

# Intermediary Organization Capacity Discussion Tool



The Implementation Capacity  
for Triple P (ICTP)  
Projects



UNC

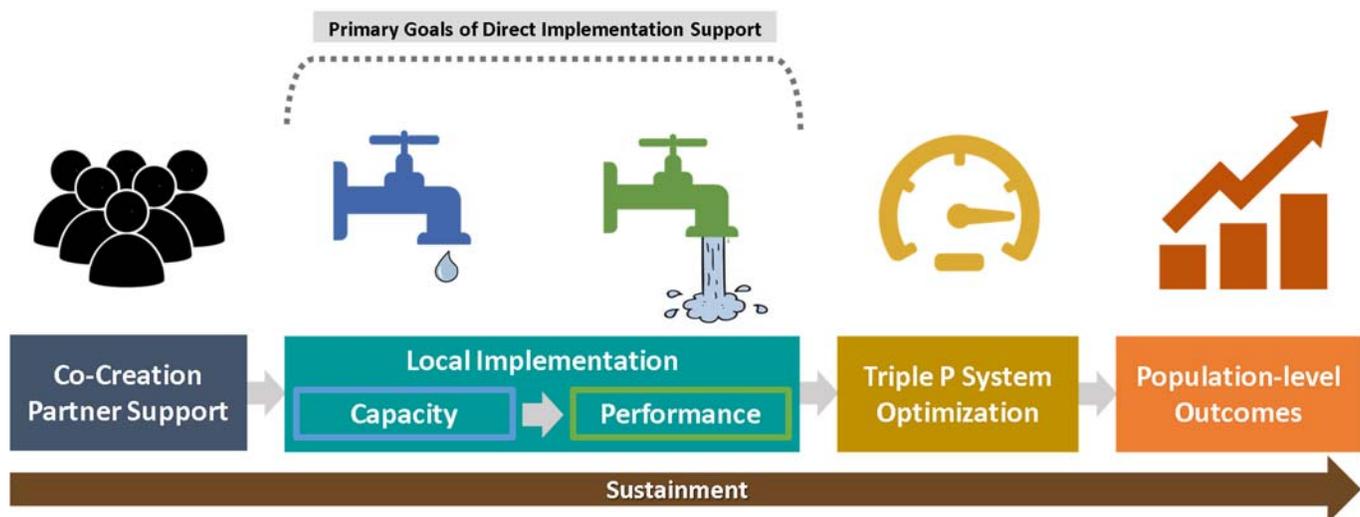
FPG CHILD DEVELOPMENT INSTITUTE

# Background, ICTP Theory of Change, & the Intermediary Exploration Process

The Triple P – Positive Parenting Program system of interventions offers evidence-based parenting and family support strategies for all families. The Implementation Capacity for Triple P (ICTP) Projects, in partnership with Triple P America, the Duke Endowment, and the North Carolina Divisions of Public Health and Social Services, have been asked to identify and contribute to the capacity of statewide intermediary organizations to ensure ongoing implementation support for Triple P counties and other providers.



Triple P America and intermediary organizations join a multi-level system of support for the scale-up of Triple P in your state. As external change agents, they provide program-specific and generic implementation support from outside state and county service systems. The theory of change below demonstrates this process and focus of implementation support with local partners to build implementation capacity and performance that optimize Triple P and achieve population-level outcomes.



During the initial stage of statewide intermediary capacity development, the ICTP project team will partner with the identified intermediary organization in a **robust exploration process** to:

- 1) ensure collaborative working relationships,
- 2) assess organizational resources and abilities to perform intermediary functions for Triple P statewide and in concert with other statewide support partners, and
- 3) plan a set of professional and organizational development strategies that build upon the identified organization's existing strengths for supporting statewide scale-up of Triple P.

The initial conversation within this **robust exploration process** is the focus of the Discussion Tool.

# Intermediary Organization Capacity Discussion Tool Overview

This Discussion Tool is designed to support a semi-structured, facilitated discussion with a team of individuals involved in the identified intermediary organization's support activities for the scale-up of evidence-based prevention and wellbeing programs. Guided by consensus functions for intermediary organizations in published literature, questions are designed to explore both the strengths and needs of organizational capacity for intermediary 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). The supports that intermediary organizations may provide typically include one or more the following:



## Partnership Engagement & Communications

Helping to ensure that the right co-creation partners are at the table to support a hospitable context to achieve Triple P goals.

Helping to ensure widespread and consistent messaging about positive parenting and collaborative accomplishments.

**Often involves helping to ensure:**

- Cross-agency involvement and statewide support partners
- Co-creation process at community levels
- Consistent messaging for shared values, principles, and strategies
- Tailored communications for state and local contexts



## Proactive & Responsive Implementation Support

Helping to ensure multi-level capacity and performance to scale Triple P with success and sustainability.

**Often involves helping to ensure:**

- Leadership and team structures for implementation
- Workforce development infrastructure
- Quality and outcome monitoring systems for improvement
- Media and networking capacity to expand beyond direct services



## Research, Evaluation, & Data Linking Capacity

Helping to ensure the improvement of state and local Triple P efforts through data monitoring, benchmark evaluation, and connecting research to practice.

**Often involves helping to ensure:**

- Comprehensive evaluation design
- Systematic data collection, analysis, and reporting
- The use of research and data for continuous quality improvement at all levels

# Intermediary Organization Capacity Discussion Tool Overview



## **Workforce Development (including training & coaching)**

Helping to ensure that practitioners can competently and confidently deliver Triple P as intended and in ways that are responsive to parent needs and preferences.

### **Often involves helping to ensure:**

- Triple P is usable within practitioners' local contexts
- The right practitioners are selected to deliver Triple P
- Triple P training is accessible
- Consistent, high-quality coaching support after Triple P accreditation



## **Policy & Finance Support**

Helping to ensure hospitable policy and financial environments for Triple P and supporting partners to navigate them with confidence.

### **Often involves helping to ensure:**

- Clear state and local policies that are aligned with:
  - Triple P programming
  - Community implementation and scaling needs
- Local and statewide partners are confident navigating policy and finance to optimize Triple P sustainability

Exploring and then attending to these five key functions of intermediary support reminds us that effective implementation is about increasing the resources and abilities of both people and organizations. Intermediary supports significantly improve effective adoption, implementation, and delivery quality of EBPs/EIPs, and help optimize systems for sustaining them at scale.

# Session 1:

## Partnership Engagement & Communications

1. Who is involved in your network of partners and collaborators to support evidence-based program implementation and scale-up in your state? What is each partner or set of partners contributing to your support activities for the scale-up of evidence-based prevention and wellbeing programs?
2. What strategies or tools does your organization currently use to foster and then nurture collaborative relationships with partners?
  - a. What media strategies or tools are being used to educate, model, and destigmatize the need for prevention and wellbeing supports amongst partners and the populations they serve?
3. At your organization, who is ultimately charged with partnership engagement and collaboration?
4. What's going well?

### Listen For...

1. Quality of partnerships for each named individual or group.
2. Discrepancy between organizational vision and current activities.
3. Organizational fit and feasibility issues regarding Triple P activities in the state.



Helping to ensure that the right co-creation partners are at the table to support a hospitable context to achieve Triple P goals. Helping to ensure widespread and consistent messaging about positive parenting and collaborative accomplishments. **Often involves helping to ensure:**

- **Cross-agency involvement and statewide support partners**
- **Co-creation process at community levels**
- **Consistent messaging for shared values, principles, and strategies**
- **Tailored communications for state and local contexts**

**5. What kinds of challenges are you having?**

**a. What are your current plans to address those challenges?**

**b. How confident are you that you will be able to manage those challenges?**

**6. How are partnership engagement and collaboration functions documented in your policies, practices, and agreements?**

**7. What financial and other resources do you have to support partnership engagement and collaboration activities?**

**8. What is your vision for reaching out to, involving, and engaging additional partners or collaborators relative to evidence-based programs across the state?**

**a. What specific goals have you defined to achieve this vision?**

**b. What activities are required to achieve those goals?**

**c. How are you assessing and monitoring achievement of those goals?**

**9. What are your next steps related to partnership engagement and collaboration?**

**10. What are your current plans to sustain the partner engagement and collaboration relative to evidence-based programs in your state?**

## Session 2:

# Proactive & Responsive Implementation Support

1. Which staff and/or teams in your organization are currently involved in implementation support for adopters of evidence-based programs in your state?
2. What implementation support activities are these staff or teams currently doing?
3. At your organization, who is ultimately responsible for ensuring the provision of implementation support?
4. What's going well?
5. What kinds of challenges are you having?
  - a. What are your current plans to address those challenges?
  - b. How confident are you that you will be able to manage those challenges?

### Listen For...

1. Depth of knowledge and level of comfort with implementation science.
2. The 10 core practice components of implementation support.
3. Organizational fit and feasibility issues regarding Triple P activities in the state.



Helping to ensure multi-level capacity and performance to scale Triple P with success and sustainability. **Often involves helping to ensure:**

- **Leadership and team structures for implementation**
- **Workforce development infrastructure**
- **Quality and outcome monitoring systems for improvement**
- **Media and networking capacity to expand beyond direct services**

- 6. How is the provision of implementation support documented in your policies, practices, and agreements?**
- 7. What financial and other resources do you have that enable implementation support?**
- 8. What is your vision for providing implementation support for adopters of evidence-based programs across the state?**
  - a. What specific goals have you defined to achieve this vision?**
  - b. What activities are required to achieve those goals?**
  - c. How are you assessing and monitoring achievement of those goals?**
- 9. What are your next steps related to providing implementation support?**
- 10. What are your current plans to sustain implementation support for adopters of evidence-based programs in your state?**

# Session 3:

## Workforce Development (including training and coaching)

1. Which staff and/or teams in your organization are currently involved in workforce development activities for practitioners of evidence-based programs in your state?
2. What workforce development activities are these staff or teams currently doing?
3. At your organization, who is ultimately responsible for ensuring practitioner workforce development activities?
4. What's going well?
5. What kinds of challenges are you having?
  - a. What are your current plans to address those challenges?
  - b. How confident are you that you will be able to manage those challenges?

### Listen For...

1. Utilization of practitioner recruitment and selection, training and coaching best practices.
2. How they align workforce development activities with program purveyors.
3. How they navigate fit and feasibility of workforce development activities with local agencies and practitioners.
4. Organizational fit and feasibility issues regarding Triple P activities in the state.



Helping to ensure that practitioners can competently and confidently deliver Triple P as intended and in ways that are responsive to parent needs and preferences.

**OL en involves helping to ensure:**

- Triple P is usable within practitioners' local contexts
- The right practitioners are selected to deliver Triple P
- Triple P training is accessible
- Consistent, high-quality coaching support after Triple P accreditation

- 6. How are workforce development activities documented in your policies, practices, and agreements?**
- 7. What financial and other resources do you have to support workforce development activities?**
- 8. What is your vision for providing workforce development activities for practitioners of evidence-based programs across the state?**
  - a. What specific goals have you defined to achieve this vision?**
  - b. What activities are required to achieve those goals?**
  - c. How are you assessing and monitoring achievement of those goals?**
- 9. What are your next steps related to workforce development activities?**
- 10. What are your current plans to sustain workforce development activities for practitioners of evidence-based programs in your state?**

# Session 4:

## Research, Evaluation, & Data Linking Capacity

1. Which staff and/or teams in your organization are currently involved in research, evaluation, and data linking for adopters of evidence-based programs in your state?
2. What research, evaluation, and data linking activities are these staff or teams currently doing?
3. At your organization, who is ultimately responsible for research, evaluation, and data linking activities?
4. What's going well?

### Listen For...

1. Depth of knowledge and level of comfort with research, evaluation, and data linking activities.
2. Utilization-focused research, evaluation, and data linking practices.
3. Feedback of data to agencies and practitioners.
4. Sharing data and reports with stakeholders wide-ly.
5. Use of data for improvement, not just compliance.
6. Listen for data across the range of implementation and intervention outcomes.
7. Organizational fit and feasibility issues regarding Triple P activities in the state.



Helping to ensure the improvement of state and local Triple P efforts through data monitoring, benchmark evaluation, and connecting research to practice.

**OL en involves helping to ensure:**

- Comprehensive evaluation design
- Systematic data collection, analysis, and reporting
- The use of research and data for continuous quality improvement at all levels

**5. What kinds of challenges are you having?**

**a. What are your current plans to address those challenges?**

**b. How confident are you that you will be able to manage those challenges?**

**6. How are research, evaluation, and data linking activities documented in your policies, practices, and agreements?**

**7. What financial and other resources do you have to support research, evaluation, and data linking activities?**

**8. What is your vision for organizing research, evaluation, and data linking capacity for adopters of evidence-based programs across the state?**

**a. What specific goals have you defined to achieve this vision?**

**b. What activities are required to achieve those goals?**

**c. How are you assessing and monitoring achievement of those goals?**

**9. What are your next steps related to research, evaluation, and data linking activities?**

**10. What are your current plans to sustain research, evaluation, and data linking activities for adopters of evidence-based programs in your state?**

# Session 5:

## Policy & Finance Support

1. Which staff and/or teams in your organization are currently involved in policy and finance support activities for adopters of evidence-based programs in your state?
2. What policy and finance activities are these staff or teams currently doing?
3. At your organization, who is ultimately responsible for ensuring the provision of policy and finance support?
4. What's going well?
5. What kinds of challenges are you having?
  - a. What are your current plans to address those challenges?
  - b. How confident are you that you will be able to manage those challenges?

### Listen For...

1. Depth of knowledge and level of comfort with policy and finance support activities.
2. Access to policymakers and funders.
3. Legal and ethical constraints around policy and financial support activities.
4. Organizational fit and feasibility issues regarding Triple P activities in the state.



Helping to ensure hospitable policy and financial environments for Triple P and supporting partners to navigate them with confidence.

**OL en involves helping to ensure:**

- Clear state and local policies that are aligned with:
- Triple P programming
- Community implementation and scaling needs
- Local and statewide partners are confident navigating policy and finance to optimize Triple P sustainability

**6. How are policy and finance support activities documented in your policies, practices, and agreements?**

**7. What financial and other resources do you have to enable policy and finance support activities?**

**8. What is your vision for providing policy and finance support for adopters of evidence-based programs across the state?**

**a. What specific goals have you defined to achieve this vision?**

**b. What activities are required to achieve those goals?**

**c. How are you assessing and monitoring achievement of those goals?**

**9. What are your next steps related to providing policy and finance support?**

**10. What are your current plans to sustain policy and finance support for adopters of evidence-based programs in your state?**