

# Creating Systems of Support for Statewide Triple P Scale-up

Key Themes, Capacity Data, and Lessons Learned from  
the Carolinas, United States

Helping Families Change Conference, Brisbane, February 2020

These projects are supported by funding from:



NC DEPARTMENT OF  
**HEALTH AND  
HUMAN SERVICES**



## Session Objectives

1. Inform attendees about key themes, data, and lessons learned from statewide Triple P support partnerships in North Carolina and South Carolina
2. Provide guidance on Triple P and other program scale-up efforts



## Session Format

- Brief Presentations
- Panel Discussions
- Discussant Remarks
- Audience Q&A



# Presenters/Panelists

## Kimberly Maloney

on behalf of Renée Boothroyd, Jessica Reed, Jenna Armstrong, herself, and Jenna Barnes



## Abby Wilson

on behalf of herself & Sue Williams



## Abby Wilson

representing Kimberly Ingram & Katherine Smith



## Sara van Driel,

assisted by Kristin O'Connor & Abby Wilson,  
on behalf of herself & Courtney Towne



## Other Symposium Participants

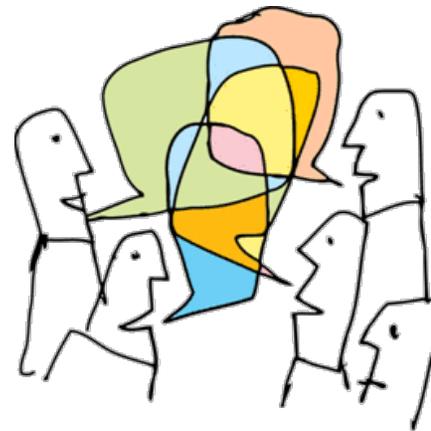
### Chair & Moderator

Will Aldridge



### Discussant

Brian Bumbarger

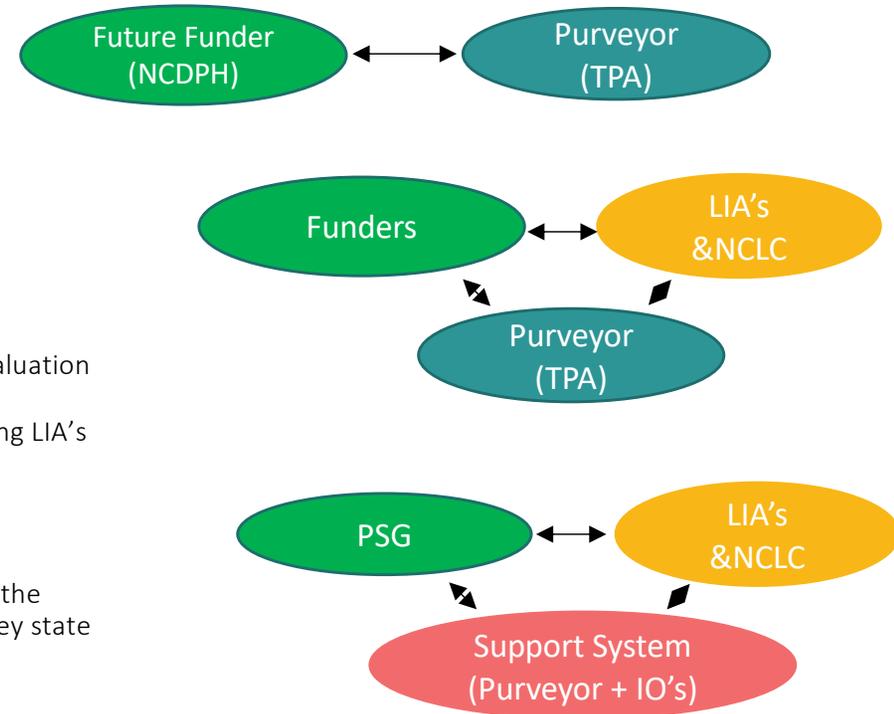


# History of partnerships in each state



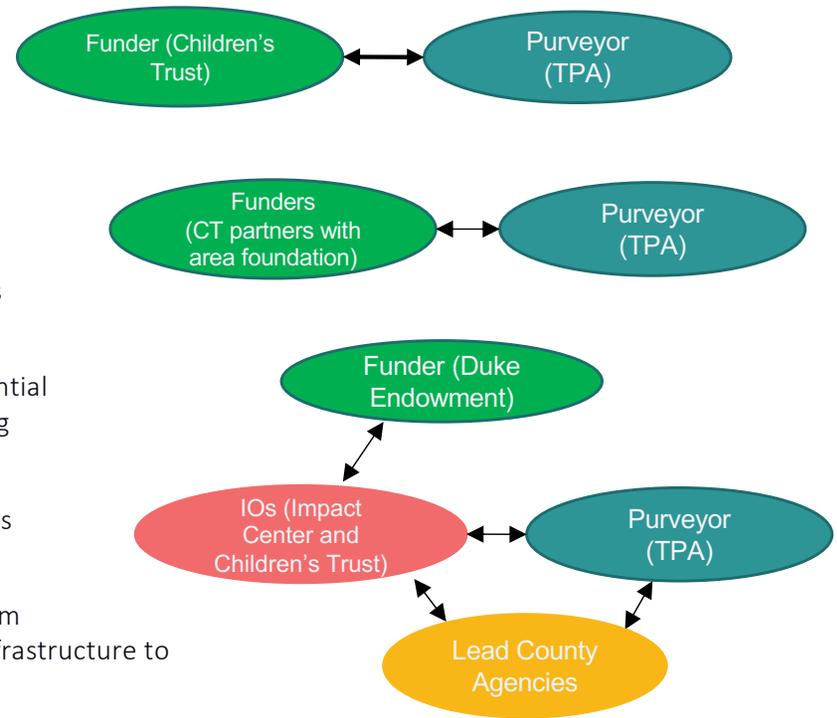
# History of North Carolina Partnerships

- 2010 NC Division of Public Health (NCDPH) vision for strengthening every family in NC - NCDPH engages Triple P America (TPA) in exploration
- 2012 NCDPH funds 3 lead implementing agencies (LIA's) to scale Triple P across 5 counties – the North Carolina Triple P Learning Collaborative (NCLC) is founded as a partnership across LIA's - TPA supports both NCDPH and LIA's
- 2013 NCDPH funds an additional LIA's and the work expands to 35 NC counties – TPA continues to support both NCDPH and LIA's
- 2014 John Rex Endowment funds Triple P in Wake County (additional LIA added)  
Duke Endowment funds Aldridge and colleagues to do Triple P Implementation Evaluation (TPIE) with LIA's in 2 counties
- 2016 NC Division of Social Services (NCDSS) funds further Triple P training through existing LIA's
- 2017 Through learnings of TPIE and further funding from NCDSS and Duke Endowment, a full support system is built to support LIA's in NC, including The Impact Center at Frank Porter Graham at UNC-CH, Prevent Child Abuse North Carolina, and TPA
- 2018 State-level funders and stakeholders begin a strategic planning process that led to the creation of a Triple P Partnership for Strategy and Governance (PSG) that houses key state Leadership with decision-making capacity for Triple P scale-up across the state
- 2020 PSG provides strategic leadership – 10 regional LIA's that provide infrastructure across all of NC – Support System provides programmatic and implementation support to all 10 LIA's – Gradual expansion of Triple P across all counties in NC



# History of South Carolina Partnerships

- 2015 Children’s Trust of South Carolina is funding single provider agencies across SC to deliver Triple P in mix of child abuse prevention service array—curious to explore TP system potential –begin to consider change in funding model and engage with TPA
- 2016 Children’s Trust begins shift from funding positions at agency programs to deliver Triple P to looking for communities ready to partner in scaling Triple P within existing workforces. Work begins between TPA, Children’s Trust and area foundation in Spartanburg County to explore potential fit with other county priorities
- 2017 Interest in scaling TP continues and with influence from TPIE work in NC look to potential for Children’s Trust to build capacity as in Intermediary Organization—begin exploring potential partnership with The Impact Center at Frank Porter Graham at UNC-CH.
- 2018 Secure funding from Duke Endowment for 6-month exploratory planning which then results in a 3 year funding opportunity to build capacity to scale TP in 2 other counties
- 2019 As Children’s Trust is building their own capacity to scale TP as an IO with support from The Impact Center and TPA; work initiates with two counties to build capacity and infrastructure to scale TP
- 2020



Intermediary framework being  
used to guide support system  
development



# Implementation is a Local Process . . .

Intermediary Support helps communities to develop and ensure the performance of “what it takes” . . .



**Effective  
Prevention  
and Wellbeing  
Strategies**

**Local Capacity  
for Successful  
Implementation  
and Scale-Up**

**Supportive and  
Efficient Human  
Service Systems**

**Improved Health  
and Wellbeing  
for Individuals,  
Families, and  
Communities**

- I. Co-Creation Partners
- II. Leadership & Implementation Teams
- III. Workforce Development Systems
- IV. Quality & Outcome Monitoring
- V. Media & Networking Systems

# Intermediary Organization: Five Adapted Functions



An **intermediary organization** is defined as a statewide center or partnership that supports state and local child- and family-serving agencies in designing, implementing, and sustaining evidence-based programs like Triple P (Mettrick et al., 2015).

Click to watch a short video on intermediary organizations:

<https://hml.fpg.unc.edu/play/10530>

# Intermediary Organization: Five Adapted Functions

1. Implementation Support



2. Partnership, Engagement, and Communication



3. Workforce Development



4. Research, Evaluation, and Data Linking



5. Policy and Finance Support



An **intermediary organization** is defined as a statewide center or partnership that supports state and local child- and family-serving agencies in designing, implementing, and sustaining evidence-based programs like Triple P (Mettrick et al., 2015).

How partners have operationalized organizational roles, responsibilities, and activities within this framework



*THIS is the work of intermediaries to support communities and state partners scaling Triple P*

- Intermediary Support Service
- Research, Evaluation, & Data Linking
- Policy & Finance Support
- Workforce Development
- Partnership Engagement & Communications
- Implementation Support

*THIS is the work of communities scaling Triple P*



How partners operationalized organizational roles, responsibilities, and activities within this framework

- The detailed process map highlighted that we are often coming to the table with the same activities
- Teams from each organization came together to establish NC Triple P Support System Guidelines (*agreements for how we work together*)
- We share roles, responsibilities, and activities now that we are operating as part of a site team (*e.g., Capacity Assessments, Goal setting, Capacity Building, Supported Performance*)

# Panel Discussion 1

How have partners blended their roles and activities on the ground within this integrated model of support?

What have been the key lessons, learnings, and shifts over time?



How have partners blended their roles and activities on the ground within this integrated model of support?

- PCANC has adapted to FPG's integrated model of support
  - We attended FPG's foundational professional development to better understand their model
- We share roles, responsibilities, and activities now that we are operating as part of a site team (*e.g., Capacity Assessments, Goal setting, Capacity Building, Supported Performance*)
  - *Working to identify a site team lead*

What have been the key lessons, learnings, and shifts over time?

- It's very difficult to blend the work between two agencies
- We are continuing to look for ways to show up as ourselves in this work
- We began approaching this support more as individual entities, then shifted to being site team partners
- We are currently in the process of determining how the support will be provided next year
- The approach for start up sites needs to be different than for existing sites (SC)

**REFLECTIONS:** Partners blending roles and activities on the ground in this integrated model of support, and key lessons, learnings, and shifts

- A. Support system partner organizations **each starting from different places**
  - B. Local project roll-out was happening **simultaneous** to support system development and integration
  - C. We learned how **each organization** has some role to play in building local implementation capacities.
- **Get clear – together** - on what we are helping to build locally & what is needed to get there. **Use that “map”** to move & grow the support system
  - **Ensure equity** across support system partner organizations in setting and operationalizing the direction for what that work is

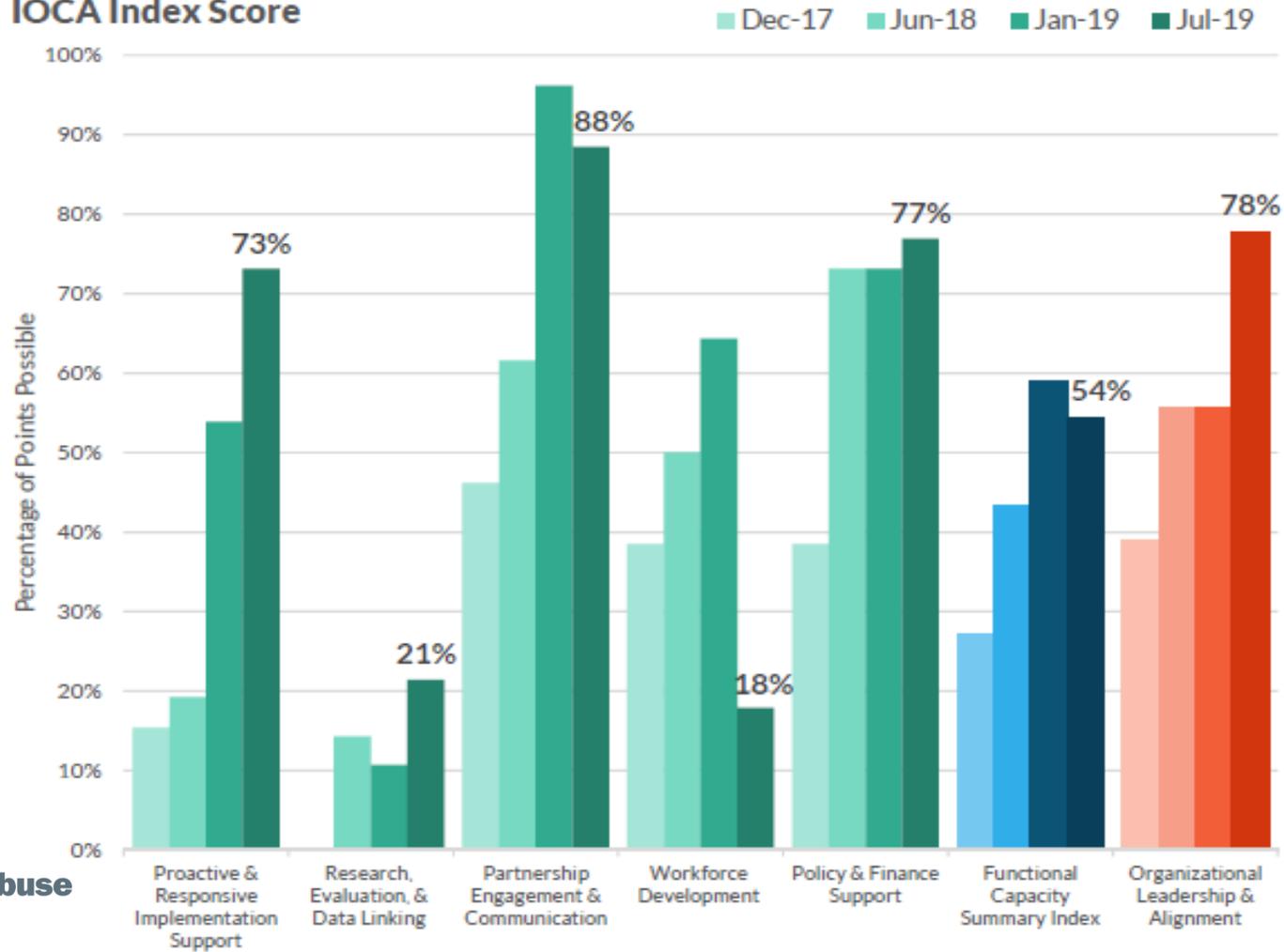
Longitudinal data regarding the capacity of participating partners to support Triple P scale-up within each state



# Prevent Child Abuse North Carolina

July 2019  
IOCA Administration

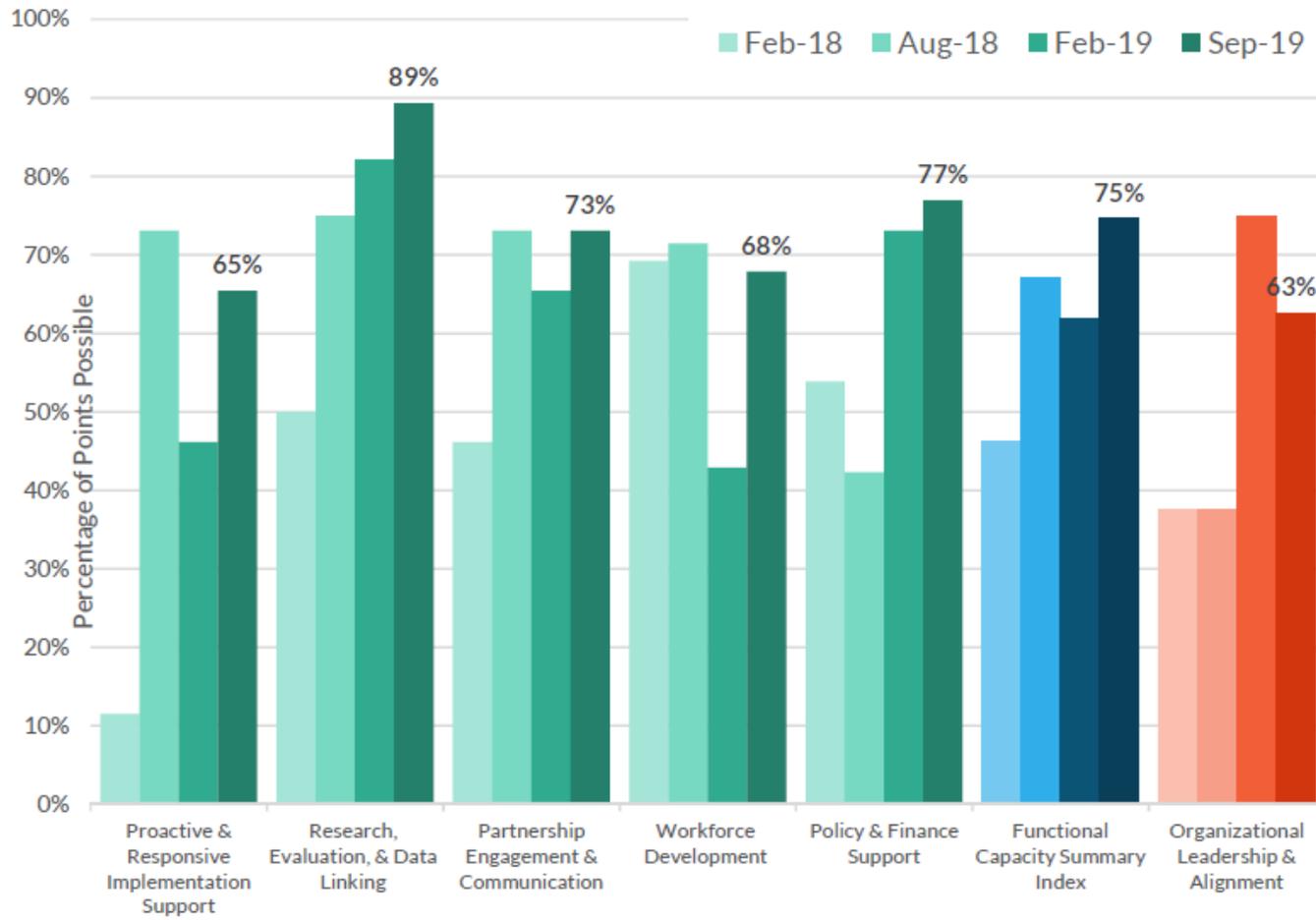
## IOCA Index Score



Longitudinal data regarding the capacity of participating partners to support Triple P scale-up within each state

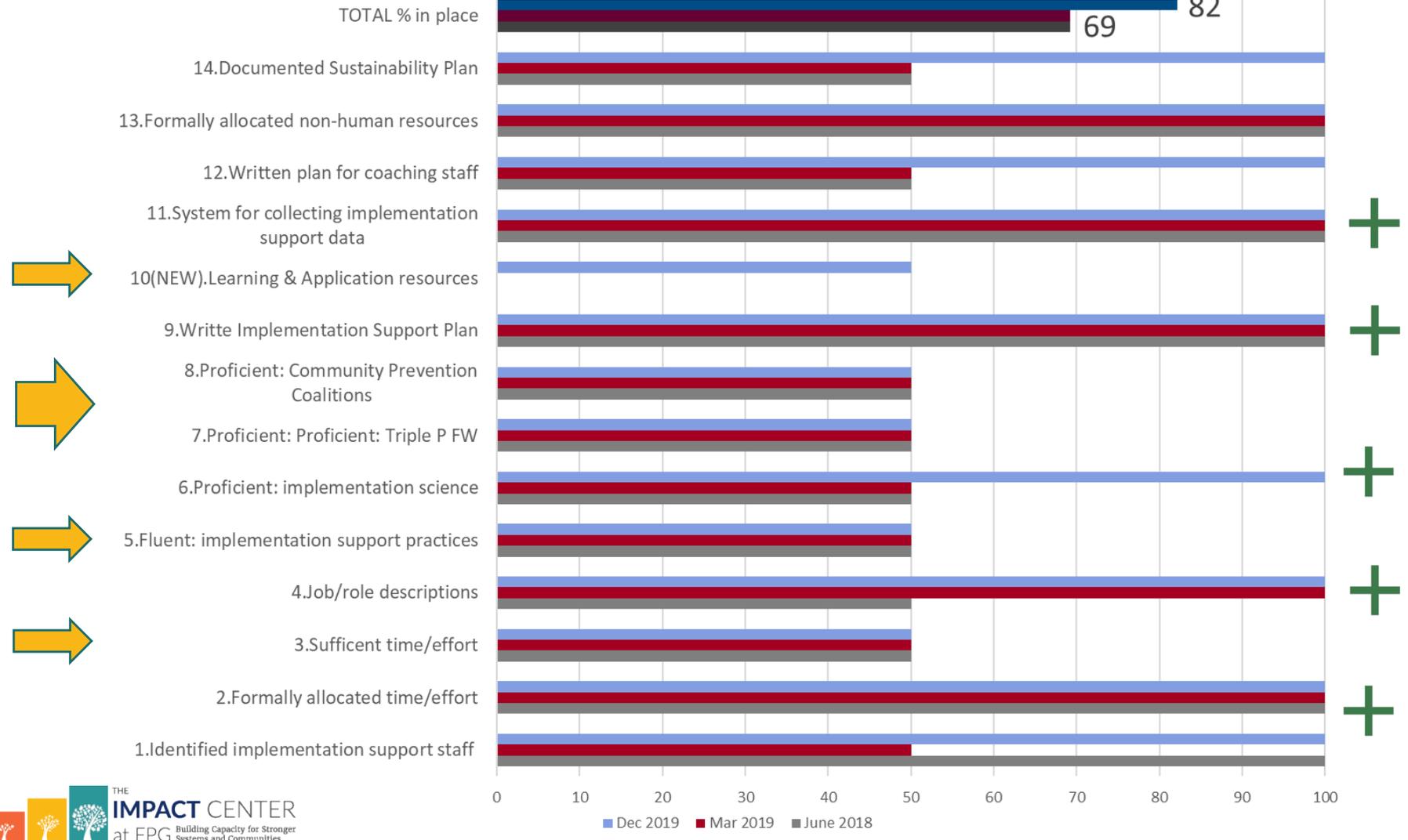
- PCANC has used the IOCA as a tool for guiding our capacity development goals
- PCANC has seen increases in our capacity scores in all areas
  - One Exception: There was a recent drop in our Workforce Development score based on how roles and responsibilities were redefined within the system

## IOCA Index Score



Impact Center IC-TP Proactive Responsive Implementation Support (PRIS)

TOTAL % in place 82 69



## Panel Discussion 2

Describe the experience of building organizational capacity (resources and abilities) to provide intermediary support.

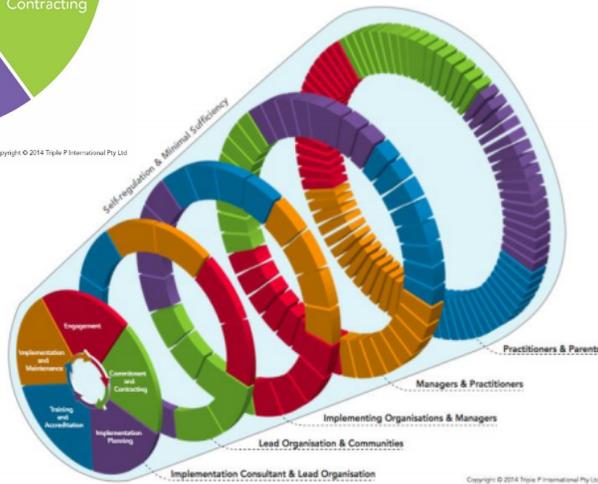
What have been the key lessons, learnings, and shifts over time?



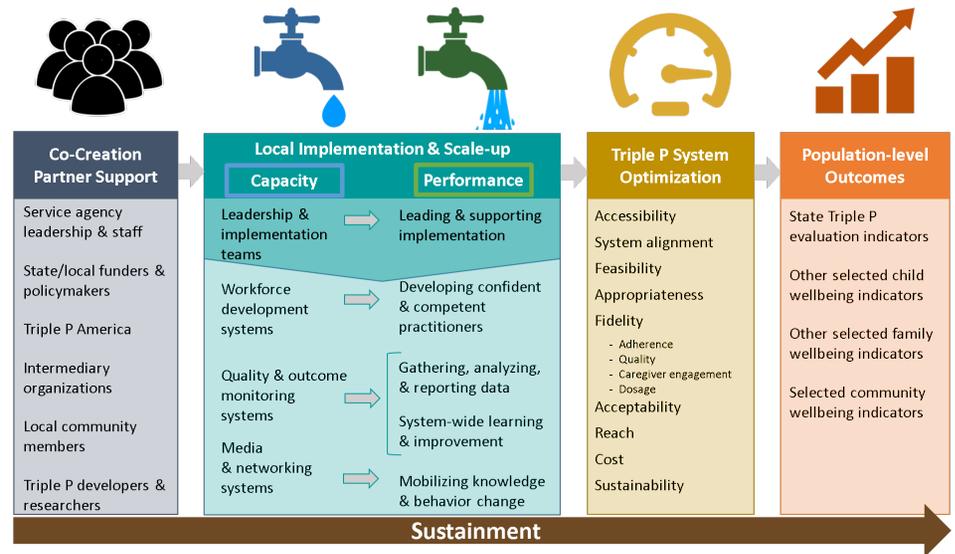
# Bringing Implementation Approaches Together to Support the Scale-up of Triple P



Copyright © 2014 Triple P International Pty Ltd



Copyright © 2014 Triple P International Pty Ltd



*Integrated Theory of Change for supporting the implementation and scale-up of the Triple P system of interventions to achieve population-level outcomes (Aldridge, Boothroyd, Veazey, Powell, Murray, & Prinz, 2018, May).*



# Bringing Implementation Approaches Together to Support the Scale-up of Triple P

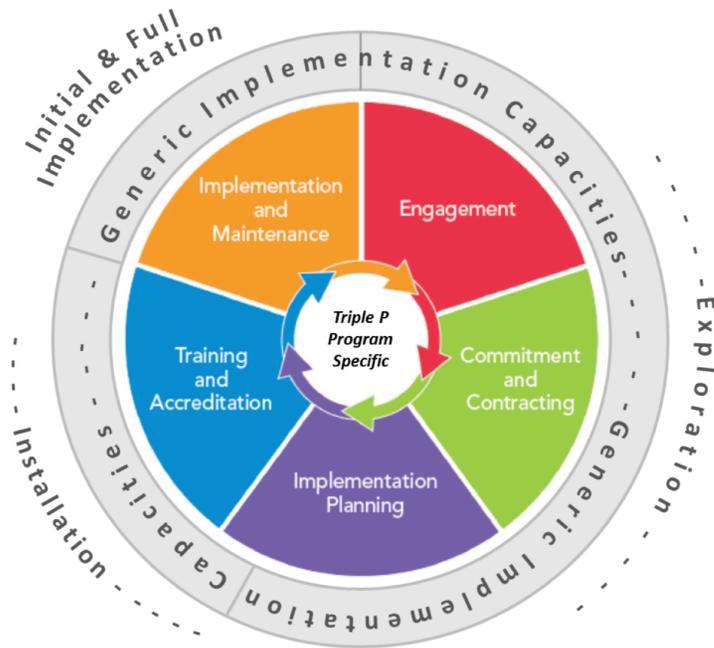


Figure 5. Aligning Triple P specific and more generic implementation support.

	IMPLEMENTATION STAGES <sup>12,27</sup> and EXAMPLE ACTIVITIES			
	Exploration	Installation	Initial Implementation	Full Implementation
<b>Generic Implementation Activities</b>	<ul style="list-style-type: none"> <li>Assessing community wellbeing needs</li> <li>Assessing system readiness to implement change</li> <li>Assessing current system implementation capacity, and planning to strengthen gaps and manage challenges</li> <li>Setting up leadership and implementation teams</li> </ul>	<ul style="list-style-type: none"> <li>Professional development to use and support active implementation strategies</li> <li>Community coalition capacity development of implementation infrastructure (e.g., practitioner selection, training, coaching systems; local quality and outcome monitoring systems; linking communication protocols)</li> </ul>	<ul style="list-style-type: none"> <li>Identifying and addressing adaptive implementation challenges</li> <li>Strengthening coalition and multi-level systems environments</li> <li>Using process and outcome data to improve overall implementation capacity and performance</li> </ul>	<ul style="list-style-type: none"> <li>Institutionalizing overall implementation capacity and performance</li> <li>Local coalition-regulation of ongoing implementation and program optimization</li> <li>Consideration of how to align or add additional evidence-based programs and practices to meet community goals</li> </ul>
<b>Triple P-Specific Implementation Activities</b>	<ul style="list-style-type: none"> <li>Clarifying potential fit for Triple P (e.g., target population, workforce)</li> <li>Clarifying capacities needed for chosen Triple P levels, formats, and goals</li> </ul>	<ul style="list-style-type: none"> <li>Receiving high-quality Triple P training</li> <li>Meeting Triple P accreditation standards</li> <li>Establishing Triple P peer support networks (PASS Model that builds collective regulation)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitating access and engagement for Triple P family services</li> <li>Delivering Triple P programs to families</li> <li>Evaluating Triple P delivery and refining practices</li> <li>Using data to improve organizational support for implementing Triple P</li> </ul>	<ul style="list-style-type: none"> <li>Building linkages across Triple P levels and organizations</li> <li>Sustaining service delivery and support processes</li> <li>Examining and enhancing population-wide impact</li> </ul>

Table 1. Examples of generic and Triple P-specific implementation activities and supports by stages.



Describe the experience of building organizational capacity (resources and abilities) to provide intermediary support

- We've used the IOCA as a tool for guiding our capacity development goals
- We've restructured our organizations to better align with IO functions
- We've hired and trained staff to engage in this work
- We've revamped our onboarding processes and manualized processes and standard operating procedures to support this work

What have been the key lessons, learnings, and shifts over time?

- It's been challenging to have one entity both building our capacity and partnering with us to provide support
- It's been less about learning new skills and more about redefining structures and processes as an organization
- No intermediary has all the answers and each of us brings a unique approach to this work

**REFLECTIONS:** The experience of building organizational capacity (resources & abilities) to provide intermediary support, and key lessons, learnings, and shifts

- I. **Doing both** - providing support and building capacities – can often feel awkward and frustrating, yielding tension and conflict.
  - II. Organizational capacity building as an intermediary **can be overshadowed** by the needs for community-level support work.
  - III. Organizational capacity building **requires internal leadership and teaming.**
- **Begin readiness** with a clear, shared sense of what “getting into capacity building” really means and looks like
  - **Full transparency and organizational vulnerability** are needed for successful partnering and capacity building for support.
  - **Live “the Why?”** Link the IO capacity building goals and activities with the local capacities and performance they intend to strengthen.
-

# Brian Bumbarger

## Discussant Remarks



# Audience Question & Answer

