Sustainability and Scale-Up Plan Worksheet:
Maintaining High Performance While Expanding and Scaling-Up Statewide Pyramid Model Implementation

What is Sustainability and Scale-Up and Why Plan for It ?

Sustainability means maintaining high-fidelity implementation at the state, community, and program level.

Scale-up or expansion means to reach more children and families with the Pyramid Model through increasing the number of communities and programs using the practices with fidelity (see Sustaining and Scaling/Expanding Pyramid Model High Fidelity Practices: A Resource Brief for definitions and resources). During scale-up, the State Leadership Team plans and provides an expanded infrastructure—such as including more Program Implementation Coaches (PICs)—as well as policy, funding, and data systems that support more programs implementing the Pyramid Model while continuing to focus on sustaining fidelity in current programs.

The **purpose** of a **written sustainability and scale-up plan and its implementation** is to plan for and ensure high performance and outcomes while expanding and scaling the Pyramid Model statewide.

UNESCO (2014) describes 10 principles of successful sustaining and scaling-up:

1. Choose an intervention or approach that can be scaled up within existing systems.

2. Clarify the aims of scaling up, identify the roles of different players, and ensure a local/national ownership or lead role.

3. Understand the perceived need and fit within existing governmental systems and policies.

4. Obtain and disseminate data on the effectiveness of pilot programs before scaling-up.

5. Document and evaluate the impact of changes made to interventions on program effectiveness.

6. Recognize the role of leadership.

7. Plan for sustainability and ensure the availability of resources for scaling up, or plan for fundraising.

8. Plan for the long term (not donor funding cycles) and anticipate changes and setbacks.

9. Anticipate the need for changes in the resource team leading the scale-up process over time.

10. Adapt the scale-up strategy with changes in the political environment; take advantage of 'policy windows' when they occur.
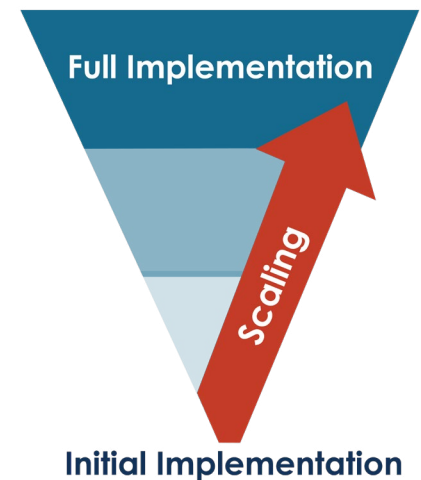
How Do We Use this Worksheet?

The first step for the State Leadership Team (SLT) is to take an inventory of the "health" of the SLT itself by reviewing the processes recommended for SLT work. The ability of the SLT to sustain and scale the Pyramid Model work is directly tied to its health or effectiveness. All of these resources and guidance documents are on the NCPMI web page for statewide implementation[1].

For instance, ensure that the SLT has been using the State Benchmarks of Quality (BoQ)[2] regularly to measure progress and implementing actions based on the results.

Make sure the SLT is assessing the health of the processes of the SLT through at least annual review of the following:

- Effective Teaming Strategies[3]

- SLT Checklist of Sustainability Features[4]

The second step for the SLT is to review and confirm the SLT vision and mission statements. Once confirmed, these statements are transferred to this worksheet to ensure the goals and actions are in alignment with the team's vision and mission. Goals and actions are identified for all four essential structures:

1. State Leadership Team (SLT)

2. Professional Development Network of Program Implementation Coaches

3. implementation and demonstration programs, sites and communities

4. data and evaluation systems

This process does not have to proceed linearly from one essential structure to the next. For instance, the SLT may choose to begin the discussion with goals related to the number of implementation sites they plan to add in 3 and 5 years while maintaining support for existing sites and programs.

The SLT should review the resources on the NCPMI website—especially those related directly to sustaining and scaling—such as Sustaining and Scaling/Expanding Pyramid Model High-Fidelity Practices: A Resource Brief and Sustaining and Scaling/Expanding Pyramid Model High-Fidelity Practices: Sequence of Events.

Sustainability and scale-up goals are provided for each of the four essential structures. These goals are to:

- maintain high-performing implementation and leadership teams

- leverage and expand funding, high-performing staff, and other resources

- leverage and expand supportive policies

Objectives for each goal are provided. The SLT can add others.

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1 https://challengingbehavior.org/implementation/statewide/
2 https://challengingbehavior.org/document/benchmarks-of-quality-boq-state-leadership-team-pdf/
3 https://challengingbehavior.org/document/effective-teaming-strategies/
4 https://challengingbehavior.org/document/state-leadership-team-slt-checklist-of-sustainability-features/

Guiding questions for the SLT to consider while planning for sustaining and scaling Pyramid Model implementation statewide are listed with each essential structure. These are:

- How do we ensure equity in access to opportunities and outcomes?

- How do we establish and maintain buy-in across all audiences and decision makers?

- How do we work across agencies or programs?

- How do we embed or coordinate with other initiatives?

- How do we use data to establish goals and actions to evaluate outcomes, and ensure high performance over time?

Once actions are discussed and decided upon, they should be transferred to an action plan format with timelines for tracking progress. SLTs should determine where and how this sustainability and scale-up plan can be aligned with or embedded in other related plans. The plan should be reviewed and updated at least annually.

Statewide Pyramid Model Implementation Sustainability and Scale-Up Worksheet

SLT Vision:

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SLT Mission:

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Date:

_____

Team Members:

_____

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Essential Structure #1: State Leadership Team (SLT)

Guiding Questions:

- How do we ensure equity in access to opportunities and outcomes?
- How do we establish and maintain buy-in across all audiences and decision makers?

- How do we work across agencies or programs?
- How do we embed or coordinate with other initiatives?
- How do we use data to establish goals and actions to evaluate outcomes, and ensure high performance over time?

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Maintain a high-performing State Leadership Team **Objective:** We will ensure buy-in and passion of current and future SLT members and their agencies with effective: • succession planning • orientation • training • data-based decision-making		
Goal: Leverage and expand funding, high-performing staff, and other resources **Objective:** We will obtain the funding, staff, and other resources needed across agencies and sectors to implement, sustain, and scale/expand statewide so that all children, families, and providers have access to the Pyramid Model regardless of funding stream, program sector, or locale.		
Goal: Leverage and expand supportive policies **Objective:** We will leverage current policies and help create new policies needed to sustain our current efforts and to scale up or expand statewide and across agencies. **Objective:** We will solicit champions that can help us accomplish our policy goal. **Objective:** We will use data and other resources to increase awareness and support.		

Essential Structure #2: Professional Development Network of Program Implementation Coaches (PDN/PIC)

Guiding Questions:

- How do we ensure equity in access to opportunities and outcomes?
- How do we establish and maintain buy-in across all audiences and decision makers?

- How do we work across agencies or programs?
- How do we embed or coordinate with other initiatives?
- How do we use data to establish goals and actions to evaluate outcomes, and ensure high performance over time?

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Maintain a high-performing Professional Development Network (PDN) of Program Implementation Coaches (PIC) **Objective:** We will establish systems for communication, resource allocation, orientation, and training for PDN/PIC. **Objective:** We will expanding the diversity of the PDN/PIC to match the demographics of our state. **Objective:** We will provide continuous training and professional development for PDN/PIC. **Objective:** We will create a system of documentation for the PDN that includes who are the coaches, what is their training, and other documentation identifying certification or qualifications. **Objective:** We will provide the PDN/PICs with appropriate resources and training to effectively guide community and program leadership teams to implement and sustain high-fidelity Pyramid Model practices.		

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Leverage and expand funding, high-performing staff, and other resources **Objective:** We will identify funding sources and strategies across agencies and sectors to sustain current PDN/PIC members while we expand the PDN to meet the needs of new communities, programs, and sites while supporting current communities, programs, and sites. **Objective:** We will have a written plan for recruitment of new Program Implementation Coaches.		
Goal: Leverage and expand supportive policies **Objective:** We will work with champions, collaborators, and others for state level policies that support, sustain, and scale-up the PDN/PIC.		

Essential Structure #3: Implementation and Demonstration Programs, Sites, and Communities

Guiding Questions:

- ▶ How do we ensure equity in access to opportunities and outcomes?
- ▶ How do we establish and maintain buy-in across all audiences and decision makers?

- ▶ How do we work across agencies or programs?
- ▶ How do we embed or coordinate with other initiatives?
- ▶ How do we use data to establish goals and actions to evaluate outcomes, and ensure high performance over time?

Implementation Communities

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Maintain a high-performing Community Leadership Team **Objective:** We will provide support through a PIC to community teams to actively recruit leadership team members representative of the families and services in the community. **Objective:** We will use data to guide timelines for scale-up into new communities while maintaining support to current communities based on available resources. **Objective:** We will provide support through a PIC to potential new communities to increase their likelihood of success. We will select new communities in diverse and varied settings. **Objective:** Through a PIC, we will ensure buy-in and passion of current and future Community Leadership Team (CLT) members and their agencies with effective succession planning, orientation, training, and data.		

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Leverage and expand funding, high-performing staff, and other resources **Objective:** We will establish procedures and guidance that support sharing of funds, staff, resources across sectors at the state and community levels. **Objective:** We will help communities identify funding sources and fundraising strategies.		
Goal: Leverage and expand supportive policies **Objective:** We will actively solicit information and feedback from communities (specific programs, families, community, and relevant parties) about their experience implementing the Pyramid Model. We will use this data to develop, propose, and refine policies. **Objective:** We will leverage programs with high-fidelity Pyramid Model implementation to act as demonstration sites and encourage the use of these sites in site recruitment, public awareness, increasing public support, and teacher preparation in higher education. **Objective:** Through a PIC, we will support community development of an awareness campaign of Pyramid Model practices (e.g., provide examples of family interviews, social media campaigns). **Objective:** We will support the recruitment of local champions of Pyramid Model practices.		

Guiding Questions:

- How do we ensure equity in access to opportunities and outcomes?
- How do we establish and maintain buy-in across all audiences and decision makers?

- How do we work across agencies or programs?
- How do we embed or coordinate with other initiatives?
- How do we use data to establish goals and actions to evaluate outcomes, and ensure high performance over time?

Implementation Programs		
Goals & Objectives	**3-Year Actions**	**5-Year Actions**
Goal: Maintain a high-performing Program Leadership Team **Objective:** We will support, through PICs, potential implementation sites to prepare them for implementation. We will select new programs in diverse and varied settings. **Objective:** We will recruit and provide support to new programs while maintaining support to currently implementing programs. **Objective:** We will support buy-in and passion of team members, their agencies, and stakeholders through providing PIC guidance on effective strategies for succession planning, orientation for new members, training and data. **Objective:** Through a PIC, we will support team members, agencies, and their stakeholders to collect, analyze, and disaggregate data.		

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Leverage and expand funding, high-performing staff, and other resources **Objective:** We will identify funds and other resources across agencies and sectors to sustain high fidelity implementation while we scale up and expand to new communities, sectors and programs.		
Goal: Leverage and expand Supportive Policies **Objective:** We will help to identify local policies needed to sustain and expand high-fidelity implementation. **Objective:** We will help to identify local champions for policy development efforts. **Objective:** We will identify types of data and data display to support new or current supportive policies.		

Guiding Questions:

- ▶ How do we ensure equity in access to opportunities and outcomes?
- ▶ How do we establish and maintain buy-in across all audiences and decision makers?

- ▶ How do we work across agencies or programs?
- ▶ How do we embed or coordinate with other initiatives?
- ▶ How do we use data to establish goals and actions to evaluate outcomes, and ensure high performance over time?

Demonstration Sites		
Goals & Objectives	**3-Year Actions**	**5-Year Actions**
Goal: Maintain a high-performing Program Leadership Team **Objective:** We will leverage programs with high-fidelity Pyramid Model implementation to act as demonstration sites and encourage the use of these sites in site recruitment, public awareness, increasing public support, and teacher preparation in higher education. **Objective:** We will ensure the Demonstration Site's Leadership Team consistently has members that include family members, teachers, administration, and support staff. **Objective:** We will support, through a PIC, the ongoing excitement and passion of the Leadership Team and staff through effective succession/turn-over planning, orientation, training and use of data. **Objective:** We will ensure the Demonstrations Site's Leadership Team has a current BoQ and other data tools and related Implementation Plans.		

Goals & Objectives	3-Year Actions	5-Year Actions
Objective: We will ensure, through a PIC, the Leadership Team has a structured, written plan for sharing data with SLT and CLT on an ongoing basis **Objective:** We will ensure the Leadership Team has a structured, written plan for showcasing their program's Pyramid Model process to other programs and communities and stakeholders.		
Goal: Leverage and expand funding, high-performing staff, and other resources **Objective:** We will, through a PIC, ensure adequate funding and other resources to support the Demonstration sites' high-fidelity implementation as well as continued service as a demonstration site for the state.		
Goal: Leverage and expand supportive policies **Objective:** We will work with Demonstration sites to develop materials that our SLT can use to promote the success of Pyramid Model, i.e. videos, teacher testimonials, family testimonials, outcome data.		

Essential Structure #4: Data and Evaluation Systems

Guiding Questions:

▶ How do we ensure equity in access to opportunities and outcomes?

▶ How do we establish and maintain buy-in across all audiences and decision makers?

▶ How do we work across agencies or programs?

▶ How do we embed or coordinate with other initiatives?

▶ How do we use data in establishing goals and actions and to evaluate outcomes and ensure high performance over time?

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Maintain a high-performing State Leadership Team that collects and reviews data regularly for decision-making. **Objective:** We will have a systematic way of gathering and analyzing program-and community-level data across sectors on a regular basis. **Objective:** We will evaluate and report on implementation activities and outcomes on a regular basis. **Objective:** We will gather and use data to evaluate and monitor the commitment and engagement of SLT members, their agencies, and stakeholders. **Objective:** We will gather data to inform supports needed to achieve and sustain high fidelity implementation at the community and program levels. **Objective:** We will gather data to inform supports needed to decide when and how to scale-up at the community and program levels while maintaining support to current sites.		

Goals & Objectives	3-Year Actions	5-Year Actions
Goal: Leverage and expand funding, high performing staff, and other tesources **Objective:** We will use evaluation data to plan for the resources needed to sustain and scale-up to new communities and programs. **Objective:** We will provide evaluation reports or summaries of data to potential partners, agencies, or funders to gain additional funding and resources for implementation and scale-up. **Objective:** We will plan cross-sector and agency needs related to data expansion and use as we scale-up implementation		
Goal: Leverage and expand supportive policies **Objective:** We will use evaluation data to identify the changes needed in policies or procedures that affect the implementation and scale-up within programs and communities. **Objective:** We will use evaluation data to support a public awareness campaign, to recruit champions, for the development of policies that are supportive of the implementation of the Pyramid Model statewide.		

Other

Guiding Questions:

- How do we ensure equity in access to opportunities and outcomes?
- How do we establish/maintain buy-in across all audiences and decision makers?

- How do we work across agencies or programs?
- How do we embed and coordinate with other initiatives?
- How do we use data in establishing goals and actions and to evaluate outcomes and ensure high performance over time?

Goals & Objectives	3-Year Actions	5-Year Actions

Reference:
UNESCO (2014). Comprehensive sexuality education: the challenges and opportunities of scaling-up.