

QH-TRIP | Translating Research Into Practice

Implementation Masterclass

Module 7: Sustainability, Scale and Spread Participant Handbook



Implementation Masterclass Module 7: Sustainability, Scale and Spread Participant Handbook

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Prelude

Welcome to final module of the Implementation Masterclass.

Module 7 brings the program together by shifting attention from implementing change in one setting to embedding improvement over time and exploring how it might be spread to other contexts. It reinforces that sustainability is not a separate end stage, but considerations have been built into planning, monitoring, and adaptation from the start.

Sustainability is described as a dynamic process in which implementation processes and strategies adapt to support interventions across different contexts. The implementation literature distinguishes spread, as local diffusion, from scale-up, as a deliberate expansion. The case study used throughout these modules is again used, to show how change was spread and sustained across the state.

You may arrive at this module with a strong desire to “finish well” by completing a plan. Instead, focus on understanding and adapting implementation strategies to new and different contexts, alongside local stakeholders.

This module also offers an opportunity to look ahead to practice settings where future implementation might occur. Look for important problems to apply what you have learned and seek mentors and potential research and peer collaborators to work with.

By the end of this module, you should be confident to recognise opportunities to embed implementation efforts over time and think strategically about how improvements can be adapted and spread responsibly within complex health systems.

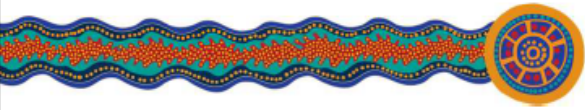
[Thank you for your engagement throughout the Implementation Masterclass.](#)

Helpful links and resources

The following articles, blogs, videos, podcasts and websites provide useful information to support your learning. You do not need to read all resources before commencing the module.

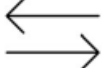
Sustainability	<u>Sustainability: What is it? Why is it important? How are readiness, context, and sustainability related? (Moore, 2023). The Center for Implementation.</u>
	<u>Developing a comprehensive definition of sustainability. (Moore et al., 2017).</u>
Facilitation	<u>Introducing an interactional approach to exploring facilitation as an implementation intervention: examining the utility of Conversation Analysis. (Hunter et al., 2020).</u>
	<u>Sustaining implementation facilitation: a model for facilitator resilience. (Olmos-Ochoa et al., 2021).</u>
	<u>Project Spotlight: The use of implementation facilitators as multifaceted implementation strategy to support the implementation of complex interventions. (Dollar et al., 2020). The Center for Implementation.</u>
Diffusion of Innovation	<u>Diffusion of innovations theory, principles, and practice. (Dearing & Cox, 2018).</u>
	<u>K4Health Theory Primer: Diffusion of Innovations. (John Hopkins University, 2015).</u>
Sustainability planning	<u>Solutions for sustainability planning: the long term success tool. (Moore, 2020). The Center for Implementation.</u>

Presentation slides

Slide	Notes
Implementation Masterclass Module 7: Spread and Scale for Sustainability  0	
 The Queensland Government respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional and Cultural Custodians of the lands on which we live and work to deliver healthcare to all Queenslanders and recognises the continuation of First Nations peoples' cultures and connection to the lands, waters and communities across Queensland. 1 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability 1	
Module 7: Spread and scale for sustainability Identify opportunities to spread, scale and sustain implementation over time. <i>Know how to spread a successful implementation to another setting.</i>  2 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability 2	
Learning objectives - Describe key concepts underpinning sustainability in implementation - Identify practical strategies that support long-term sustainability - Distinguish between spread and scale-up - Develop a plan to spread the improvement to another setting 3 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability 3	

Slide	Notes
DISCUSSION  • What are your experiences of successful organisational change? • Have you ever been asked to introduce a successful improvement into another organisation? Remember to: <i>Listen</i> with curiosity. <i>Respect</i> confidentiality. <i>Contribute</i> authentically. 4 Q4 TRIP Implementation: Masterclass: Spread and Scale for Sustainability 4	
What is sustainability in implementation? Sustainability in implementation refers to the continued use of evidence-informed practices, interventions, or innovations within routine practice after initial adoption and implementation efforts have ceased. ✓ Individual behaviour changes are maintained. ✓ Ongoing adaptation in response to changes in wider environment. ✓ Original benefits are realised as part of regular practice outcomes. 5 Q4 TRIP Implementation: Masterclass: Spread and Scale for Sustainability 5	
Sustainability requires sustainment Sustainment in implementation refers to the <i>ongoing work and infrastructure</i> to keep improvements going. by creating and supporting the structures and processes to maintain benefits.  6 Q4 TRIP Implementation: Masterclass: Spread and Scale for Sustainability 6	
Timing of sustainability in implementation When to consider sustainability: • In the design of planning, or • After successful implementation.  Careful preparation and planning with key stakeholders enables shared engagement in implementation, which enables practice improvements to be sustained. 7 Q4 TRIP Implementation: Masterclass: Spread and Scale for Sustainability 7	

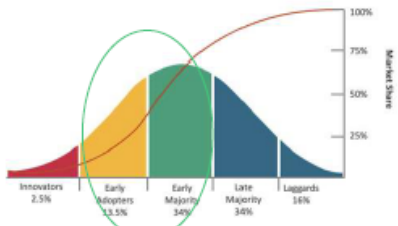
Slide	Notes
Plan for sustainability  Continued delivery of key intervention.  Ongoing benefits, often at multiple levels.  Adapt in response to changes to maintain service delivery and benefits. 8 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability 8	
Key sustainability components 1 Continue the change in practice 2 Identify key implementation strategies 3 Monitor and maintain outcomes 4 Make adaptations 5 Navigate complex organisational contexts 9 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability Moore, J. E., Macanhan, A., Bain, J., & Streus, S. E. (2017). Developing a comprehensive definition of sustainability. Implementation Science, 12(1), 110. 9	
1. Continue the change in practice  Successful practice change provides the focus for sustainability. • Identify the important program, procedure, practice, product, policy and/or process that improved. • Describe the benefit, link to the evidence. • Foster engagement and ownership amongst users. • Empower new staff to understand and accept. 10 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability 10	
2. Identify key implementation strategies  Identify and sustain successful implementation strategies. • Identify, with evidence, the most successful implementation strategies. • Use behavioural theory to explain how behaviour changes achieved the benefits. • Emphasise stories and feedback from users and stakeholders to describe the benefits. 11 QH TRIP Implementation Masterclass: Spread and Scale for Sustainability 11	

Slide	Notes
3. Monitor and maintain outcomes  Maintain monitoring and reporting routines. Embed routines to monitor and measure: • Intervention outcomes and effectiveness. • Activation and progress towards implementation outcomes. • User expectations and satisfaction. • Variations in practice from expectations and plans. 12 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 12	
4. Make adaptations  Sustainability requires adaptations within dynamic health systems. • When feedback indicates that behaviour change is not sustained. • When implementation strategies are not working as expected. • As staffing, processes and priorities change. Ensure you maintain consistency with key mechanisms of change, while making and documenting adaptations. 13 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 13	
5. Navigate complex organisational contexts  Use systems thinking to navigate complex systems. • Expect changes in one area will influence practice in other places. • Notice and reinforce new positive patterns. • Expect behaviours to be disrupted by internal and external contextual factors. 14 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 14	
Contextual factors that affect sustainability Commonly important factors • Resourcing \$\$\$ people and project • Leadership support and alignment • Transitioning through staffing changes • Competing priorities • External changes  15 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 15	

Slide	Notes				
CASE STUDY Identify suitable sustainability strategies to maintain Keep Your Move in the Tube (KMIT).  16 Q4 TRIP / Implementation Masterclass: Speed and Scale for Sustainability					
Key sustainability components 1 Continue the change in practice 2 Identify key implementation strategies 3 Monitor and maintain outcomes 4 Make adaptations 5 Navigate complex organisational contexts 17 Q4 TRIP / Implementation Masterclass: Speed and Scale for Sustainability Moore, J. E., Macarenhas, A., Bain, J., & Struss, S. E. (2017). Developing a comprehensive definition of sustainability. <i>Implementation Science</i>, 12(1), 110. <u>Activity 1: Review key sustainability components (case study)</u>					
CASE STUDY: DISCUSSION KMT Key sustainability components - Practice: Keep Your Move in the Tube rehabilitation strategy - Implementation strategies: Co-designed resources, clinical champions - Monitoring: Central project management - Adaptation via education video, support - Navigate complexity via statewide advocacy and support 18 Q4 TRIP / Implementation Masterclass: Speed and Scale for Sustainability					
CASE STUDY: DISCUSSION Implementation strategies to sustain practice <table border="0"> <tr> <td> Education about KMIT - Higher education programs - Professional development - Inservice programs - Orientation training </td> <td> Support for change champions - Statewide clinician network </td> </tr> <tr> <td colspan="2"> Release of updated guidelines </td> </tr> </table> 19 Q4 TRIP / Implementation Masterclass: Speed and Scale for Sustainability	Education about KMIT - Higher education programs - Professional development - Inservice programs - Orientation training	Support for change champions - Statewide clinician network	Release of updated guidelines		
Education about KMIT - Higher education programs - Professional development - Inservice programs - Orientation training	Support for change champions - Statewide clinician network				
Release of updated guidelines					

Slide	Notes
CASE STUDY: DISCUSSION Project management: Monitor and adapt Statewide program advisor • Service delivery • Quality and service improvement Project management support • Planning • Monitoring • Translation • Statewide training (change champions)  20 QH TRIP Implementation: Masterclass: Spread and Scale for Sustainability 20	
CASE STUDY: DISCUSSION Monitor and adapt in local practice 82% of clinicians reported that they integrated KMIT principles into practice but • 25% responded incorrectly to questions related to time restrictions; • 16% responded incorrectly about upper limb load limits. Adaptations made using short educational video to focus clear messaging and continuing clinician support • accommodate for the high turnover of staff within health services 21 QH TRIP Implementation: Masterclass: Spread and Scale for Sustainability 21	
DISCUSSION Discuss practical integration of sustainability components 1. Continue change in practice 2. Identify key implementation strategies 3. Monitor and maintain outcomes 4. Make adaptations 5. Navigate complexity  22 QH TRIP Implementation: Masterclass: Spread and Scale for Sustainability 22	
Facilitation is key to sustainability Facilitation = leadership practice of: • Guiding • Enabling • Supporting individuals and teams to implement and sustain change in complex settings. Facilitation incorporates: ☒ Clinical experience ☒ Professional knowledge ☒ Organisational awareness ☒ Implementation know-how. Facilitators build shared ownership, capacity and momentum. 23 QH TRIP Implementation: Masterclass: Spread and Scale for Sustainability 23	

Slide	Notes
Facilitators connect people and processes Local knowledge of the important problem. Communication skills that keep people engaged. Problem-solving capacity to adapt as context shifts. Relational 'glue' to connect people, priorities, and resources.  24 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability	
Dynamic sustainability  Sustainability Maintain practice improvement in the system in which it was introduced Spread Diffuse practice improvement to similar services and systems Scale-up Deliberate expansion beyond the original clinical system 25 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability	
Spread of practice improvement Replication or diffusion to other similar services and/or locations • Less formal or intentional process of change • Passive dissemination • Through horizontal relational networks • Facilitated by people who understand and/or appreciate the benefit  Becomes the way 'we do' the improvement. 26 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability	
Facilitate spread of practice improvement Often initiated relationally, by early adopters of change, within or between similar organisations. • Extensive modification or new infrastructure may not be required. • Introduce and adapt effective implementation strategies. • Plan for and monitor similar outcomes. • Make ongoing adaptations.  27 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability	

Slide	Notes
Facilitate diffusion of innovation  28 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 28	
Scale-up of practice improvement  Deliberate expansion beyond the original clinical service. • Structured, strategic expansion. • Deliberate and intentional growth. • Facilitate change through management and research systems. • Requires additional resources and capacity-building. Spread what works across the state. 29 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 29	
Facilitate scale-up of practice improvement Often a deliberate approach to spread improvement, based on a successful pilot project: • Usually expands to a broader range of organisations • May need independent evaluation of stakeholders and organisational context for each new organisation • May need stakeholder adaptation of original intervention and implementation strategies. 30 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 30	
Considerations for scale-up Investigate each site independently to confirm: - Problem identification and importance - Organisational readiness and alignment - Stakeholder power and interest in change - Behaviour changes required - Stakeholder barriers and enablers to the proposed change - Broader organisational context 31 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 31	

Slide	Notes												
Complexity challenges implementation, sustainability and scale-up • There is no single point of control. • Change occurs organically and continuously. • People interact with each other in dynamic and unpredictable ways. • Consequences and reactions occur from every interaction. • Internal positive and negative feedback loops exist. • Many small systems exist within a single healthcare organisation. Adapted from: https://thecenterforimplementation.com/toolbox/solutions-for-sustainability-planning  32 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 32													
Learning objectives: Progress update ☒ Describe key concepts underpinning sustainability in implementation ☒ Identify practical strategies that support long-term sustainability ☒ Distinguish between spread and scale-up ☐ Develop a plan to spread the improvement to another setting. 33 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 33													
Spread improvement to a similar setting <table border="1"> <thead> <tr> <th>Component</th><th>Spread</th></tr> </thead> <tbody> <tr> <td>Practice</td><td> • Continue the procedure, practice, product, policy or process • Ensure stakeholders are familiar with the evidence and the benefit </td></tr> <tr> <td>Implementation strategies</td><td> • Highlight and explain successful implementation strategies • Share feedback about how benefits are realized </td></tr> <tr> <td>Maintain outcomes</td><td> • Embed routine implementation strategies • Monitor variability and report outcomes </td></tr> <tr> <td>Make adaptations</td><td> • Make theoretically informed adaptations </td></tr> <tr> <td>Navigate context</td><td> • Facilitate ongoing stakeholder engagement, orient new staff • Learn from system changes </td></tr> </tbody> </table> 34 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 34	Component	Spread	Practice	• Continue the procedure, practice, product, policy or process • Ensure stakeholders are familiar with the evidence and the benefit	Implementation strategies	• Highlight and explain successful implementation strategies • Share feedback about how benefits are realized	Maintain outcomes	• Embed routine implementation strategies • Monitor variability and report outcomes	Make adaptations	• Make theoretically informed adaptations	Navigate context	• Facilitate ongoing stakeholder engagement, orient new staff • Learn from system changes	
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Factors for long term success <table border="1"> <tbody> <tr> <td>  People </td><td> Skills and capabilities Leadership Team functioning Commitment to improvement </td></tr> <tr> <td>  Practice </td><td> Monitor progress for feedback and learning Robust and adaptable processes Evidence of benefits Resources in place </td></tr> <tr> <td>  Setting </td><td> Align with organisational priorities Align with political and financial strategies Recognise and support improvement </td></tr> </tbody> </table> Adapted from: https://thecenterforimplementation.com/toolbox/solutions-for-sustainability-planning 35 Q4 TRIP / Implementation Masterclass: Spread and Scale for Sustainability 35	 People	Skills and capabilities Leadership Team functioning Commitment to improvement	 Practice	Monitor progress for feedback and learning Robust and adaptable processes Evidence of benefits Resources in place	 Setting	Align with organisational priorities Align with political and financial strategies Recognise and support improvement							
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 Practice	Monitor progress for feedback and learning Robust and adaptable processes Evidence of benefits Resources in place												
 Setting	Align with organisational priorities Align with political and financial strategies Recognise and support improvement												

Slide	Notes
CASE STUDY: DISCUSSION Factors for long-term success People Statewide leadership, program architect Clinicians update practice, ongoing professional development Practice Coordinated planning, education, improvement Clear evidence of benefits, no change in adverse events Co-designed adaptable implementation strategies Regular monitoring integrated into state database Setting Program leader produced resources and facilitated spread Resources able to update practices and make local adaptations Grant funding, research partnership in place 36 Q4-TRIP Implementation Masterclass: Spread and Scale for Sustainability 36	
TRANSLATE INTO PRACTICE How will you plan for and monitor sustainability? 37 Q4-TRIP Implementation Masterclass: Spread and Scale for Sustainability 37 <u>Activity 2: Spread improvement to a similar setting (TRIP)</u>	
Implement improvements in your practice - Where is the problem? - What do you want to change? - What is the evidence for change? - Who is involved? - Understand and evaluate organisational context. - Select implementation strategies. - Measure Implementation and Intervention outcomes. - Develop a Sustainability Plan. 38 Q4-TRIP Implementation Masterclass: Spread and Scale for Sustainability 38	
FINAL REFLECTION - What has changed in how you think about implementation? - What is one implementation practice you will apply differently? - What support or partnerships will help you continue developing your implementation capability? 39 Q4-TRIP Implementation Masterclass: Spread and Scale for Sustainability 39	

Slide	Notes
Review learning objectives You can now: ☒ Describe key concepts underpinning sustainability in implementation ☒ Identify practical strategies that support long-term sustainability ☒ Distinguish between spread and scale-up ☒ Develop a plan to spread the improvement to another setting. 40 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 40	
Completion of the TRIP process  41 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 41	
Thank you for your participation. 42 42	
With thanks to Sharon Mickan Mosaic Health Consulting  43 Q4 TRIP Implementation Masterclass: Spread and Scale for Sustainability 43	

Slide	Notes
References Read applied article • Sustainability: What Is It? Why Is It Important? How Are Readiness, Context, and Sustainability Related? Review seminal paper explaining 5 components of sustainability • Developing a comprehensive definition of sustainability Implementation Science Full Text Read about tools for sustainability planning • Solutions for Sustainability Planning: The Long Term Success Tool 44 Q4-TRIP Implementation Masterclass: Spread and Scale for Sustainability	

Appendix

1. Activity 1: Review key sustainability components (case study)
2. Activity 2: Spread improvement to a similar setting (TRIP)
3. Reflection: Application to local context

A.1 Activity 1: Review key sustainability components (case study)

Component	Application
Continue the change in practice	
Identify key implementation strategies	
Monitor and maintain outcomes	
Make adaptations	
Navigate complex organisational contexts	

A.2 Activity 2: Spread improvement to a similar setting (TRIP)

Component	Spread	Apply to practice
Continue the change in practice	- Continue the procedure, practice, product, policy or process. - Ensure stakeholders are familiar with the evidence and the benefit.	
Identify key implementation strategies	- Highlight and explain successful implementation strategies. - Share feedback about how benefits are realised.	
Monitor and maintain outcomes	- Embed routine implementation strategies. - Monitor variability and report outcomes.	
Make adaptations	Make theoretically informed adaptations.	
Navigate complex organisational contexts	- Facilitate ongoing stakeholder engagement, orient new staff. - Learn from system changes.	

A.3 Reflection: Application to local context

1. Where is the Problem?	
2. What do you want to change?	
3. What is the evidence for the change?	
4. Who is involved?	
5. Describe organisational context and readiness for change.	
6. Select implementation strategies.	
7. Develop a sustainability plan.	