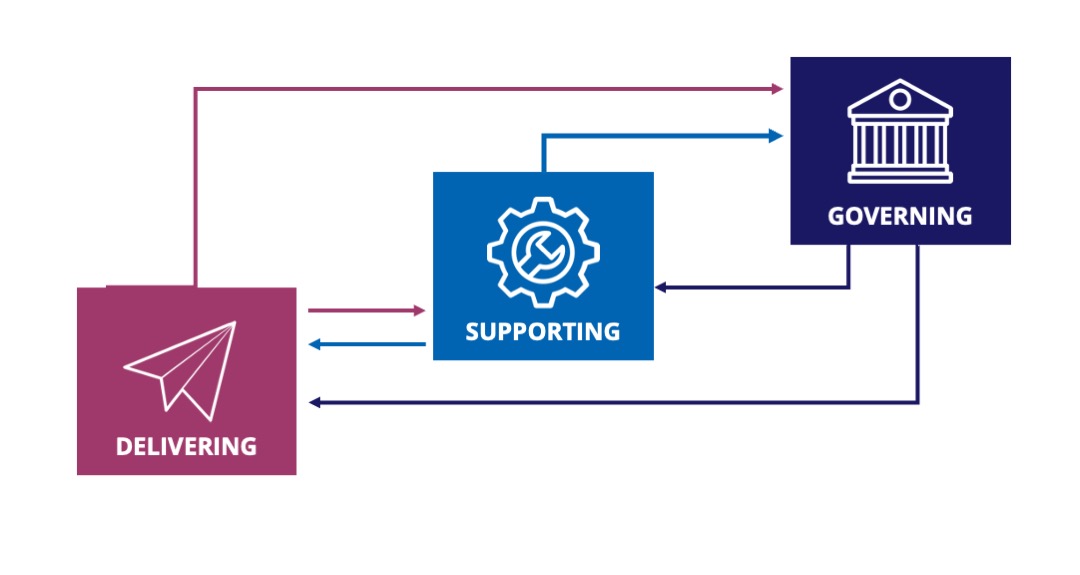
## Interactive Triple P Governance, Delivery, & Support Systems in NC

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]



### A blue line art of a building to represent Governance System

### 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 Prevent Child Abuse 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 DPH Triple P partners were reorganized in 2022)
* DSS

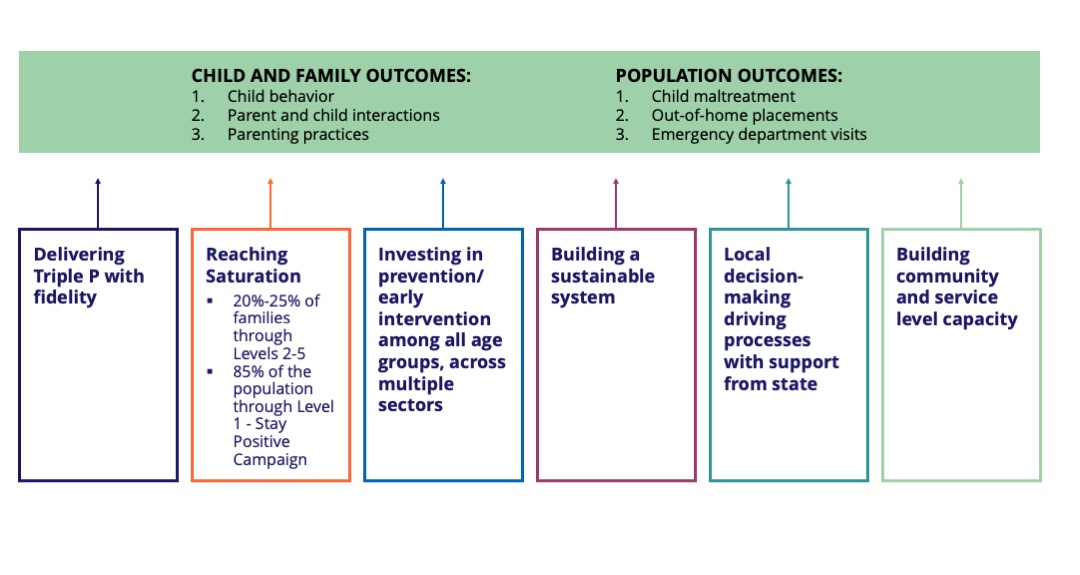
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For more information about the PSG, see the PSG’s 2019 Governance Manual and Guiding Documents and a 2021 presentation from PSG members to statewide Triple P coordinators, available by request to ICTP project team members and more broadly with permission of the PSG (please contact the ICTP project team through <https://ictp.fpg.unc.edu/contact>).

* TDE
* DMH
* DJJ
* NCPC
* the Division of Health Benefits
* the Department of Public Instruction

Note that the last two members have yet to fill their seats on the PSG at the time of writing. Two *community seats* on the PSG are for a community-based Triple P practitioner and a family member receiving Triple P services, but they also have yet to be filled. Finally, two seats are available for *Triple P coordinators* nominated and selected by their peers.

**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.



### A paper plane to represent Delivery System

### 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.

### A blue outline of gear and wrench to represent Support System

### 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 systemwide 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

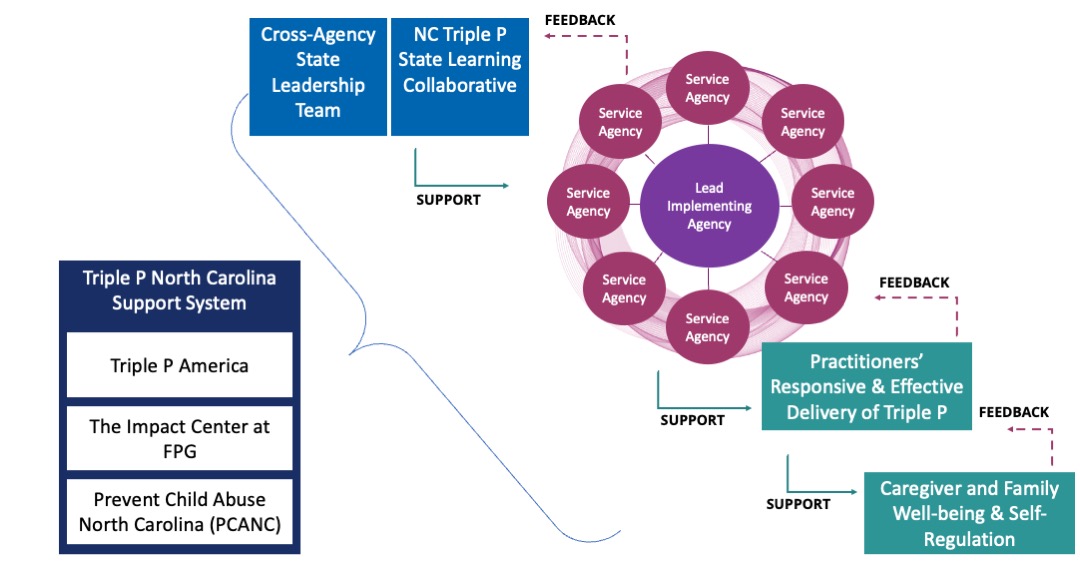
* ensures coordinated and aligned supports across the NC Triple P System,
* provides coordinated and aligned communication and feedback loops with the NC Triple P Learning Collaborative (NCLC) and PSG,
* improves the ease of access to supports,
* utilizes data for continuous quality improvement of the 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 organization. Representatives include:

* PCANC, Capacity Building Director
* PCANC, Capacity Building Team Lead
* Impact Center at FPG, ICTP Principal Investigator/Team Lead
* Impact Center at FPG, ICTP Co-principal Investigator/Team Co-Lead
* Impact Center at FPG, NC DSS Triple P Coordinator
* TPA, Implementation Consultants to North Carolina
* NC DCFW Triple P Coordinator

#### Support Services & Activities

**Figure 1.7** depicts an *ideal model of cascading support* across the NC Triple P System, including how each partner in the system supports and receives support-based feedback from others. The PSG and NCLC provide support to and receive feedback from LIAs. LIAs in turn provide support to local Triple P service organizations, which support practitioners delivering Triple P interventions to families and caregivers within the community.



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

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Download Brief #3: ICTP Integrated Theory of Change in section [Local Implementation and Scale-Up](https://ictp.fpg.unc.edu/wp-content/uploads/local-implementation-and-scale-up.docx) (Word docx) for more information.

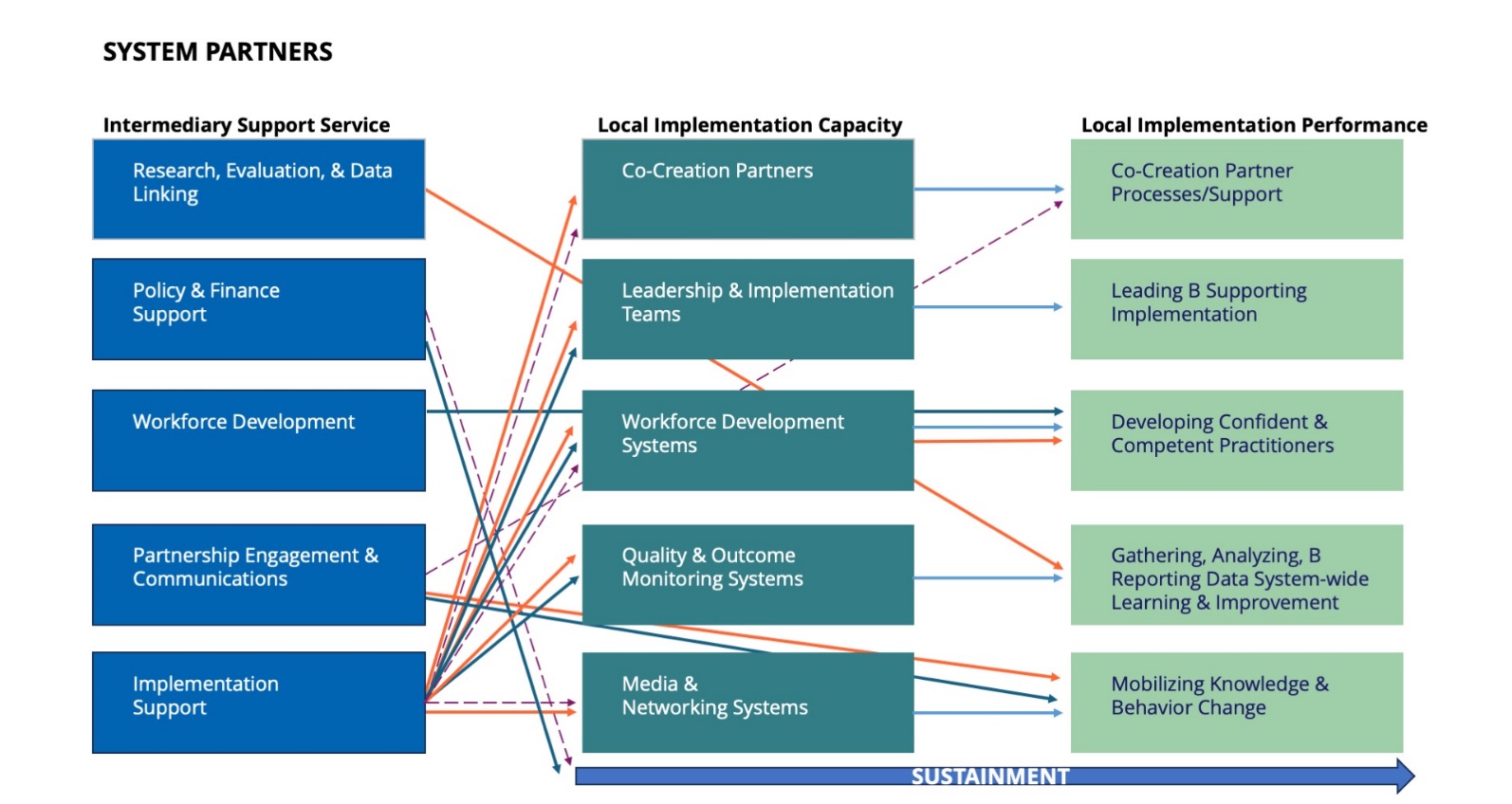
**Figure 1.8** depicts the multiple and overlapping ways these five intermediary support functions build local implementation capacity and support local implementation performance.

*Figure . The contributions of intermediary services from NC Triple P Support System partners to the development of regional Triple P implementation capacity and performance.*

To dive deeper, review sidebar note.

**Figure 1.8** NC Triple P Support System Process Map

The NC Triple P Support System Map outlines the work that each Support System member completes. Column one shows the five intermediary support system areas. The arrows to column two show how each Support System Member's work builds local implementation capacity, and the arrows to column three show how it supports local implementation performance. Navy blue arrow represents the Triple P America, orange arrow represents Impact Center at FPG, dotted purple arrow represents Prevent Child Abuse NC, and blue arrows represent local implementation teams.

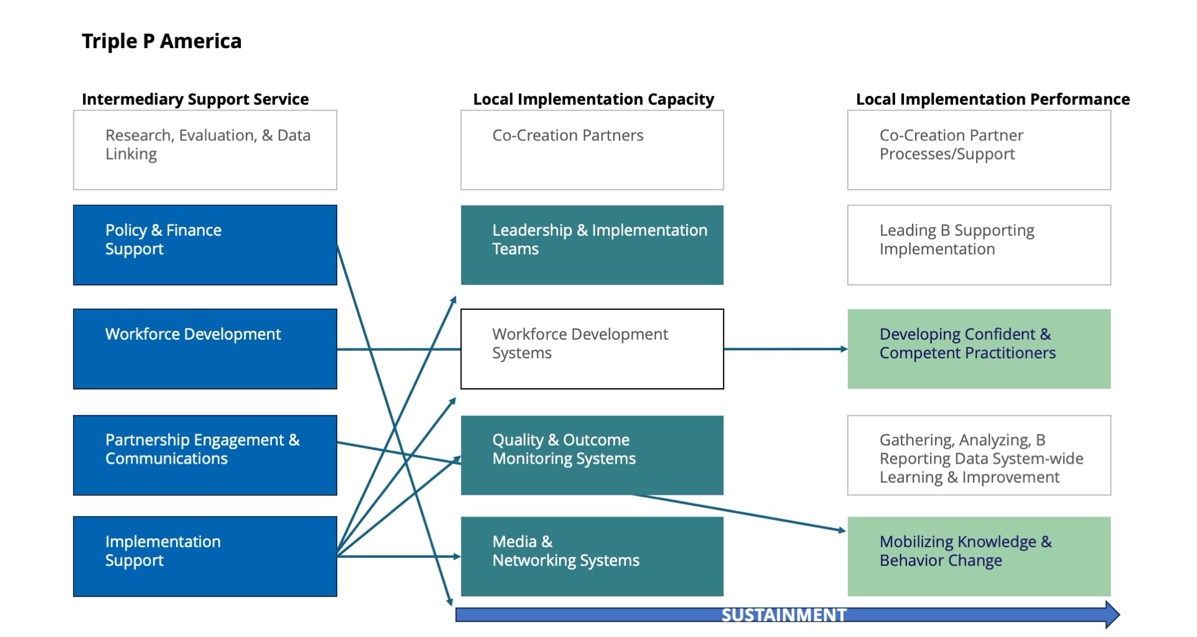


The Support System does not function in a compliance or accountability capacity in any of the NC Triple P regions. Rather, responsibility for compliance and accountability is held by the PSG and individual funders who have detailed each Triple P region’s responsibilities and expectations through annual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

**Box 1.1** lists the support services provided by the three Support System partners.

**Box 1.1** Summary of Support Services Provided by Each NC Triple P Support System Partner

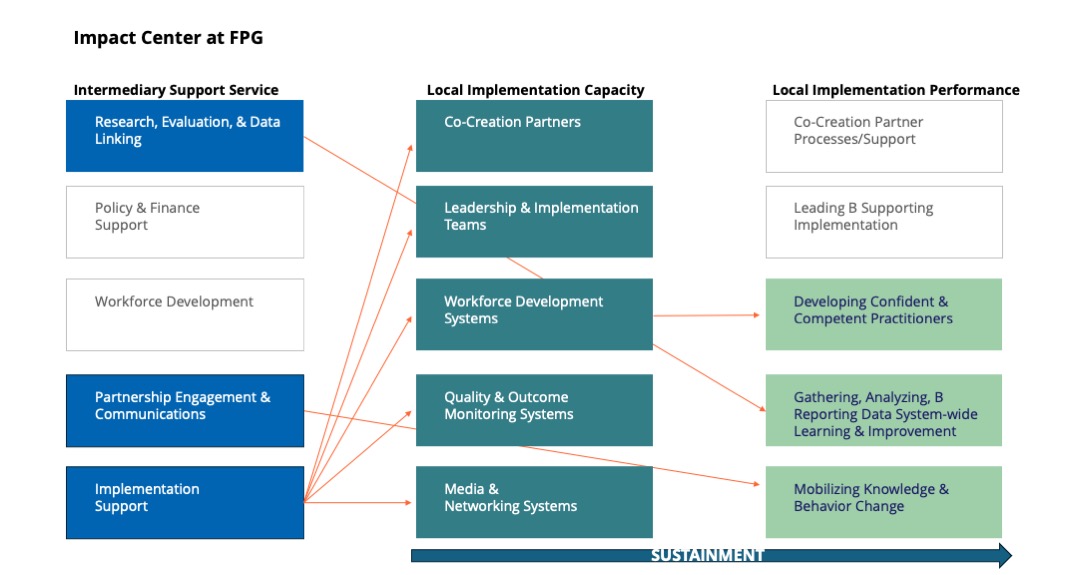
[Triple P America](https://www.triplep.net/glo-en/getting-started-with-triple-p/implementing-triple-p/implementation-support/)



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

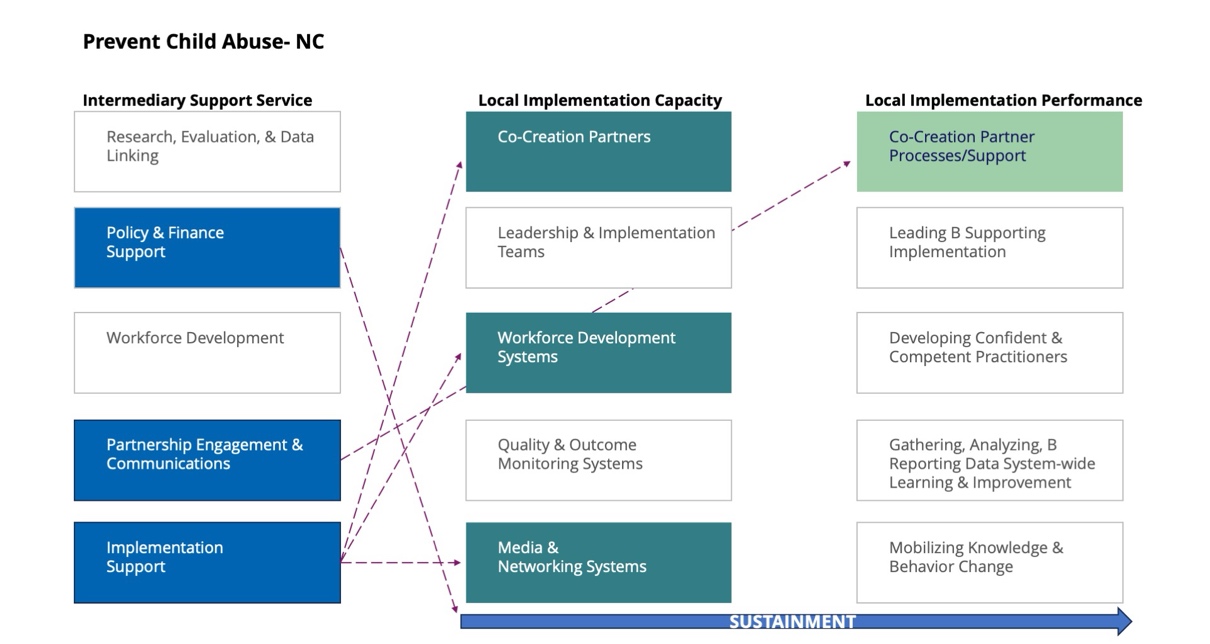
[The Impact Center at FPG, UNC-Chapel Hill](https://impact.fpg.unc.edu/implementation-support)



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

[Prevent Child Abuse North Carolina](https://www.preventchildabusenc.org/fy-2019-2020-annual-report/ar-prevention-programs/)



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)

For a detailed look at how Triple P America 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](https://ictp.fpg.unc.edu/wp-content/uploads/Brief_1_Standalone.docx) (docx).

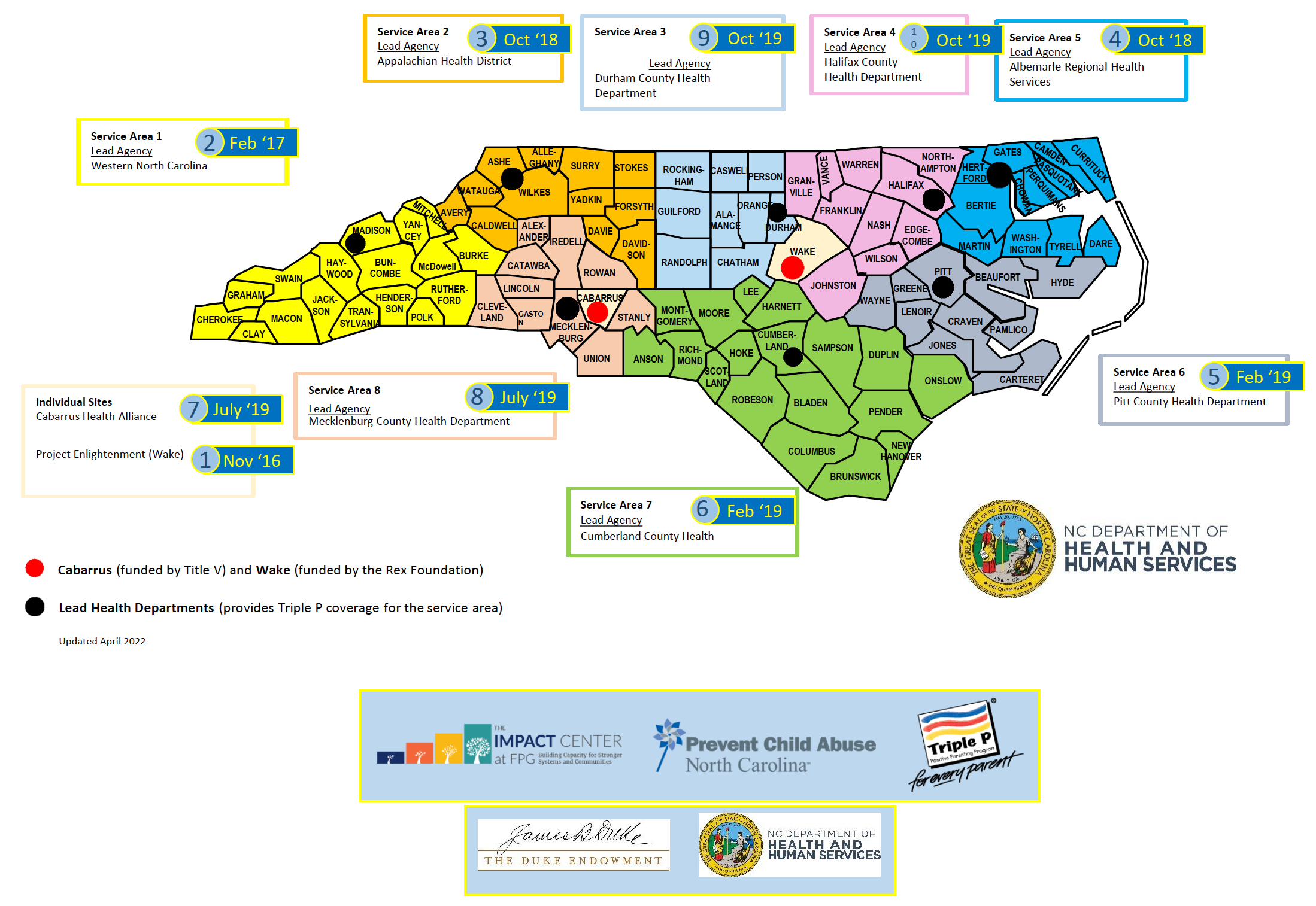
* advocacy for supportive policy and financing environments
* partnership engagement, including communications training and connections to their existing “Prevention Action Network”

PCANC shares with the Triple P Support System Coordination Team and all nine Triple P Regions a [monthly calendar of events with brief descriptions](https://go.oncehub.com/pcancsupportfortriplep).

#### 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 1.9 (the Wake and Durham Triple P regions were separate at the time of their onboarding to the NC Triple P Support System).

**Figure 1.9** Dates of Regional Onboarding to the NC Triple P Support System



Listen & Learn More About the NC Triple P Support System, for more information or to listen to an in-depth conversation about the NC Triple P Support System:

* [A Conversation About How the NC Triple P Support System Works with Communities](https://mcusercontent.com/864adbe18642f8be03c349303/files/0e059013-5edc-73da-75c2-c3556608d099/System_Support_Full_recording_1.mp3)
* 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 through <https://ictp.fpg.unc.edu/contact> for more information)

#### Design & Consultation Supports for the NCLC & PSG

In addition to partnering with all NC Triple P regions, NC Triple P Support System partners function in design and consultation support roles with the NCLC (see below) and the PSG. 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.

In addition to the three primary interactive systems—governance, support, and delivery—the NC Triple P System is supported by other entities, including a design team and a learning collaborative.

### Design Team

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.

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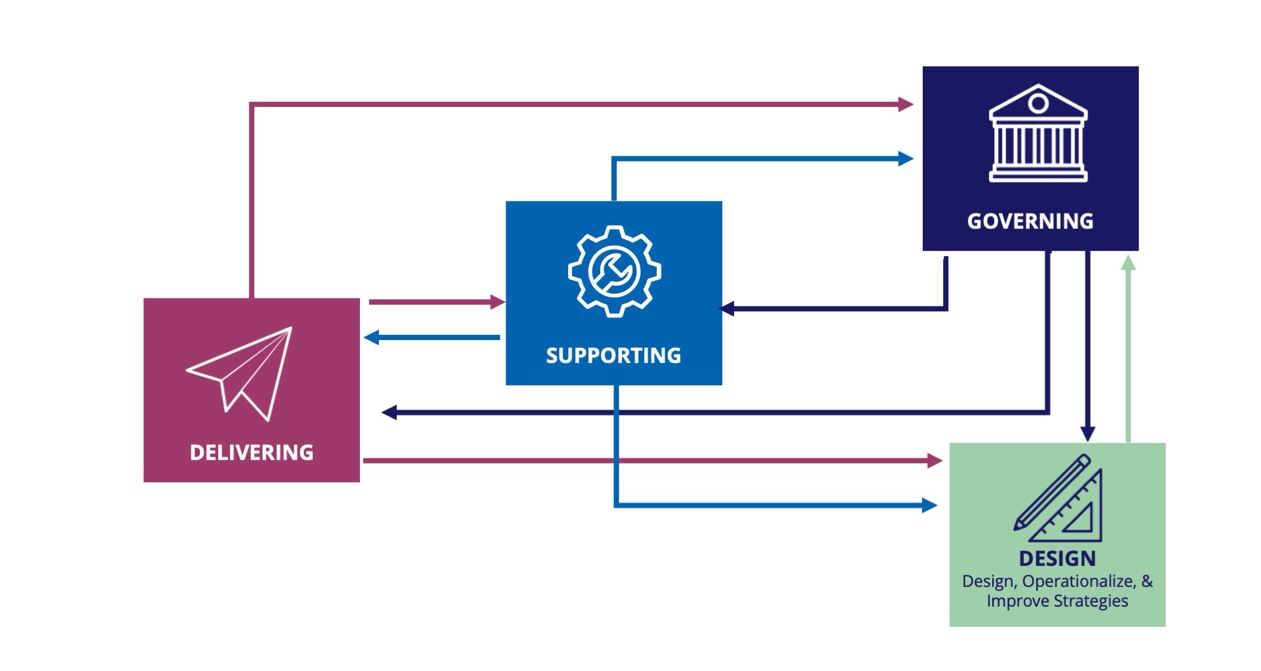
Download Brief #3: ICTP Integrated Theory of Change, section [Co-Creation Partners and Processes](https://ictp.fpg.unc.edu/wp-content/uploads/co-creation-partners-and-processes.docx) (Word docx) for more information.

The NC Triple P Design Team consists of six members whose objective is to ensure co-creation processes across all its activities. Co-creation involves the collaboration of stakeholders across multiple levels and entities of a system in order to assemble a wide body of knowledge and perspectives. The Design Team comprises

* two regional Triple P coordinators, representing perspectives from regional Triple P partners, delivery systems, and local practice;
* a TPA implementation consultant, representing the Triple P programmatic perspective;
* the principal investigator/team lead of the ICTP projects at The Impact Center at FPG, representing an implementation science perspective;
* 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, implementation, and science as well as governance and administrative policies and procedures. Figure 1.10 shows how the design functions integrate with the broader functional levels of the NC Triple P System.

**Figure 1.10** Adding Design Functions to the Functional Levels of the NC 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

Another entity that supports the NC Triple P System is the NC Triple P Learning Collaborative (NCLC), which meets monthly and supports 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.