



**ICTP**  
Implementation  
Capacity for Triple P

# NC Triple P System Overview

ICTP Implementation Support Practice Action Guide Series  
Action Guide 1



THE  
**IMPACT CENTER** at  
UNC FRANK PORTER GRAHAM  
CHILD DEVELOPMENT INSTITUTE

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# Table of Contents

<b>Overview .....</b>	<b>4</b>
<b>Maps of County &amp; Regional Triple P Scale-Up in North Carolina .....</b>	<b>5</b>
<b>Interactive Triple P Governance, Delivery, &amp; Support Systems in NC .....</b>	<b>7</b>
Governance System .....	9
Delivery System .....	11
Support System .....	12
Support System Coordination Team.....	12
Support Services & Activities.....	13
Onboarding NC Triple P Regions to the Support System .....	16
Design & Consultation Supports for the NCLC & PSG .....	17
Design Team .....	17
Learning Collaborative.....	19
Ideal Model of Support and Feedback.....	20
<b>NC Triple P Model Scale-Up Plan &amp; Regional 5-Year Strategic Planning Process...</b>	<b>21</b>
<b>System Contexts &amp; ICTP Implementation Support Practice .....</b>	<b>23</b>
<b>Key Takeaways .....</b>	<b>24</b>
<b>Reference List.....</b>	<b>25</b>
Links for Print Users.....	26

# Overview

The Implementation Capacity for Triple P (ICTP) Implementation Support Practice Action Guide Series is intended to serve as a comprehensive guide and reference document for current and future Triple P Support System partners in North Carolina and South Carolina. It also serves as a model that can be generalized or adapted by funders, policymakers, and other implementation support providers to support the scale-up of similar programs and practices.

The ICTP Implementation Support Practice Action Guide Series contains three sections:

1. Effective Implementation Systems: Partners and Capacities
2. ICTP Implementation Support Practice Model
3. ICTP Project Infrastructure for Ongoing Learning and Improvement

Effective Implementation Systems: Partners and Capacities consists of:

- Action Guide 1: NC Triple P System Overview
- Action Guide 1 Resource: Support Systems in Action: Alignment of Support Among Triple P America and Intermediary Organizations
- Action Guide 2: NC Triple P Implementation Evaluation
- Action Guide 3: ICTP Integrated Theory of Change

ICTP Implementation Support Practice Model consists of:

- Action Guide 4: ICTP Practice Model: Background & Development
- Action Guide 5: ICTP Practice Model: Foundations
- Action Guide 6: ICTP Regional Implementation Support
- Action Guide 7: Digging Deeper into the Practice Model at the Regional Level
- Action Guide 7 Resource: Cross-Walking Implementation Practice Activities and Improvement Science Methods
- Action Guide 8: ICTP Design & Consultation Support
- Action Guide 9: ICTP Media & Networking Activities

ICTP Project Infrastructure for Ongoing Learning and Improvement consists of:

- Action Guide 10: ICTP Project Infrastructure for Ongoing Learning and Improvement

A Glossary is available that can help navigate key terms in each Action Guide.

In addition, the Practice Activity Deep Dive Resource (PADDR) provides comprehensive information about the 50 practice activities that operationalize the 10 core practice components (CPCs) of the ICTP implementation support practice model, and will be useful beginning with Action Guide 5.

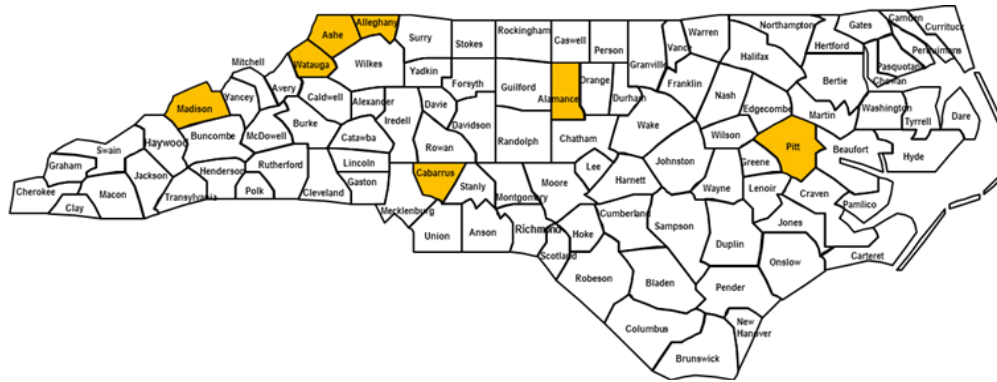
Please refer to the [ICTP Implementation Support Practice Action Guide Series website](#) for links to each Action Guide (each with a brief description), two Action Guide Resources, Glossary, PADDR, and videos from the team.

The Triple P – Positive Parenting Program system of interventions offers evidence-based parenting and family supports that aim to increase parents’ knowledge, skills, and confidence in order to improve children’s and adolescents’ mental, emotional, and behavioral health and prevent child maltreatment. Triple P—purveyed globally by Triple P International (TPI) and in the United States by Triple P America (TPA)—is implemented in numerous locations worldwide and in several states, regions, and communities across the United States.

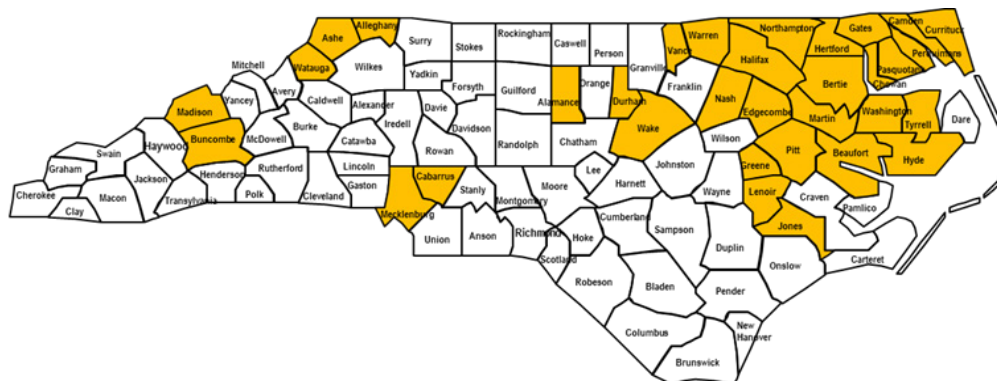
The Impact Center at FPG’s Implementation Capacity for Triple P (ICTP) projects are currently supporting the scale-up of the Triple P system of interventions in North Carolina and South Carolina. In North Carolina, the ICTP project team provides tailored implementation support to nine Triple P regions and design and consultation support to state partners responsible for statewide Triple P strategy, administration, and governance. This action guide provides an overview of the structure of the NC Triple P System—including its scale-up since 2012, interactive subsystems, functions, background, and development—and introduces the ICTP project team’s roles and partnerships in the system.

## Maps of County & Regional Triple P Scale-Up in North Carolina

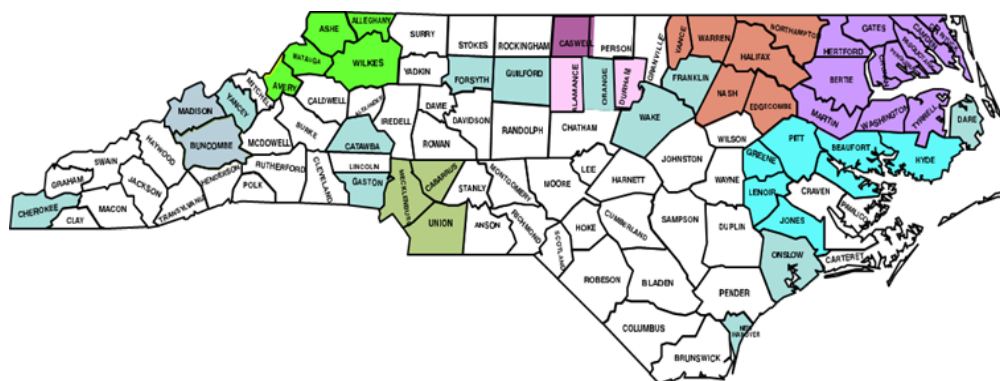
The state of North Carolina is scaling-up the Triple P system of interventions with the aspiration to expand its reach statewide. Triple P system scale-up started with seven counties in 2012 and expanded to 37 counties by 2018 (see Figures 1.1–1.3). At that point, the state shifted from a county-driven scaling model to a regionally driven scaling model (see Figures 1.3 and 1.4). The intent of this shift was to create regional backbone organizations, referred to as “lead implementing agencies,” that could both support counties scaling the full Triple P system and provide a point of connection for counties not yet doing so. This model recognized that the state did not yet have the fiscal capacity to fully scale the Triple P system in all 100 counties, despite such visions among state leaders at that time.



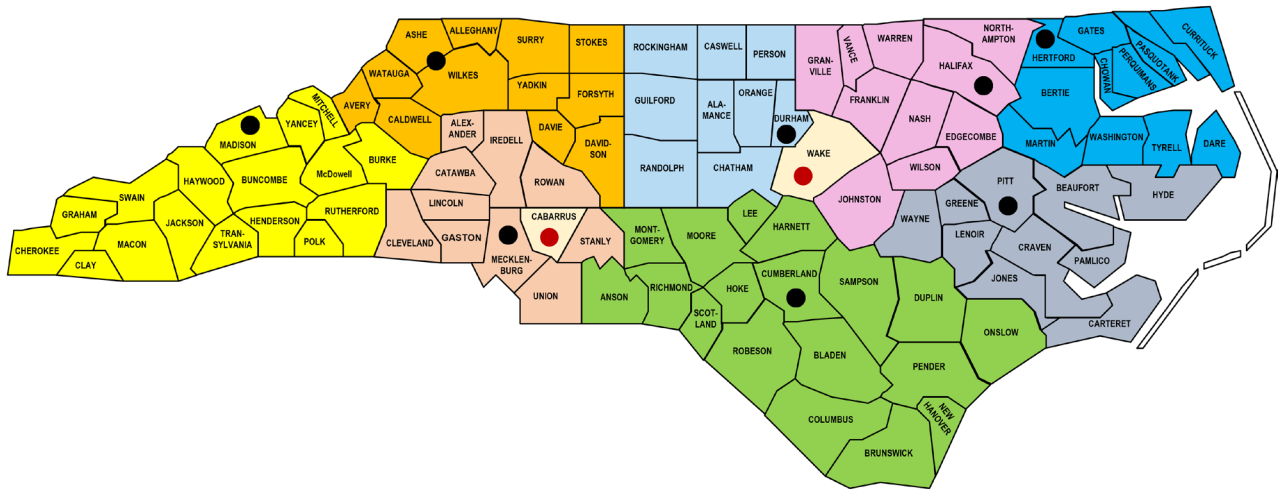
**Figure 1.1** North Carolina Triple P System County Scale-Up Map, All Funding Sources, March 2012



**Figure 1.2** North Carolina Triple P System County Scale-Up Map, All Funding Sources, March 2013



**Figure 1.3** North Carolina Triple P System Regional Scale-Up Map Plus Non-scaling Triple P Counties, All Funding Sources, Early 2018. Note. Pale blue shading indicates non-scaling counties, except Wake County, which is a scale-up county; all other shading indicates scale-up counties.

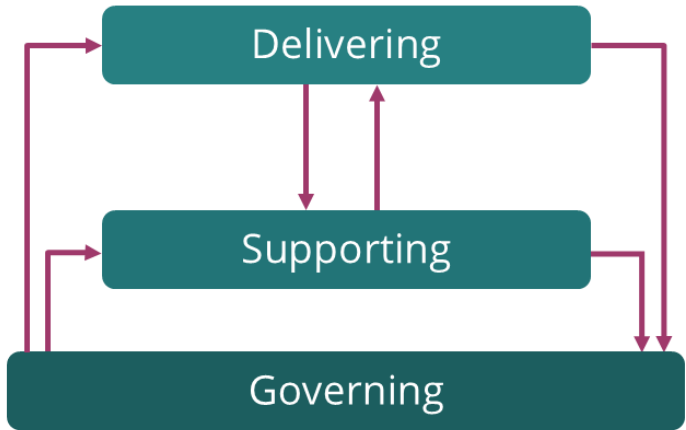


**Figure 1.4** North Carolina Triple P System Regional Coverage Map, Early 2018. Notes. Black and red dots indicate locations of regional “lead implementing agencies.” In 2023, the Wake Triple P region merged into the Durham Triple P region, leaving nine total Triple P regions.

# Interactive Triple P Governance, Delivery, & Support Systems in NC

In North Carolina, the Triple P statewide system is composed of three subsystems that work together across multiple levels to ensure the intended delivery of Triple P interventions to families and caregivers. The NC Triple P System includes the following subsystems:

- statewide governance system,
- regionally based delivery system, and
- statewide support system.



**Figure 1.5** Functional Levels of the North Carolina Triple P System [1, Adapted from 2]



COMMUNITY CAPACITY ASSESSMENT

COMMUNITY CAPACITY ASSESSMENT

Co-Creation Partners

Scoring

For example:	Yes	No
1. I have a clear vision of what I want to achieve.	Yes	No
2. I have a clear understanding of the resources I have available.	Yes	No
3. I have a clear understanding of the challenges I face.	Yes	No
4. I have a clear understanding of the support I need.	Yes	No
5. I have a clear understanding of the roles and responsibilities of the people involved.	Yes	No
6. I have a clear understanding of the timeline for my project.	Yes	No
7. I have a clear understanding of the risks to my project.	Yes	No
8. I have a clear understanding of the impact of my project.	Yes	No
9. I have a clear understanding of the stakeholders involved.	Yes	No
10. I have a clear understanding of the community I am working with.	Yes	No

Appendix A: Voting & Modified Consensus

**Stakeholder Public Voting** is a voting process intended to evaluate all voices in the room on the initial vote and govern decisions from including each other's input. The facilitator will ask your team about a number of items related to your capacity and practices to improve the implementation and setup of Table 1. There are 10 items across 11 separate indices.

Your role is to individually decide if the item mentioned should be scored a "0", "1", "2", "3", "4", "5", "6", "7", "8", "9", "10" or "11" at the community or coalition level. When the facilitator asks "Yes, no, yes, no, yes, no", hold up the number of fingers that correspond with your answer.

**No or Not in Place (0)**  
No activities or elements of this item are in place and/or have not been initiated.

**Sometimes or Partially in Place (1)**  
Some activities or elements of this item are in place and/or initiated.

**Yes or Fully in Place (2)**  
All activities or elements of this item are in place and/or initiated.

If everyone voting is in agreement, then the facilitator will move on to the next item. If there are different scores within the group, then the facilitator will ask that your team talk about it and try to come to some form of modified consensus, with all participants able to support a single group score, even if there remain some individual disagreements.

The Co-Creation Partners Community Assessment is designed to be used in a variety of ways. It can be used as a self-assessment tool for individual organizations, or as a tool for a group of organizations to assess their collective capacity. The assessment is designed to be used in a variety of ways. It can be used as a self-assessment tool for individual organizations, or as a tool for a group of organizations to assess their collective capacity. The assessment is designed to be used in a variety of ways. It can be used as a self-assessment tool for individual organizations, or as a tool for a group of organizations to assess their collective capacity.

## Governance System

Serving a leadership function in the statewide Triple P system, the NC Triple P Governance System is responsible for statewide strategy, communication, resource allocation, and accountability. The original objective of state leaders and funding partners was to replicate in North Carolina the impacts demonstrated in the 2009 U.S. Triple P System Population Trial, funded by the National Center for Injury Prevention and Control, Centers for Disease Control and Prevention (CDC). This place-based, randomized controlled trial of the Triple P system demonstrated large reductions, across county populations, in


1. child abuse and neglect,
2. out-of-home foster care placements, and
3. emergency department visits indicating child injury.

To learn more about the U.S. Triple P System Population Trial, see Prinz and colleagues [3, 4].

The NC Triple P Governance System comprises several state organizations and funding partners. From 2012 until 2017, Triple P scale-up in North Carolina was largely led by the Division of Public Health (DPH) and the Division of Child Development and Early Education (DCDEE) within the NC Department of Health and Human Services (DHHS). These divisions funded Triple P system scale-up through Title V (DPH), Improving Community Outcomes for Maternal and Child Health (ICO4MCH; DPH), and federal Race to the Top – Early Learning Challenge (DCDEE) dollars. However, a small number of counties used direct federal dollars (e.g., from Substance Abuse and Mental Health Services Administration [SAMHSA; Alamance County], CDC [Pitt County]) or private foundation dollars (i.e., the John Rex Endowment in Wake County) for Triple P system scale-up.

In 2017, when many of the public, non-Title V or ICO4MCH funding streams were ending, the Division of Social Services (DSS), NC DHHS began partnering with DPH to blend DSS's state-allocated funds with DPH's Title V and ICO4MCH funds to create additional infrastructure funds for counties scaling the Triple P system. DSS also joined The Duke Endowment (TDE) in funding intermediary partners (i.e., The Impact Center at FPG [Frank Porter Graham Child Development Institute, UNC-Chapel Hill] and Positive Childhood Alliance North Carolina [PCANC]) to provide a wide array of implementation supports to county and state partners scaling Triple P.

In early 2018, with a blending of funds and leadership from DPH and DSS, plus leadership and funding contributions from TDE, these and three additional state partners (the Division of Mental Health [DMH], the Division of Juvenile Justice [DJJ], and the North Carolina Partnership for Children [NCPC]) engaged in an 18-month strategic planning process. This process was facilitated by two faculty members from the University of North Carolina (UNC) Gilling's School of Global Public Health and brokered through the ICTP projects. The goal of this strategic planning process was to develop a model of shared state leadership among (1) the NC Triple P System, (2) regional Triple P partners responsible for scaling community-based Triple P systems, and (3) statewide Support System partners responsible for providing implementation supports at regional and state levels.



The outcome of this strategic planning process was the launch of the NC Triple P Partnership for Strategy and Governance (PSG), which was formalized in mid-2019. PSG's purpose is to coordinate and serve as the leadership team responsible for guiding the statewide scale-up of Triple P through four essential functions:

- strategy development,
- communication,
- resource allocation, and
- accountability (e.g., through the ongoing use of data and evaluation).

An illustration of PSG's desired statewide outcomes and the intended drivers of those outcomes can be seen in Figure 1.6.

Presently, there are up to 12 seats on the PSG. Eight *organizational seats* are intended for:

- the Division of Child and Family Well-Being (DCFW; into which Triple P partners from the Division of Public Health were reorganized in 2022), NC DHHS
- the Division of Social Services (DSS), NC DHHS
- The Duke Endowment (TDE)
- the Division of Mental Health (DMH), NC DHHS
- the Division of Juvenile Justice (DJJ), NC Department of Public Safety
- North Carolina Partnership for Children (NCPC)
- the Division of Health Benefits (DHB), NC DHHS
- the NC Department of Public Instruction (DPI)

Additionally, two *community seats* on the PSG are for:

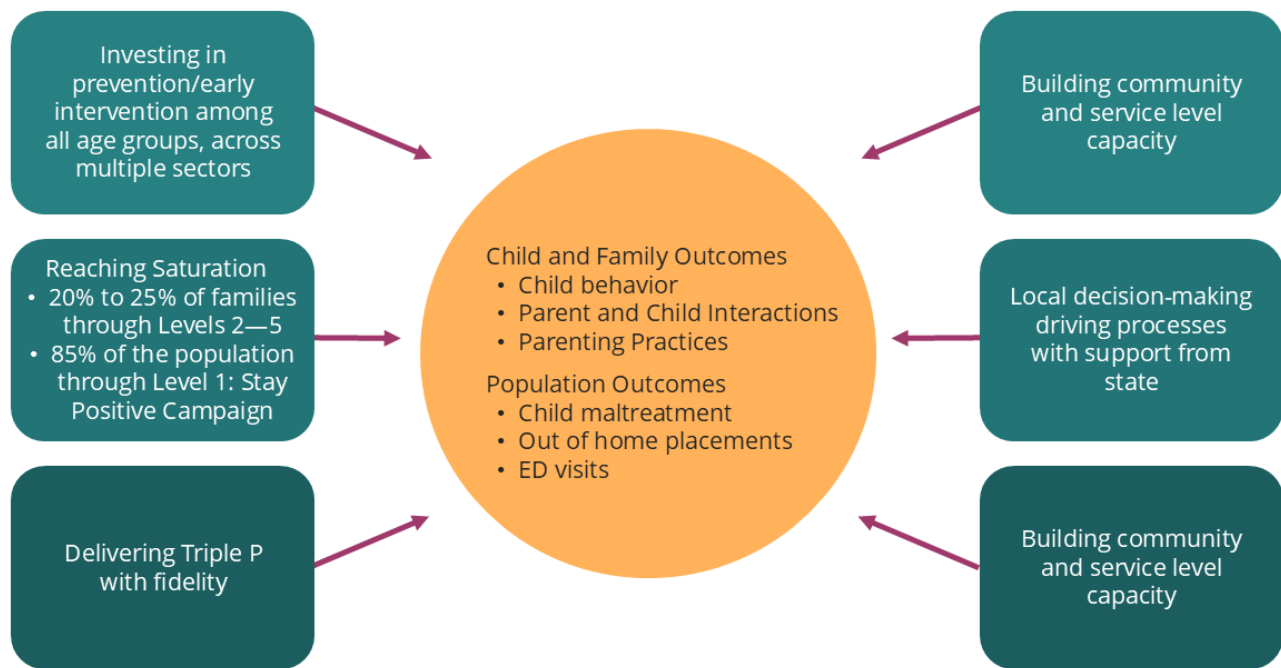
- a community-based Triple P practitioner and
- a family member receiving Triple P services.

Finally, two seats are available for *regional Triple P coordinators* nominated and selected by their peers.

For more information about the PSG, see the PSG's 2019 Governance Manual and Guiding Documents and a 2021 presentation from PSG members to statewide Triple P coordinators, **available by request to ICTP project team members and more broadly with permission of the PSG.**

## CONTACT US

Please [contact the ICTP projects team](#) to request these resources if interested.



**Figure 1.6** NC Triple P PSG’s Desired Outcomes and Intended Drivers. Note. The Triple P system of interventions includes Level 1, Universal Triple P (communication strategies); Level 2, brief intervention (one-time assistance); Level 3, brief targeted counseling for challenging behaviors; Level 4, broad support for families, including families of children with severe behavior difficulties; and Level 5, intensive support for families with complex needs. PSG = Partnership for Strategy and Governance; ED = emergency department.

## Delivery System

The Delivery System supports and delivers Triple P interventions to families and caregivers within the community. To ensure a community-wide reach of evidence-based parenting and family support, NC counties are presently organized into nine Triple P regions (Cabarrus County is the lone single county region), each involving an array of local family service organizations, supported by a lead implementing agency (LIA; see Figure 1.4).

LIAs across North Carolina develop and provide sustainable community capacity to support local service agencies in selecting and delivering Triple P services. LIAs ensure that the Triple P services selected are responsive to local needs and that the service-delivery partners are trained and provided with coaching to ensure that Triple P is delivered as intended.





## Support System

The NC Triple P Support System

- provides tailored implementation support and an array of other intermediary supports to the Delivery System and
- supports the PSG with system design, operationalizing strategy, and system performance consultation to ensure that statewide Triple P scaling strategies are effective and in alignment with system-wide goals and the current needs and progress of the Delivery System.

The NC Triple P Support System consists of three primary partners: The Impact Center at FPG (through the ICTP project team), PCANC, and TPA. While TPA serves as the program purveyor and is available to system partners for program-specific implementation consultation and support, The Impact Center at FPG and PCANC primarily provide general implementation support and other intermediary supports.

## Support System Coordination Team

Overseeing the NC Triple P Support System is the Support System Coordination Team, which

- ensures coordinated and aligned supports across the NC Triple P System,
- provides coordinated and aligned communication and feedback loops with the NC Triple P Learning Collaborative (NCLC) and PSG,
- improves the ease of access to supports,
- utilizes data for continuous quality improvement of the Support System,
- provides ongoing support and learning opportunities to Support System members, and
- provides opportunities for regular communication among Support System members.

The Support System Coordination Team comprises representatives from each partner including:

- two representatives from PCANC (typically, the Capacity Building Director and Capacity Building Team Lead or similar);
- two-to-three representatives from The Impact Center at FPG (typically, from among the ICTP Principal Investigator/Team Lead, the ICTP Co-principal Investigator/Team Co-Lead, the NC DSS Triple P Coordinator, and the ICTP Team Manager or similar);
- one-to-two representatives from TPA, (typically the TPA Implementation Consultants assigned to North Carolina); and
- the NC DCFW Triple P Coordinator.

## Support Services & Activities

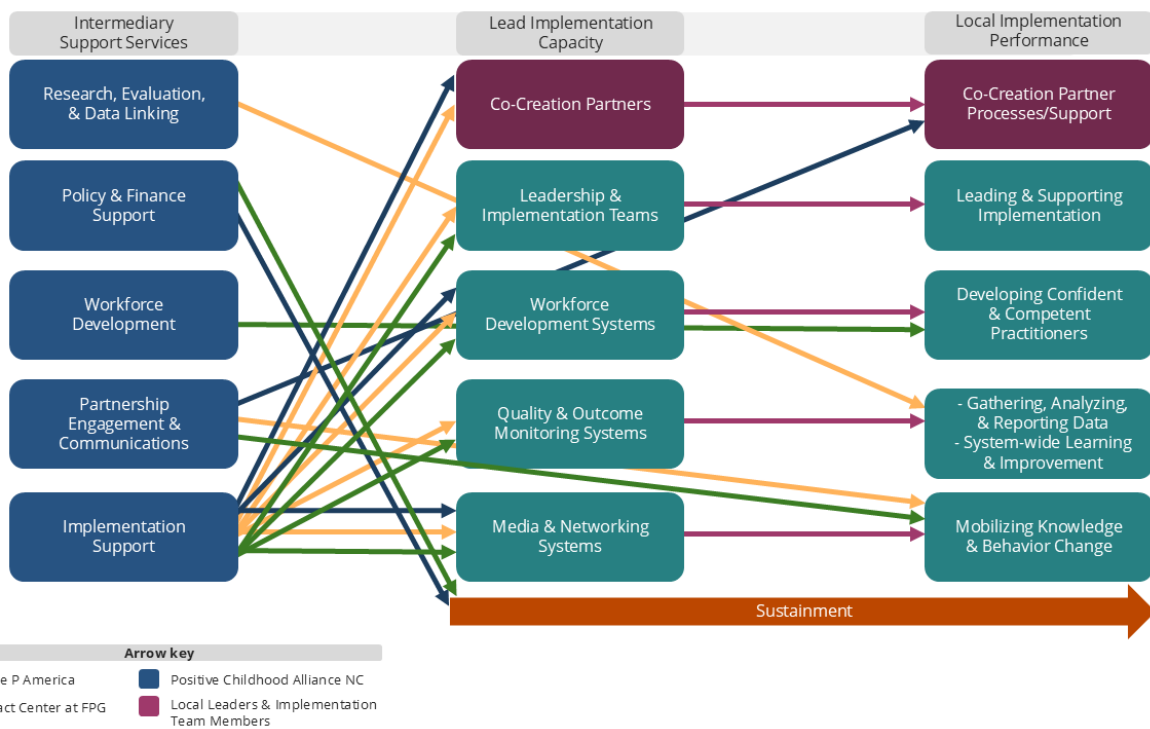
NC Triple P Support System partners work together to offer support services across the following five intermediary functions [5]:

- **Research, evaluation, and data linking:** helping to ensure the improvement of state and local Triple P efforts through data monitoring, evaluation, and connecting research to practice
- **Policy and finance support:** helping to ensure hospitable policy and financing environments for Triple P in North Carolina and helping local and state partners to navigate these environments with confidence
- **Workforce development:** helping to ensure that practitioners can competently and confidently deliver Triple P as intended and in response to caregiver and family needs and preferences
- **Partnership engagement and communications:** helping to ensure that the right partners are represented at state and community levels to support a hospitable context to achieve Triple P goals; helping to ensure widespread and consistent messaging about positive parenting at state and community levels
- **Implementation support:** helping to ensure the capacity to scale Triple P with success and sustainability across communities, regions, and the state

Figure 1.7 depicts the multiple and overlapping ways these five intermediary support functions—provided by The Impact Center at FPG, PCANC, and TPA—**build local implementation capacity and support local implementation performance in North Carolina.**

### DIVE DEEPER

For more information on system implementation capacity and performance, download Action Guide 3 and refer to the Local Implementation & Scale-Up section.



**Figure 1.7** North Carolina Triple P Support System Process Map

The Support System does not function in a compliance or accountability capacity in any of the NC Triple P regions. Rather, responsibility for compliance and accountability is held by the PSG and individual funders who have detailed each Triple P region’s responsibilities and expectations through annual contracts.

Box 1.1 goes into further detail about the support services provided by the three Support System partners in North Carolina.

**Box 1.1**

**Summary of Support Services Provided by Each NC Triple P Support System Partner**

**Triple P America (TPA)**

TPA is the program purveyor for the Triple P system of interventions. TPA offers:

- training and accreditation for Triple P providers
- program resource materials for providers and parents
- post-accreditation support for practitioners through workshops, clinical consultation days, or clinical consultation calls
- Stay Positive materials
- Triple P program knowledge, information, and consultation
- national and global Triple P implementation knowledge and experience
- consultation on data and evaluation
- national policy advocacy to prevent child abuse and neglect and promote child and family well-being

## The Impact Center at FPG, UNC-Chapel Hill

Through the ICTP projects, [The Impact Center at FPG](#) offers a variety of implementation supports to state and regional Triple P partners. The Impact Center at FPG offers:

- semi-annual community implementation capacity assessments to monitor and inform improvements for regional Triple P implementation capacity within all nine NC Triple P regions
- proactive and responsive implementation support focused on regional Triple P performance improvement and five areas of implementation capacity (Co-Creation Partners, Leadership & Implementation Teams, Workforce Development Systems, Quality & Outcome Monitoring Systems, Media & Networking Systems) within all nine NC Triple P regions
- a blended media, communications, and networking intervention for statewide Triple P partners to increase learning, favorable attitudes, and support-seeking behaviors related to effective implementation practices; the intervention includes products such as e-newsletters, podcasts, and social media posts as well as universal supports such as ICTP's online Improvement Lab and Simulation Lab and participation in the NCLC
- implementation design and consultation support for the NC Triple P PSG, NC Triple P Design Team, and NCLC workgroups

## Positive Childhood Alliance North Carolina (PCANC)

[PCANC](#) is a statewide nonprofit organization that offers programmatic training and consultation plus statewide advocacy and communications related to child abuse prevention. PCANC offers the following statewide and regionally tailored supports:

- strengthening Triple P Peer-Assisted Supervision and Support activities (PASS; a peer-based programmatic coaching model)
- skill-based learning opportunities for Triple P practitioners (e.g., virtual delivery of Triple P, peer-coaching skills, parent recruitment and retention strategies, general program facilitation skills)
- advocacy for supportive policy and financing environments
- partnership engagement, including communications training and connections to their existing "Prevention Action Network"

PCANC shares with the Triple P Support System Coordination Team and all nine Triple P Regions a [monthly calendar of events with brief descriptions](#).

For a detailed look at how TPA, the purveyor of Triple P in the United States, and intermediary organizations work in concert to support Triple P implementation, download [Support Systems in Action: Alignment of Support Among Triple P America and Intermediary Organizations](#).

## Onboarding NC Triple P Regions to the Support System

NC Triple P regions were onboarded to the NC Triple P Support System in cohorts based on assessments of their readiness to engage in intensive support processes (see Appendix A for related tools and resources). A map of the original 10 NC Triple P regions with their onboarding dates is provided in Figure 1.8 (the Wake and Durham Triple P regions were separate at the time of their onboarding to the NC Triple P Support System).

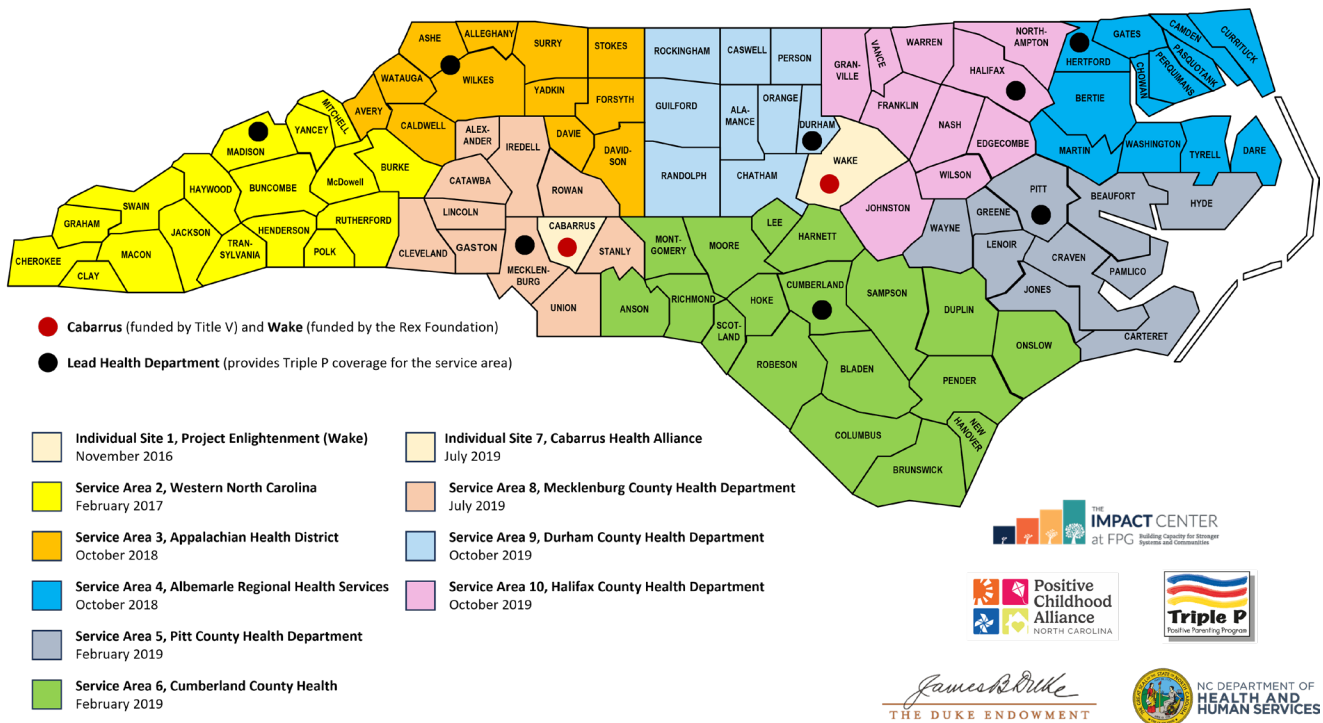


Figure 1.8 Dates of Regional Onboarding to the NC Triple P Support System. The [North Carolina Triple P Local Implementation Agencies Site Map](#) lists counties for each region.

For more information or to listen to an in-depth conversation about the NC Triple P Support System, see Box 1.2.

### Box 1.2

Listen & learn more about the NC Triple P Support System:

- [A Conversation About How the NC Triple P Support System Works with Communities](#)
- NC Support System Terms of Reference (available by request to ICTP project team members and more broadly with the permission of NC Triple P Support System partners; please [contact the ICTP project team](#) for more information).

## Design & Consultation Supports for the NCLC & PSG

In addition to partnering with all North Carolina Triple P regions, NC Triple P Support System partners function in **design and consultation support roles** with PSG's Design Team and the NCLC (see following sections). The objectives of design and consultation support are to incorporate effective implementation practices into statewide Triple P working documents and decision-making processes, and to provide system coaching and consultation upon their implementation.

### DIVE DEEPER

For more information about design and consultation support, download Action Guide 8.

## Design Team

Beyond the three separate subsystems—governance, support, and delivery—the NC Triple P System incorporates two mixed structures: a design team and a learning collaborative. These are structures wherein members of the governance, support, and delivery subsystems collaborate, interact, and learn together.

The NC Triple P Design Team assists the PSG in translating its strategies into effective system practices and protocols through design, operationalization, and improvement activities. The Design Team typically follows the directions, priorities, and resources of the PSG and, as such, does not have decision-making authority over the adoption or implementation of any system practices or protocols. Rather, the Design Team makes recommendations to the PSG about the elements, in part or in whole, that system practices and protocols must incorporate to be effective and sustainable.

The PSG may request that the Design Team support the translation and operationalization of strategy for any level of the NC Triple P System. Although the Design Team is positioned to mainly be responsive to PSG requests, it may make proactive suggestions or recommendations about the need for new or improved system practices and protocols when needed or otherwise not visible to PSG members.

The NC Triple P Design Team consists of six members who are charged with following the **principle of co-creation** across their team activities. Co-creation involves the collaboration of partners across community practice, scientific, and governance perspectives in order to assemble new bodies of knowledge and shared ownership of strategies. The Design Team comprises

- two regional Triple P coordinators, representing perspectives from the delivery subsystem, including community Triple P partners and local practice;
- a TPA implementation consultant, representing the scientific theory and empirical knowledge embedded in the Triple P system of interventions;
- the principal investigator/team lead of the ICTP projects at The Impact Center at FPG, representing the scientific models and empirical knowledge from implementation science;
- the DCFW Triple P Coordinator, representing the perspective of the PSG and state funding agencies; and
- the DSS Triple P Coordinator, also representing the perspective of the PSG and state funding agencies.

While Design Team members may carry out some activities themselves, their responsibility to ensure co-creation processes often necessitates bringing in information, data, and other partners from across the NC Triple P System. This ensures that recommendations to the PSG are shaped through the perspectives of local practice, science, and governance. Figure 1.9 shows how the design functions integrate with the broader functional levels of the NC Triple P System.

**DIVE DEEPER**  
 For more information about co-creation, download Action Guide 3 and refer to the Co-creation Partners and Processes section, and Action Guide 5 and refer to the Principles of Implementation Support Practice section.

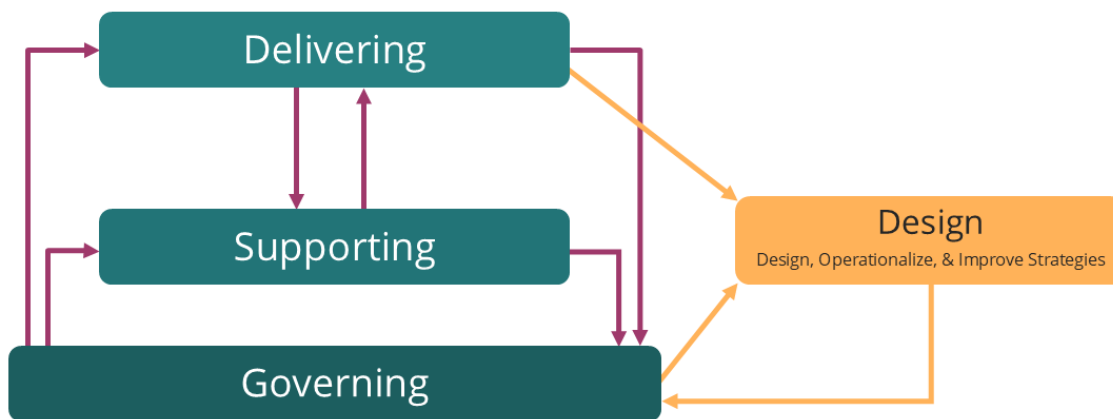


Figure 1.9 Adding Design Functions to the Functional Levels of the North Carolina Triple P System

Examples of PSG products, practices, and procedures for which the NC Triple P Design Team has made recommendations to the PSG include

- the NC Triple P Model Scale-Up Plan (2020);
- Five-Year Regional Triple P Strategic Planning Templates and related materials (2020);
- thematic review of regional five-year Triple P strategic plans (2022);
- regional Annual Progress and Action Plan (APAP) templates (2020); and
- communication protocols between the PSG, the NCLC (see below), and other system partners (2021).



## Learning Collaborative

The North Carolina Triple P Learning Collaborative (NCLC) meets monthly and is primarily geared towards the needs and interests of regional Triple P coordinators, though members of the PSG and NC Triple P Support System regularly participate to provide updates, reinforce successes within the delivery system, listen for emerging themes within the delivery system, and lead support activities that are responsive to the needs and interests of regional Triple P coordinators. The NCLC’s mission is to leverage collective knowledge, experience, and resources to inform both state and local Triple P efforts to reach parents and communities across North Carolina. NCLC activities include

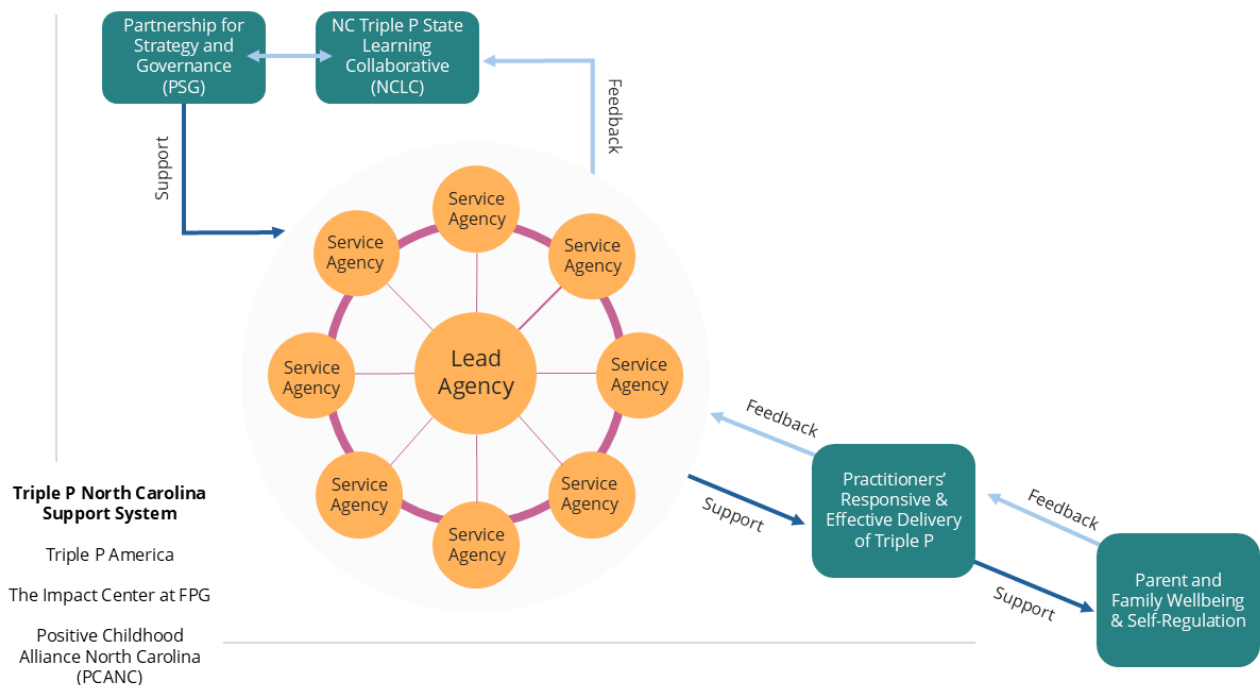
- holding monthly forums to (a) share Triple P implementation successes, challenges, and resources and (b) engage in idea generation, problem solving, and action planning;
- drawing from collective knowledge and data to provide feedback, suggestions, and guidance to PSG members on current and future NC Triple P directions, such as sustainability and expansion;
- reviewing and leveraging state Triple P data for quality improvement;
- creating opportunities for cross-sector and cross-community partnerships, networking, and information sharing; and
- engaging in professional development activities, such as guest speakers and training, and tool development and sharing to build the knowledge and skills of its membership.

The ICTP projects team works closely with the NCLC and its workgroups to design universal implementation support offerings and collect feedback on ICTP support approaches. The ICTP projects team also leverages its knowledge of regional needs and successes, built in part through its participation in NCLC activities, to advocate system change at PSG and Support System Coordination Team meetings.

## Ideal Model of Support and Feedback

In the above sections, we have introduced the three subsystems of the NC Triple P System—governance, support, and delivery—and the two mixed structures—a design team and a learning collaborative. Figure 1.10 depicts an ideal model of cascading support and feedback across the NC Triple P System, including how partners in each system structure provide support to and receive support-based feedback from adjacent system structures. The PSG and NCLC provide support to and receive feedback from LIAs. LIAs in turn provide support to and receive feedback from local Triple P service organizations, which support and receive feedback from practitioners delivering Triple P interventions to families and caregivers within the community. Uniquely, Support System partners provide support to and receive support-based feedback from partners at multiple system levels.

Ideally, partners at each system level also have opportunities to interact with partners in system levels that are not immediately adjacent. For example, PSG members and local Triple P service organizations will benefit from their own interactions, community families and LIAs from their own interactions, and so on. These practices create broader communication loops that can be used to inform system policy and practices beyond the simple support and support-based feedback loops represented in Figure 1.10.



**Figure 1.10** Ideal Model of Triple P Support and Feedback Across North Carolina. Notes. This figure is intended to represent only idealized support and support-based feedback processes within the multilevel North Carolina Triple P System. The figure does not represent practice-policy communication loops or broader co-creation processes, which may take on other forms.

# NC Triple P Model Scale-Up Plan & Regional 5-Year Strategic Planning Process

In early 2019, the PSG requested that the NC Triple P Design Team draft a Triple P model scale-up plan for system-wide partners. In response, members of the NC Triple P Design Team facilitated a structured decision-making process among PSG members over several months. This enabled the PSG to outline and then provide feedback on the features of the plan before and during drafting.

At the February 2020 NCLC meeting, the PSG released the **NC Triple P Model Scale-Up Plan** to state, regional, and local Triple P coordinators, funders, policymakers, and other partners. The plan provided detailed information about the core activities, strategies, structures, and processes needed to scale-up and support the Triple P system of interventions to reach whole communities as driven by local needs.

Soon after releasing the Model Scale-Up Plan, the PSG requested that all DHHS-funded Triple P regions engage in a community- and data-driven strategic planning process so that regional Triple P partners could proactively plan Triple P activities over the next five years. Wake County Triple P, funded separately at that time by a private endowment, chose to participate as well.

To facilitate this process, at the request of the PSG, the NC Triple P Design Team developed the **Five-Year Strategic Plan Template**, which aligned with the NC Triple P Model Scale-Up Plan. Regional Triple P partners in communities scaling the full Triple P system used this template to detail planned implementation activities, strategies, structures, and processes that align with those detailed in the NC Triple P Model Scale-Up Plan. The intention was not for communities to replicate the Model Scale-Up Plan but to begin to approximate—in ways specifically tailored to each community's needs, resources, and specific visions—the models provided in the Model Scale-Up Plan. Secondly, the PSG intended to use this process to increase statewide consistency among communities scaling Triple P, at least in terms of the core program and implementation components needed for community-driven success and sustainability.

## CONTACT US

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The Five-Year Strategic Plan Template also included a separate section for regional Triple P partners to detail planned activities, strategies, structures, and processes to continue support for emergent or developmental Triple P activities in regional communities not presently scaling the full Triple P system.

To aid in the strategic-planning process, the NC Triple P Design Team provided a “Frequently Asked Questions” document and discussed it with all regional Triple P partners early in their strategic planning activities. Once the five-year strategic plans had been completed, they were to serve as a guide for regional Triple P coordinators in completing Annual Progress and Action Plans (APAPs), required by the PSG. In this way, APAPs were to serve as a tool for community Triple P leaders and implementation teams to review their annual progress and set action plans for the upcoming year based on their five-year strategic plan activities.

The PSG was responsible for communicating, allocating resources toward, ensuring accountability regarding, and otherwise leading the statewide five-year strategic planning process and related APAPs. The NC Triple P Support System was responsible for tailoring statewide and regional support strategies to support the development, revision, and overall implementation of regional five-year strategic plans and related annual activities.

Due to the COVID pandemic in 2020 and 2021, regional engagement in strategic planning was hampered. Though every region turned in a draft of a complete or incomplete five-year strategic plan in August 2021, the pandemic essentially undermined regional Triple P leaders’ and implementation teams’ abilities to engage community partners and carry forward with intended strategic planning activities in efficient and fully effective ways. In 2023, the PSG effectively released all Triple P regions from oversight of progress on their five-year strategic plans due to these impacts but encouraged regions to continue using these plans as useful.



# System Contexts & ICTP Implementation Support Practice

ICTP implementation support practitioners (ISPs) provide a range of direct implementation support activities to ensure the success and sustainability of Triple P implementation and scale-up. Engagement in implementation support was consistently high across both state and regional Triple P partners through mid-2022. In the latter half of 2022 and 2023, engagement was more variable across regional Triple P partners. In any situation, it is important to remember that ICTP supports are influenced by system, community, and organizational contexts [6].

The *system context* refers to sociopolitical and economic forces that either facilitate or hinder community Triple P scaling efforts. The *community context* refers to activities and relationships within the regional setting that can influence community-based Triple P scale-up and implementation activities. Finally, the *organizational context* refers to culture and climate factors within an LIA or a Triple P provider organization that influence the scaling or implementation behaviors of leaders and staff.

These three interrelated contexts must inform the approach any ICTP ISP takes in tailoring their implementation support activities. Contextual factors may limit as well as strengthen the ability to provide ICTP implementation supports effectively. ICTP regional support specialists, in particular, require a deep understanding of community context to make decisions about which implementation strategies to select, combine, and/or integrate when supporting regional Triple P partners to address their specific implementation challenges [6, p. 5]. However, all ICTP ISPs—including ICTP design and consultation specialists, media and networking specialists, and regional support teams—need working knowledge of context at all three levels. This allows them to remain aligned and operating as an efficient and effective broader implementation support team within the NC Triple P System. When ICTP ISPs are less familiar with these contextual factors, they risk tailoring support in a way that may fragment ICTP support activities, at least, and NC Triple P System activities, at worst.

In short, ICTP ISPs must

- deliver support in flexible, dynamic ways to account for contextual factors and meet the needs of support participants (i.e., leaders and teams, organizations, and state-level and community partners receiving implementation support) at any level of the NC Triple P System; and
- remain in overall alignment with other ICTP ISPs working at different system levels.

When these aims are accomplished, the influence of the ICTP project team is maximized.

# Key Takeaways

- The state of North Carolina is scaling-up the Triple P system of interventions with the aspiration to expand its reach statewide. Triple P system scale-up started with seven counties in 2012 and expanded to 37 counties by 2018. At that point, the state shifted from a county-driven scaling model to a regionally driven scaling model. At present, there are nine NC Triple P regions.
- In North Carolina, the Triple P statewide system is composed of three sub-systems that work together across multiple levels to ensure the intended delivery of Triple P.
  - A governance system—referred to as the “NC Triple P Partnership for Strategy and Governance” (PSG) and comprising several state organizations and funding partners—is responsible for statewide strategy, communication, resource allocation, and accountability.
  - A delivery system—comprising local family service organizations supported by a lead implementing agency (i.e., regional backbone organization)—supports and delivers Triple P interventions to community families and caregivers.
  - A support system—referred to as the “NC Triple P Support System” and comprising Triple P America (TPA); The Impact Center at FPG, UNC-Chapel Hill; and Positive Childhood Alliance North Carolina (PCANC)—supports regional and state partners in building community resources and abilities to implement Triple P programs successfully and sustainably (i.e., implementation capacity) and at a high level of quality (i.e., implementation performance).
- The Impact Center at FPG’s ICTP project team focuses primarily on the provision of external implementation support, or support provided by individuals outside a service organization aimed at influencing change and improvement among people, processes, and structures. In order to provide optimal support, ICTP implementation support practitioners must be familiar with each community’s stages of Triple P implementation as well as multiple context factors related to the system, community, and other support partners.
- To aid state, regional, and local Triple P partners, the PSG rolled out in early 2020 the NC Triple P Model Scale-Up Plan, which details the core expectations, activities, strategies, structures, and processes needed to scale-up and support the Triple P system of interventions. In alignment with this plan, the Five-Year Strategic Plan Template was created to assist regional Triple P partners in creating strategic plans to begin approximating the model scale-up plan over a five-year period. In 2023 mostly to the lasting impacts and changes brought on by the COVID pandemic, the PSG effectively released all Triple P regions from oversight of detailed progress on their five-year strategic plans, though encouraged regions to continue using their strategic plans as useful.

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## Links for Print Users

ICTP Implementation Support Practice Action Guide Series website

<https://ictp.fpg.unc.edu/about/ictp-action-guide-series/>

Action Guide 1: NC Triple P System Overview

<https://ictp.fpg.unc.edu/ictp-action-guides/nc-triple-p-system-overview/>

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The Impact Center at FPG

<https://impact.fpg.unc.edu/implementation-support>

Triple P America

<https://www.triplep.net/glo-en/getting-started-with-triple-p/implementing-triple-p/implementation-support/>

PCANC Monthly Calendar

<https://go.oncehub.com/PCANCProgramSupportTopics>

North Carolina Triple P Local Implementation Agencies Site Map

<https://ictp.fpg.unc.edu/about/nc-project/lia-map/>

A Conversation About How the NC Triple P Support System Works with Communities

<https://hml.fpg.unc.edu/Player/gjiD1H5f>