

## Scalability

The purpose of this document is to provide an anchor for everyone reading the implementation briefs to share a common understanding of what we mean by scalability. Scalability is ill-defined in the research literature (Moore, Riddell and Vocisano 2015), so we have chosen this typology of scalability as it is appropriate for the complexity of improving the mental health system and services in Australia. Scalability in the context of the implementation briefs refers to the challenge of how to transfer what may have worked in a research and evaluation context, into a practice or policy setting. More specifically when it comes to practice and policy change it is vital to consider effective scaling, by defining the type of scaling needed to achieve the desired outcomes. Scaling up is a term commonly used to describe the goals and activity, making an evidence-based intervention available to all who need it and therefore providing the benefit of the innovation to more people (Centre for Epidemiology and Evidence, 2023). However, in practice scaling what works is more nuanced than the singular idea of scaling up as described in previous research and utilised in policy settings. There are four types of scaling worth considering, described in figure 1.

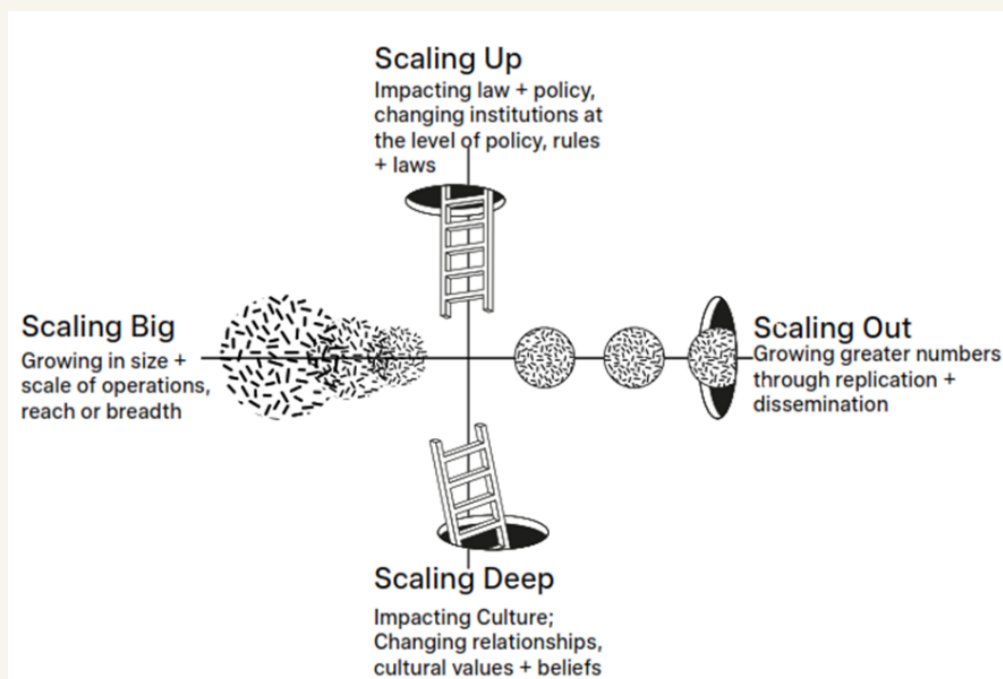


Figure 1. Based on Moore, Riddell and Vocisano, 2015; <https://tinyurl.com/4eybdju>

Moore, Riddell and Vocisano (2015) proposed three types of scaling, scaling out, scaling up and scaling deep and found six specific strategies that were successful in scaling innovation (see table 1). For further information see the example from the [J.W. McConnell Family Foundation](#).

	Description	Main strategies
Scaling out:	<b>Impacting greater numbers.</b> Based on the recognition that many good ideas or initiatives never spread or achieve widespread impact	<b>Deliberate replication.</b> Replicating or spreading programmes geographically and to greater numbers while protecting the fidelity and integrity of the innovation  <b>Spreading principles.</b> Disseminate principles, but with an adaptation to new contexts via co-generation of knowledge, leveraging social media and learning platforms: 'open scaling'
Scaling up:	<b>Impacting law and policy.</b> Based on the recognition that the roots of social problems transcend particular places, and innovative approaches must be codified in law, policy and institutions	<b>Policy or legal change efforts.</b> New policy development, partnering, advocacy
Scaling deep:	<b>Impacting cultural roots.</b> Based on the recognition that culture plays a powerful role in shifting problem-domains, and change must be deeply rooted in people, relationships, communities and cultures	<b>Spreading big cultural ideas</b> and reframing stories to change beliefs and norms.  Intensively share knowledge and new practices via learning communities, distributed learning platforms and participatory approaches  <b>Invest in transformative learning,</b> networks and communities of practice
Cross-cutting		Seek alternative resources Build networks and partnerships Broaden the problem frame

Table 1. Types of Scaling and their related strategies (Moore et al, 2015, p.77)

It may certainly be the case that to achieve a large-scale system change each of these types of scaling will be required and in other cases the goal of implementing a new innovation may be complex and very localised or specific to a certain group. Therefore, is important to ask questions about what the right scalability is to achieve the desired outcomes for the organisation implementing the innovation and considering the specific [context](#). Furthermore, consideration of scaling should be extended to implementing the foundations or conditions that promote an environment within services that is focused on human rights and [self-determination](#). Decisions around the scalability should be made with all relevant stakeholders' input and can then be used to guide the planning, process, and evaluation of implementation.

## References

Centre for Epidemiology and Evidence 2023, 'Increasing the Scale of Population Health Interventions: A Guide', Evidence and Evaluation Guidance Series, Population and Public Health Division. Sydney: NSW Ministry of Health.

Griffith Centre for Systems Innovation and Auckland Co-Design Lab 2022, 'Everyday Patterns for Shifting Systems', Griffith University; TSI and Auckland Co-Design Lab, accessed 15 May 2025, <<https://static1.squarespace.com/static/62ba62e280289e7a54f551e9/t/67abf180a4aabe5f7d711d23/1739321846233/Everyday+Patterns+Combined.pdf>>

Riddell, D and Moore, M, 2015, 'Scaling Out, Scaling Up, Scaling Deep: Advancing Systemic Social Innovation and the Learning Processes to Support It', J.W. McConnell Family Foundation and Tamarack Institute, accessed 15 May 2025, <[https://mcconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut\\_Nov27A\\_AV\\_BrandedBleed.pdf](https://mcconnellfoundation.ca/wp-content/uploads/2017/08/ScalingOut_Nov27A_AV_BrandedBleed.pdf)>

Moore, M, Riddell, D & Vocisano, D 2015, 'Scaling Out, Scaling Up, Scaling Deep Strategies of Non-profits in Advancing Systemic Social Innovation', *Journal of Corporate Citizenship*, vol. 58, pp. 67-84, DOI: 10.9774/GLEAF.4700.2015.ju.00009



## OUR PURPOSE

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Transforming mental health and well-being through primary care and community action.

## OUR VISION

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Vibrant communities that support mental health and promote well-being to enable people to thrive.

## OUR VALUES

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### Lived Expertise

We value lived-experience as a unique expertise that is central to transformation

### Practice Wisdom

We value practice experience as a form of wisdom that can inform change

### Outcomes Driven

We value making a difference by being data-driven and using evidence for sustained change and impact

### Inclusive

We value co-created spaces that are inclusive, equitable and respectful of difference

### Authentic

We value collaborations where trust, respect and connection support honouring all expertise

### Brave

We value curiosity to grow together, and to be courageous in what we do collectively

