



Scaling the Next Wave of Prevention Programs

PAUL CARTTAR





"The picture's pretty bleak, gentlemen. ... The world's climates are changing, the mammals are taking over, and we all have a brain about the size of a walnut."



On one hand....

The “picture’s pretty bleak” –

Many people and **communities** plagued by **daunting problems**

Community-based organizations under **severe funding pressures**

Governments facing **unprecedented fiscal constraints**



On the other....

*Reasons for **optimism and resolve** –*

Significant resources

Innovative people with a long tradition of **solving** our **biggest problems**

Many **effective solutions** already being **deployed** in **communities**

Many inspiring examples



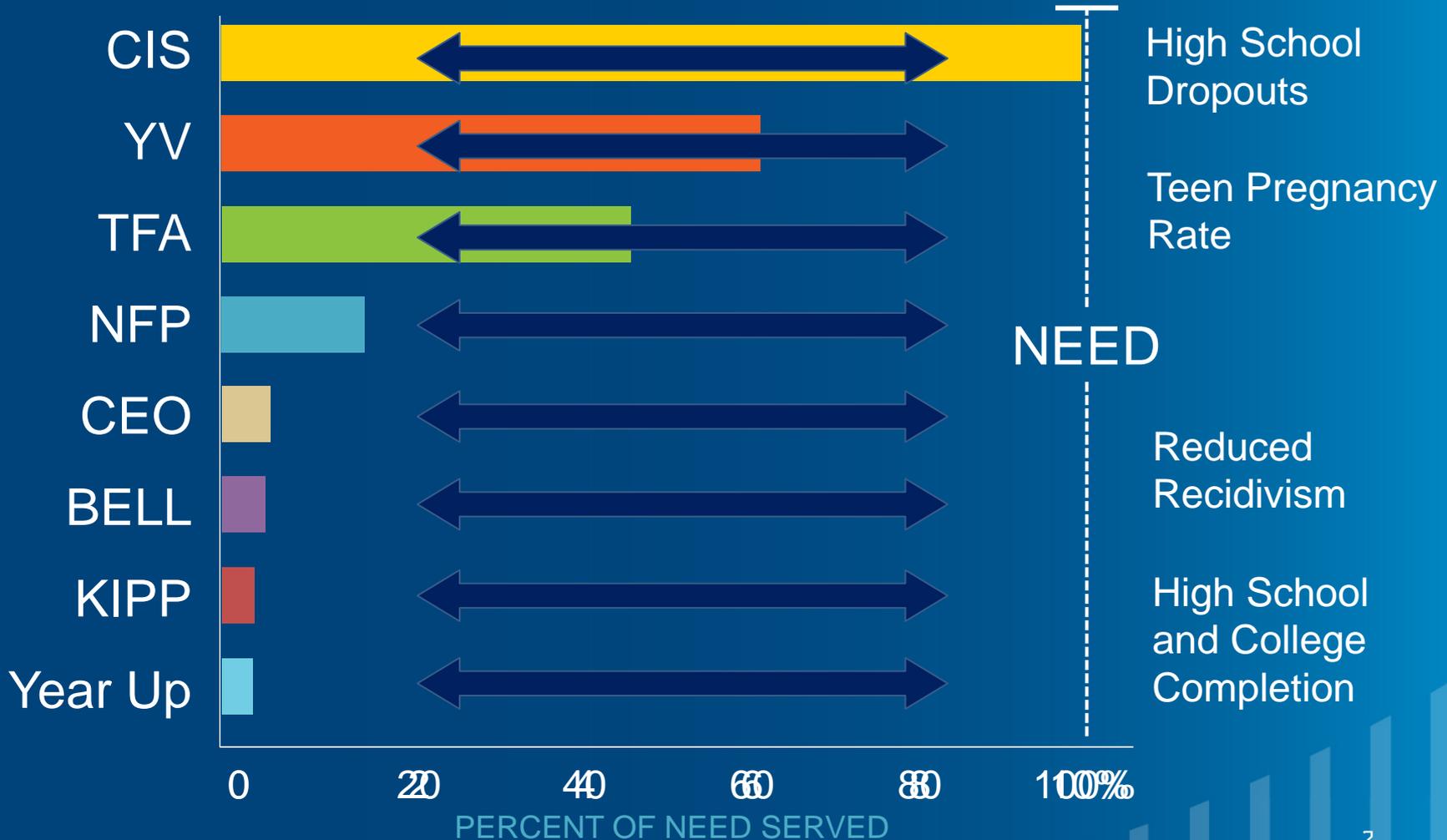
TEACHFORAMERICA



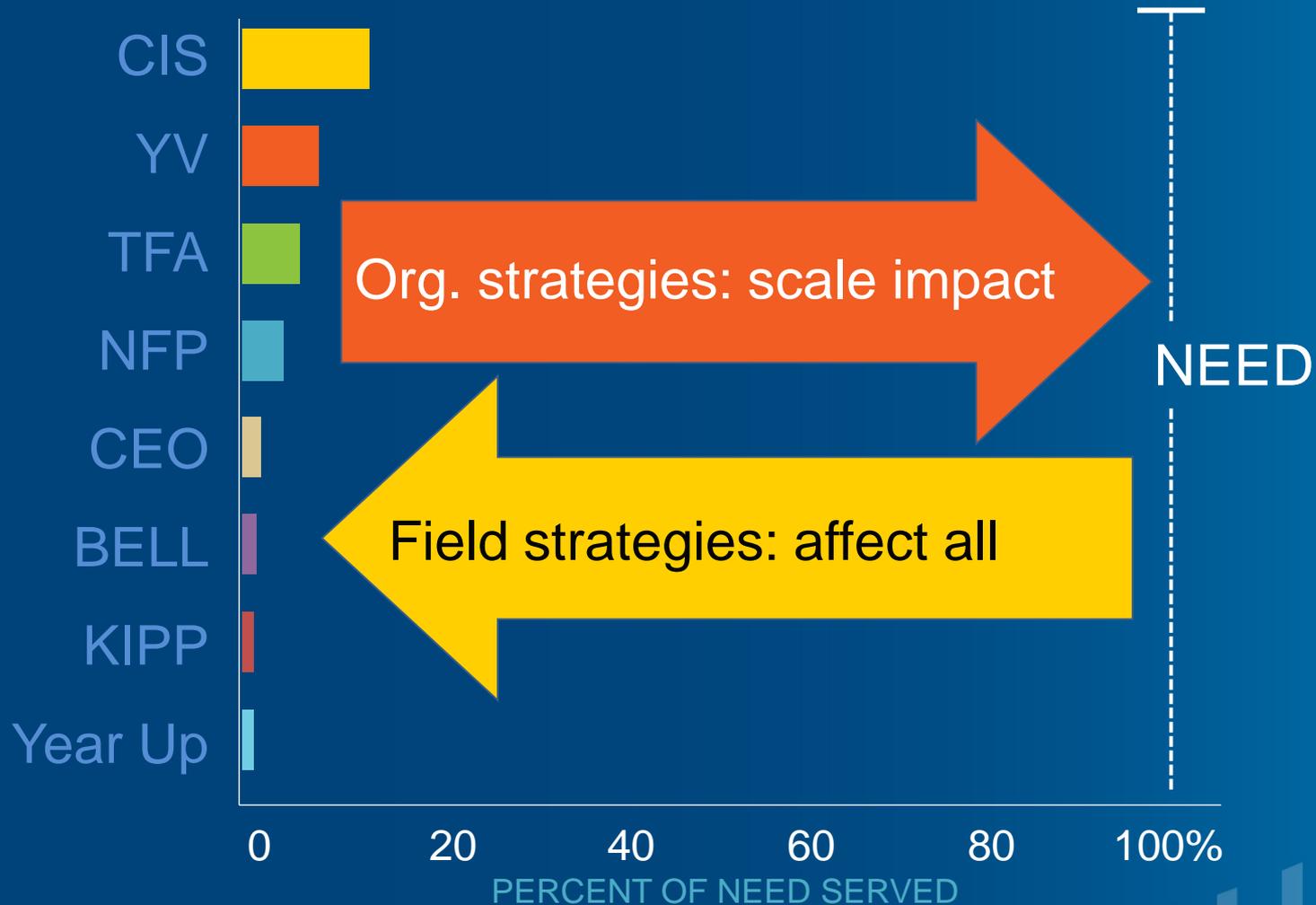
An amazing decade



The problem



Pathways to closing the gap



The big idea

“The bottom line is clear: **solutions to America’s challenges** are being developed every day at the grass roots – and government shouldn’t be supplanting those efforts, it should be supporting those efforts.

“Instead of wasting taxpayer money on programs that are obsolete or ineffective, government should be seeking out creative, **results-oriented programs** ... and helping them replicate their efforts across America.”

- President Obama, June 30, 2009

“Tiered-evidence initiatives”

By 2011, the Obama Administration supported six initiatives to drive scaling of innovative, evidence-based programs.

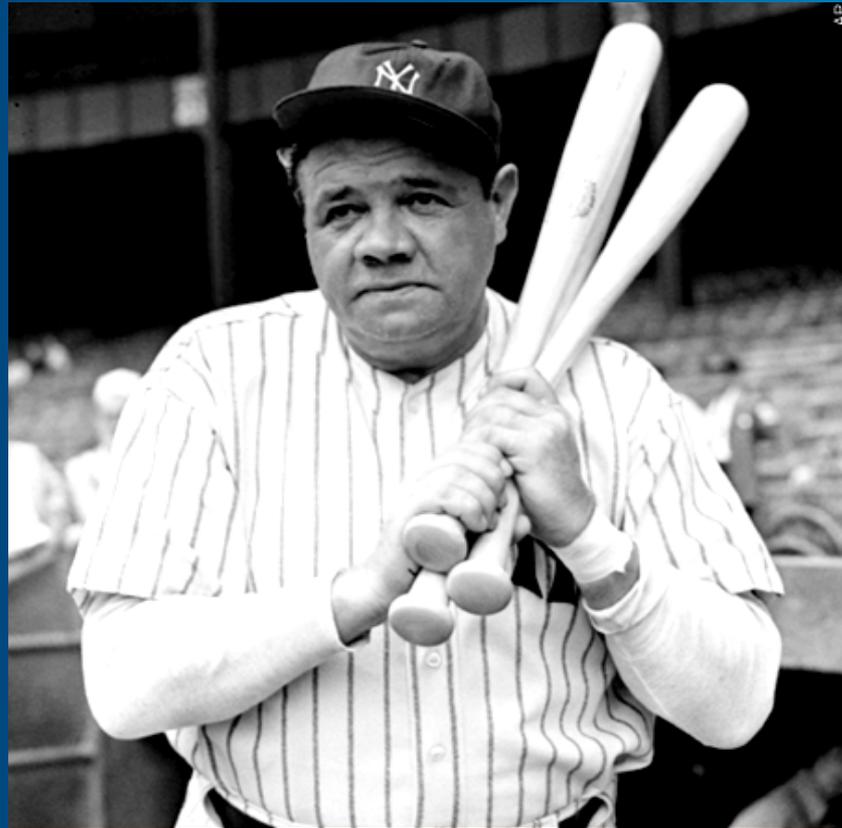
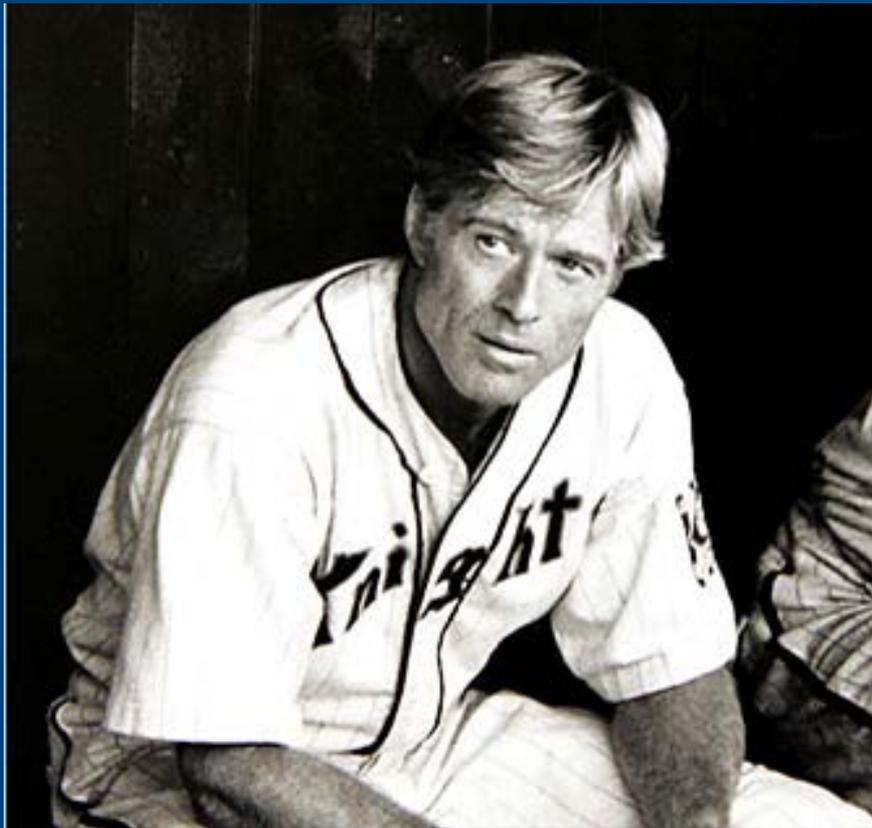
Program	Focus	Agency	Funding
Invest in Innovation (i3)	Education	DoED	\$650 million in FY10+
Social Innovation Fund	Econ. opportunity, youth dev., health	CNCS	\$50 million in FY10,11
Workforce Innovation Fund	Job training	DOL	\$125 million in FY11
Teen Pregnancy Prevention	Teen pregnancy prevention	HHS	\$100 million in FY10
Home Visiting	Maternal health, child, family	HHS	\$1.5 billion over 5 years
Comm. College Challenge Fund	Job training	DOL, DoED	\$2 billion over 4 years

Prerequisites to scaling

Bridgespan's experience suggests four key conditions must be in place:

1. **Evidence** that the program/intervention actually generates **strong results**
2. **Program model** whose **key elements** can be **standardized** and **reproduced**
3. **Organizational and financial capability** to execute effective scaling plan
4. **Determination** to drive **potential impact**

Who is the “best that ever was?”



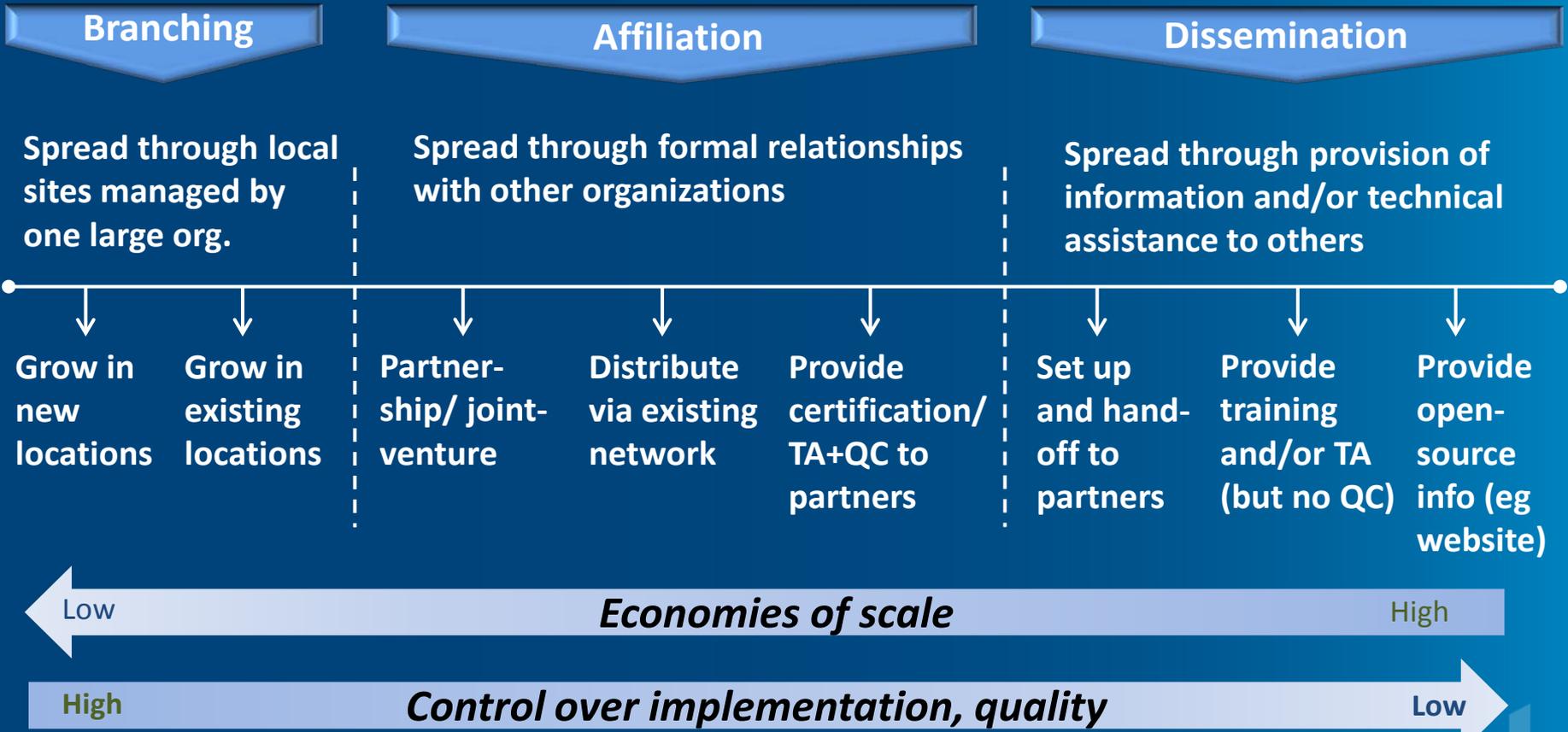
What does the **evidence** say?

Critical issues to address

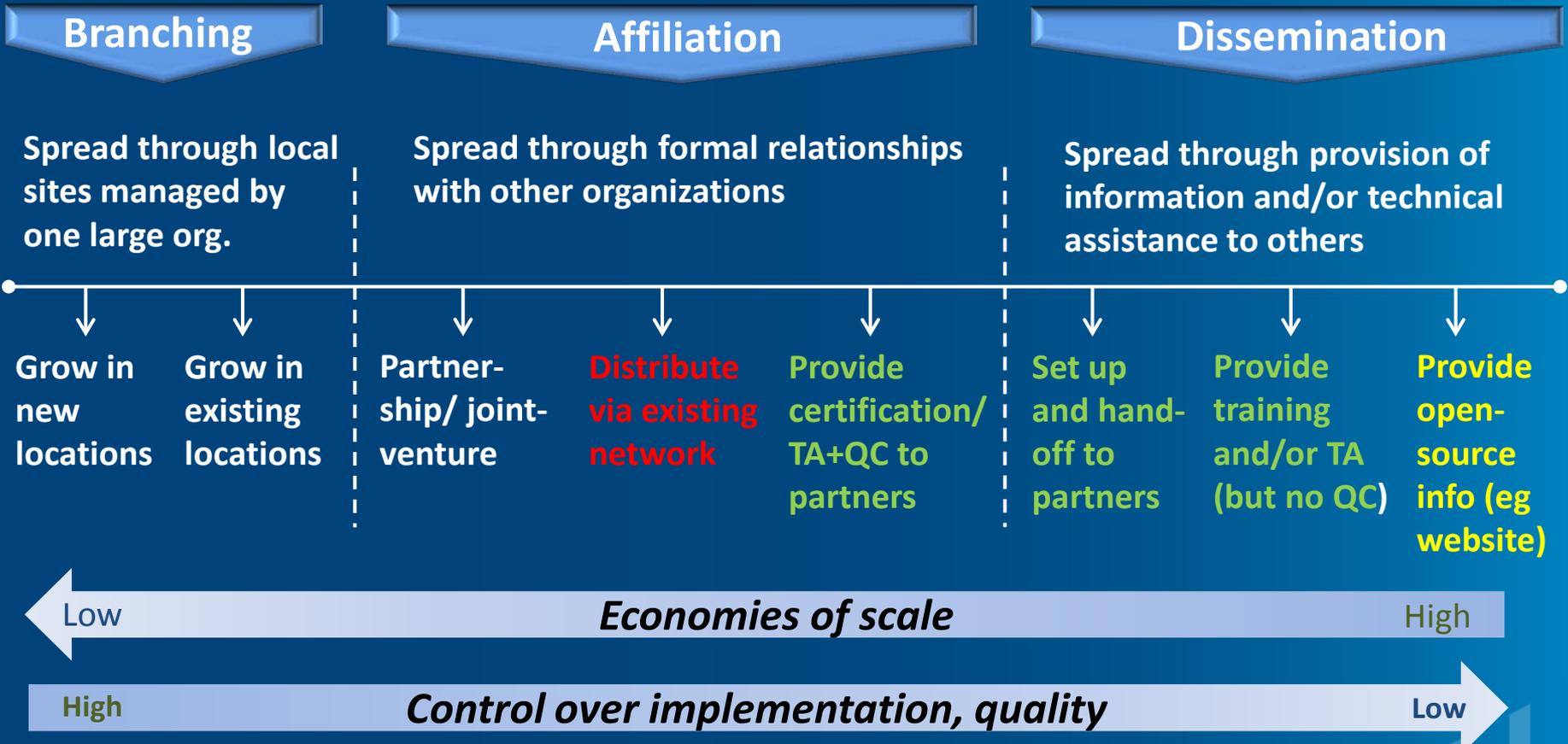
Effective scaling of impact requires answers to these questions:

- What is the **ultimate purpose** of your scaling?
- What **pathway** in which **locations** will you use?
- How will you deliver **key “central” functions?**
 - High fidelity implementation
 - On-going quality control (services, brand)
 - Training, knowledge management
 - Performance measurement
- How will you **fund** the **center** and **sites?**

Alternative pathways for scaling



Alternative pathways for scaling

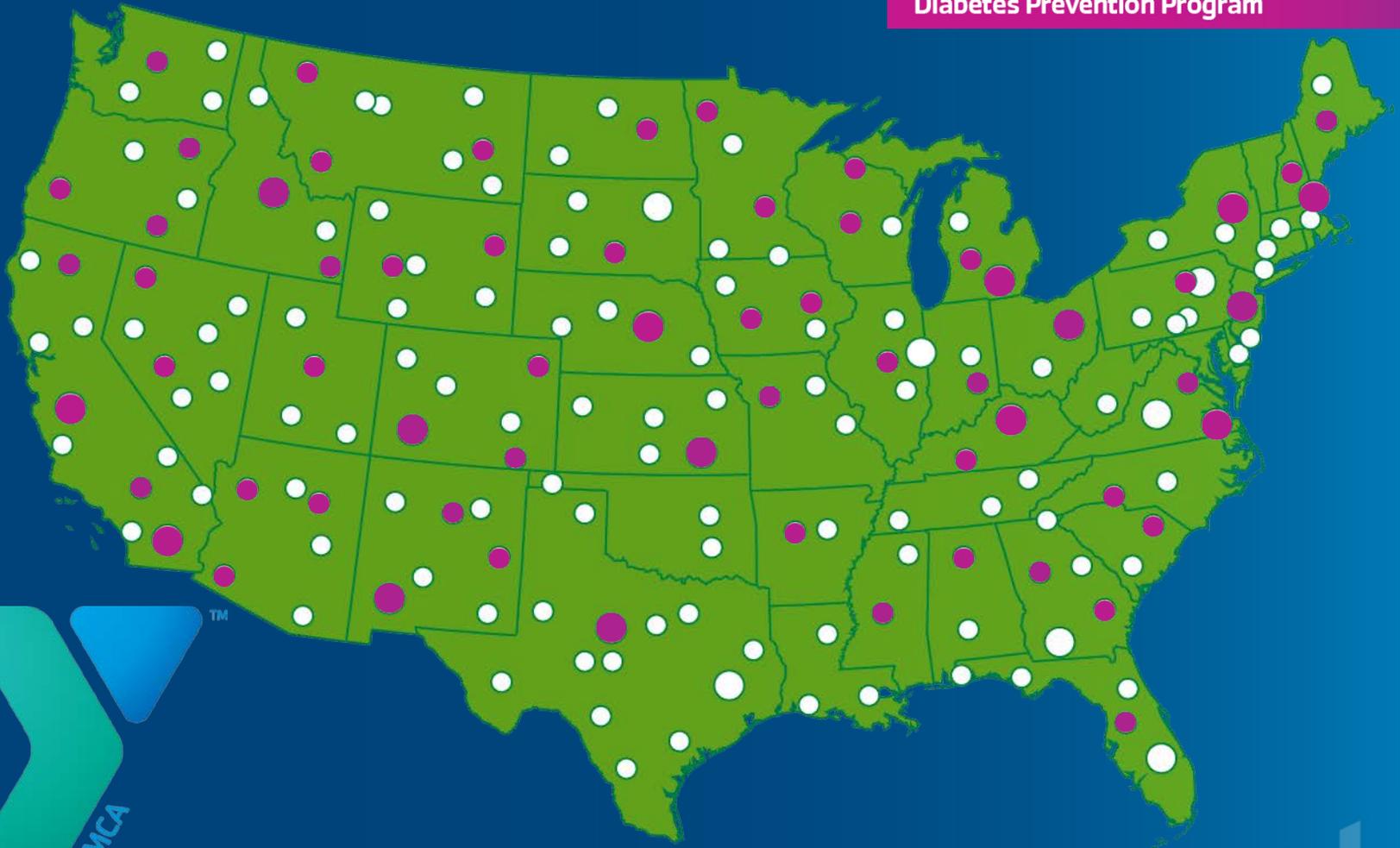


Distribute via existing networks

**CHANGE
TODAY
FOR A
HEALTHIER
FUTURE**



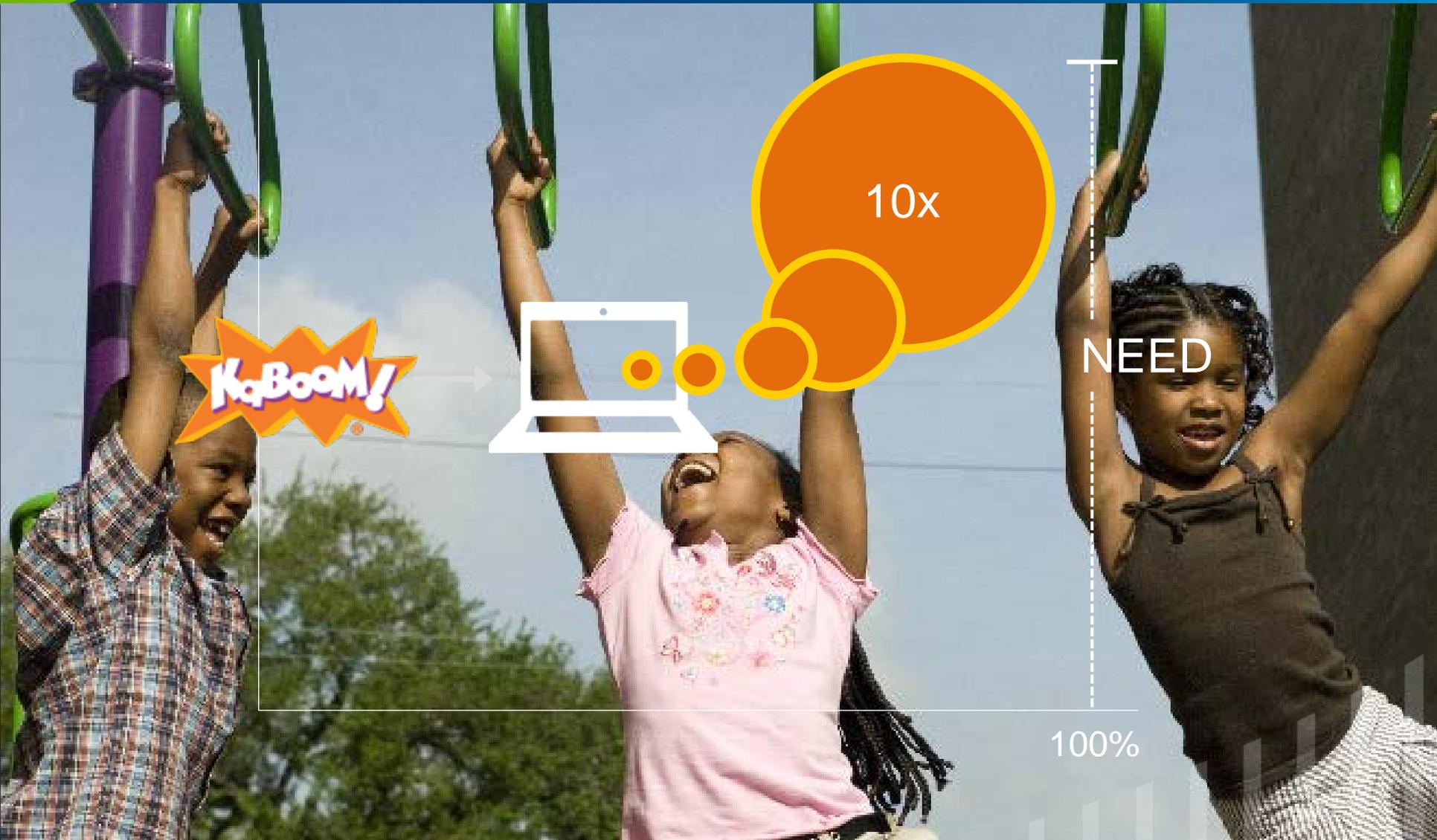
Diabetes Prevention Program



Enable others



Leverage technology



Each pathway has tradeoffs

Branching

What must you believe?

- Strong outcomes require high operational control
- High demand from funders and customers
- Scale goals can be reached

What are the pros?

- No piloting / experimenting costs and time required
- Highest likelihood of consistent outcomes

What are the cons?

- May be most costly and slow to scale
- Funding sources may not be readily available
- Organizational burden enormous

Affiliation

- Partners offer significant relevant capability
- Partners can implement with high fidelity
- High demand from partners to embrace the model

- Partners could take on some of the program costs
- Partners with large networks may support rapid scale

- Must relinquish control over some/many aspects of model
- Potential costs and new skills required to work with partners

Dissemination

- Parties are able to generate Sufficient outcomes
- Economics are sustainable
- Other pathways are not desirable or practical

- High potential for rapid scale, assuming customer demand, capability
- Lowest cost pathway per unit of service

- May risk quality outcomes and less clear attribution
- Requires new skills and capabilities
- Must adapt program model



Impact
Execution
Sustainability







The Bridgespan Group

Collaborating to accelerate social impact

www.bridgespan.org