



IBP Initiative

Scaling up what works in family planning/reproductive health

Fostering change and scaling-up effective practices

Margaret Usher -Patel

International family and community health adviser



Scaling up what works in family planning/reproductive health

More than a decade later our partnership continues to grow --- 37 partners in 2012



* Founding Members

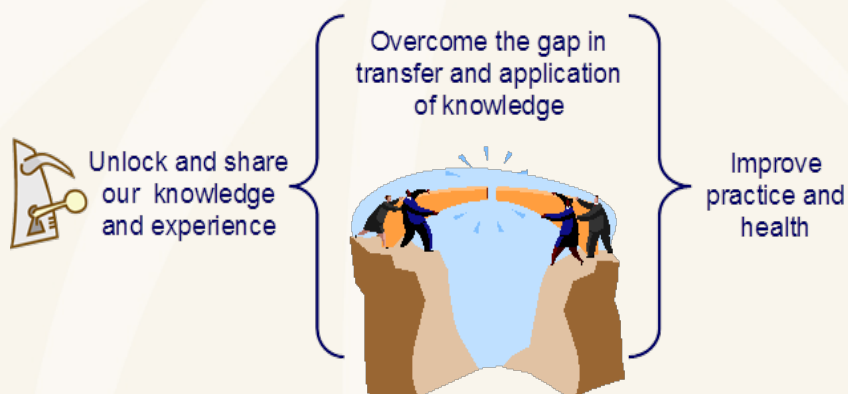
- * WHO/RHR
- * USAID
- * UNFPA
- * EngenderHealth
- * FHI
- * IPPF
- * IntraHealth
- * JHPIEGO
- * JHU/CCP
- * MSH
- * Pathfinder International
- * Public Health Institute
- § Abt Associates
- § Bill and Melinda Gates Institute for Population and Reproductive Health
- § CARE International
- § Centre for African Family Studies, Kenya
- § Centre for Development & Population Activities
- § Chemonics
- § CORE

- East, Central, Southern African (ECSA-HC)
- § ExpandNet
- § Family Care International
- § International Federation of Gynaecology and Obstetrics
- § Institute for Reproductive Health, Georgetown University
- § International Council on Management of Population Programs
- § International Relief and Development
- § Marie Stopes International
- § John Snow Inc.
- § Partners in Population & Development
- § Population Council
- § Population Reference Bureau
- § Program for Appropriate Technology in Health
- § PSI
- § Regional Centre for Quality of Health Care, Makerere University, Uganda
- § Save the Children Fund
- § University Research Corp.
- § White Ribbon Alliance

Strategic Objectives: 2011-2016

Our challenge

To effectively exchange and transfer knowledge, information, expertise, and experience in order to improve practice



- To strengthen the ability and commitment of IBP member organizations to actively engage in work of the IBP Consortium.
- To support sustained **collaboration to scale up** effective FP/RH practices at the country level.
- To **focus IBP's support for scale up** and documentation of learning.
- To enhance knowledge sharing that improves access to, and application of, information and resources through innovative approaches.

Why should be focus on fostering change?

Managing change is challenging

- **High % of change efforts fail**
- **High % of scale up efforts fall short**
- **Small % of these efforts meet expectations**

Change doesn't happen:

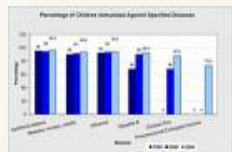
- **Because researchers say it is beneficial**
- **Because “evidence” shows a practice can work**
- **Because new guidelines are produced**
- **Because you have a great idea**

Why do we need a process for "fostering change"?

Just think about how we resist change
The Knowledge – Action Gap



Vitamin C and scurvy



Vaccinations



Hand washing

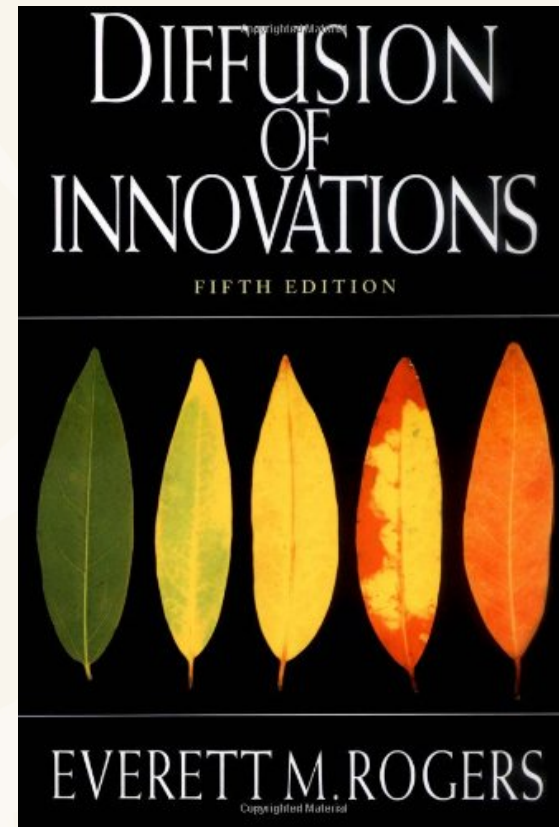


Family planning

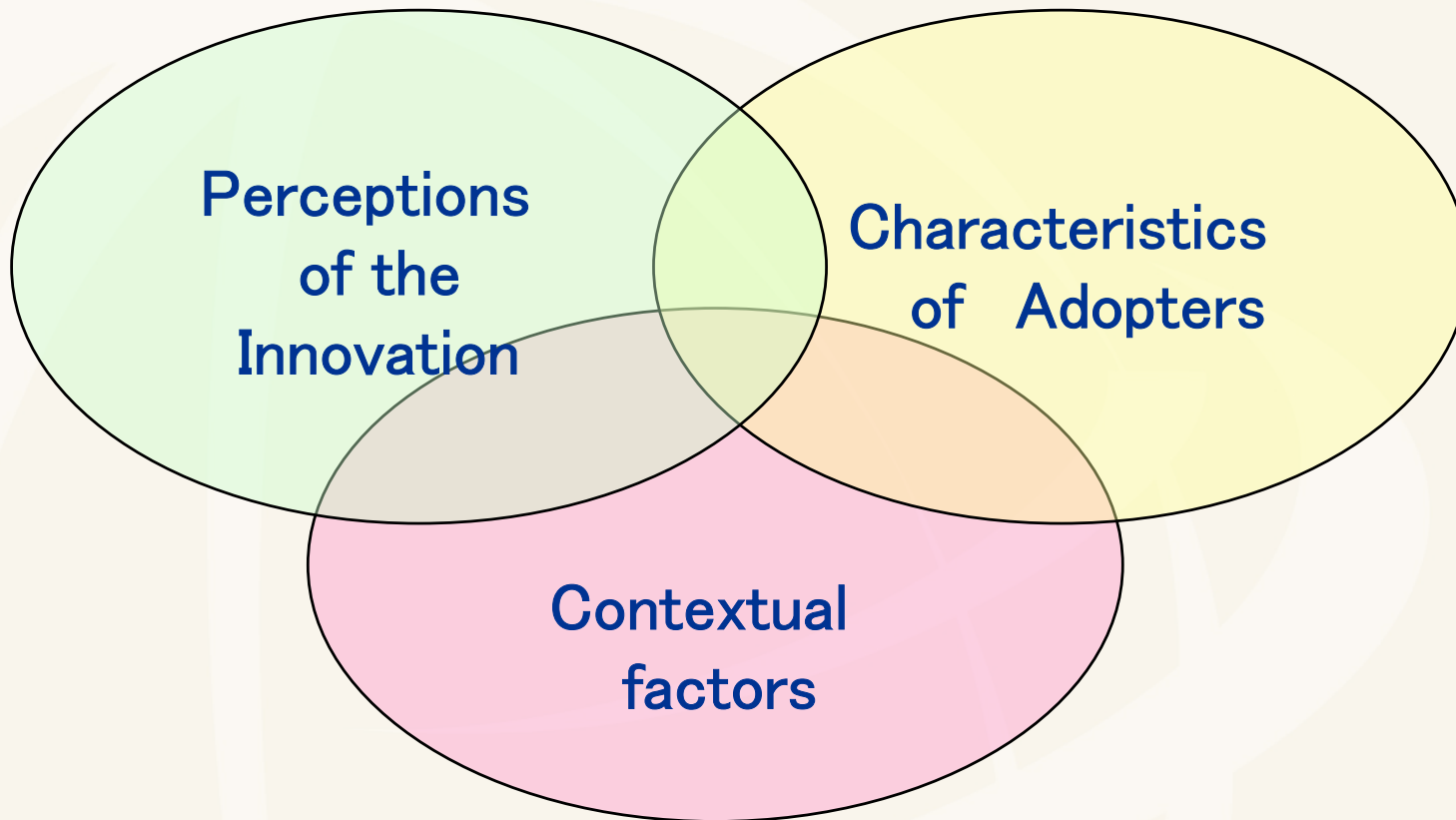
Effective Change Management is not Rocket Science...

but it is Science

An effective process for change helps to avoid the chronic mistake of **underestimating** what it takes to make change stick and scale-up effective practice.



The 3 Main “Clusters of Influence” in the Diffusion of Innovations



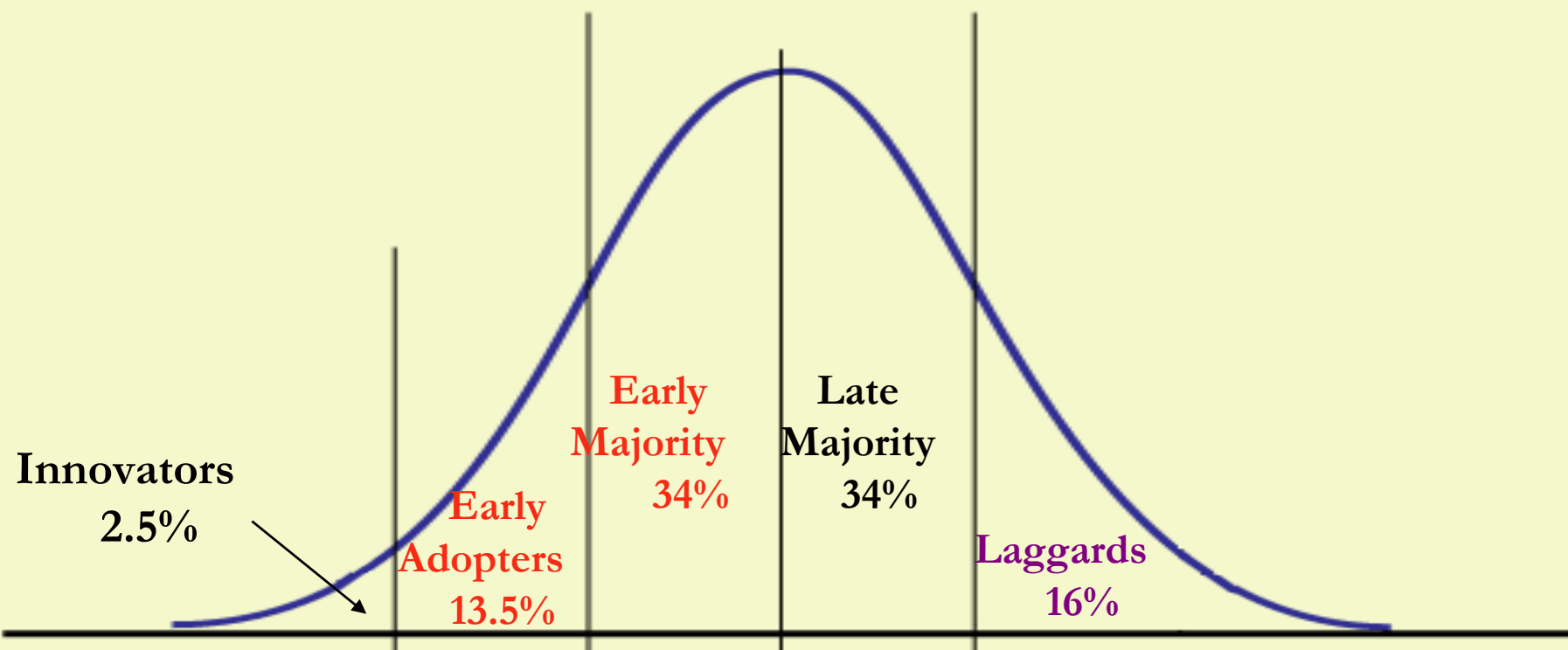
Perceptions of the innovation

Five most influential properties of an innovation

- 1. Perceived Benefit (most important)**
- 2. Compatibility**
- 3. Complexity**
- 4. Trialability**
- 5. Observability**

PERCEPTION is the key word.

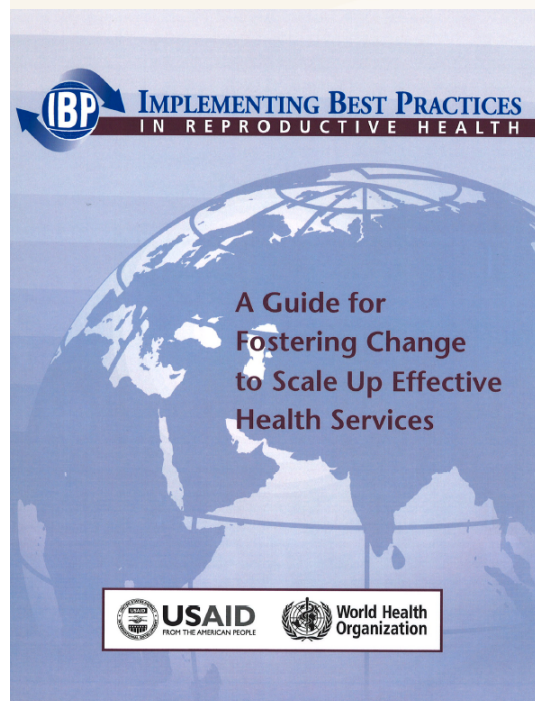
Characteristics of Adopter



Build the 7 attributes of successful change into your strategy:

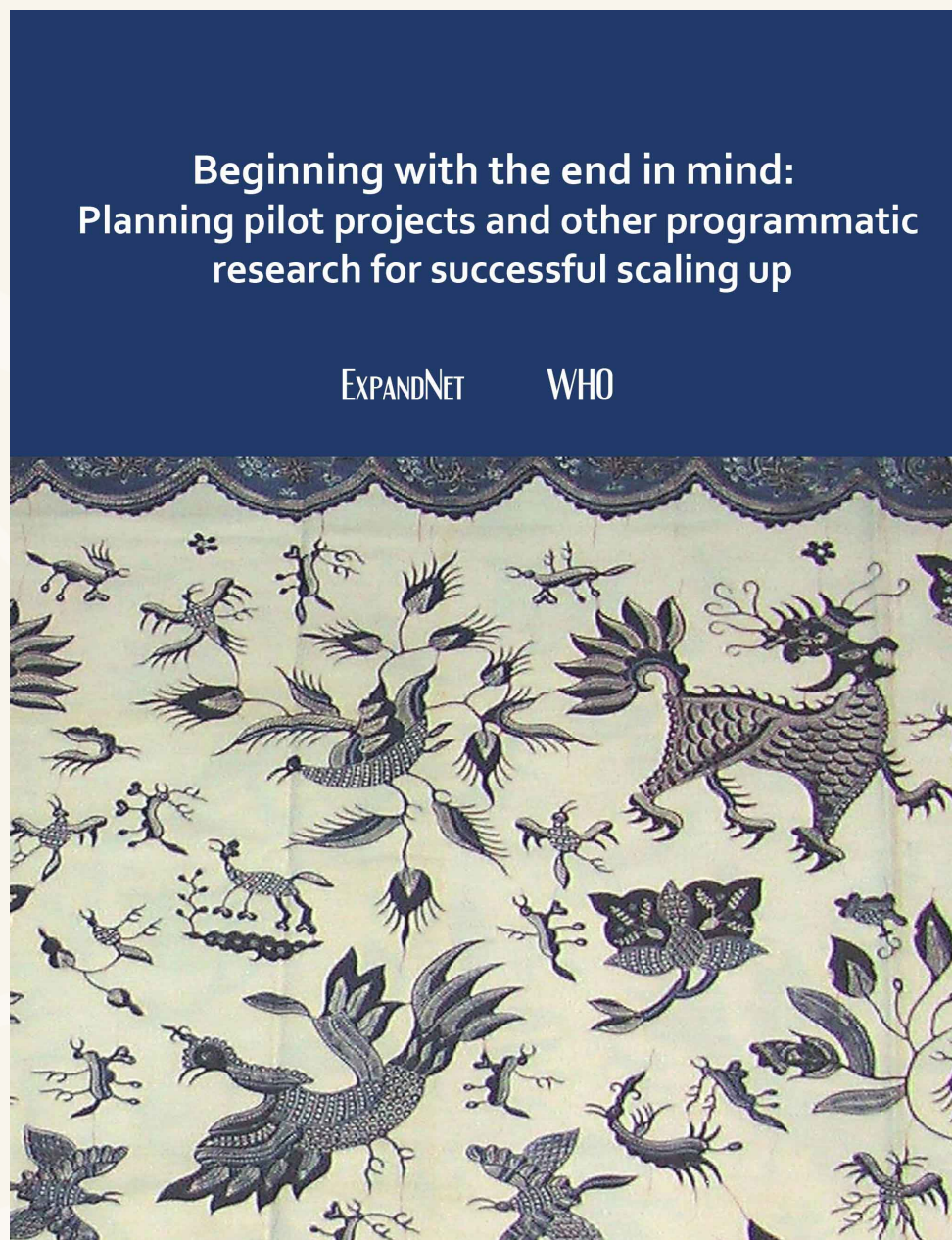
- | | | | |
|---------------------|---------------------------------|--|-----------------------------------|
| ▪ Credible | ▪ Relevant
advantage |  | Document &
publish |
| ▪ Observable | | | |
| ▪ Relevant | ▪ Easy | | Provides
credibility |
| ▪ Testable | ▪ Compatible | | |

The Guide to Fostering Change

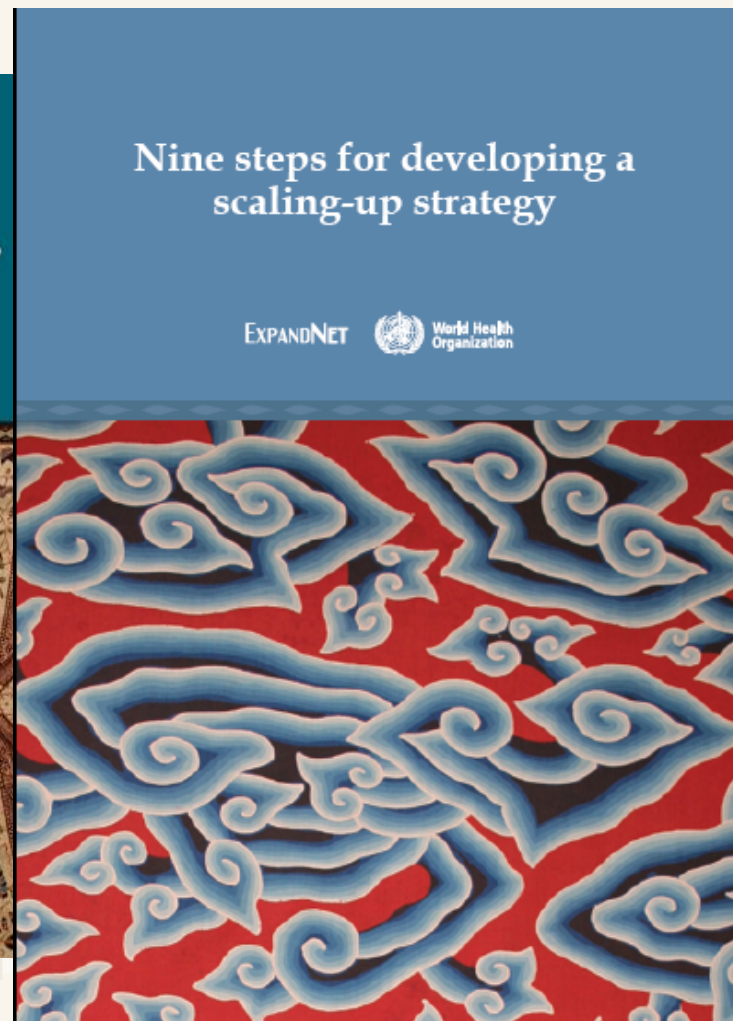


- **What is it?** A tool to provide you with the principles and process to link RH best practices with proven practices for successful change.
- **Who developed it?** The international, interagency IBP/MAQ Fostering Change Task Group supported by USAID and WHO
- **For whom?** People in a position to foster and support change at the district, regional and country level (e.g., MOH, Reproductive Health Task Group, NGOs, etc)
- **Based on what?** Best practices for managing and leading change and collective experience and lessons learned.
- **How is it being use?** Countries use the structure to improve priority issues, countries using guide with partners, virtual and on-line teaching programme

ExpandNet/WHO guidance on designing pilot projects and programmatic research with scaling up in mind



ExpandNet/WHO Guidance Materials



Guide to fostering change

Key issues to think about.

- Gain the support of potential users and adopters
- Identify the characteristics of potential adopters



Fostering change

Key issues to think about:

- **Mobilize opinion leaders** - these are your advocates, champions and agents of change
- **Encourage others to follow** – create understanding about “what is in it for me”
- **Address slow changers indirectly** – Understand your barriers and address the ones you can but as more people adopt your practice the laggards will follow.

Fostering change

Key issues to think about:

- Motivate and support those affected by the change throughout the change process
- Address people's reactions to changing a practice —
Listen and learn
- Create a supportive environment



Fostering change – 8 guiding principles

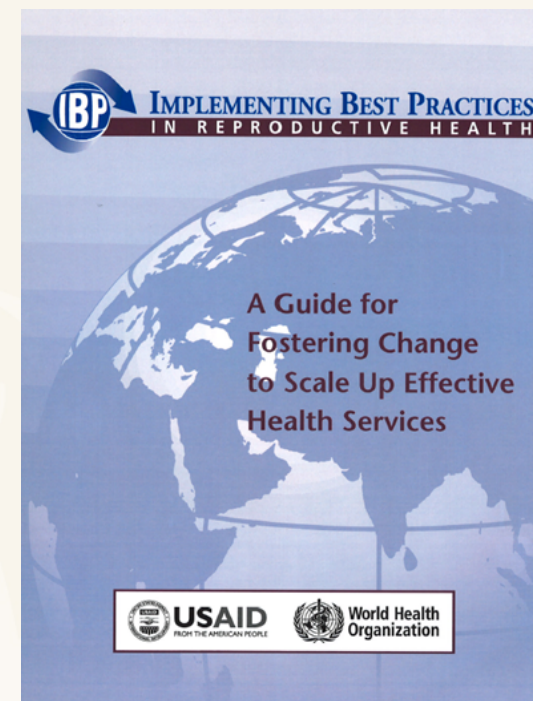
- 1 Change must matter to those making the change**
 - Sense of ownership: Clear concise vision**
- 2. Credible committed internal Change Agent is critical**
 - Leader, advocate, champion, team player, early adopter**
- 3 Support for Change Agent is key**
 - Gives credibility and confidence, transfers useful knowledge**
- 4 Support at all levels is fundamental**
 - Trust, encouragement, acknowledgement, On-going process**

Fostering change – 8 guiding principles

- 5. Clarity on purpose, benefits, and results of change is essential**
 - Operations research, measure, document, correct and adjust.**
- 6. Motivation throughout the process**
 - Support network, communicate, motivate, rewards**
- 7. Clear roles and responsibilities**
 - Support, training, resources, acknowledgement,**
- 8 Start where you can and start now**
 - Progressive process, grow support, demonstrate success**

The 4 phases of fostering change

Preliminary Phase	Forming the Change Coordination Team
Phase I	Defining the Need for Change
Phase II	Planning for Demonstration and Scale up
Phase III	Supporting the Demonstration
Phase IV	Going to Scale – Nine steps Guide



Phase II: Planning for Demonstration and Scale up

- **Learn from others**
- **Adapt to meet your needs**
- **Plan, monitor, correct and adjust**
- **Prepare to pilot test and identify indicators of success**



Plan scale-up

Document progress

Learn from failure and adjust

Phase III: Planning for Demonstration and Scale up

- **Support implementation team**
- **Undertake continuous assessment**
- **Adapt and modify the process**
- **Garner more support by demonstrating success**

Plan scale-up

Document progress

Learn from failure and adjust

Phase IV:

Going to scale with Successful Change Efforts

- **New responsibilities and challenges**
- **New colleagues, new ideas, revision of strategy**
- **Communicate, cost, adapt and modify the process**
- **Mainstream into policies, systems and programmes**

Plan scale-up

Monitor and document progress

Learn from failure and adjust

Four Key Principles

1. ***Systems thinking*** – bringing interrelationships and the bigger picture into view; striving for congruence
2. A focus on ***sustainability***
3. Understanding what ***determines scaling-up success*** and use of this understanding to shape the scaling-up strategy
4. ***Maintaining a focus*** on human rights, participation, gender equity, equitable access to quality of care, and country ownership

Step 1: Making the innovation more scaleable

Questions:

- **Has the innovation been tested in the type of setting and with the level of resources where it will be scaled up?**

Action Steps:

- ***If not:* Test the innovation in a routine program setting with the same level of resources that is expected during scale up**

Attributes of Success: the Innovation

- **C**redible
- **O**bservable
- **R**elevant
- **R**elative advantage
- **E**asy to install
- **C**ompatible
- **T**estable

Step 2: Increasing the capacity of the user organization for scale up

Questions:

- **Does the user organization have the technical capacity to introduce the innovation?**

Action Steps:

- **Incorporate the best practice into the training curriculum of relevant pre-service and in-service institutions**
- **Train trainers**

Step 3: Assessing the environment and planning actions

Questions:

- **Where are there opportunities that can be utilized to advance scaling up and how can constraints be minimized?**

Action Steps:

- **Advocacy with donors**
- **Addressing concerns of religious leaders**
- **Engaging with national health sector reform**
- **Collaborating with related initiatives**

Step 4: Strengthening the capacity of the resource team

Question:

- **Is the team large enough and are all relevant skills represented given the amount of support and advocacy needed?**

Action Steps:

- **Increase the size of the team**
- **Adjust the pace of scaling up to ensure sufficient support is available**

Step 5: Making strategic choices to support institutionalization

Questions:

- **What are the policy, regulatory, budgetary or other health systems changes needed?**
- **What actions are needed to ensure these changes are made?**

Action Steps:

- **Prepare policy briefs**
- **Advocate for necessary changes in relevant national forums and decision-making bodies**
- **Use visits to demonstration sites to build political commitment**

Step 6: Making strategic choices to support expansion/replication

Questions:

- **How many sites are expected to adopt the innovation in what time period?**
- **How will the innovation be expanded to new areas?**

Action Steps:

- **Make realistic plans for expansion to new sites or different population groups**
- **Determine the role of training, peer to peer approaches etc**

Steps 7 and 8: Diversification and Spontaneous scaling up

Questions:

- **Should additional innovations be added to the package?**
- **Is the innovation spreading without deliberate guidance?**

Action Steps:

- **Be sure to go through the whole process again**
- **Learn from spontaneous scaling up that is taking place**

Step 9: Finalizing the scaling up strategy

- 1. Compile, summarize and review action steps; prepare concise statement**
- 2. Present and discuss in relevant decision-making bodies**
- 3. Identify responsibilities and next steps**

Discussion issues

Large subject area:

In my briefing note I gave you some ideas about issues we can discuss BUT you decide.

- What is important to you?
- Share your experience success and challenges of managing change
- Ask questions and learn from each other
- Work through the resource materials

