

Open School

Components of IHI's Framework for Spread

(To learn more, see *QI 201: Planning for Spread: From Local Improvements to System-Wide Change.*)

Spread Component	Explanation	Tasks
Leadership	Executive leaders in an organization play an important role in spread initiatives by supporting and facilitating the efforts. (Sociologist Everett Rogers refers to this as “agenda-setting.”) Effective leaders perceive a need for innovation in a specific area, prioritize it as one of the organization’s few strategic initiatives, communicate that need for change, and align the goals and incentives within the organization to support it.	<ul style="list-style-type: none"> ☑ Designate an executive sponsor for spread. ☑ Assign a day-to-day manager for spread. ☑ Ensure the topic to be spread is a key strategic initiative. ☑ Align the goals and incentives of the organization with the spread topic.
Setup	Organizational leaders can take certain actions and put specific structures in place that will enable the spread of selected improvements within the organization. Laying a solid foundation for the spread effort from the beginning helps create a pull system that attracts the intended adopters to first test and then embrace the improvements.	<ul style="list-style-type: none"> ☑ Select the target population for spread. ☑ Identify the adopter audiences. ☑ Identify successful internal and external sites. ☑ Develop a plan to attract adopters.
Better Ideas	The term “better ideas” refers to the set of changes or improvements that have been shown to be successful (i.e., achieved desired results) in a single site or local area within an organization and are now being spread more broadly. The process of sharing the “better ideas” involves not only explaining the new ideas in a way that potential adopters can easily understand, but also demonstrating why the new ideas are better than the old.	<ul style="list-style-type: none"> ☑ Describe the better ideas. ☑ Develop the case for better ideas.

Social System	The social system for spread includes the individuals and groups in the target population (i.e., the locations where the transition from the old system to the new one take place). Because individuals in a social system do not adopt changes at the same time, moving new ideas from the successful site to the target population is not always a simple process; spread agents should take an active role in “listening” to the target population to understand barriers to adoption and develop ways to overcome them.	<input checked="" type="checkbox"/> Develop and use key messengers. <input checked="" type="checkbox"/> Build communities to spread improvements. <input checked="" type="checkbox"/> Identify people and mechanisms to provide technical support. <input checked="" type="checkbox"/> Remove obstacles to spread.
Communication	The purposes of the communication campaign are to build awareness of the new ideas and provide technical support to those ready to adopt the ideas. The spread agents and the key messengers should match their purposes with appropriate methods of communication; although many types of communication are appropriate to raise awareness, face-to-face interactions are best for sharing technical knowledge.	<input checked="" type="checkbox"/> Select appropriate communication methods to provide technical information. <input checked="" type="checkbox"/> Use appropriate communication methods and messages to build awareness about the improvements.
Knowledge Management	Knowledge management is the process of gathering information about the spread process as it unfolds in the organization and recommending adjustments as needed to ensure that the spread goals are met. The spread agent can use a number of mechanisms to gather information about the spread process including: Formal surveys or questionnaires, talking and listening to key messengers and adopters, and/or websites that not only provide information about the improvements to be spread, but also enable adopters to share their activities and lessons about the process.	<input checked="" type="checkbox"/> Capture and transfer spread knowledge.
Measurement and Feedback	A measurement system for spread includes two different types of measures: the main outcome measures (e.g., the data that shows the effects of the change) and the rate of spread of the specific improvements (e.g., number of units using the change). A feedback system also provides information on progress in reaching the organization’s spread goals to the executive leadership, the spread agent and the spread team, and the adopters in the target population.	<input checked="" type="checkbox"/> Track and monitor progress. <input checked="" type="checkbox"/> Develop an Outcome Measure and a Measure for the Rate of Spread.