McMaster University | HEALTH FORUM

Rapid Synthesis Appendices

Assessing the effectiveness of organizations that support the spread and scale of health- and social-system innovations

6 March 2024

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Appendix 1: Methodological details

Background to the rapid synthesis

This rapid synthesis mobilizes both global and local research evidence about a question submitted to the McMaster Health Forum's Rapid Response program. Whenever possible, the rapid synthesis summarizes evidence drawn from existing evidence syntheses and from single research studies in areas not covered by existing evidence syntheses and/or if existing evidence syntheses are old or the science is moving fast. A systematic review is a summary of studies addressing a clearly formulated question that uses systematic and explicit methods to identify, select and appraise research studies, and to synthesize data from the included studies. The rapid synthesis does not contain recommendations, which would have required the authors to make judgments based on their personal values and preferences.

The Forum produces timely and demand-driven contextualized evidence syntheses such as this one that address pressing health and social system issues faced by decision-makers (see our website for more details and examples). This includes evidence syntheses produced within:

- days (e.g., rapid evidence profiles or living evidence profiles)
- weeks (e.g., rapid syntheses that at a minimum include a policy analysis of the best-available evidence which can be requested in a 10-, 30-, 60- or 90-business-day timeframe)
- months (e.g., full evidence syntheses or living evidence syntheses with updates and enhancements over time)

This rapid synthesis was prepared over a 30-business-day timeframe and involved six steps:

1) submission of a question from a policymaker or stakeholder (in this case, the Canadian Medical Association)
2) framing the question(s) to be answered and scoping the approach in collaboration with the requestor, and with insights based on work already conducted or underway on the same or similar topics (which drew on the insights of subject matter experts)
3) identifying, selecting, appraising and synthesizing relevant research evidence about the question
4) conducting and synthesizing a jurisdictional scan of experiences about the question from other countries and Canadian provinces and territories
5) drafting the rapid synthesis in such a way as to present concisely and in accessible language the research evidence
6) finalizing the rapid synthesis based on the input of at least two merit reviewers.

Identification, selection, quality appraisal and synthesis of evidence

For this rapid synthesis, we searched Health Systems Evidence (see strategy here), Social Systems Evidence (see strategy here) and PubMed (see strategy here) for:

1) evidence syntheses
2) protocols for evidence syntheses that are underway
3) single studies (when no evidence syntheses are identified or when they are older).

We also identified potentially relevant evidence documents by conducting hand searches of:

- Appendices 2 and 4 from a rapid evidence profile on the topic of identifying structures and processes to support spread and scale of health-system innovations
- the appendices included in an evidence brief on the topic of health-system innovation systems in Canada currently being prepared by the McMaster Health Forum.

Each source for these documents is assigned to one team member who conducts hand searches (when a source contains a smaller number of documents) or keyword searches to identify potentially relevant documents. A final inclusion assessment is performed both by the person who did the initial screening and the lead author of the rapid synthesis, with disagreements resolved by consensus or with the input of a third reviewer on the team. The team uses a dedicated virtual channel to discuss and iteratively refine inclusion/exclusion criteria throughout the process, which provides a running list of considerations that all members can consult during the first stages of assessment. During the process of assessing evidence documents for eligibility for including in our analysis, we excluded documents focused on:

- innovations designed solely to achieve commercial rather than social aims
- assessing the impact that individual innovations (e.g., technology-enabled primary care) have on specific health and social outcomes (rather than the impact that organizations have on the spread and scale of innovations)
- describing a single innovation, and the factors that influenced whether and how it was adopted, scaled and spread (rather than the approaches organizations can use to support their spread and scale more generally).

For any included guidelines, two reviewers assess each guideline using three domains in the AGREE II tool (stakeholder involvement, rigour of development and editorial independence). Guidelines are classified as high quality if they were scored as 60% or higher across each of these domains.

For each evidence synthesis we included, we documented the dimension of the organizing framework with which it aligns, key findings, living status, methodological quality (using AMSTAR), last year the literature was searched (as an indicator of how recently it was conducted), availability of GRADE profile, and equity considerations using PROGRESS PLUS.

For AMSTAR, two reviewers independently appraise the methodological quality of evidence syntheses that are deemed to be highly relevant. Disagreements are resolved by consensus with a third reviewer if needed. AMSTAR rates overall methodological quality on a scale of 0 to 11, where 11/11 represents a review of the highest quality. High-quality evidence syntheses are those with scores of eight or higher out of a possible 11, medium-quality evidence syntheses are those with scores between four and seven, and low-quality evidence syntheses are those with scores less than four. It is important to note that the AMSTAR tool was developed to assess evidence syntheses focused on clinical interventions, so not all criteria apply to those pertaining to health-system arrangements or to economic and social responses. Where the denominator is not 11, an aspect of the tool was considered not relevant by the raters. In comparing ratings, it is therefore important to keep both parts of the score (i.e., the numerator and denominator) in mind. For example, an evidence synthesis that scores 8/8 is generally of comparable quality to another scoring 11/11; both ratings are considered 'high scores.' A high score signals that readers of the evidence synthesis can have a high level of confidence in its findings. A low score, on the other hand, does not mean that the evidence synthesis should be discarded, merely that less confidence can be placed in its findings and that it needs to be examined closely to identify its limitations. (Lewin S, Oxman AD, Lavis JN, Fretheim A. SUPPORT Tools for evidence-informed health Policymaking (STP): 8. Deciding how much confidence to place in a systematic review. *Health Research Policy and Systems* 2009; 7 (Suppl1): S8.)

For primary research (if included), we documented the dimension of the organizing framework with which it aligns, publication date, jurisdiction studied, methods used, a description of the sample and intervention, declarative title and key findings, and equity considerations using PROGRESS PLUS. We then used this extracted information to develop a synthesis of the key findings from the included syntheses and primary studies.

During this process we include published, pre-print and grey literature. We do not exclude documents based on the language of a document. However, we are not able to extract key findings from documents that are written in languages other than Chinese, English, French, Portuguese or Spanish. We provide any documents that do not have content available in these languages in an appendix containing documents excluded at the final stages of reviewing. We excluded documents that did not directly address the research questions and the relevant organizing framework. All of the information provided in the appendix tables was taken into account by the authors in describing the findings in the rapid synthesis.

Identifying experiences from other countries and from Canadian provinces and territories

For this rapid synthesis, we worked with the requestors and engaged subject matter experts to collectively decide on what countries (and/or states or provinces) to examine based on the question posed. For other countries, we search relevant government and stakeholder websites including those for organizations supporting the design, implementation, scale and spread of health- and social-system innovations. In Canada, a similar approach was used, which involved searching the website of organizations known to be involved in advancing health- and social-system innovations in the country. While we do not exclude content based on language, where information is not available in English, Chinese, French or Portuguese and Spanish, we attempt to use site-specific translation functions or Google Translate. A full list of websites and organizations searched is available upon request.

Appendix 2: Key findings from highly relevant evidence documents and frameworks on organizations supporting the spread and scale of health and social innovations at the level of systems, organizations and professionals

Approaches used to support adoption, spread and/or scale of innovations	Summary of key findings	Reported impact

Identifying and communicating priorities	• According to the diffusion of innovation, agenda setting, matching, defining, clarifying and routinizing were steps made by organizations that supported adoption
	• The World Health Organization ExpandNet framework recommended that project teams within organizations evaluate the available evidence for efficacy, assess feasibility, avoid projects that require extensive human resources, be open to abandon an innovation if it is not feasible, assess the changes in policies required for institutionalization of the innovation, initiate policy discussions, and undertake political mapping of stakeholders
	• The Consolidated framework for scaling-up health interventions indicated that setting the agenda, aligning incentives, establishing accountability, developing practices with relative advantage from 'old ways,' establishing communication channels, using data to guide spread, and ensuring opportunities of spread effort were areas to focus on when identifying and communicating priorities
	• A high-quality evidence synthesis reported that power dynamics, professional interest and preference for evidence influenced the use of evidence during decision-making on introducing innovations
	• A low-quality evidence synthesis developed a framework to allow for organizations to be clear about what and why they are pursuing innovation in their context, and categorized them based on innovation of ideas, artefacts, practice and process, and social structure, in addition to eight types of rationale (i.e., economic, practice value, improvement of performance, improve use of resources, social equity, sustainability, change behaviours, or solve specific problems)
	• A medium-quality evidence synthesis reported that stakeholder analyses provide context in which the innovation will be developed and implemented, inform the planning process, and develop strategies to support a suitable development and implementation of the innovation
	  ○ The most frequently analysed attributes included: relative power, attitude or position, level of interest, role or contribution, knowledge or awareness, impact of the issue, and stakeholder legitimacy
	• A qualitative study reported that it is important to appropriately assess the full value of innovations during patent protection, in order to align incentives
		• The authors of the consolidated framework for scaling-up health interventions concluded that it was important to first define the scalable unit of organization, as once that is defined and successfully implemented (without extraneous resources), there was a likely chance that the innovation could be fully scaled
		  ○ The authors of the framework indicated that organizations need to understand where they are in the 'scale-up sequence' to ensure that innovations are not prematurely scaled-up

Approaches used to support adoption, spread and/or scale of innovations	Summary of key findings	Reported impact
	for investment in research and development (and ultimately, decisions about whether it should be adopted in the U.K. National Health Service) o They also suggested that the current – rather than the future – value of an innovation should be used to inform decision-making, and that the appropriate appraisal process and structures need to be in place (supported by proper measurement)	
Building capacity and capability for spreading and scaling	• According to the diffusion of innovation, tension for change (i.e., motivation and ability), innovation-system fit (i.e., compatibility) and assessment of implications (i.e., observability) are three characteristics that may impact an organization's ability to spread and scale-up of innovations • Domain five of the non-adoption, abandonment, scale-up, spread and sustainability framework indicated organizations should be responsible for organization's capacity to innovate, readiness for technology-supported change, ability to make adoption and funding decisions, requiring changes to team interactions and routines, and for understanding the work involved in implementation (e.g., established shared vision). • A medium-quality evidence synthesis indicated that there should be a focus on inclusivity and capacity building by distributing governance capacities to ensure that many voices are involved in the design of the innovation • A medium-quality evidence synthesis reported that an 'innovation-system' fit is generally more valid than a list of innovation attributes that predict successful adoption (e.g., fixed properties of an innovation) • A medium-quality evidence synthesis reported that employee-driven innovations within organizations often include a participatory component in the identification of problems and solutions, learning process of testing, and developing an innovation outcome (e.g., to design health systems, resources, organizational culture)	• The authors of the non-adoption, abandonment, scale-up, spread and sustainability framework reported that it was often impossible to predict the uptake, use, and impact of the technology or the investment needed to keep the innovation running (e.g., the lack of a dedicated budget to support implementation and maintenance) • An medium-quality evidence synthesis viewed 'absorptive capacity' as an effective organizational resource to successfully implement new innovations • An medium-quality evidence synthesis indicated that employee-driven innovations within organizations improved institutional and organizational structures, environments, objects, and ways of doing things, efficiency and productivity; improvement in quality and safety; and at times cost savings
Supporting the design, implementation and evaluation of pilots	• The World Health Organization ExpandNet framework recommended that organizations advocate for longer funding cycles to allow scale-up processes, use qualitative and quantitative methods to document implementation, test initially with proof of concept and proof of implementation (under routine conditions), identify community, sociocultural and gender factors that might support or constrain implementation, and ensure a document of agreements reached	• The authors of the consolidated framework for scaling-up health interventions concluded that it was important to first define the scalable unit of organization, as once that is defined and successfully implemented (without extraneous resources), there was a likely chance that the innovation could be fully scaled o The authors of the framework indicated that organizations need to understand where they are in the 'scale-up sequence' to ensure that innovations are not prematurely scaled-up
Facilitating peer sharing and learning	• A low-quality evidence synthesis reported that self-organized innovation networks were successful if it was voluntary, knowledge and practices that	• A qualitative study reported that diffusion of health service and policy innovations were more effective or successful

Approaches used to support adoption, spread and/or scale of innovations	Summary of key findings	Reported impact
	supported sharing of information, mutual trust, governance policies, short-term iterative planning, and joint conflict resolution	when the innovation leverages the use of experts, decision-makers, individuals, organizations and networks
Coordinating large-scale engagement	• A low-quality evidence synthesis indicated that incremental innovation is often insufficient for sustainable change implementation in organizations, and advocated for radical innovation instead ○ Radical innovations require large-scale coordination across multiple stakeholders, communication and knowledge sharing to promote engagement with stakeholders, established organization procedures and significant investments in technology • A medium-quality evidence synthesis described the use of open innovation in a government setting, where external parties (including customers) were involved in the collaboration of acquisition, integration and application of knowledge in order to improve innovation performance	• A medium-quality evidence synthesis indicated that open innovation resulted in better innovation performance for everyone in the ecosystem, and found that leadership and governance, consideration of legal and intellectual property issues, a supportive culture, technology and funding all helped to enable an open innovation approach and contribute to its potential benefits
Aligning legislation and regulatory tools	• An medium-quality evidence synthesis reported that policy regulation was the least reported approach to spread and scale of innovations; however, other challenges such as local-level capacity building and lack of human resources were considered the bottlenecks for scaling approaches instead of policy regulation • A qualitative study focused on breakdowns within health information technology innovation recommended the establishment of a neutral, third-party entity to regulate health information technology innovations, formation a 'contract resource organization' for vendors, implementation of standards and regulations, establishment of formal evaluation criteria, formalization of incentive structures, and establishment of relationships with innovators	• A qualitative study on strategies supporting vaccine innovation by the Brazilian government reported that a legal framework that supports innovation, technological and industrial policies is one of the key factors to facilitate vaccine innovation
Investing in and incentivizing change	• A high-quality evidence synthesis found that organizations could consider different funding options for funding innovative therapy medicinal products such as a single payment for whole care, rebates, discounts, funding caps, price volume agreement loans, fund-based payment, health outcomes-based payment or health coin (i.e., tradeable currency to purchase new products). ○ Funding options including rebates, discounts, price caps and price volume agreements were described as the most feasible funding models for high income countries • A low-quality evidence synthesis reported that successful innovation processes for water innovation requires dedicated finances from organizations and governments • A medium-quality evidence synthesis found that most science, technology, innovation and partnerships focused on developing approaches that enable innovation to thrive, such as publicly funded grants, subsidies to private firms, tax incentives and funding for incubators and accelerators	• No information found

Approaches used to support adoption, spread and/or scale of innovations	Summary of key findings	Reported impact
A combination of approaches listed above	• The Implementing Best Practices Consortium framework recommended identifying the problem, agreeing on the desired changes and priorities, supporting the design, implementation, and evaluation of pilots, supporting the innovation environment, involving stakeholders to develop a scaling-up strategy, and communicating the results of scaled-up practices • The Framework for Spread (IHI) is intended for organizations to understand the steps for scale-up, including set-up, development of scalable unit, testing of scale-up, and launch to full scale • A medium-quality evidence synthesis found that organizations utilized cutting edge technology, coordinated large scale coordination between research and entrepreneurs to facilitate knowledge sharing, conducted continuous evaluation of innovations, and provided implementation support • A medium-quality evidence synthesis reported that universities focused on advancing social innovation often established new technical solutions for teaching, utilized co-production and co-design, and set up science shops or living labs to develop partnerships globally • A medium-quality evidence synthesis about supporting university-industry collaborations reported that organizational resources, reduced bureaucracy, policies and regulations encouraging collaboration, and facilitation of networking enabled collaborations on innovation • A qualitative study on the national spread and scale of an eConsult innovation indicated that organizations must identify and communicate population care needs and access problems, engage stakeholders across different disciplines and networks while also ensuring appropriate governance arrangements, build on existing strategies, policies and priorities, and measure and communicate outcomes to ensure continuous monitoring and evaluation • A qualitative study from the Duke Institute for Health Innovation reported that having direct communication channels with executives enabled better alignment with organizational priorities, in addition to having staff trained in design thinking and product development and innovation protections and licensures ○ The authors recommended that academic health centres invest in dedicated innovation centres	• According to the Implementing Best Practices Consortium framework, organizations that were open to change and had support at each organizational level reported to have more success with introducing and scaling up new evidence-based practices than organizations that resist or have little experience with change. • The authors of a medium-quality evidence synthesis found that measuring the impact and role of universities in social innovation has not been sufficiently covered in the literature • An evaluation of the Public Health Agency of Canada's Innovation strategy reported that successful scaled-up innovations often scored high on system readiness, organizational capacity, policy influence, ability to develop context-specific partnerships and community engagement, and focus on sustainability • A qualitative study from the Duke Institute for Health Innovation reported four guiding principles: build to show value, build to integrate, build to scale, and build responsibly.

Appendix 3: Key findings from Canadian organizations supporting the spread and scale of health and social innovations at the level of systems, organizations and professionals

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches

Federal/ national	CAN Health Network	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Non-governmental, not-for-profit
		• Level targeted for innovation
		  ○ Products and technologies
		• Object of innovation supports
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Identifying and communicating priorities
		  ○ Coordinating large-scale engagement
		  ○ Investing in and incentivizing change
			• National partnership of Canadian health organizations that support the spread and scale-up of health technologies by acting as dedicated early adopters of healthcare solutions
			• Identifies market-ready needs and matching them with the best-suited companies
			• Pairs chosen companies with healthcare organizations who provide them with support to pilot their innovation and ensure it is ready for market
			• Issues a national competitive procurement process that supports rapid scale-up to other interested organizations
				• The integrated marketplace has 31 edges (i.e., public or private organizations that form integrated networks)
				• As of 15 January 2024, the organization has $40 billion in purchasing power, supported 48 companies, launched 54 commercialization projects, purchased or procured 17 new technologies and created 450 jobs

	Canada Health Infoway	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Non-governmental, not-for-profit
		• Level targeted for innovation
		  ○ Products and technologies
		• Object of innovation supports
		  ○ Structural innovation
		  ○ Process innovation
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Identifying and communicating priorities
		  ○ Building capacity and capability for spreading and scaling
		  ○ Aligning legislation and regulatory tools
			• Works with governments, healthcare organizations, professionals, and patients to accelerate the adoption of digital health solutions (e.g., electronic health records, e-prescribing)
			• Works to increase connection and communication across health systems through interoperability
			• Supports efforts to implement effective virtual care initiatives
			• Ensures professionals have the tools and training to transform their care
				• Canada Health Infoway's COVID-19 Rapid Response supported more than 100,000 healthcare providers to adopt virtual visit tools, and facilitated more than 5 million virtual visits for Canadians
				• Virtual care saved patients approximately 89 million hours in time travelled, $5.9 billion in avoided expenses, and reduced 330,000 metric tonnes of reduced CO_2 emissions in 2021

	Centre for Technology Adoption	• Focus of organizations supporting the spread and scale of innovations	• Supports the adoptions of technologies that help older residents of northern	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
	for Aging in the North	○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Products and technologies • Extant of change supported ○ Incremental innovation • Object of innovation supports ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations • Building capacity and capability for spreading and scaling	and rural communities to age happily and healthily • Provides evidence to technology developers and companies that supports bringing their products and services to northern communities	
	Healthcare Excellence Canada	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ System arrangements ○ Programs and services ○ Health and social professionals ○ Products and technologies • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning	• Works with partners to spread innovations, build capability and catalyse policy changes through calls for innovations • Identifies promising innovations by issuing calls for identified problems • Co-designs, tests and shares tools to support the spread and scale of innovations • Works with leaders and teams to build capacity to implement change (e.g., leadership skills) • Connects leaders across communities and health systems to share about previous experiences and identify policy levers for change	• From 2022–23, the organization reported that 95% of settings that they work with and for each other implemented a targeted practice or behaviour change, 94% of settings improved a targeted outcome related to experience of care, provider experience or population health, 77% of participants in Healthcare Excellence Canada developed relationships with other partners, and 100% of organizations reported that their relationship with Healthcare Excellence Canada was meaningful and reciprocal • The organization's work has reached 10,301 leaders and 4,858 organizations and communities
	SPOR SUPPORT Units' Learning Health System Community of Practice	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation	• Connects leaders across Canada focusing on developing and improving learning health systems, including facilitating learning and scale-up of innovations at the systems and service levels	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ System arrangements ○ Programs and services ○ Health and social professionals • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services and technologies • Approaches used to support adoptions, spread and/or scale of innovations ○ Facilitating peer sharing and learning		
	THINC Knowledge Mobilization and Impact Hub	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Governmental • Level targeted for innovation ○ System arrangements • Object of innovation supports ○ Process innovations • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Facilitating peer sharing and learning	• Supports networking and collaboration across grantees and knowledge users with the goal to improve the quadruple aim and health equity	• None identified
	CIHR's Best Brains Exchange	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Governmental • Approaches used to support adoption, spread and/or scale of innovations ○ Facilitating peer sharing and learning	• Brings together senior policymakers, researchers, implementation experts and key stakeholders to discuss high-priority, health-related topics identified by policymakers with the goals of supporting the integration of research evidence into policy	• None identified
	Social Innovation Canada	• Focus of organizations supporting the spread and scale of innovations ○ Social systems • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Systems arrangements • Extent of change supported	• Uses a multi-stakeholder process to bring together individuals and organizations impacted by a problem as well as those who can enable and implement solutions • Hosts three communities of practice to allow for peer-to-peer learning at different points in the innovation trajectory	• Hosts five communities of practice that have in turn held 14 online convenings engaging 316 participants • Raised $3.4 million to support Canada's social innovation ecosystem

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Radical innovation • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Investing in and incentivizing change	• Provides a fellowship program for post-secondary students to enhance their capacity to support the adoption and spread of social innovations • Partners with accelerators and incubators in climate solutions to provide innovations with access to capital, accelerate what is working and ensure equity in climate-related enterprises	
	Social Research and Demonstration Corporation	• Focus of organizations supporting the spread and scale of innovations ○ Social systems • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Organizations ○ Programs and services ○ Products and technologies • Extent of change supported ○ Radical innovation ○ Incremental innovation • Object of innovation supports ○ Structural innovations ○ Process innovations ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots	• Analyses survey and administrative datasets to identify population profiles, behavioural patterns, program outcomes and predictive models • Designing and supporting evaluation approaches for social innovations • Experiments and evaluates innovative program ideas • Conducts policy analysis work using literature reviews, environmental scans, in-depth interviews and multi-jurisdictional comparisons • Offers a full range of program evaluation and performance measurement supports	• None identified
B.C.	Innovate BC	• Focus of organizations supporting the spread and scale of innovations ○ Social system • Type of organization	• Works with start-ups and developing entrepreneurs in British Colombia to start their companies and scale-up by training talent that meets labour market	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Governmental • Level targeted for innovation ○ Health and social professionals ○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services and technologies ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Coordinating large-scale engagement ○ Investing in and incentivizing change	needs through funding, technology development, commercialization and adoption • Supports various programs to address the needs of businesses including: ○ Accelerate IP provides education and strategy development for protecting the intellectual properties of innovative start-ups ○ Integrated Marketplace is an initiative that works to assist key areas of the provincial economy through decarbonizing, increasing competitiveness, and strengthening health and safety ○ ScaleUP is a program that supports companies to scale product development, manufacturing, marketing, and sales to create company self-sustainment ○ Venture Acceleration is a program to provide help to B.C. tech entrepreneurs to grow their technology companies	
	Michael Smith Health Research BC	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Governmental • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services ○ Health and social professionals ○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation	• This research agency attracts, develops, and empowers health research to pursue innovation in delivering solutions to improve the overall health and health systems of British Columbia • Current initiatives include: ○ Long-Term Care Qualitative Initiative aims to embed research and knowledge translation through evidence-based practice guidelines in British Colombia's long-term care sector ○ Research Approvals Processes Project is a commitment to develop positive research culture within the current health systems	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches

		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Identifying and communicating priorities
		  ○ Investing in and incentivizing change
			○ BC Health Research System Rapid Assessment is a collaborative high-level assessment of the provincial health research system to address weaknesses and areas of opportunity	

A.B.	Alberta Innovates	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		  ○ Social system
		• Type of organization
		  ○ Governmental
		• Level targeted for innovation
		  ○ System arrangements
		  ○ Organizations
		  ○ Programs and services
		  ○ Health and social professionals
		  ○ Products and technologies
		• Extent of change supported
		  ○ Incremental innovation
		• Object of innovation supports
		  ○ Structural innovation
		  ○ Process innovation
		  ○ Adoption of new products, services and technologies
		  ○ Implementation of an agreed upon innovation
		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Identifying and communicating priorities
		  ○ Building capacity and capability for spreading and scaling
		  ○ Investing in and incentivizing change
			• Provides funding and supports for start-ups, small and medium-sized businesses, post-secondary institutions, and industry in all economic sectors to build new technology and drive new ideas in health and social systems
			  ○ Funding programs are available that target a wide range of sectors and developmental stages
			  ○ Provides coaching and supports to entrepreneur-centric networks
			  ○ Invests in applied research to bridge the innovation gap by linking research with government and industry needs
				• None identified

S.K.	Innovation Saskatchewan	• Focus of organizations supporting the spread and scale of innovations
		  ○ Social system
		• Type of organization
		  ○ Governmental
		• Level targeted for innovation
		  ○ Systems arrangements
		  ○ Organizations
		  ○ Products and technologies
		• Extent of change supported
			• Assists compagnies and researchers with the development of innovative technological ideas
			• Coordinates the maintenance and evaluation of ongoing research projects
			• Utilizes findings to provide recommendations for innovation and policy development to the Government of Saskatchewan
				• In 2024, the organization invested $1 million in research development funding
				• In 2023, the organization funded $100,000 for technological start-ups
				• In 2023, the organization held 107 programs with 11,700 participants fostering peer learning and collaboration

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovation ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	• Funds operation grants for new technological developments through the Saskatchewan Advantage Innovation Fund, Agtech Growth Fund, Innovation Challenge, and Made in Saskatchewan Innovation Technology Program	
M.B.	Social Innovation Office	• Focus of organizations supporting the spread and scale of innovations ○ Social system • Type of organization ○ Governmental • Level targeted for innovation ○ Systems arrangements • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovation ○ Aligning legislation and regulatory tools	• Collaborates with government officials, service providers and investors to explore areas requiring innovation • Disseminates and mobilizes information for implementation in communities or legislation.	• The organization developed a "Restoring the Sacred Bond" program to reunite Indigenous families in the foster care system, which is being use by 200 families
O.N.	McMaster Health Forum's Horizon scanning panels	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ System arrangements • Approaches used to support adoption, spread and/or scale of innovation ○ Identifying and communicating priorities	• Identifies examples of health-system innovations from systematic reviews, jurisdictional scans and interviews with key informants • Uses a deliberative process to identify, refine and prioritize innovations in health-system governance, financial and delivery arrangements	• None reported

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches

	Centre for Effective Practice	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Governmental
		• Level targeted for innovation
		  ○ Health and social professionals
		• Extent of change supported
		  ○ Incremental innovation
		• Object of innovation supports
		  ○ Structural innovation
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Building capacity and capability for spreading and scaling
			• Develops trusted evidence-based resources, supports, and programs to ensure healthcare professionals have the required information and updates to deliver high-quality care
			• Designing easy-to-use digital tools and implementation supports with hospitals and primary care partners to integrate the most up-to-date evidence and quality standards in the existent clinical systems to improve clinician experience and enhance patient care
				• A summative impact evaluation will be conducted, and results are expected in April 2024

	Centre for Digital Health Evaluation	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Governmental
		• Level targeted for innovation
		  ○ System arrangements
		  ○ Programs and services
		  ○ Health and social professionals
		  ○ Products and technologies
		• Extent of change supported
		  ○ Incremental innovation
		• Object of innovation supports
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Supporting the design, implementation and evaluation of pilots
			• Offers high-quality evaluation of digital health technologies at various stages of development by partnering with a multidisciplinary team of researchers, patients, health policymakers and engineers	• In 2017, conducted the largest evaluation of virtual primary care in Canada, consisting of 200 providers and 14,000 patients

	OpenLab at UHN	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		  ○ Social system
		• Type of organization
			• Works to design and innovate solutions to address the intersection of health and society through the transformation of the way healthcare is delivered and experienced	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Governmental • Level targeted for innovation ○ Programs and services ○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations ○ Supporting the design, implementation and evaluation of pilots	• Designs initiatives focused on tech-based patient experiences, aging in place, and addressing the need for complex care for chronic diseases	
	OSSU	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Governmental • Level targeted for innovation ○ System arrangements ○ Programs and services • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Facilitating peer sharing and learning	• Provides supports such as expertise, infrastructure, training and resources to researchers, patients and other partners in patient-oriented research to improve health policy and clinical practices • Consists of a network including 14 leading health research centres and eight research initiatives	• Increased quality-based practices in stroke care by reducing the rehabilitation length of stay for people with stroke • Increased efficiency of clinical trials in Ontario
	Unity Health Upstream Lab	• Focus of organizations supporting the spread and scale of innovations ○ Health system ○ Social system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Programs and services ○ Health and social professionals	• Creates interventions to improve the health and well-being of individuals in healthcare settings through addressing issues related to the social determinants of health • Leverages data and technology to meet the social needs at community and policy levels	• Developed a novel income security program to provide primary care patients with taxation and social services including brokering, financial literacy education, and income support.

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots		○ In the first year, roughly 200 primary care patients were supported ○ This initiative has also been replicated in Manitoba
	RNAO Best Practice Spotlight Organizations	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Governmental • Level targeted for innovation ○ Organizations • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling	• Provides health service and academic organizations designations to optimize patient experiences and health outcomes at the individual, organizational and health system levels through knowledge translation strategies	• Have designated over 1,000 organizations in Canada and internationally
Q.C.	Quebec's Mosaic Living Lab on Aging in Rural Areas	• Focus of organizations supporting the spread and scale of innovations ○ Social system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Organizations ○ Programs and services • Extent of change supported ○ Radical innovation ○ Incremental innovation • Object of innovation supports	• Supports the co-creation of research and innovation for older adults and their loved ones • Facilitates cross-sectoral collaborations among stakeholders, including communities, decision-makers, organizations offering services to older adults, and research teams • Promotes rapid sharing of information and the mobilization of innovative solutions through pilot projects	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Structural innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning		
	Living Lab Charlevoix	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ System arrangements ○ Programs and services ○ Health and social professionals • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning	• Ideates, prototypes, tests and scales health innovations to improve emergency care services • Co-creates an ecosystem of innovations by engaging citizens, researchers, health professionals, users, entrepreneurs and decision-makers • Identifies priorities through an inclusive governance network, and evaluates the impact of the governance mode on partners, co-creation and implementation of projects, knowledge transfer and scaling of innovations • Promotes an environment for learning by implementing innovative leadership internships for medical residents and health professionals (e.g., learners gain competency in rural medicine, pandemic preparedness and response, and innovation)	• In summer 2023, a cohort of 10 students served in the first deployment prototype that worked in the Charlevoix emergency room
	Office of Health and Social Services Innovation	• Focus of organizations supporting the spread and scale of innovations ○ Health system ○ Social system • Type of organization ○ Governmental • Level targeted for innovation ○ System arrangements ○ Programs and services	• Funds and accelerates the adoption of new technologies for health and social services • Provides guidance and strategic support for the implementation and delivery of innovative activities (e.g., in specialized medical care, home care, and long-term care)	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Adoption of new products, services and technologies ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Investing in and incentivizing change	• Collaborates with diverse stakeholders to create productive partnerships	
N.B.	• None identified			
N.S.	Health Innovation Hub	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, for-profit • Level targeted for innovation ○ Systems arrangements ○ Organizations ○ Health and social professionals ○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services and technologies ○ Implementation of an agreed upon intervention • Approaches used to support adoption, spread and/or scale of innovation ○ Identifying and communicating priorities ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Coordinating large-scale engagement	• Offers supports to support the incremental innovation of new structures, process, products and interventions for health systems • Performs rapid synthesis that can assist in identifying and communicating priorities to support the direction of future work or align legislation and regulatory tools • Supports the coordination of large-scale engagement for projects for testing new products or launching new projects ○ Designs new projects or evaluates the progress of existing projects ○ Connects partners to Hub team member with topic or methodological expertise (e.g., statistics, study design, database management ○ Supports with the commercialization of innovations, offering services for patient engagement, patents and dissemination.	• In 2023, the Hub launched a virtual care plan, providing emergency services to over 1,871 patients. • The organization created a patient network of over 2.5 million people to support clinical trials in the Atlantic region • Awarded $1.9 million to 28 researchers in 2023

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Aligning legislation and regulatory tools		
P.E.I.	Innovation PEI	• Focus of organizations supporting the spread and scale of innovations ○ Social system • Type of organization ○ Non-governmental, for-profit • Level targeted for innovation ○ Systems arrangements ○ Organizations ○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services, and technologies • Approaches used to support adoption, spread and/or scale of innovation ○ Building capacity and capability for spreading and scaling ○ Coordinating large-scale engagement ○ Investing in and incentivizing change	• Funds ideas for innovation and entrepreneurship • Coordinates large-scale projects responding to emerging needs • Evaluates and monitors ongoing innovation ideas for refinement • Provides one-on-one support for coordination of large-scale projects • Assists with knowledge sharing of provincial resources to build business capacity and capability	• In 2023, program provided four grants to small business owners of $25,000 each
N.L.	Health Innovation Acceleration Centre	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Arm's-length government agency • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services ○ Health and social professionals • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovation	• Assists with the designing and hypothesis testing of ideas for healthcare improvement ○ Provides one-on-one consultations with topic experts, literature searches or access to subscription-based research tools • Evaluates and monitors innovation plans through consultations, development of evaluation frameworks, and generation of qualitative data (e.g., interviews) • Identifies priority research areas to inform innovation projects	• The 2021–22 strategic priorities progress reported demonstrated positive trends in the organization's initiatives; trends identified are: ○ more seniors living independently at home ○ more medication reconciliation compliance ○ more population health initiatives created ○ more smoking cessation services ○ enhanced clinical efficiencies

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Investing in and incentivizing change		
	Social Enterprise and Innovation Coalition	• Focus of organizations supporting the spread and scale of innovations ○ Social system • Type of organization ○ Non-governmental, for-profit • Level targeted for innovation ○ System arrangements • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovation ○ Identifying and communicating priorities ○ Facilitating peer sharing and learning ○ Coordinate large-scale engagement ○ Investing in and incentivizing change	• Partners with diverse stakeholders to coordinate engagement and facilitate sharing • Utilizes established networks and resources to broadly disseminate information • Designs frameworks to evaluate processes and identify community needs	• None identified
Y.K.	• None identified			
N.T.	• None identified			
N.U.	• None identified			

Appendix 4: Key findings from organizations in other countries supporting the spread and scale of health and social innovations at the level of systems, organizations and professionals

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches

Australia	Agency for Clinical Evaluation	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Non-governmental, not-for-profit
		• Level targeted for innovation
		  ○ System arrangements
		  ○ Organizations
		  ○ Programs and services
		  ○ Health and social professionals
		• Extent of change supported
		  ○ Incremental innovation
		• Object of innovation supports
		  ○ Structural innovation
		  ○ Process innovation
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovation
		  ○ Identifying and communicating priorities
		  ○ Building capacity and capability for spreading and scaling
		  ○ Supporting the design, implementation and evaluation of pilots
		  ○ Facilitating peer sharing and learning
			• Connects patients, clinicians and organizational leaders to implement evidence-based and value-driven healthcare solutions
			• Offers financial supports for early-career researchers, rural workers and those working in trauma and critical care
			• Generates guidelines for care, knowledge mobilization and innovation evaluation
			• Utilizes novel mobilization strategies to promote innovative, sustainable and accessible healthcare interventions and products
			• Develops frameworks for working with Aboriginal groups (e.g., Framework for Working Effectively with Aboriginal People and Aboriginal Employment Strategy)
			• Offers capability training to promote learning including certificates in healthcare redesign, innovation exchange, and a co-design toolkit
				• In 2023, the organization developed 73 clinical protocols and 27 focused assessments to improve emergency care
				• In 2023, the organization established seven communities of practice to support targeted efforts on priority research areas (e.g., menopause, Aboriginal mental health, emergency care)
				• The organization hosted 6 patient-led workshops and a conference for Aboriginal mental health, driving innovation from persons with lived experiences
				• The organization's Virtual Care site has reached 150,000 site visits
				• To date, the organization has more than 3,000 people in the networking, providing ample opportunity for collaboration and knowledge sharing

Israel	The HealthHub	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Non-governmental, not-for-profit
		• Level targeted for innovation
		  ○ Organizations
		• Extent of change supported
		  ○ Incremental innovation
		• Object of innovation supports
			• Supports the development, promotion and implementation of innovative infrastructures within health organizations
			• Creates connections between those developing innovations and interested health organizations
			• Provides customized advice and support to those designing or developing innovations for health organizations including identifying regulatory and
				• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovation ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning	other barriers and supporting their removal • Facilitates peer-to-peer learning by organizing conferences and workshops • Scans to identify new areas and detect new trends for which innovations could be beneficial	
United Kingdom	Nesta	• Focus of organizations supporting the spread and scale of innovations ○ Health system ○ Social system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services ○ Products and technologies • Extent of change supported ○ Radical innovation ○ Incremental innovation • Object of innovation supports ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Investing in and incentivizing change	• Ideates, prototypes, tests and scales health and social innovations • Provides support through practice teams with expertise in data analytics, artificial intelligence, design and technology, and behavioural science • Provides financial, knowledge and network capital to innovative tech ventures including in education, food, health and climate	• None identified
	Health Innovation Network (formerly Academic Health Sciences Network)	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Arm's-length government agency	• Brings together industry, academic, third-sector and local organizations in 15 networks across the U.K. (that also collaborate at a national level) to spread and scale innovations at pace and scale,	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches

		• Level targeted for innovations
		  ○ Products and technologies
		• Object of innovation supports
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovations
		  ○ Building capacity and capability for spreading and scaling
		  ○ Supporting the design, implementation and evaluation of pilots
		  ○ Aligning legislation and regulatory tools
		  ○ Investing in and incentivizing change
			including National Institute for Health and Care Excellence (NICE)-approved medicines and technology as well as broader system innovations such as remote monitoring pathways, community assessment and treatment units, and virtual clinics for managing transient ischaemic attacks and minor strokes, among others
			• Provides guidance and support developing value propositions/evidence base for early-stage innovations
			• Guidance on navigating the complexities of the healthcare sector, including required standards and evidence for National Health Service (NHS) procurement and reimbursement
			• Funds for market access studies and research as well as later stage health economic reports
			• Identifies and issues calls for specific health technology and health service innovations
			• Training in entrepreneurship and commercial leadership skills
			• Partnerships with businesses and academic centres to evaluate innovations	

	Digital Health Hubs	• Focus of organizations supporting the spread and scale of innovations
		  ○ Health system
		• Type of organization
		  ○ Non-governmental, not-for-profit
		• Level targeted for innovation
		  ○ Products and technologies
		• Object of innovation supports
		  ○ Adoption of new products, services and technologies
		• Approaches used to support adoption, spread and/or scale of innovations
			• Increases skills and capacity in the development of digital health and care solutions
			• Supports the co-creation of solutions with users across healthcare stakeholders
			• Enables the accelerated translation of digital technologies into the healthcare space and rapid commercialization of emerging digital technologies
				• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Coordinating large-scale engagement		
	Health Foundation	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services ○ Health and social professionals • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Supporting the design, implementation and evaluation of pilots ○ Investing in and incentivizing change	• Promotes and evaluates new approaches to improve and transform services • Builds an ecosystem for the generation, spread and adoption of new ideas and innovations • Strengthens cultures and capability to deliver change among health and care professionals • Provides evidence and analysis to inform long-term thinking and solutions to challenges facing the health and care system	• The 2020–21 annual report reported the following impact from their work: ○ funded 1.9 million GBP in a grant program to explore effective ways to incorporate health and wellbeing into local economic strategies ○ established four support hubs funded through our Adopting Innovation Programme ○ The REAL centre analysis contributed significantly to our influencing work, including underpinning thee of the four priorities for health
	Accelerated Access Collaborative	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Arm's-length government agency • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services ○ Health and social professionals ○ Products and technologies • Object of innovation supports ○ Structural innovation ○ Process innovation	• Increases the scale, diversity and speed of research so that the NHS has the clinical evidence that reflects the population • Negotiates deals at scale that support the rapid roll out of the most promising innovations • Supports programs that help the NHS workforce to develop, evaluate and drive innovation on the front-line • Signals to researchers, funders, innovators and industry what the NHS needs while also systematically searching	• None identified

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Adoption of new products, services and technologies • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Supporting the design, implementation and evaluation of pilots ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	for new solutions to high priority areas of need • Supports the scale-up of NICE-approved innovations	
	Innovation Unit	• Focus of organizations supporting the spread and scale of innovations ○ Health system ○ Social system • Type of organization ○ Non-governmental, for profit • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services • Object of innovation support ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Supporting the design, implementation and evaluation of pilots ○ Building capacity and capability for spending and scaling ○ Facilitating peer sharing and learning ○ Coordinating large-scale engagement	• Supports local systems to adopt and adapt innovations that have been successful elsewhere by helping them to understand where fidelity is essential and where thing need to flex to fit a new context • Designs and delivers innovation programs that develop new ideas, test and evaluate promising innovations, and spread and scale the most successful • Provides systems and organizations with research evidence and lived experience, including conducting formative evaluations and delivering learning programs that connect and share learning between innovators and adopters • Designs new solutions and innovations by bringing together experts in design leadership, coaching, research and systems thinking	• None identified
United States	KP Health Innovation	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Products and technologies • Extent of change supported ○ Incremental innovation • Object of innovation supports	• Partners with organizations and industry experts to accelerate the adoption of a virtual ecosystem of technologies and digital health solutions (e.g., telehealth, home diagnostic and monitoring devices, and artificial intelligence) in the healthcare space • Supports capacity building through the implementation of 24/7 telehealth coverage for musculoskeletal care	• A total of 7,800+ members enrolled in the Home Monitoring Program, which allowed for improved care capacity, during the COVID-19 pandemic • An estimated 3 million e-visits were undertaken between March 2020 and March 2021

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Adoption of new products, services and technologies ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Coordinating large-scale engagement	• Provides cardiac care support through the adoption of smart watches and a mobile application for rehabilitation patients • Utilizes artificial intelligence to analyse patient data, identify those at risk of acute health events, and proactively intervene to avoid hospitalization	
	Agency for Healthcare Research and Quality (AHRQ)	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Arm's-length government agency • Level targeted for innovation ○ System arrangements ○ Organizations • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Investing in and incentivizing change	• Invests in health system delivery and research to create high-quality and more robust health systems • Develops materials to teach and train health professionals, and generates data to support the integration of research evidence into policy	• In 2015, AHRQ launched an initiative that supported 5,000+ primary care physicians with scientific research and tools to improve the health outcomes for eight million Americans • AHRQ awarded seven grants to establish EvidenceNow to improve cardiac care for over a million patients and integrate innovative research into primary care • AHRQ awarded nine grant awards of one million dollars to support multidisciplinary Long COVID clinics across the country
	Center for Medicare and Medicaid Innovation (CMMI or CMS Innovation Center)	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Governmental • Level targeted for innovation ○ System arrangements • Extent of change supported ○ Incremental innovation • Object of innovation supports	• Develops and tests various payment and service delivery models that aim to better achieve healthcare outcomes for patients and build healthier communities • Works to align new models with the requirements of section 1115A of the Social Security Act	• The Congressional Budget Office has identified that CMMI's activities during its first decade of operation have increased federal spending • The same report found that CMMI spent approximately $7.9 billion USD to operate 49 new models, while only six of the

Jurisdiction	Organization name (and hyperlink)	Organizing framework category(ies) that are relevant to the approaches used by the organization	Description of approaches used to support the spread and scale of health and social innovations	Summary of what has been learned about the approaches
		○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Coordinating large-scale engagement ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change		models produced savings of $2.6 billion
	Institute for Healthcare Improvement (IHI)	• Focus of organizations supporting the spread and scale of innovations ○ Health system • Type of organization ○ Non-governmental, not-for-profit • Level targeted for innovation ○ Organizations ○ Programs and services • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services and technologies ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Coordinating large-scale engagement ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	• Supports improvement capability building by accelerating change in patient and workforce safety, health equity, maternal and infant health, end-of-life care, individuals living with mental health and substance use disorders, and cost-effective service delivery • Provides awareness on healthcare safety and quality through systematic improvements in care, developing solutions to previous challenges, and mobilizing health systems • Collaborates with organizations and health experts to adopt and promote innovative and sustainable strategies	• A total of 8.7 million IHI open school courses have been completed since its inception • IHI is working in 42 different countries and has 19 global strategic partners across the world

Appendix 5: Insights from documents that present innovation frameworks

Dimension of organizing framework	Summary of the innovation framework	Summary of innovation-framework components that address the role of organizations in supporting the spread and scale of health- and social-system innovations

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Level targeted for innovation
  ○ Programs and services
• Object of innovation supports
  ○ Adoption of new products, services and technologies
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Facilitating peer sharing and learning
	Implementing best practices consortium (1)
	• Framework identifies five phases that innovations move through:
	  ○ forming the change coordination team
	  ○ defining the need for change
	  ○ planning for demonstration and scale-up
	  ○ supporting the demonstration
	  ○ going to scale with successful change efforts
	• Framework notes eight principles for creating a supportive context for innovations to succeed:
	  ○ making change matter to those making the change
	  ○ ensuring a credible, committed change agent
	  ○ providing change agents with the resources they need to be successful
	  ○ having leadership support at each organizational level and introducing the innovation into an environment where change is an ongoing practice
	  ○ having clarity about the purpose, benefits and results of change
	  ○ motivating and supporting staff throughout the change process
	  ○ ensuring clearly assigned and accepted responsibilities for implementing change
	  ○ starting where you can, when you can
		• The framework recommended identifying the problem; agreeing on the desired changed and priorities; supporting the design, implementation and evaluation of pilots; supporting the innovation environment; involving stakeholders to develop a scaling-up strategy; and communicating the results of scaled-up practices
		• Organizations that were open to change and had support at each organizational level reported having more success with introducing and scaling up new evidence-based practices than organizations that resist or have little experience with change
		• Early adopters in organizations (e.g., someone credible and familiar with staff and operations) were found to have certain traits and credibility to influence others to create a supportive context

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
  ○ Social system
• Level targeted for innovation
  ○ Organizations
  ○ Programs and services
  ○ Products and technologies
• Object of innovation supports
  ○ Structural innovation
  ○ Process innovation
  ○ Adoption of new products, services and technologies
	Diffusion of innovation (2)
	• Framework explains the process by which innovations are accepted or rejected by organizations or individuals and outlines five adopter groups based on their level of motivation to adopt new innovations:
	  ○ Innovators, who have a tendency to take risks and adopt new ideas first
	  ○ early adopters, typically opinion leaders that act as role models for others
	  ○ early majority, part of the critical mass that ensures adoption and see the practice benefits
	  ○ late majority, part of the critical mass that ensures adoption but are more skeptical and conservative
		• For organizations, tension for change (i.e., motivation and ability), innovation-system fit (i.e., compatibility) and assessment of implications (i.e., observability) are three characteristics that may impact spread and scale-up of innovations
		  ○ Innovations that require fewer organizational changes and are easy to assess are likely to be adopted
		  ○ Innovations spread through political mandate or directives are likely to be adopted throughout an organization
		• Adoption of innovations by organizations could be categorized by collective innovation decisions (i.e., adoption based on consensus) or authority innovation decisions (i.e., based on people with high positions of power)
		  ○ Agenda setting, matching, defining, clarifying and routinizing were steps made by organizations that supported adoption

Dimension of organizing framework	Summary of the innovation framework	Summary of innovation-framework components that address the role of organizations in supporting the spread and scale of health- and social-system innovations

• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Facilitating peer sharing and learning
  ○ Aligning legislation and regulatory tools
	○ laggards, very conservative and traditional and are often the final group to adopt
	• The framework also identified five factors that successful spread and scale of innovations frequently include:
	  ○ the innovation holds a clear advantage compared to current ways
	  ○ compatibility with current systems and values
	  ○ simplicity of the innovation and its implementation
	  ○ ease of testing before making a full commitment
	  ○ observability of the change caused by implementation and its resulting impact
		• There may be difficulties to measure what truly causes adoption of an innovation due to many variables playing at once within health systems

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Level targeted for innovation
  ○ Programs and services
  ○ Products and technologies
• Object of innovation supports
  ○ Adoption of new products, services and technologies
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Facilitating peer sharing and learning
  ○ Coordinating large-scale engagement
  ○ Aligning legislation and regulatory tools
  ○ Investing in and incentivizing change
	ExpandNet (WHO) (3)
	• The framework differentiates the elements needed for scaling up and the strategic choice areas where decisions will ultimately need to be made to support the scale-up
	• The elements of scaling up include:
	  ○ the innovation
	  ○ the resource team
	  ○ the user organization(s)
	  ○ the environment in which it is being implemented (e.g., conditions and institutions)
	• The strategic choice areas include:
	  ○ the type of scaling up being pursued (e.g., expansion or replication, institutionalization, diversification, spontaneous diffusion)
	  ○ dissemination and advocacy (e.g., communication)
	  ○ organizational process (e.g., how to organize scaling up)
	  ○ costs and resource mobilization
	  ○ monitoring and evaluation
		• According to the "Beginning with the end in mind" compendium of the ExpandNet Framework, organizations can be involved with approaches such as engaging in a participatory process with key stakeholders, evaluating the relevance of the innovation, reaching consensus on expectations, tailoring the innovation based on setting and context, ensuring that the innovation is simple, testing the innovation in settings where it will be scaled-up and under existing constraints, developing plans to asses and document the implementation process, advocating for financial support beyond the pilot project, preparing for necessary changes in policies and changes, developing for learning and disseminating information, and ensuring caution before scale-up if evidence is not available
		  ○ Project teams are recommended to evaluate the available evidence for efficacy, assess feasibility, avoid projects that require extensive human resources, openness to abandon an innovation if it is not feasible, assess the changes in policies required for institutionalization of the innovation, initiate policy discussions, and undertake political mapping of stakeholders
		  ○ Additional recommendations included advocating for longer funding cycles to allow scale-up processes, using qualitative and quantitative methods to document implementation, testing initially with proof of concept and proof of implementation (under routine conditions), identifying community, sociocultural and gender factors that might support or constrain implementation, and ensuring a document of agreements reached

Dimension of organizing framework	Summary of the innovation framework	Summary of innovation-framework components that address the role of organizations in supporting the spread and scale of health- and social-system innovations

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Level targeted for innovation
  ○ Programs and services
  ○ Products and technologies
• Object of innovation supports
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Supporting the design, implementation and evaluation of pilots
	Consolidated framework for implementation research (4)
	• The framework provides a menu of constructs that have been associated with effective implementation of innovations, however prior to its use it requires deep inquiry into local conditions to account for and anticipate the needs of different contexts
	• Presents five domains, each of which contain a number of constructs that should be adapted to reflect the specific context in which implementation is taking place:
	  ○ innovation domain, which relates to the innovation being implemented
	  ○ outer setting domain, which relates to the broader contexts where the innovation is being implemented (e.g., community, city, state)
	  ○ inner setting domain, which relates to the immediate context where the innovation is being implemented (e.g., classroom, team, hospital)
	  ○ individuals domain, which relates to the roles and characteristics of individuals involved in the implementation
	  ○ implementation process domain, which relates to the activities and strategies used to implement the innovation
		• In the innovation domain, the framework highlights 'innovation trialability,' which is whether the innovation can be tested or piloted on a small scale

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Level targeted for innovation
  ○ Programs and services
  ○ Products and technologies
• Object of innovation supports
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Supporting the design, implementation and evaluation of pilots
	Consolidated framework for scaling-up health interventions (5)
	• The framework identifies four phases of scale-up, adoption mechanisms to support the implementation and system supports that need to be in place
	• The four phases of scale-up include:
	  ○ set up, which prepares the ground for introduction and testing of the intervention that will be taken to full scale
	  ○ develop the scalable unit, which is an early test and demonstration phase from which the output is a set of context-sensitive strategies and interventions
	  ○ test of scale-up, which spreads the intervention to a variety of settings that are likely to represent contexts that will be encountered at full scale
	  ○ go to full scale, which focuses on rapidly enabling a larger number of sites to adopt and/or replicate the intervention
		• The authors concluded that it was important to first define the scalable unit of organization, as once that is defined and successfully implemented (without extraneous resources), there was a likely chance that the innovation could be fully scaled
		• Setting the agenda, aligning incentives, establishing accountability, developing practices with relative advantage from 'old ways,' establishing communication channels, using data to guide spread, and ensuring opportunities of spread effort were areas that were identified

Dimension of organizing framework	Summary of the innovation framework	Summary of innovation-framework components that address the role of organizations in supporting the spread and scale of health- and social-system innovations

	• Adoption mechanisms include:
	  ○ better ideas (e.g., key characteristics of the intervention itself including its evident superiority, simplicity and alignment with the culture of the new implementers)
	  ○ leadership (e.g., role of guiding and supporting large-scale change)
	  ○ communication (e.g., critical to involving early adopters during the initial phases and then the late majority during the test of scale-up phase)
	  ○ policy (e.g., identification and/or development of regulatory or administrative policies are important environmental factors that can either inhibit or expedite adoption)
	  ○ culture of urgency and persistence (e.g., acts as a barometer for the amount of will and energy needed to stay the course and bring the interventions to full scale)
	• Additional elements of the support system that can aid in successful scale-up:
	  ○ human capability for scale-up
	  ○ infrastructure for scale-up (i.e., additional tools, communication systems, and key personnel)
	  ○ data collection and reporting systems
	  ○ learning systems (including embedded feedback mechanisms)
	  ○ design for sustainability (i.e., high reliability of the new processes, inspection systems to ensure desired results are being achieved, support for structural elements, leadership commitment to change)	

• Not reported	Interactive systems framework for dissemination and implementation (6)
	• The framework identified three systems that are needed to bring evidence-based innovations into practice, these include:
	  ○ synthesis and translation system, which distills information about innovations and translates it into user-friendly formats
	  ○ the prevention support system, which provides both innovation-specific and general training, technical assistance and other supports to users in the field
		• Not reported

Dimension of organizing framework	Summary of the innovation framework	Summary of innovation-framework components that address the role of organizations in supporting the spread and scale of health- and social-system innovations
	○ the prevention delivery system, which implements innovations in the world of practice or delivers new programs ○ The framework describes how these three systems work together for successful dissemination and implementation of innovations, but contextual factors surrounding the systems are also important to consider including funding, climate, macro policy and existing research and theory	
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Level targeted for innovation ○ Organizations ○ Programs and services ○ Products and technologies • Object of innovation supports ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Supporting the design, implementation and evaluation of pilots ○ Coordinating large-scale engagement	Framework for spread (IHI) (7) • The framework highlights the importance of leadership as being a critical input into the spread of innovations • It further breaks implementation down into three components: ○ better ideas (e.g., develop the case and describe the ideas) ○ set up (e.g., identifying successful sites, key groups to make adoption decisions, and initial strategy) ○ social system (e.g., key messengers, communities, transition issues, technical support)	• The framework is intended for organizations to understand the steps for scale-up, including set-up, development of scalable unit, testing of scale-up, and launch to full scale • Adoption mechanisms include leadership, communication, social networks, culture of urgency and persistence • Support systems include learning systems, data systems, infrastructure for scale-up, human capacity and capability for scale-up, and sustainability • The authors of the framework indicated that organizations need to understand where they are in the scale-up sequence to ensure that innovations are not prematurely scaled-up

Dimension of organizing framework	Summary of the innovation framework	Summary of innovation-framework components that address the role of organizations in supporting the spread and scale of health- and social-system innovations

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Level targeted for innovation
  ○ Products and technologies
• Object of innovation supports
  ○ Adoption of new products, services and technologies
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Investing in and incentivizing change
	Non-adoption, abandonment, scale-up, spread and sustainability framework (8)
	• The framework consists of 13 questions across seven domains and is intended to be used to guide conversations and to help generate ideas with respect to the non-adoption, abandonment, scale-up, spread and sustainability of technologic innovations
	• The seven domains highlighted in the framework are:
	  ○ the condition or illness for which the technology will be used
	  ○ the technology being implemented including material features and knowledge needed
	  ○ the value proposition to both the developer and the patient
	  ○ the adopter system and changes that may be needed to existing ways of operating
	  ○ the organization that is adopting the innovation
	  ○ the wider context in which the innovation is being implemented
	  ○ embedding and adaptation over time
		• Domain five specifically describes the organization's role, such as understanding the organization's capacity to innovate, readiness for technology-supported change, ability to make adoption and funding decisions, requiring changes to team interactions and routines, and understanding the work involved in implementation (e.g., established shared vision)
		  ○ The authors found that implementation work is extensive and typically underestimated during the planning stage, and required a stage of 'sense-making' to ensure collective understanding of the innovation
		  ○ The authors also reported that it was often impossible to predict the uptake, use and impact of the technology or the investment needed to keep the innovation running (e.g., the lack of a dedicated budget to support implementation and maintenance)

• Not reported	A learning health system adoption engine that integrates research and health systems (9) • The framework consists of five key gears, such as advanced analytics and population insights, evidence syntheses and curation, patient caregiver and provider co-design, implementation and reach, and rapid cycle evaluation, feedback and adaptation • Equity is considered the core tenant of the framework, and other outcomes include health system affordability, integrated care experiences, health workforce sustainability, population health and quality care • The framework also includes 'fuel and accelerants' such as leadership, patient and family partners, community partners, Indigenous and equity-deserving groups, health workforce engagement, scientific expertise, funding, data and technology, implementation and decision supports, and learning networks • Further, 'moderators and brakes' include health system capacity, laws and regulations privacy, and governance and accountabilities	• Not reported

Appendix 6: Detailed data extractions from evidence syntheses about organizations supporting the spread and scale of health and social innovations at the level of systems, organizations and professionals

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Level targeted for innovation
  ○ Programs and services
  ○ Products and technologies
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Building capacity and capability for spreading and scaling
  ○ Facilitating peer sharing and learning
	The unpredictable journeys of spreading, sustaining and scaling healthcare innovations: A scoping review (10)
	• The review provided definitions for spread (process through which new working methods developed in one setting are adopted in other contexts), sustainability (process through which methods, performance enhancements and continuous improvements are maintained for a period of time that is appropriate to a given context) and scale (process of expanding coverage of health interventions, but may also refer to increasing financial, human and capital resources)
	• It identified five pillars of actionable guidance for spread and scale, these include:
	  ○ focus on the why – energies should focus on ensuring that everyone involved in or affected by spread or scale processes can answer why they commit to the innovation
	  ○ focus on perceived value and feasibility – implementation of new innovations require significant changes, which can be destabilizing, therefore efforts that can focus on supporting and guiding collective action towards common goals can help to reinforce each other's competencies to achieve value
	  ○ focus on what people do, rather than what they should be doing – this can be fostered through adopting management tools that continuously monitor and provide feedback on the ongoing work
	  ○ focus on creating a dialogue between delivery and policy – stakeholder will need to negotiate a way to move the innovation forward and will need forums and seminars to enable dialogue and problem solving
	  ○ focus on inclusivity and capacity building – distributed governance capacities to ensure that many voices are involved in the design of the innovation, but these may need to be complemented with explicit efforts to enhance capacity to challenge the status quo
		No	5/9	2017-04	No	Not reported

• Focus of organizations supporting the spread and scale of innovations	Promoting development and uptake of health innovations: The Nose to Tail tool (11)	No	3/9	2016-03	N/A	Not reported

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
○ Health system • Level targeted for innovation ○ Organizations • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Facilitating peer sharing and learning	• Nose to Tail is a stage-based tool that provides guidance to innovators by enabling stakeholders to: 1) determine the maturity stage of their innovation; 2) facilitate discussions on key considerations and barriers; and 3) allow for early modification and re-design, if necessary					
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Level targeted for innovation ○ Organizations • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots	Absorptive capacity in the adoption of innovations in health: A scoping review (12) • The primary aim of this scoping review was to describe absorptive capacity in healthcare innovations • A total of 16 articles were included within this review, among which there was a set of two companion papers • The key themes within the included studies were: ○ pre-existing capacity affecting healthcare setting improvement and capacity ▪ this viewed absorptive capacity as an effective organizational resource to successfully implement new innovations ○ spread and sustainability of organizations ▪ this viewed absorptive capacity from the lens of strengthening institutional capacity to allow for uptake and long-term implementation ○ measures and knowledge application processes ▪ this viewed absorptive capacity as a measurement tool and framework for planning and assessing change ○ 'construct clarity' ▪ this viewed absorptive capacity from the perspective that measuring different dimensions can provide a clear construct of what is needed for institutional innovation	No	2/9	2021-02-01	N/A	Not reported
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Level targeted for innovation ○ Programs and services ○ Products and technologies	Diffusion of innovations in service organizations: Systematic review and recommendations (13) • The review focused on diffusion of service innovations in health (i.e., novel set of behaviours, routines, and ways to improve health outcomes, efficiency, cost effectiveness, and users' experience)	No	6/9	2003	N/A	Not reported

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations

• Object of innovation supports
  ○ Adoption of new products, services and technologies
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Building capacity and capability for spreading and scaling
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Facilitating peer sharing and learning
	• The review developed a conceptual model for considering the determinants of diffusion, dissemination, and implementation of innovations in health service delivery
	  ○ A list of innovation attributes that predict successful adoption could include compatibility, low complexity, trialability, observability, potential for reinvention, risk, fuzzy boundaries, task issues, nature of knowledge required, technical support and relative advantage
	  ○ The adopter could require understanding needs, motivation, values and goals, skills, learning style and social networks
	  ○ Implementation processes included decision-making with frontline teams, hands-on approaches with leaders and managers, dedicated resources and training, internal communication, collaboration, and feedback on progress
	• The review reported that an 'innovation-system' fit is generally more valid than a list of innovation attributes that predict successful adoption (e.g., fixed properties of an innovation)
	• The review also indicated that there was a strong influence of networks and social influence on the diffusion of service innovations
	• The review found a small but significant effect of understanding structural determinants, but there were reported difficulties to understand change management and lack of process information
	• There was a lack of evidence to determine 'adopter traits' and sustainability of complex service innovations, and there were reported limited generalizability of product-based innovations
	• The authors recommended that research on the diffusion of health service innovation should be theory-driven, process-oriented (e.g., what features lead to the success of a program in this context or fail in other contexts?), use common definitions and measures, collaborative and coordinated, meticulously detailed, and participatory-oriented
	  ○ The authors further indicated that they do not recommend intervention trials on the use of opinion leaders to change the behaviour of adopters					

• Focus of organizations supporting the spread and scale of innovations ○ Health system • Level targeted for innovation	Evidence on scaling in health and social care: An umbrella review (14) • The umbrella review found 137 reviews that focused on scaling interventions, barriers and facilitators, scalability, cost, measures and infrastructure	No	5/9	2020-09-06	N/A	• Place of residence

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
○ Programs and services ○ Products and technologies • Object of innovation supports ○ Adoption of new products, services and technologies ○ Implementation of an agreed upon innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Aligning legislation and regulatory tools	• The authors reported that it was difficult to draw conclusions on the impact of scaling due to the very low quality of reviews • However, the authors recommended that evaluation should include understanding equity impacts (e.g., quintuple aim for healthcare improvement) • Other approaches that were described in the review included developing a scaling team within organizations to coordinate scaling, monitoring scaling processes with indicators relative to program objectives, training health workers, and engaging the community and partners • Policy regulation was the least reported approach, but other challenges such as local-level capacity building and lack of human resources could be considered bottlenecks for scaling approaches instead					
• Focus of organizations supporting the spread and scale of innovations ○ Health system ○ Social system • Type of organization ○ Governmental ○ Arm's-length government agency ○ Non-governmental, not-for-profit ○ Non-governmental, for-profit • Level targeted for innovation ○ System arrangements ○ Organizations ○ Programs and services ○ Health and social professionals • Extent of change supported ○ Radical innovation	Conceptualising centres of excellence: A scoping review of global evidence (15) • This review attempted to conceptualize centres of excellence • Centres of excellence could be defined as any type of organization aims, targeting any level of innovation for the implementation of structural/procedural change and new technologies • Key approaches of centres of excellence used to support the adoption of new innovations included utilizing cutting edge technology, large-scale coordination between research and entrepreneurs to facilitate knowledge sharing, continuous evaluation of innovations, and implementation support • No information on the specific details of approaches or their impacts of approaches were reported	No	5/9	2021	N/A	None reported

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Process innovation ○ Adoption of new products, services, and technologies ○ Implementation of an agreed upon intervention • Approaches used to support adoption, spread and/or scale of innovation ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Coordinating large-scale engagement						
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Level targeted for innovation ○ Health and social professionals • Extent of change supported ○ Incremental innovation • Object of innovation supports ○ Structural innovation ○ Adoption of new products, services, and technologies • Approaches used to support adoption, spread and/or scale of innovation	Development of a framework for scaling up community-based health promotion: A best fit framework synthesis (16) • This review explored approaches to funding innovative therapy medicinal products (ATMPs) to guide decision-making • Organizations can consider different funding options such as a single payment for whole care, rebates, discounts, funding caps, price volume agreement loans, fund-based payment, health outcomes-based payment, or health coin • Health coin was described as a tradeable currency that can be used to purchase new health products but may face hesitation in implementation • Funding options including rebates, discounts, price caps and price volume agreements were described as the most feasible funding models for high income countries ○ Existing funding models may be insufficient to support low-income countries	No	7/9	2017	N/A	• Place of residence

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
○ Investing in and incentivizing change						
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Object of innovation supports ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities	Evidence use in decision-making on introducing innovations: A systematic scoping review with stakeholder feedback (17) • The purpose of this systematic scoping review was to explore how processes influence the use of evidence in decision-making on healthcare innovations • A total of 31 articles were included in this scoping review • Through stakeholder feedback, the authors likely gained insights into practical challenges, preferences and perspectives regarding evidence-based decision-making in innovation adoption • The review found that multiple processes at the professional, organizational, and local system influence evidence use in decision making; the key themes are summarized below: ○ Professional-level processes influencing evidence uses were grouped into three key themes: power dynamic, professional interest and preference for evidence ○ Organization-level processes influencing evidence uses were grouped into three key themes: power dynamic, professional interest and preference for evidence ○ Local system–level processes influencing evidence uses were grouped into three key themes: pan-regional organizations, widening stakeholder involvement and external pressures • The synthesis of qualitative studies emphasizes the intricate dynamics involved in the utilization of evidence for decision-making in innovation contexts; it elucidates how interactions occur across various levels, with professional groups and organizations serving as key players in validating evidence and endorsing innovative practices	No	8/9	2017-12-04	N/A	No reported
• Focus of organizations supporting the spread and scale of innovations ○ Social system • Level targeted for innovation ○ Organizations • Extent of change supported ○ Radical innovation ○ Incremental innovation • Object of innovation supports ○ Structural innovation	Understanding sustainable innovation: A systematic literature review (18) • This review explored research looking at sustainable innovations in organizations • The authors state that incremental innovation is often insufficient for change implementation in organizations, and instead advocate for radical innovation • Radical innovations require large-scale coordination across multiple stakeholders, communication and knowledge sharing to promote engagement with stakeholders, established organization procedures, and significant investments in technology	No	1/9	2018	N/A	Not reported

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations

• Approaches used to support adoption, spread and/or scale of innovation
  ○ Building capacity and capability for spreading and scaling
  ○ Facilitating peer sharing and learning
  ○ Investing in and incentivizing change						

• Focus of organizations supporting the spread and scale of innovations
  ○ Social system
• Level targeted for innovation
  ○ System arrangements
  ○ Organizations
• Extent of change supported
  ○ Incremental innovation
• Object of innovation supports
  ○ Process innovation
• Approaches used to support adoption, spread and/or scale of innovation
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Building capacity and capability for spreading and scaling
  ○ Facilitating peer sharing and learning
  ○ Coordinating large-scale engagement
  ○ Investing in and incentive change
	22 reasons why collaborations fail: Lessons from water innovation research (19)
	• This review synthesized factors for successful innovation processes for water innovation research
	• Factors required for successful innovation included support from leaders and governments and dedicated finances
	• Fear of wasting resources was described as a barrier to innovation and could be mitigated with a ring-fenced funding model dedicated for prototype developing or idea generating
	• Engagement with diverse stakeholders are helpful for the implementation of innovations, but stakeholders must be committed to supporting the project
	• The design, implementation and evaluation of projects require thoughtful planning, clear processes and decision frameworks, and accessible communication with stakeholders
		No	4/11	2016	Not available	None identified

• Focus of organizations supporting the spread and scale of innovations	Science, technology, innovation and partnerships for development: An evidence gap map (20)	No	5/9	2016	No	N/A

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
○ Health system ○ Social system • Approaches used to support adoption, spread and/or scale of innovations ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	• The authors included 320 completed impact evaluations, 77 ongoing impact evaluations and seven completed systematic reviews in their analysis, which resulted in the preparation of an 'evidence gap map' (EGM) • Of the studies included in the EGM, 37 focused on innovation ecosystems, and the bulk of the evidence in this category in the context of development focused on creating enabling environments within which innovation can thrive • The key interventions identified in this evidence base included: ○ publicly funding grants or subsidies to private firms ○ policies and regulation, such as tax incentives, focused on private sector innovation ○ support for incubators and accelerators (through seed money, business networks and training, or a combination of these) • While few studies in this group identified in the EGM focused on organizations specifically, organizational outcomes that were reported included outcomes pertaining to private firms (e.g., profits, productivity and research and development input), schools (e.g., drop-out rates) or facilities (e.g., quality of care) • The authors noted that there remains gaps in evidence about how macro-level policies affect innovation					
• Focus of organizations supporting the spread and scale of innovation ○ Social system • Approaches used to support adoption, spread and/or scale of innovations ○ Facilitating peer sharing and learning	Self-organized innovation networks from the perspective of complex systems: A comprehensive conceptual review (21) • The authors position self-organized innovation networks as a type of organization, and an essential aspect of driving innovation for both economic and social change, particularly when adaptation of such network is essential and when systems are complex • The review found that self-organization can manifest in three ways: ○ spontaneous collective behaviour ○ structure change in the system ○ adaptation to the environment movement • The review found that there are several key factors that enable self-organization more generally to occur, including distribution of control, a focus on relationships, encouraging commitment, learning ability and bottom-up movements • With respect to self-organized innovation networks specifically, the authors found that they are enabled by the following factors: ○ voluntary participation ○ sharing knowledge and practices ○ mutual trust	No	2/9	2014	No	N/A

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
	○ governance policy ○ short-term iterative planning ○ joint conflict resolution • They also found that key structural components include technology, access to clear and transparent communication, and core capabilities and complementary assets					
• Focus of organizations supporting the spread and scale of innovations ○ Social system • Type of organization ○ Governmental ○ Non-governmental, not-for-profit ○ Non-governmental, for-profit • Approaches used to support adoption, spread and/or scale of innovations ○ Facilitating peer sharing and learning	Open innovation: Accelerating innovative products and services through the Department of Defense acquisition management system (22) • This review assessed the concept of open innovation, which refers to collaboration with external parties (principally customers) and the acquisition, integration and application of knowledge from external parties to improve innovation performance • The larger study within which the review was situated found that open innovation resulted in better innovation performance for everyone in the ecosystem, and found that leadership and governance, consideration of legal and intellectual property issues, a supportive culture, technology, and funding all helped to enable an open innovation approach and contribute to its potential benefits	No	5/9	2017	No	N/A
• Type of organization ○ Non-governmental, not-for-profit • Extent of change supported ○ Radical innovation • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots	Unpacking the role of universities in the emergence, development and impact of social innovations: A systematic review of the literature (23) • The review analyzed 68 studies to identify what is known about the role of universities in promoting social innovation to address grand societal challenges, through teaching, research and the 'third mission' of societal impact, and to develop a proposal that positions universities in the agency, evolution and transformative capacity of social innovations • The authors developed a framework that presents the drivers for universities to advance social innovation, the process of social innovation, and the impact of social innovation • In terms of drivers, universities were most often found to be driven by their mission to be agents for sustainable development and /or technology providers (and less so driven by the focus of teaching or research at the institution) • In terms of key activities that make up the process of social innovation that are pursued by universities, the review identified the following as most common:	No	4/9	2018	No	N/A

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
	○ establishing new technical solutions for teaching (such as distance education and massive open online courses) ○ co-production, co-design and stakeholder engagement in research ○ setting up 'science shops' and 'living labs' as well as establishing new constellations of partners globally • With respect to impacts, the authors found that measuring the impact of these drivers and processes, and of the role of universities in social innovation more generally, has not been sufficiently covered in the literature					
• Type of organization ○ Non-governmental, not-for-profit ○ Non-governmental, for profit • Level targeted for innovation ○ Organizations • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Supporting the design, implementation and evaluation of pilots ○ Coordinating large-scale engagement ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	University-industry collaboration: A literature review and synthesis (24) • This review assessed the factors that can enable university-industry collaboration on innovation, and identified enabling factors that were grouped according to how amenable they were to change • Enabling factors amenable to change in the short-term included: ○ new or existing organizational resources to support collaboration ○ university organization that reduces excessive bureaucracy, and that facilitates networking (including support systems such as industry liaison offices, research parks, incubators and technology transfer offices) ○ university policies and regulations that enable collaboration (e.g., transparent intellectual property rights arrangements that are not viewed as restrictive to industry partners) ○ the existence of informal boundary-spanning functions such as relationships and opportunities for interaction and exchange between industry and universities • Enabling factors amenable to change in the medium-term included collaborative experience, with prior experience engaging with industry/firms a predictor of further success in collaborative innovation between researchers and industry • Enabling factors amenable to change in the long-term included: ○ culture that is open to, supportive and facilitates collaboration between researchers and industry (e.g., shared understanding of the aims of the collaboration) ○ status/centrality of actors, with high-status researchers and firms more likely to collaborate ○ environmental factors such as geographical and policy contexts that are supportive of collaboration	No	4/9	Not reported	No	N/A

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations

• Focus of organizations supporting the spread and scale of innovations
  ○ Health System
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
	Capturing what and why in healthcare innovation (25)
	• This review developed a framework to develop and categorize innovation types (i.e., the what) and the rationale for innovation (i.e., the why), with the authors asserting that this is an important first step in supporting decision-makers and organizations (including policymakers, healthcare managers and other professional leaders) to be clear about what and why they are pursuing innovation in their contexts
	• The authors categorized innovation types into four categories: innovation in ideas, innovation in artefacts, innovation in practice and process, innovation in social structure
	• Eight different rationales were identified for innovation
	  ○ economic or commercial benefits
	  ○ creating practical value (efficiency/speed)
	  ○ improving people's performance
	  ○ making better use of resources
	  ○ social equity and accessibility
	  ○ sustainability and survival
	  ○ changing behaviours
	  ○ solving specific problems
		No	2/9	2019	No	N/A

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
  ○ Social system
• Approaches used to support adoption, spread and/or scale of innovations
	Stakeholder analysis in health innovation planning processes: A systematic scoping review (26)
	• Stakeholder analyses support those scaling or spreading the innovation to understand the context in which the innovation will be developed and implemented, inform the planning process, and develop strategies to support a suitable development and implementation of the innovation
	• Stakeholder analyses were found to be used in all phases (preparatory, needs assessment, development, impact assessment and implementation) of policy innovations, in most phases (all but impact assessment) for service and delivery innovations, and in some phases for products and technologies (needs assessment and development phases) and systems innovations (needs assessment and implementation)
	• Applications and methods for stakeholder identification varied considerably, but common methods included literature and document review, individual interviews, snowballing, research team discussions, group interviews, expert and stakeholder consultation, and Delphi methods
		No	5/9	2017	N/A	None reported

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
	• The most frequently analysed attributes included: relative power, attitude or position, level of interest, role or contribution, knowledge or awareness, impact of the issue, and stakeholder legitimacy • Most included studies reported on the relationship between stakeholders, however no consistent approach was used, though some employed a social network analysis • Though the review does not explicitly mention the role of outside organizations supporting innovation, it does note that stakeholder analysis is a key part of planning for innovations and that it may be conducted by a wide range of actors involved in the transformation					

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
  ○ Social system
• Type of organization
  ○ Governmental
  ○ Arm's length government agency
  ○ Non-governmental, not-for-profit
  ○ Non-governmental, for profit
• Level-targeted for innovation
  ○ Organizations
  ○ Programs and services
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Building capacity and capability for spreading and scaling
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Investing in and incentivizing change
	Employee-driven innovation in health organizations: Insights from a scoping review (27)
	• The review explores ways to organize and enable employee-driven innovations within organizations from across all levels, not just the higher levels that have typically been represented in adopted innovations
	• The review defines employee-driven innovations as having three components; the first is a participatory component in the identification of problems and solutions, the second is a learning process of testing, and the third is an innovation outcome
	• Enablers to employee driven innovations include designing health system programs and government initiatives focused on improving care, the availability of resources to support innovation, an organizational culture supporting frontline creativity and entrepreneurial thinking, and creating a dedicated department for employee driven innovation (i.e., an innovation incubator)
	• Benefits from employee driven innovations include change in institutional and organizational structures, environments, objects, and ways of doing things; efficiency and productivity; improvement in quality and safety; and, at times, cost savings
	• Methods to operate the employee driven innovation process include participatory techniques, design tools and processes, competition/investment techniques, and quality improvement tools
		No	4/9	2019	N/A	None reported

Dimension of organizing framework	Document title and key findings	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
  ○ Social system
• Level-targeted for innovation
  ○ Systems arrangements
  ○ Organizations
  ○ Programs and services
  ○ Health and social professionals
  ○ Products and technologies
	Typology of organizational innovation components: Building blocks to improve access to primary healthcare for vulnerable populations (28)
	• The review provides a typology of pro-vulnerable innovation components that can be combined into different ways into new complex innovations or added to existing organizational processes
	• The review identified 18 components, including:
	  ○ proactive identification of need
	  ○ navigation and information
	  ○ primary healthcare service brokerage
	  ○ outreach of primary healthcare services
	  ○ intersectoral/organizational care pathways
	  ○ proactive appointment-making and proactive contact
	  ○ culturally adapted services
	  ○ community-health worker
	  ○ group visits (i.e., healthcare is provided to a group with similar vulnerabilities or conditions rather than on an individual basis)
	  ○ expanded hours
	  ○ advanced access
	  ○ virtual health visits
	  ○ drop-in services
	  ○ transportation services
	  ○ role expansion or task shifting
	  ○ one-stop shop
	  ○ defraying costs to patients
	  ○ case management
	• There was no mention of outside organizations, but these components may be used by those identifying innovations or supporting the design and development of innovations
		No	3/9	Published 2020	N/A	Not reported

Appendix 7: Detailed data extractions from other relevant evidence documents and single studies focused on organizations supporting the spread and scale of health and social innovations at the level of systems, organizations and professionals

Dimension of organizing framework	Declarative title and key findings	Type of document	Year published

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Facilitating peer sharing and learning
	How can we transfer service and policy innovations between health systems? (29)
	• The primary focus of this paper was to examine how European health systems can learn from each other to identify determinants of success and failure in the transfer of service and policy innovations and scale-up
	• It was found that innovation transfer/diffusion may be more effective/successful under the following situations:
	  ○ when the innovation has a definitive advantage in cost effectiveness
	  ○ when the innovation addresses a service or policy challenge, while understanding the underlying sociocultural context
	  ○ when the innovation is tailored to the local needs/conditions of the community
	  ○ when the innovation leverages the use of experts, decision-makers, individuals, organizations and networks
		Qualitative insights	2021

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Object of innovation supports
  ○ Adoption of new products, services and technologies
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Building capacity and capability for spreading and scaling
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Facilitating peer sharing and learning
  ○ Coordinating large-scale engagement
  ○ Aligning legislation and regulatory tools
	Key factors for national spread and scale-up of an eConsult innovation (30)
	• The first is identifying population care needs and access problems, which focused on the importance of keeping the needs of the target population central to any efforts to spread and scale-up eConsult and ensuring that communication emphasizes how the innovation solves an existing problem
	• The second is engaging stakeholders who were willing to roll up their sleeves and take action, which includes collaborating with stakeholders from a variety of disciplines and organizations who could actively promote the innovation within their circles; this also includes creating clear governance arrangements to decide what team members or groups would be responsible for making different decisions
	• The third is building on current strategies and policies, which includes aligning with existing government priorities
	• The fourth is measuring and communicating outcomes as evaluation provides vital feedback to individuals implementing the service and lets them clearly identify how they can do a better job of monitoring and evaluating what's working
		Evaluation	2020

Dimension of organizing framework	Declarative title and key findings	Type of document	Year published
○ Investing in and incentivizing change			
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Coordinating large-scale engagement	Readiness for scale-up: Lessons learned from the Public Health Agency of Canada's Innovation Strategy (31) • This study examined the Public Health Agency of Canada (PHAC) innovation strategy, which was designed to be an incubator for innovative population health promotion interventions • PHAC conceptualized scale-up as a process that would improve the benefits, coverage and equitable access to proven intervention and defined scale-up as the intention effort to increase the reach and impact of tested population health promotion interventions • The scale-up readiness assessment tool was developed to identify successful interventions with capacity for scale-up at the national level • Domains and criteria included in the tool are: ○ Intervention evidence and evaluation (quality of intervention evidence, internal validity for outcome measures, emphasis on internal validity and process evaluation for replication, quality control and performance monitoring, measurement of impact on policy and practice) ○ Reach and scale (e.g., engagement of target population, reach and scale of the intervention, adoption/adaptation by settings and organizations, fidelity/fit required to retain effectiveness across scale) ○ Organizational capacity (e.g., skill/competencies/workforce/technical skills/expertise/information, infrastructure for wider delivery) ○ Partnership development (e.g., identification of relevant partners across sectors, compatibility with partner mandates and objectives, engaging vested partnerships, sustainable partnership network, breadth and diversity of partners) ○ System readiness (e.g., financial and human resource capacity of existing systems; effectiveness of existing programs and policies; access, availability and knowledge of effective interventions; system, community setting, context and capacity; compatibility with similar community infrastructure needs) ○ Community context (e.g., interaction of the intervention with individual, community, cultural, political and organizational social infrastructure contexts; identification of challenges and opportunities for change; readiness of sites to implement, sustain and evaluate the intervention) ○ Cost factors (e.g., cost of the tested intervention versus alternatives, return on investment, economies of scale, unexpected costs/unintended consequences) ○ Knowledge development and exchange (KDE) (e.g., evaluation plan to impact decision-making and policy, readiness of KDE strategy prior to implementation and ability to account learning and knowledge needs at various levels across diverse audiences, ability and skills of project staff to delivery knowledge development and transfer to impact decision-making and policy development) • The tool was successful in determining which projects could be successfully scaled-up • Of projects that scaled-up successfully emerging themes included scoring high on system readiness, organizational capacity and policy influence combined with context specific partnership approach, community engagement and sustainability	Evaluation	2021
• Focus of organizations supporting the spread and scale of innovations ○ Health system	Accelerating health system innovation: Principles and practices from the Duke Institute for Health Innovation (32) • It is recommended that academic health centres invest in a dedicated innovation centres • Innovations may be better aligned with organizational strategic priorities by establishing a direct reporting channel with executives and gaining insights into health system operations	Qualitative insights	2023

Dimension of organizing framework	Declarative title and key findings	Type of document	Year published

• Type of organization
  ○ Non-governmental, not-for-profit
• Level targeted for innovation
  ○ Programs and services
  ○ Health and social professionals
  ○ Products and technologies
• Extent of change supported
  ○ Radical innovation
• Object of innovation supports
  ○ Structural innovation
  ○ Process innovation
  ○ Adoption of new products, services and technologies
  ○ Implementation of an agreed upon innovation
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Identifying and communicating priorities
  ○ Building capacity and capability for spreading and scaling
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Facilitating peer sharing and learning
  ○ Coordinating large-scale engagement
  ○ Investing in and incentivizing change
	• Innovation protections and licensures is an aspect of consideration in scaling
	• Having staff on hand with skills in design thinking, lean methodology, product development and data analytics enables clinical implementation of innovations
	• The study describes four different approaches:
	  ○ Build to show value
	  ▪ developing innovations for high-yield problems in terms of impact
	  ▪ innovations that are focused on transformation rather than optimization
	  ▪ leveraging a request-for-applications crowdsourcing model informed by strategic priorities set by health system executives
	  ▪ problem-driven innovation approach in which solutions are co-designed with clinicians
	  ○ Build to integrate
	  ▪ using a living lab approach to develop innovations with an aim toward clinical care integration
	  ▪ installing dedicated innovation project members on clinical project teams
	  ▪ developing the simplest form of innovation that is viable to facilitate subsequent iterative improvements
	  ▪ innovations that are interdisciplinary (engaging different expertise) and multifaceted (involving different components)
	  ○ Build to scale
	  ▪ developing technical and workforce infrastructure foundations that enable several innovations
	  ▪ building a team of interdisciplinary innovators and a culture of entrepreneurship
	  ▪ capacity building through clinical research and innovation scholarships among clinical trainees and innovation courses for non-clinical trainees
	  ▪ maintain a connected network of innovators in-house and across the health system
	  ○ Build responsibly (specific to machine learning)
	  ▪ respecting health data privacy when working with machine learning models
	  ▪ performing data quality assurance processes of electronic health records data
	  ▪ following a rigours process of developing and validating models prior to clinical care integration
	  ▪ ensuring responsible integration of machine learning models into clinical care through monitoring, maintenance and feedback loops involving clinician end users
	  ▪ taking into account health equity considerations by developing proactive strategies to lessen inadvertent harm, including scaling innovations to low-resource health system contexts
	  ▪ sharing insights on innovation best practices through multi-institutional coalitions and policy venues		

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Type of organization
  ○ Governmental
  ○ Non-governmental
	The broken health information technology innovation pipeline: A perspective from the NODE health consortium (33)
	• The breakdown of the discovery phase and an insufficient innovation culture where:
	  ○ The incentive structure is aligned with research studies, device patents and pharmacological discoveries, not health information technology
	  ○ The specific health information technology innovation needs are not well defined and articulated, in addition to the underrepresentation of patient perspectives in earlier stages
		Qualitative insights	2017

Dimension of organizing framework	Declarative title and key findings	Type of document	Year published

• Level targeted for innovation
  ○ System arrangements
  ○ Organizations
  ○ Products and technologies
• Object of innovation supports
  ○ Structural innovation
  ○ Process innovation
  ○ Adoption of new products, services and technologies
• Approaches used to support adoption, spread and/or scale of innovations
  ○ Supporting the design, implementation and evaluation of pilots
  ○ Coordinating large-scale engagement
  ○ Aligning legislation and regulatory tools
	• The breakdown of process standardization:
	  ○ No clear entry point for health information technology into the health industry coupled with few independent stakeholders (unaffiliated with health information technology vendors) create a system that lacks review mechanisms for safety and efficacy
	• The lack of review expertise and capability:
	  ○ Health institutions are cautious about health information technology innovators as they often make unsubstantiated claims while lacking rigour evaluation capabilities
	  ○ Health information technology innovations are not usually central to a health institution's strategies but are adopted in small scales, making scaling difficult
	  ○ The lack of trust hinders collaborations and partnerships that facilitate implementation of innovations
	• The lack of post-market transparency:
	  ○ There lacks a mechanism to report adverse events related to health information technology innovations at the level of patient consumers
	  ○ Financial savings from health information technology innovations are usually not well understood and communicated
	• The battle to bring innovations to scale:
	  ○ Health information technology innovations suffer from fragmented dissemination channels and a lack of clarity on the relevant decision makers for a given innovation
	• A proposed plan to fix the broken health information technology innovation pipeline:
	  ○ Establishing a neutral, third-party entity (or a body similar to the FDA) to regulate health information technology innovations
	  ○ Forming a 'contract resource organization' for vendors wishing to demonstrate the merit of their health information technology innovations
	  ○ Implementing reporting standards and requirements for clinical trial registration from journal editors
	  ○ Making health information technologies more known and visible to health system decision makers
	  ○ Establishing formal structures that define decision makers and evaluation criteria to facilitate the implementation of innovations
	  ○ Professionalizing health information technology and formalizing incentive structures around its innovation
	  ○ Building relationships with start-ups for co-creating innovations and their financing
	  ○ Encouraging the uptake of health information technology innovations among clinicians in terms of co-creation and ownership		

• Focus of organizations supporting the spread and scale of innovations
  ○ Health system
• Type of organization
  ○ Non-governmental
• Level targeted for innovation
  ○ System arrangements
  ○ Programs and services
• Extent of change supported
	Surgathon: a new model for creating a surgical innovation ecosystem in low-resource settings (34)
	• The "surgathon" model is grounded in the recognition that the localization of innovation ecosystems is needed to develop innovations intended for low-resource settings while ensuring their effectiveness
	  ○ Interdisciplinary teams are presented with problem statements on surgical delivery challenges in the relevant local contexts
	  ○ Teams work under time constraints to develop potential solutions from which the selected winning team may be given financial and mentorship support
	• The model comprises global, innovative and ethical dimensions that centre the needs of local low-resource settings
		Qualitative insights	2020

Dimension of organizing framework	Declarative title and key findings	Type of document	Year published
○ Radical innovation • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Supporting the design, implementation and evaluation of pilots ○ Facilitating peer sharing and learning ○ Investing in and incentivizing change	• The model can potentially catalyze local surgical innovation ecosystems by shifting the priorities of the institutions within which they are housed to further foster a culture of innovation (e.g., establishing an innovation centre, providing mentorship and funding mechanisms for prospective student and faculty innovators)		
• Focus of organizations supporting the spread and scale of innovations ○ Health system ○ Social system • Type of organization ○ Governmental ○ Non-governmental, for-profit • Level targeted for innovation ○ System arrangements • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	A comprehensive framework identifying barriers to global health R&D innovation and access (35) • Innovation and access barriers impede innovations from research and development (R&D) efforts in global health, including: ○ the slow rate of scientific progress ○ market failures in which incentive structures are insufficient to promote market-driven innovation and access in the private sector ○ the sufficient market demand for R&D is unmet by actual R&D efforts ○ the complexities of product registration and licensing ○ production capacity barriers that prevent delivery at scale ○ infrastructure and implementation barriers in health systems ○ pricing barriers hindering procurement ○ policy barriers resulting from regulations and restrictions ○ concerns with the sustainability of future access to innovations	Qualitative insights	2023
• Focus of organizations supporting the spread and scale of innovations ○ Health system	Strategies supporting vaccine innovation in Brazil (36) • This study focuses on vaccine innovation policies in Brazil, primarily the Brazilian National Immunizations Program (NIP) and their impact on infectious diseases • Factors, policies and approaches that have facilitated the success of the NIP include:	Qualitative insights	2013

Dimension of organizing framework	Declarative title and key findings	Type of document	Year published
○ Social system • Type of organization ○ Governmental • Level targeted for innovation ○ Programs and services • Approaches used to support adoption, spread and/or scale of innovations ○ Building capacity and capability for spreading and scaling ○ Aligning legislation and regulatory tools ○ Investing in and incentivizing change	○ Federal institutions responsible for vaccine development, manufacture and quality control ○ Public vaccine manufacturers located in Brazil, in different states ○ A universal free vaccination policy implemented in Brazil ○ A strategy where when a new vaccine is introduced to the NIP a transfer of technology of production is negotiated to account for continued national production ○ Coinciding strengthening of national programs related to producers' technological development, capacity of production, quality control and national epidemiological surveillance ○ Increasing participation of national manufacturers in the global vaccine market ○ A legal framework that supports innovation, technological and industrial policies in Brazil ▪ The Innovation Law, the Sectorial Funds legislation and the Law for Incentives ○ Funding initiatives that focus on strengthening the scientific and technological capacity of national manufacturers, including a national program – Science without Frontiers – that provides funding to stimulate international scientific cooperation ○ This includes supporting technological development, creating adequate technological platforms, inclusion in multicentre clinical trials, maintaining an adequate regulatory system		
• Focus of organizations supporting the spread and scale of innovations ○ Health system • Level targeted for innovation ○ System arrangements ○ Programs and services • Object of innovation supports ○ Structural innovation ○ Process innovation • Approaches used to support adoption, spread and/or scale of innovations ○ Identifying and communicating priorities	The value of innovation (37) • The focus of the review was providing an overview of how innovation was valued in the U.K. health system • The authors found that it is important to appropriately assess the full value of innovations during patent protection, in order to align incentives for investment in research and development (and ultimately, decisions about whether it should be adopted in the U.K. National Health Service) • They also suggested that the current – rather than the future – value of an innovation should be used to inform decision-making, and that the appropriate appraisal process and structures need to be in place (supported by proper measurement)	Qualitative insights	2009

Appendix 8: Documents excluded at the final stage of reviewing

Document type	Hyperlinked title
Evidence synthesis	Tools for assessing the scalability of innovations in health: A systematic review
	Enablers and barriers in upscaling telemonitoring across geographic boundaries: A scoping review
	Stakeholder perspectives of clinical artificial intelligence implementation: Systematic review of qualitative evidence
	A systematic review of the relationship between staff perceptions of organizational readiness to change and the process of innovation adoption in substance misuse treatment programs
	Organisational factors influencing technology adoption and assimilation in the NHS: A systematic literature review
	Promoting and embedding innovation: Learning from experience
	Public support for innovation: A systematic review of the literature and implications for open innovation
	Civic technology for social innovation: A systematic literature review
	Family firms and collaborative innovation: Present debates and future research
	Corporate entrepreneurship as a strategic approach for internal innovation performance
	Collaborative-based HRM practices and open innovation: A conceptual review
	Barriers to business model innovation in the agri-food industry: A systematic literature review
	Collaborations for innovation: A meta-study of relevant typologies, governance and policies
	The relations between acculturation and creativity and innovation in higher education: A systematic literature review
	Investigating the use of innovative mobile pedagogies for school-aged students: A systematic literature review
	Multiple perspective of cloud computing adoption determinants in higher education a systematic review
	Tools to foster responsibility in digital solutions that operate with or without artificial intelligence: A scoping review for health and innovation policymakers
	Academic health science centre models across the developing countries and lessons for implementation in Indonesia: A scoping review
	Elements of socially sustainable innovation processes in Finnish urban development
	Barriers and facilitators to implementing evidence-based health innovations in low- and middle-income countries: A systematic literature review
	Service design for the transformation of healthcare systems: A systematic review of literature
	Innovation: Grants, loans, and subsidies
	Social innovation in urban spaces
	Innovation R&D tax credits
	Eco-innovation measurement: A review of firm performance indicators
	What health system challenges should responsible innovation in health address? Insights from an international scoping review
	Measuring factors affecting implementation of health innovations: A systematic review of structural, organizational, provider, patient, and innovation level measures
	Effectiveness of innovation grants to smallholder agricultural producers: An explorative systematic review
	User-driven innovation and technology-use in public health and social care: A systematic review of existing evidence
	Technology, governance, and a sustainability model for small and medium-sized towns in Europe
	Knowledge transfer in interorganizational partnerships: What do we know?
	Using theories, models, and frameworks to inform implementation cycles of computerized clinical decision support systems in tertiary health care settings: Scoping review
Single studies	Examining the process of translating innovation to clinical practice in the context of collaborations for leadership in applied health research and care

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