



Center For
POLICING EQUITY

The Journey: How to Scale for Impact with Social Justice Innovations

A Roadmap for Scaling Innovation

Innovation—the creation of a new method, product, service, or program—is central to the work we do at the Center for Policing Equity (CPE), and other social justice organizations more broadly. It is often challenging to scale even the most promising innovations—[over 90% of innovation projects across all types of organizations fail](#). This is particularly worrying for social justice nonprofits, which by definition seek to change the status quo and thus depend on innovation that not only makes an immediate impact but is scalable, both to meet the enormity of the issue at hand and to ensure that the impact is lasting.

In response to that challenge, CPE has developed a white paper and roadmap for scaling innovation—**The Journey: How to Scale for Impact with Social Justice Innovations**. The roadmap integrates evidence-based practices from the disciplines of product development, implementation science, and project management in a comprehensive, easy-to-use framework that:

- Describes the necessary foundation for an innovation to be viable with measurable impact
- Determines that impact
- Outlines the steps to scale the innovation
- Clarifies the conditions necessary at the outset for a viable innovation to be scalable

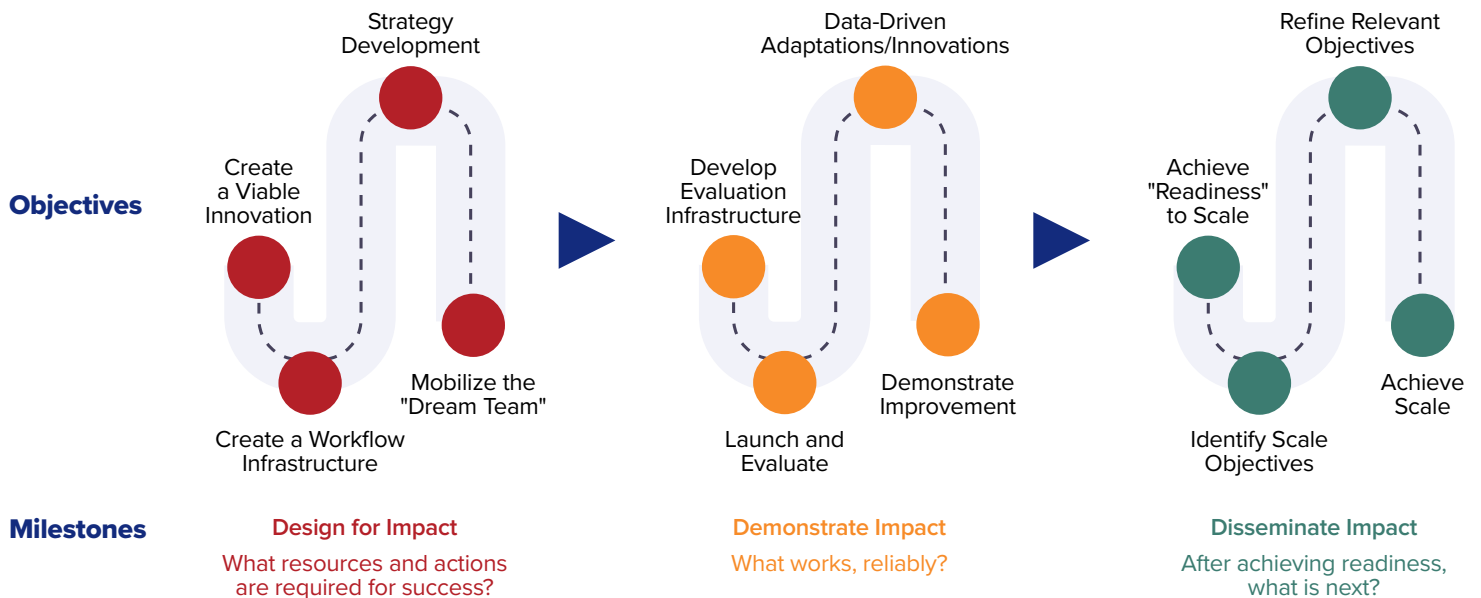
The white paper features a broad landscape analysis of the existing literature concerning the scaling of innovations; a discussion of the value-add that the roadmap offers for innovations in social justice nonprofits; an overview of the roadmap; and next steps as this work continues to evolve.

Key Takeaways

- Implementation science and current scaling literature have identified factors for the successful design, implementation, evaluation, and scaling of innovations, primarily in the healthcare sector, but there is a pressing need for a framework tailored specifically to social justice innovations in the nonprofit sector.
- The roadmap ([depicted in the figure below](#)) provides an end-to-end framework with milestones and objectives that together map out the journey to successfully scaling.
- A key feature of the roadmap is a built-in feedback system that incorporates metrics for tracking progress, helping to ensure success across an innovation's lifecycle.
- The roadmap begins with initial assessment identifying where an innovation is situated in the innovation journey. Next, a nonprofit's design/innovation team works with its implementation team to determine their next milestone or objective. Lastly, the teams jointly develop necessary documentation to measure progress toward that milestone or objective.

- Each milestone comprises four distinct objectives that build on each other. The three milestones and their overarching goals are:
 - 1. Design for Impact:** Review available literature and outline inputs, activities, and outputs needed to achieve desired impact. This milestone also ensures that service delivery models have the components necessary to allow for evaluation, a key element of subsequent milestones.
 - 2. Demonstrate Impact:** Develop evaluation infrastructure that allows teams to adapt innovations to real-world contexts in real-time and produce findings that testify both to the innovation's effectiveness and its adaptability
 - 3. Disseminate Impact:** Scale innovations that have successfully demonstrated impact by making data-driven and location-specific adaptations and delivering them to an appropriately identified and expanded group of community partners.
- These milestones and objectives don't change across methods, products, services, or programs, but the work necessary to achieve each will vary. Thus, the roadmap is flexible enough to accommodate varying degrees of complexity associated with different types of innovation while maintaining rigor throughout the journey.
- Although the scaling journey is linear, the roll-out of an innovation in a real-world context is unlikely to neatly follow the order depicted below. This is why innovations are best served with an iterative approach that allows for adaptation, capitalization on emerging opportunities, and preparedness for possible roadblocks.

Roadmap for Scaling Innovation



This brief and the companion roadmap are available at policingequity.org/data-collection-insights.

