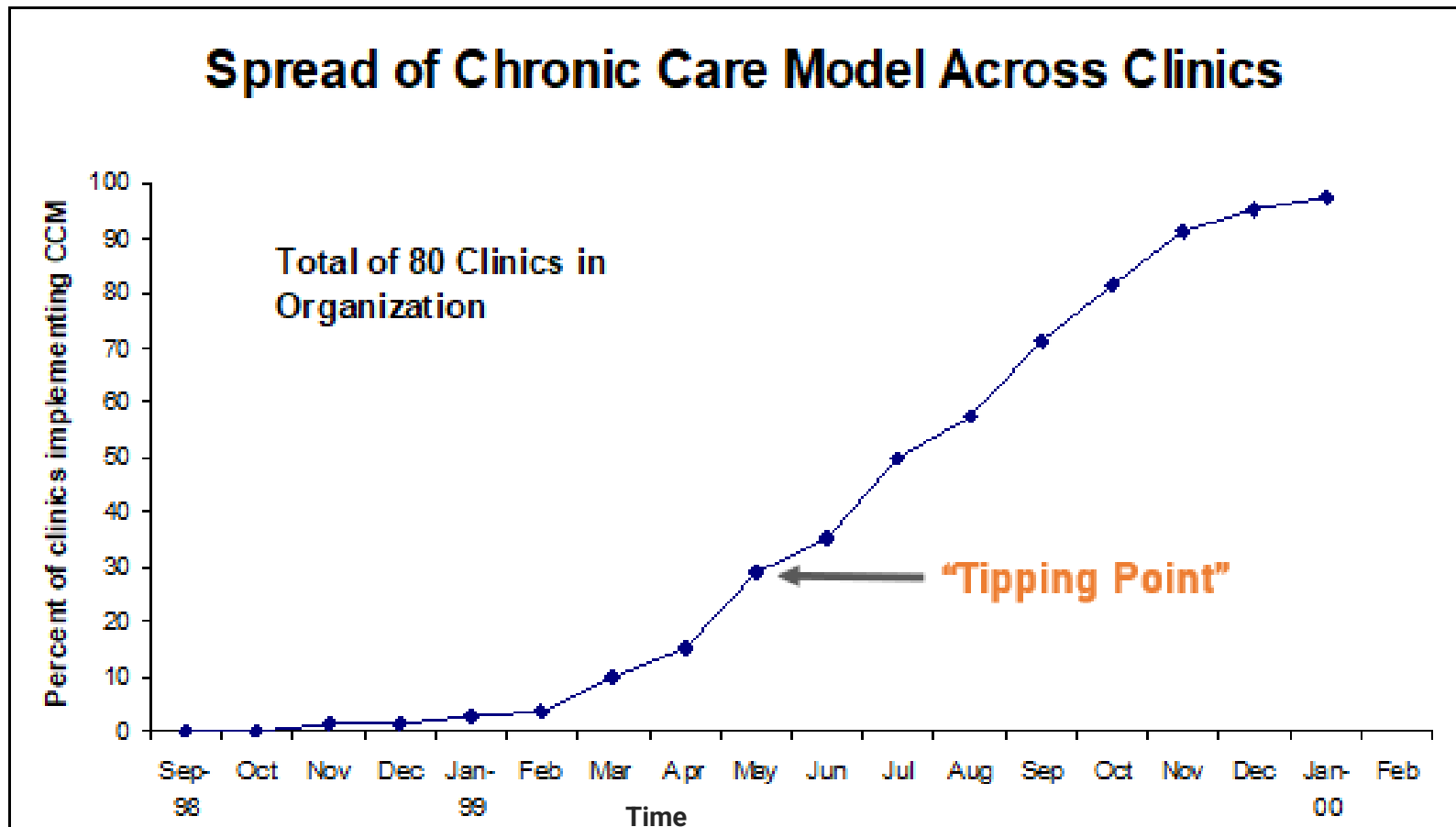
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# Diffusion of Innovation

➤ *“The part of the diffusion curve from about 10 percent to 20 percent adoption is the heart of the diffusion process. After that point, it is often impossible to stop the further diffusion of a new idea, even if one wished to do so.”*

E.M. Rogers, Diffusion of Innovations

# The “Diffusion Curve” | Reaching the Tipping Point



Gladwell, Malcolm, *The Tipping Point*, Boston and New York: Little, Brown, 2002



# Getting Improvements to “Spread”



Idea



Spread

The rest of the system:

- other clinicians
- other units
- other clinics
- other hospitals

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# Systems Thinking Approach to Spread

- Spreading change throughout a healthcare system is complex and systems thinking approach is necessary
  - Systems are an interdependent group of items, people, or processes with a common purpose
  - A change in one area will have varying impact on each component of the system
- There are various models and frameworks that support spreading innovation through the healthcare system
  - Implementation Science with its focus on implementing research findings and evidence into real world
  - Institute for Healthcare Improvement's Framework for Spread to support the spread of the improvements identified in its healthcare collaboratives

# Institute For Healthcare Improvement (IHI) Framework for Spread

## Leadership

- Topic is a key strategic initiative
- Goals and incentives aligned
- Executive sponsor assigned
- Day-to-day managers identified



### Better Ideas

- Develop the case
- Describe the idea

### Set-up

- Target population
- Successful sites
- Key groups that will make adoption decision
- Initial strategy to reach all sites



### Social System

- Key messengers
- Communities
- Transition issues
- Technical support

### Successful Sites

### Communication Strategies

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# Technical and Adaptive Spreading of Change

## ➤ *Technical focuses on the “HOW”*

- Have detailed processes
- Training
- Policies supporting the change

## ➤ *Adaptive/Behavioral focuses more on the “WHY” and relies on people’s commitment to adopt new attitudes, competencies, beliefs, and behaviors*

- Use intrinsic motivation
- Tap into the emotional reward of helping others
- Engage people affected by the change
- Share real stories of patients who are affected



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# Get Ready to Adopt

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# Assess for Readiness and Implement

- Use a tool to assess the readiness of your program to spread and adopt an innovation
  - Doing the assessment as a team may be insightful and helps reach agreement on the actions to be taken
  
- NHS Institute's Spread and Adoption Tool assesses the readiness of the system based on three factors:
  - People - focus on senior leadership, motivational, and cultural issues
  - Context - focus on the suitability of the innovation in this specific context in terms of benefits, timing, and compatibility with existing systems
  - Innovation - focus on the characteristics of the innovation
  
- Innovations are often not replicated as described but will need some degree of adaptation or re-invention

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# Implement and Sustain the Innovation

# Components for Implementing Changes



- Advancing care and services is a strategic priority for the organization
- Senior leaders are actively engaged and bring others into the process
- A multidisciplinary improvement team has been successful
- The voices of patients are meaningfully engaged



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# Make the Innovation Stick by Hardwiring the Change

How will we make it hard to do the wrong thing and easy to do the right thing?

- > Document processes
- > Continue to measure
- > Write new job descriptions
- > Train staff
- > Assign ownership

This is critical for implementation and sustainability of the innovation

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# What Teams Can Do to Help

## ➤ **Help to make the case for change**

- Clarify the benefits
- Demonstrate that your changes provide these benefits
- Show evidence supporting the changes with literature and experience
- Data – especially annotated run charts
- Promote your work

## ➤ **Make it easier to do the work**

- Describe the change
- Coach how to start doing improvement work
- Highlight where management needs to help

## ➤ **Identify the messengers**

- Choose the right messengers
- Opinion leaders
- Connectors
- Educate the messengers to deliver the message
- Include peer-to-peer communication



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## Key Lessons Learned

- A successful improvement project is the basis for spreading a new idea
- Good ideas must embody specific characteristics to increase adoption
- Organization-wide dissemination of new ideas requires strong and consistent support from senior leadership
- Innovation theory helps explain how to go about spreading change
- Pay attention to the messengers; choose the right people, methods, and communication channels

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# Resources

- Berwick DM. Disseminating Innovations in Health Care. *Journal of the American Medical Association*. 2003; 289 (15):1969-1975.
- The 'Guide on spread and sustainability' written by Healthcare Improvement Scotland. July 2013.  
<https://www.healthcareimprovementscotland.org/about-us/what-we-do/knowledge-management/knowledge-management-resources/spread-and-sustainability.aspx>
- Heath, C., & Heath, D. (2011). *Switch: how to change things when change is hard*. Random House Business Books
- Hilton K, Anderson A. *IHI Psychology of Change Framework to Advance and Sustain Improvement*. Boston, Massachusetts: Institute for Healthcare Improvement; 2018. (Available at [www.ihl.org](http://www.ihl.org))

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*Thank you*



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# Contact Information



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