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# **BRIEF 9**

ICTP Media & Networking Activities

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## ICTP Media and Networking Activities

A substantial number of co-creation partners operate within or on the periphery of the Triple P systems in North Carolina and South Carolina. Similar to the challenges faced by practitioners of evidence-based programs and practices [1], Implementation Capacity for Triple (ICTP) regional support teams, their counterparts in South Carolina, and other team members in implementation support practitioner (ISP) roles will reach only a limited number of partners through direct implementation support activities.

The ICTP projects take a novel approach to reach a broader array of partners who contribute to community and statewide efforts to scale-up the Triple P system. This approach involves communications, media, and networking activities focused on effective implementation practices. Targeted communications to system partners and their professional networks can mobilize effective implementation practices—beyond what ISP direct supports can achieve—to create more engaging and hospitable scaling environments for Triple P, catalyzing success and increasing the likelihood of sustainability. As described by Valente and colleagues [2],

Human service interventions are designed, delivered, and consumed by people; and for most people, the most important aspect of their lives are their social networks. . . Indeed, it is likely that network-based interventions are more cost-effective because of their stronger impacts and because local buy-in and delivery are enhanced. (p. 13)

## ICTP Media & Networking Goals, Approach, & Theoretical Underpinnings

The specific goals of ICTP media and networking activities are to

* accelerate the reach, awareness, accessibility, and application of effective implementation practices;
* provide information about typical issues related to program implementation and scale-up;
* model effective implementation practices;
* normalize the need for peer and ISP support to learn and apply effective implementation practices; and
* leverage existing professional networks to accelerate communication efforts and facilitate improved access to implementation support [1].

The ICTP media and networking approach relies on four components:

1. identifying existing networks through which system partners interact for implementation information, advice, and expertise;
2. measuring partners’ perceptions of how supportive existing networks are in meeting their needs and preferences;
3. utilizing media, messaging, and public communication strategies to integrate and model effective implementation practices within these existing networks; and
4. implementing strategies to increase partners’ experience of support in ways that meet their needs and preferences.

We believe that overlaying—and expanding—media and communications about effective implementation practices within existing networks provides the opportunity to accelerate implementation and scaling outcomes in a way that direct supports alone would be unable to achieve. This provides a complementary mechanism with broad reach to guide co-creation partners’ activities toward effective practices and equitable, sustainable outcomes.

This approach aligns with social cognitive theory in several ways. First, ICTP media and networking opportunities employ the concept of [reciprocal determinism](https://ictp.fpg.unc.edu/wp-content/uploads/theoreticalunderpinnings.docx). When we foster Triple P system environments that promote effective implementation practices, we influence cognitive and behavioral factors across community leaders and implementation teams, who then may be more likely to use such practices. Macro-level environments begin to shape micro-level thoughts and behaviors.

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Download Brief #5: Foundations of the ICTP Implementation Support Practice Model, section [Theoretical Underpinnings](https://ictp.fpg.unc.edu/wp-content/uploads/theoreticalunderpinnings.docx) (docx) to learn more on the Social Cognitive Theory in action: Observational Learning, Personal Agency, & Self- Efficacy.

Similarly, when community Triple P leaders and implementation teams model effective implementation practices throughout the larger network, observational learning opportunities multiply. As exemplified in **Box 9.1**, using community agents as models may also reinforce their own perceptions of personal agency and self-efficacy.

Reference sidebar Dive Deeper for more information on the Social Cognitive Theory in action: Observational Learning, Personal Agency, & Self- Efficacy.

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| Box 9.1 ICTP Case Example of Using Community Agents as Models of Effective Implementation Practices  [*The Implementeer*](https://impact.fpg.unc.edu/implementeer) is a quarterly eNewsletter that shares implementation stories from community Triple P agents, who act as models for their peers. Recent editions have focused on [data walks](https://mailchi.mp/email/implementeer-march2023?e=%5bUNIQID%5d), [connecting with key leaders](https://mailchi.mp/email/implementeer-dec-2022), and community [coalitions](https://mailchi.mp/email/implementeer-sept-2022-16539368). In alignment with ICTP media and networking goals, the stories provide information about typical issues related to program implementation and scale-up and share effective implementation practices. Similarly, the ICTP project’s short podcast series, “[Implementation Science at Work](https://impact.fpg.unc.edu/implementation-science-work),” uses an audio format to weave stories from multiple perspectives with an equity lens. These episodes bring in community agents and field and national academic perspectives to shape their narrative. Episodes have addressed [community engagement](https://impact.fpg.unc.edu/episode-1-community-engagement-implementation-practice), [equitable program adaptation into different community contexts](https://impact.fpg.unc.edu/episode-2-equity-implementation-field-funders), [fostering co-creation in a governmental system](https://impact.fpg.unc.edu/episode-3-hierarchy-co-creation-california-foster-care-system), [policy implementation](https://impact.fpg.unc.edu/episode-4-policy-implementation-creating-supportive-infrastructure-and-systems), and [program sustainability](https://impact.fpg.unc.edu/episode-5-planning-sustainability). |

Finally, these factors may combine to create a greater sense of collective agency (we can do it, together) and collective efficacy (we can do it, together) in the broader Triple P system network, which may increase sustainability.

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Refer to Brief #5: Foundations of the ICTP Implementation Support Practice Model, section [Theoretical Underpinnings](https://ictp.fpg.unc.edu/wp-content/uploads/theoreticalunderpinnings.docx) to learn more on the Social Cognitive Theory in action: self-regulation.

ICTP media and networking efforts are also informed by two other theories: diffusion of innovation theory [3] and social network theory [4]. *Diffusion of innovation theory* describes the pattern and speed at which new ideas, practices, or products spread through a population. Leveraging interpersonal communication and network assets, including positive relationships between people (or “social capital”) [5], helps ensure the spread of new implementation approaches, knowledge, and skills among peers.

Similarly, *social network theory* [4] focuses on the role of social relationships in transmitting information, channeling personal or media influence, and enabling attitudinal or behavioral change. This theory helps explain how relationships, seen through “network structures” and metrics, facilitate the exchange of knowledge, advice, and expertise among Triple P stakeholders—in other words, how Triple P network members learn from and support each other in their implementation work. This aligns with our goal to “leverage existing professional networks to accelerate communication efforts and facilitate improved access to implementation support.” **Box 9.2** illustrates how the North Carolina Triple P Learning Collaborative leverages social relationships for information sharing and other purposes.

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| Box 9.2 ICTP Case Example of The North Carolina Triple P Learning Collaborative as a Network of Social Relationships to Transmit Information About Effective Implementation Practices  The North Carolina Triple P Learning Collaborative (NCLC) leverages social relationships among the NCLC’s membership to   * share information about effective implementation practices, * collectively address concerns, * provide peer support, and ultimately, * influence attitude and behavior change toward effective implementation.   A planning group co-creates agendas based on identified needs from the larger membership. Meetings typically have interactive sessions led by peers and members of the NC Triple P Support System. The sessions allow for peer-to-peer sharing and use facilitation techniques to maximize participant interactions and inclusion (e.g., small group discussions, jamboards, role modeling, and more).  A March 2023 learning collaborative meeting addressed how to best serve rural populations. NCLC members, placed in six small groups, rotated around a room and responded to multiple prompts around issues such as how to address rural communities’ awareness and acceptability of Triple P. The groups recorded ideas on chart paper at each station. At the end of the session, ideas were discussed as a large group with a facilitator, and the notes were later shared and archived in a shared online platform. |

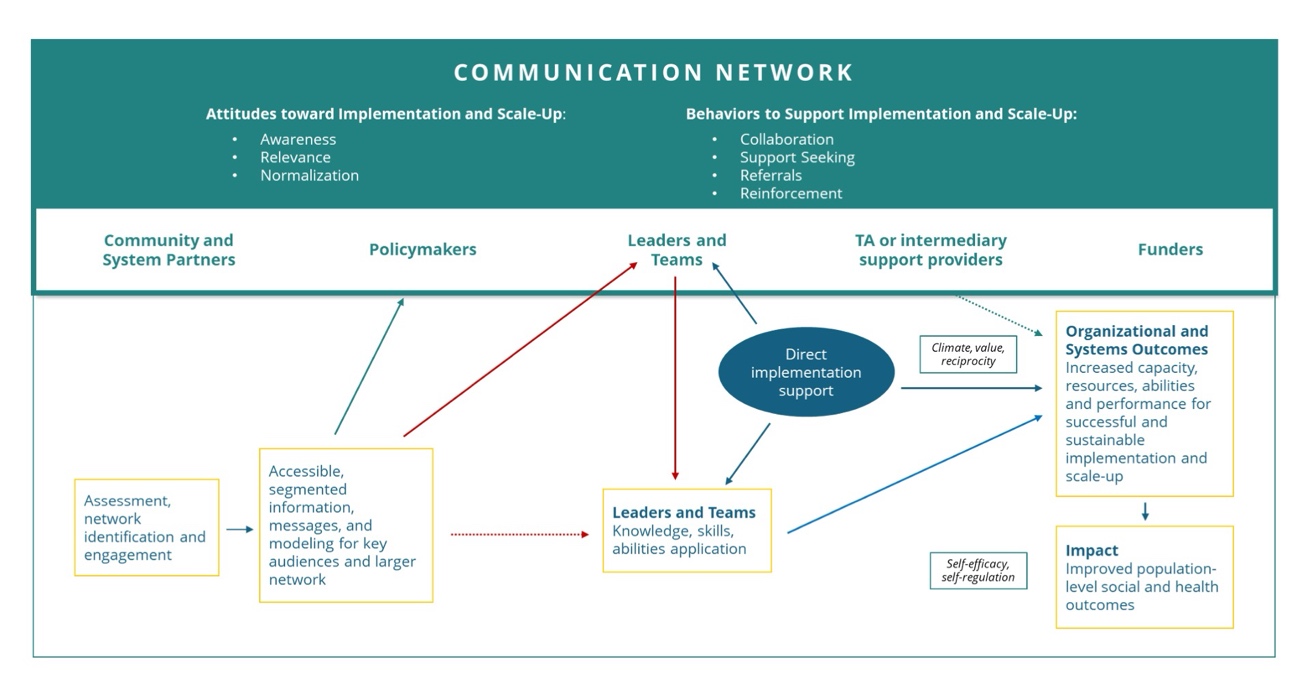
Mass communications are more effective when community-based services are available and accessible and supportive policies are in place [6]. In the case of Triple P implementation support, this means that ICTP regional support teams, their counterparts in South Carolina, and ISPs providing design and consultation support play an invaluable role. Regional Triple P partners and broader system co-creation partners can turn to ISPs for support to put effective implementation practices—received through media, communications, and networking activities—into place within their unique contexts. Supportive Triple P implementation policies co-designed with ISPs and put in place by funders, policymakers, and administrators may also allow regional Triple P and broader co-creation partners the time, incentives, and resources to pursue and institutionalize effective implementation practices—received through these same means of communication—within their community or state initiatives.

## ICTP Media & Networking Influences & Outcomes

**Figure 9.1** provides a model for how ICTP media and networking activities influence a distinct set of short-term practice outcomes and complement direct implementation support activities provided by ICTP regional support teams and other ISPs. Within this model, ICTP media and networking team members use network metrics (i.e., relationship measurements) and data visualization ((i.e., visual representations of numerical information) to

* understand, use, and expand existing communication networks and
* strategically influence individuals, organizations, and settings to receive, create, and share effective implementation practice information, messages, and modeling.

**Figure 9.1** ICTP Model of Media and Networking (M&N) Influences and Outcomes.   
*Note.* TA = technical assistance. Red arrows: primary pathway for influence media and networking efforts (direct intervention), trying to shift attitudes and support seeking behavior in the red triangle. Dotted arrow: is the realization that we don’t expect direct application through M&N alone. Blue arrow: represent traditional, on the ground support processes. Green: pathway of activities represent support from the communication network.



Box 9.3 describes the network metrics used within the ICTP projects.

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| Box 9.3 ICTP Case Example of Using Network Metrics to Create Strategic Influence on Individuals and Organizations  The Triple P stakeholder network includes regional Triple P leaders and implementation teams, community partners, NC Triple P Support System members, and funders (see Figure 9.1). The ICTP projects use five key network metrics and a 20-item scale to evaluate network functioning. The five metrics are:   1. **In-degree centralization** (how many people have connections to person X). This gives a sense of who may be network influencers. 2. **Unidirectional ties** (person X nominates person Y, but person Y does not nominate person X). A network with a high number of unidirectional ties is siloed and communication among members is weak. 3. **Reciprocal ties** (person X nominates person Y, and person Y nominates person X). This gives a sense of collaboration and trust in a network. 4. **Network size** (the number of people represented in the network who have at least one connection with another person in the network). This gives a sense of the overall network size. 5. **Density** (a statistic that represents the proportion of possible relationships in the network that are actually present). Lower numbers represent networks with no or few relationships and higher numbers represent networks with many or all possible relationships. For the purposes of the Triple P network, a higher number is desirable.   The SPANS (Scale of Perceived Network Support) measures perceived value, reciprocity, and collaboration climate within the network. This scale (and subscales) gives ICTP media and networking team members and other system partners direction in terms of where to focus efforts to change network attitudes and/or behavior.  Individuals central to the Triple P stakeholder network (i.e., those with high in-degree centralization) typically serve as podcast guests, model implementation experiences in The Implementeer newsletters, and lead activities during NCLC sessions.  These network measures are also used for descriptive and evaluation purposes to see how the network is changing over time in response to influences of ICTP media and networking team members and other system partners. |

ICTP media and communications strategies employed within the communication network model [[Figure 9.1 ICTP Model of Media and Networking Influences and Outcomes](#Figure9pointOne)] are tailored to best practices, needs, and audience preferences, as illustrated in the practice example in Box 9.4. They involve an array of digital and interpersonal communications activities to

* share effective implementation practice information and resources,
* model real-world implementation,
* build network familiarity,
* build effective implementation practice skills, and
* model and normalize implementation support-seeking behaviors.

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| **Box 9.4** ICTP Case Example of **Tailoring Digital and Interpersonal Communications to System Needs and Preferences for Implementation**  The ICTP projects published four issues of *The Implementeer* between July 2022 and June 2023 that focused on topics selected by NCLC members through a survey. Nominations for topics included in the survey came from   * ICTP regional support teams, based on their work with regional Triple P partners, * records of NCLC meeting questions and conversations, and * ICTP project team member meetings with Triple P America implementation consultants.   Out of approximately seven topics, including write-ins, ICTP media and networking team members selected the top four:  [September 2022](https://mailchi.mp/email/implementeer-sept-2022-16539368) Building Community Coalitions  [December 2022](https://mailchi.mp/email/implementeer-dec-2022) Honoring Family and Community Voices  [March 2023](https://mailchi.mp/email/implementeer-march2023?e=%5bUNIQID%5d) Creating a Shared Triple P Vision  [June 2023 10 Things I Hate about Data](https://mailchi.mp/email/implementeer-june2023-17040198)  These issues generally followed a sequential pattern around community engagement and visioning and included stories from key network leaders and community Triple P implementation teams. |

While media and communications efforts might directly target community Triple P leaders and implementation teams (the red arrows in Figure 9.1), these efforts also help the broader network of co-creation partners to create secondary influences, strengthening the entire network (the blue arrows and circles in [Figure 9.1](#Figure9pointOne)). This is illustrated in the practice example in Box 9.5. Co-creation partners are not typically static groups, but rather interact with and influence each other, creating the possibility for accelerating social influence and learning.

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| Box 9.5 ICTP Case Example of Using ICTP Media and Networking Activities to Influence Broader Co-creation Partners and Create Broader System Influences  In 2018 and 2019, ICTP design and consultation specialists used a high-level community Triple P scale-up template developed by partners in South Carolina to model effective implementation design strategies to members of the NC Triple P Partnership for Strategy and Governance (PSG). The primary goals of this model activity were to   * influence PSG members’ attitudes about the acceptability and feasibility of creating a similar system-wide Triple P implementation template for NC communities, * increase their confidence that they could be responsive to regional Triple P partners’ requests for such templates, and * increase the likelihood that they would request support from NC Triple P Design Team members to facilitate the development of similar templates.   These efforts were successful, leading to an invitation for the NC Triple P Design Team to facilitate the PSG’s development of what became the [North Carolina Triple P Model Scale-Up Plan](https://ictp.fpg.unc.edu/wp-content/uploads/scale-up-plan-and-strategic-planning.docx). The NC Triple P Model Scale-Up Plan subsequently influenced regional Triple P partners’ attitudes about effective implementation practices; their development of regional, five-year strategic Triple P scale-up plans; and their support-seeking behaviors with ICTP regional support teams and other Support System members (e.g., Triple P America, Prevent Child Abuse North Carolina). |

Moreover, as discussed above, the influence of media and communications on community Triple P leaders’ and teams’ implementation knowledge, skills, and abilities and their application of effective implementation practices is greatly enhanced by the engagement of direct, tailored support from ISPs (the green arrows and box in Figure 9.1). Altogether, these influences may accelerate intended effects on longer-term practice outcomes, such as implementation capacity and performance.

The short-term outcomes of ICTP media and networking activities include a variety of attitudes and behaviors that reflect Triple P partners’ readiness to adopt and apply effective implementation practices. For example, by normalizing partners’ experiences with typical challenges implementing and scaling Triple P, ICTP media and networking activities may build Triple P partners’ resiliency. By highlighting partners’ use of effective implementation practices, their successes, and case examples from similar implementation efforts, ICTP media and networking activities may contribute to partners’ awareness and perceived relevance of effective implementation practices. Furthermore, they may shape partners’ motivation to adopt similar implementation strategies and confidence that they can be utilized with good effect.

By embedding a “call to action” in media and communications, ICTP media and networking activities can influence partners’ support-seeking behaviors, including where to go for more information, collaboration, or direct support. Support seeking may afford opportunities to

* reinforce existing connections with ICTP regional support teams and other ISPs and
* broker connections to peer supports and broader co-creation partners.

In the following two sections, we provide details about current ICTP media and networking activities, including network assessment methods and media and communications channels.

## ICTP Network Assessments

The ICTP projects team has developed a social network assessment process to create implementation support network maps for NC Triple P and Triple P South Carolina. These maps help define communications agents and patterns, including key influencers and connectors (Reference [Appendix G: ICTP Implementation Advice and Support Network Surveys and Maps](https://ictp.fpg.unc.edu/template-compendium/appendix-g-ictp-implementation-advice-and-support-network-surveys-and-maps/)). The projects team also developed and psychometrically tested the Scale of Perceived Network Support, used to measure how well the network is functioning (Reference [Appendix D: Catalogue of ICTP Implementation Measures](https://ictp.fpg.unc.edu/template-compendium/appendix-d-catalogue-of-ictp-implementation-measures/)). ICTP projects team members use these network maps and related metrics to strategically inform communication strategies and evaluate changes in the network, for example, to

* improve communication priorities, messages, and models;
* identify partners to serve as a “real-world” voice in the messages and materials developed by the ICTP project team, including *The* *Implementeer* eNewsletter, our *Implementation Science at Work* podcast, and The Impact Center at FPG X (formerly Twitter) and LinkedIn feeds;
* identify partners to contribute to the creation of new materials and resources;
* identify preferred channels, settings, and communication activities across network members; and
* foster peer-to-peer support and communication among system-wide Triple P partners.

## ICTP Media & Communications Activities

The ICTP projects team employs multiple communication strategies to reach varied audiences for distinct purposes (see Table 9.1). Two quarterly eNewsletters represent the more traditional strategies in our toolkit: [The Implementeer](https://impact.fpg.unc.edu/implementeer) is produced for all Triple P system partners across North Carolina and South Carolina; the [Triple P Brief](https://ictp.fpg.unc.edu/child-welfare-resources) focuses on North Carolina child welfare system partners, particularly those at county levels. Our podcast series, [Implementation Science at Work](https://open.spotify.com/show/7HWxSgbUbXhk57mrKb1X0W), uses a storytelling format to reach a broad implementation practice audience. The Impact Center at FPG X (formerly Twitter) and LinkedIn accounts (X: [@ImpactFPG](https://twitter.com/impactfpg?lang=en); LinkedIn: [The Impact Center at FPG, UNC-CH](https://www.linkedin.com/company/the-impact-center-at-fpg-unc-ch/)) anchor our social media strategy, which aims to reach a broad audience of implementation research and practice colleagues, including those in the NC and SC Triple P systems. Finally, the [ICTP website](https://ictp.fpg.unc.edu/)includes anICTP Simulation Lab (SimLab), which integrates guided learning activities with simulated feedback; an Implementation and Scaling Improvement Lab (ImproveLab), which lets users drill down on key strategies and resources to achieve desired performance goals; and a “quick-search resource” to get targeted access to ICTP implementation learning, application, and measurement resources. While the ICTP website is a key resource for ICTP ISPs to create blended learning strategies within their direct support activities, it is also universally available to system partners outside of ICTP ISPs’ direct supports.

All ICTP communication activities are guided by

* a formal assessment process,
* observations from ICTP regional support teams,
* broader observations and interactions with partners in the NC and SC Triple P systems, and
* the monitoring of implementation science and practice conversations in social and social media spaces.

On a quarterly basis, the ICTP projects team examines analytics across all communications platforms, including Mailchimp (*The Implementeer* and *Triple P Brief*), Spotify (*Implementation Science at Work* podcast), and web and social media platforms (Impact Center at FPG and ICTP Projects websites, X [formerly Twitter], LinkedIn). NCLC survey data is also examined on a quarterly basis. From time to time, the ICTP project team conducts additional evaluation activities related to various media and networking strategies.

**Table 9.1** ICTP Media, Communications, and Networking Activities

|  |  |  |
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| Activity | Channel/Platform | Audience(s)\* |
| Produce photos, messages, and announcements on implementation practice topics (with users)   * Support messages * New ICTP tools and resources * New team members * Implementation science in practice * Concept of the month * Sitework photos * Partner photos * Partner webinars * Partner events | X (formerly Twitter), LinkedIn | Regional Triple P leaders and implementation team members, System-wide Triple P partners, Broader implementation science and practice audiences |
| * Responsive information and resources on requested topics * New ICTP tools and resources * New team members * New publications, presentations * Awards | NCLC meetings | Regional Triple P leaders and implementation team members, System-wide Triple P partners |
| * Create 1-pager or other short e-print materials on implementation practice topics | SimLab, X (formerly Twitter), LinkedIn, Triple P Brief, The Implementeer | Regional Triple P leaders and implementation team members, System-wide Triple P partners |
| * Create short stories to document the benefits and challenges of effective and equitable implementation practice from multiple perspectives; importance of effective implementation/programmatic work | Implementation Science at Work podcast, The Implementeer | Regional Triple P leaders and implementation team members, System-wide Triple P partners |
| * Create videos modeling effective implementation practices (with users) | X (formerly Twitter), LinkedIn, SimLab, The Implementeer | Regional Triple P leaders and implementation team members |
| * In tandem with ICTP learning and application resource development, co-create and/or disseminate existing ICTP implementation practice and Triple P programmatic materials | SimLab, X (formerly Twitter), LinkedIn, The Implementeer, Triple P Brief | Regional Triple P leaders and implementation team members |
| * Build network connections through stories, meetings, opportunities to connect virtually or in person | NCLC meetings, X (formerly Twitter), LinkedIn, The Implementeer, Podcast recording sessions | System-wide Triple P partners |

Note. ICTP = Implementation Capacity for Triple P; NCLC = North Carolina Triple P Learning Collaborative; SimLab = Simulation Lab.

**\***Key audiences: regional Triple P leaders and implementation team members, system leaders, funders, community and system partners, policymakers, and technical assistance or intermediary support providers

Key Takeaways:

* The ICTP projects utilize communications, media, and networking activities focused on effective implementation practices to (1) reach a wider range of system partners who contribute to community and statewide Triple P scale-up efforts and (2) create more engaging and hospitable environments for scaling Triple P than direct implementation support alone can achieve.
* The five goals of ICTP media and networking activities are to
  + accelerate the reach, awareness, accessibility, and application of effective implementation practices;
  + provide information about typical issues related to program implementation and scale-up;
  + model effective implementation practices;
  + normalize the need for support from peers and ISPs to learn and apply effective implementation practices; and
  + leverage existing professional networks to accelerate communication efforts and facilitate improved access to implementation support [1].
* The four approaches to ICTP media and networking are
  + identifying *existing networks* from which system partners obtain implementation information, advice, and expertise;
  + measuring partners’ perceptions of how supportive these existing networks are in meeting their needs and preferences;
  + utilizing media, messaging, and public communication strategies to integrate and model effective implementation practices within these existing networks; and
  + implementing strategies to support partners in ways that meet their needs and preferences.
* The **ICTP model of media and networking influences and outcomes** shows how media and networking activities influence certain short-term practice outcomes and complement regional support teams’ direct implementation support activities. ICTP media and networking team members use this model to (1) understand, use, and expand existing communication networks and (2) strategically influence individuals, organizations, and settings to receive, create, and share effective implementation practice information, messages, and modeling.
  + In this model, the **Communication Network** comprises community and system partners, policymakers, leaders and implementation teams, technical assistance or intermediary support providers, and funders. The aims of the media and networking activities are to (1) influence favorable attitudes toward effective implementation practices and (2) encourage support-seeking behaviors to learn and apply effective implementation practices across the communication network.
  + The model depicts how media and communications efforts might directly target community Triple P leaders and implementation teams while also helping the broader network of co-creation partners to create secondary influences, such as shaping broader social norms around leaders and implementation teams, thus strengthening the entire network.
  + The ICTP projects team has developed **network maps**, which help define communications agents and patterns, along with the **Scale of Perceived Network Support**, which is used to measure how well the network is functioning. These maps and related measures are also used to evaluate changes in the network.
  + The ICTP projects team employs multiple communication strategies to reach various audiences and provide information on effective implementation practice. These strategies take various forms (e.g., articles, photos, messages, announcements, presentations, informational materials, short stories, videos, discussions) and utilize multiple platforms (e.g., quarterly newsletters, social media sites, the ICTP website, an online simulation lab, podcasts, in-person and virtual meetings).

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