



ICTP
Implementation
Capacity for Triple P

ICTP Design & Consultation Support

ICTP Implementation Support Practice Action Guide Series
Action Guide 8



THE
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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 7 Resource: Cross-Walking Adult Learning Best Practices with Implementation Support Practice Activities Related to Individual and Team Behavior Change
- 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.

The Practice Activity Deep Dive Resource (PADDD) 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 6.

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

Implementation Capacity for Triple P (ICTP) implementation support comes in various forms, one being “design and consultation support.” This form of support is generally focused on statewide partners, although it can be used with regional Triple P partners participating in universal support only. In this action guide we describe and explain the importance of ICTP design and consultation support, differentiate it from most types of ICTP regional implementation support, and discuss what it looks like in practice.

What Is Design and Consultation Support?

Design and consultation support aims to support system partners through

- high-level design activities focused on the architecture of implementation or scale-up processes at statewide and/or regional levels and
- discrete consultation activities focused on key decision points, action steps, or performance experiences.

In contrast, most forms of regional implementation support activities are more systematic and aim to directly contribute to individual/team behavior change outcomes and organizational/system performance improvement outcomes. **This includes both “intensive, broad-based support” and “brief, narrow-focused support” in ICTP’s tiered model**

of support at the regional level. We refer to these two forms of regional support as “tailored implementation support,” as they require a deep understanding of the people, processes, and context to which support must be tailored. These types of implementation support also require a shared understanding—with support participants—of implementation support practitioners’ (ISPs’) roles as active participants in both individual/team behavior change and organizational/system performance improvement activities.

In design and consultation support, ISPs operate more as “guides by the side.” Implicit within this understanding is the recognition that design and consultation support activities alone are not intended to systematically influence practice outcomes (e.g., effective implementation practice knowledge, skills, abilities, and behaviors among support participants; capacity and performance for implementation and scale-up; support participants’ ability to self-regulate effective implementation performance) and therefore might not result in broad, meaningful, or sustained changes to practice outcomes. **When design and consultation support activities are combined with practice activities from one or more core practice components that define ICTP tailored implementation support,** expectations for meaningful change in practice outcomes may increase.

DIVE DEEPER

For more information about the ICTP tiered model of support, download [Action Guide 6](#).

DIVE DEEPER

For more information about ICTP tailored implementation support, download [Action Guide 6](#), [Action Guide 7](#), and the [Practice Activity Deep Dive Resource \(PADDR\)](#).

ICTP projects team members typically work at multiple system levels to support statewide Triple P scale-up. **Understanding the different levels of the statewide Triple P systems in North Carolina and South Carolina and how context defines support relationships is important to navigating our multifaceted support process and partnerships.**

At this time, ICTP design and consultation support is primarily provided to Triple P leaders and teams focused on statewide scaling. This includes the NC Triple P Partnership for Strategy and Governance (PSG) and its membership and committees, the NC Triple P Learning Collaborative (NCLC) and its committees, and Children's Trust of South Carolina (CTSC) and its staff. **However, design and consultation support is also provided to regional Triple P partners in North Carolina participating only in "universal support" activities and not in "intensive, broad-based support" or "brief, narrow-focused support."** See Table 8.1 for more information about design and consultation support goals with each of these groups.

DIVE DEEPER

For more information on the NC Triple P System, download [Action Guide 1](#).

DIVE DEEPER

For more information about the ICTP tiered model of support, download [Action Guide 6](#).



Table 8.1 Primary ICTP Implementation Support Activities at State and Regional Levels

Primary ICTP Implementation Support Activities at State and Regional Levels		
System Level	ICTP ISP Role	Intended Outcomes
State teams (PSG, NCLC, CTSC)	Design and consultation support for state Triple P leaders and cross-regional groups of Triple P partners	Incorporation of implementation science approaches in state Triple P working documents and decision-making processes. Enhancement of implementation performance based on brief consultation on performance experiences.
NC Triple P regions receiving universal support only	Design and consultation support for regional Triple P partners	Incorporation of effective implementation practices in regional Triple P working documents and decision-making processes, typically through semi-annual implementation capacity and performance assessments (CPC 3) and consultation for interpretation and action planning. Enhancement of implementation performance based on brief consultation on performance experiences.
NC Triple P regions receiving tailored implementation support (i.e., brief, narrow-focused or intensive, broad-focused)	Tailored implementation support for regional Triple P partners	Increased community implementation capacity and performance to support the scale-up of Triple P successfully and sustainably by way of working alliance; goals on which to focus support; effective implementation practice knowledge, skills, abilities, and behaviors; and support participants' ability to self-regulate effective implementation.

Note. ICTP = Implementation Capacity for Triple P; ISP = implementation support practitioner; PSG = Partnership for Strategy and Governance; NCLC = North Carolina Triple P Learning Collaborative; CTSC = Children's Trust of South Carolina; CPC = core practice component.

Why Is Design and Consultation Support Important?

Design and consultation support is an important part of the broader mix of ICTP implementation support activities for three reasons. First, ICTP ISPs may not have mandates or roles as active participants in individual/team behavior change or organizational/system performance improvement with all system partners. Such intensive support roles can take particularly long to develop with partners at higher levels of statewide service administration, where systems and partnerships can be more complex.

Design and consultation support offers participants and ISPs less intensive ways to advance implementation and scale-up outcomes through discrete activities developed under more limited working agreements.

Second, in conjunction with tailored implementation support activities at regional levels, design and consultation support activities at statewide levels may contribute to a more hospitable system environment for Triple P scale-up. When statewide policies, plans, and processes reflect effective implementation strategies and practices, such strategies and practices become more doable, achievable, repeatable, and sustainable at regional levels.

Conversely, when statewide policies, plans, and processes do not align with effective implementation practices, it becomes challenging for statewide leaders and administrators to communicate, model, and reinforce the actions and behaviors needed for success and sustainability across all system partners.

Finally, not all system partners may need tailored implementation support. When regional or state partners have demonstrated the abilities to self-regulate effective implementation practices and sustain desired levels of implementation performance, design and consultation support offers a way for ICTP ISPs to step back and blend into partners' more general support system. This allows regional and state partners to reach out to ISPs and others for support only when they need it and to not become dependent on ISPs for ongoing regulation of effective implementation efforts.

Although the goals and outcomes of design and consultation support differ from those of tailored implementation support at the regional level, ICTP practice theory, values, and principles should be reflected in practice activities across all forms of support.

What Does Design and Consultation Look Like?

ICTP ISPs providing design and consultation supports may help regional or state system partners to

- design and monitor system change efforts;
- identify and design implementation functions, roles, and structures;
- diagnose implementation performance issues and design strategies to address them;
- identify strategic goals or action steps and design strategies to achieve them; and
- identify and design needed linkages with co-creation partners, workflow monitoring processes, or communication protocols.

In each of these cases, system partners then implement and support designed processes, protocols, or strategies, with or without ongoing design and consultation support from ISPs.

Although often provided in combination, design support and consultation support serve different purposes. Design support is often *proactive* whereas consultation support is often *reactive*. In this way, design support more closely mirrors the temporal characteristics of core practice components 5 and 6, whereas consultation support more closely mirrors the temporal characteristics of core practice components 8 and 9.

Examples of *design supports* provided by ICTP ISPs to system partners in North Carolina and South Carolina include

- **facilitating the development of model Triple P scale-up plans for both states,**
- **contributing to the development of Five-Year Triple P Strategic Plan Templates for regional partners in North Carolina,**
- **the development of a communication protocol between the NC Triple P PSG and NCLC, and**
- **guiding questions for decision making within the NC Triple P PSG.**

CONTACT US

These resources are available by request to ICTP project team members and more broadly with the permission of the PSG or Children's Trust of SC. Please contact [Will Aldridge](#) or [Jessica Reed](#) if interested.

Examples of *consultation supports* provided by ICTP ISPs to system partners in North Carolina and South Carolina include

- consultation around the implementation and improvement of plans, templates, and protocols listed above;
- consultation to the NC Triple P PSG and NCLC on the development and debriefing of meeting agendas and activities;

- consultation to the NC Triple P data team to enhance practice-policy feedback loops;
- consultation to Triple P partners in the NC Department of Health and Human Services for the redesign of its regional site-visit protocols; and
- consultation to the NC Triple P PSG on enhancements to statewide practice-policy feedback loops.

Design and consultation supports and tailored implementation support at the regional level also can be contrasted through the lens of the ICTP implementation support practice model's seven practice principles, as seen in Table 8.2.

PRACTICE PRINCIPLE IN ACTION

For more information about ICTP Practice Principles, download [Action Guide 5](#).

Table 8.2 ICTP Design and Consultation Support and Tailored Implementation Support at the Regional Level Through the Lens of Practice Principles

ICTP Design and Consultation Support and Tailored Implementation Support at the Regional Level Through the Lens of Practice Principles		
Practice Principle	Design and Consultation Support	Tailored Implementation Support at the Regional Level
Co-creation	• ICTP ISPs are considered co-creation partners. • As part of discrete, time-limited support activities, ICTP ISPs may reinforce the need for, and broker, broader co-creation partners.	• ICTP ISPs are considered co-creation partners. • ICTP ISPs fully participate in and seek to reinforce broader co-creation processes through ongoing facilitation, coaching, brokering, addressing power differentials, adult learning, and other core practice component activities.
Implementation scientist-practitioner model	Support is grounded in implementation research and practice.	Support is grounded in implementation research and practice.
Proactive support and Contextualized and responsive support	Support is typically responsive; however, if ICTP ISPs regularly attend partner meetings, they may anticipate needs and proactively offer discrete supports.	Support is both proactive and responsive and is more systematic in nature overall.

Practice Principle	Design and Consultation Support	Tailored Implementation Support at the Regional Level
Adaptive leadership	ICTP ISPs model and reinforce adaptive leadership principles to support participants, who must manage complex challenges.	• ICTP ISPs model adaptive leadership principles in their own contributions to the shared management of complex challenges. • ICTP ISPs facilitate support participants' learning and use of adaptive leadership principles to manage complex challenges with increasing self-regulation.
Iterative, stage-based approach	ICTP ISPs are mindful of the dynamic nature of statewide and regional Triple P scale-up efforts as they provide more discrete and time-limited design and consultation supports.	ICTP ISPs pace and tailor more systematic, long-term support activities within the iterative, stage-based context of regional Triple P implementation and scale-up efforts.
Data-driven progress monitoring and improvement	ICTP ISPs typically rely on participants' self-reported design and consultation needs and observations of broader system context but may collect limited mixed-methods data to refine understanding and modify support activities.	ICTP ISPs collect and use broad-based mixed-methods data to develop shared understandings of partners' strengths and needs, collaboratively identify implementation performance goals on which to focus tailored support at the regional level, develop shared action plans across multiple co-creation partners to achieve partners' goals, monitor the effectiveness of the support processes, and make data-driven quality improvements.

Practice Principle	Design and Consultation Support	Tailored Implementation Support at the Regional Level
Local ownership of progress	ICTP ISPs provide support within the role of a “guide by the side.” System partners then implement and support co-designed processes, protocols, or strategies, with or without ongoing consultation from ICTP ISPs.	- Although ICTP ISPs provide direct contributions to, and actively participate in, individual/team behavior change and organizational/system performance improvement processes, they develop and then reinforce support participants’ abilities to self-regulate effective implementation practices going forward. - ICTP ISPs continually reinforce support participants’ ownership of any progress and achievement of implementation performance goals on which support has been focused.

Note. ICTP = Implementation Capacity for Triple P; ISP = implementation support practitioner.

Key Takeaways

- In contrast to tailored implementation support at the regional level (i.e., “intensive, broad-based support” and “brief, narrow-focused support” in the Implementation Capacity for Triple P’s [ICTP’s] tiered model of support), whose aim is to directly contribute to individual/team behavior change and organizational/system performance improvement, *design and consultation support* is intended to support system partners through two avenues:
 - *design* activities focused on the architecture of implementation or scale-up processes at statewide and/or regional levels, and
 - *consultation* activities focused on key decisions, action steps, or performance experiences.
- Design and consultation support activities alone are not intended to systematically influence practice outcomes. However, when design and consultation support activities are combined with practice activities from one or more core practice components that define ICTP tailored implementation support, expectations for meaningful change in practice outcomes may increase.
- ICTP design and consultation support is currently provided to statewide partners including the NC Triple P Partnership for Strategy and Governance (PSG) and its membership and committees, the NC Triple P Learning Collaborative (NCLC) and its committees, and Children’s Trust of South Carolina (CTSC) and its staff. Design and consultation support is also provided to regional Triple P partners in North Carolina participating only in “universal support” activities and not tailored implementation support.
- Design and consultation support is important for three reasons:
 1. Implementation support practitioners (ISPs) may not be authorized to provide tailored implementation support to all system partners.
 2. In conjunction with tailored regional implementation support activities, design and consultation support activities at statewide levels may contribute to a more hospitable system environment for Triple P scale-up.
 3. Not all system partners may need tailored implementation support.

- ICTP ISPs providing design and consultation supports may help regional or state system partners to
 - design and monitor system change efforts;
 - identify and design implementation functions, roles, and structures;
 - diagnose implementation performance issues and design strategies to address them;
 - identify strategic goals or action steps and design strategies to achieve them; and
 - identify and design needed connections with co-creation partners, workflow management processes, or communication protocols.

Links for Print Users

ICTP Action Guide Series

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

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