USING THE "LOGIC MODEL" FOR PROGRAM PLANNING & EVALUATION

TRINITY
HEALTH FOUNDATION
OF EAST TENNESSEE
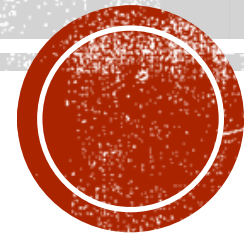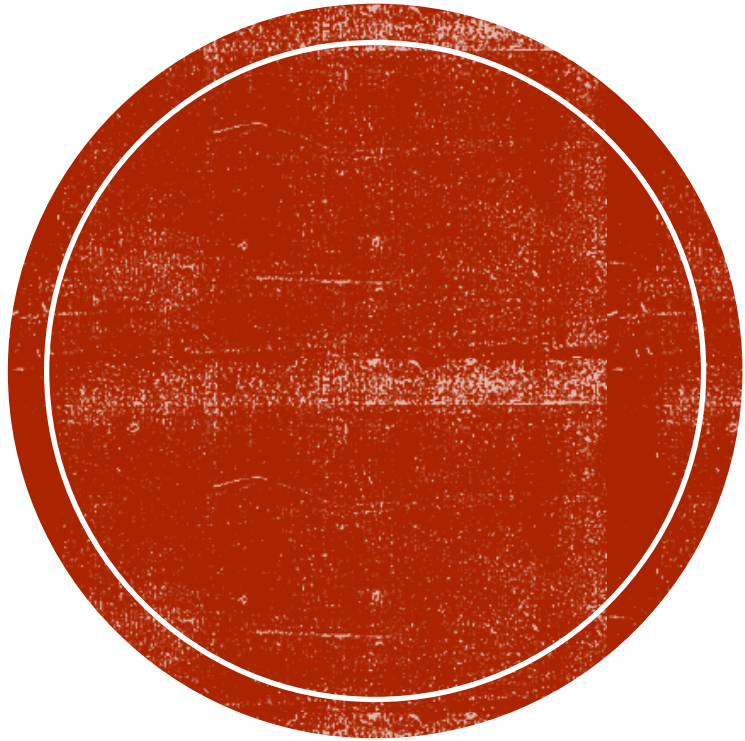
"It wasn't so long ago, that when I would see the words 'measurable outcomes' on a grant proposal, I would experience a wave of nausea and anxiety."

Deborah Bedwell, Measuring Joy: Evaluation at Baltimore Clayworks

THE PURPOSE OF THIS SESSION:

Introduce you to Logic Modeling

1

Describe how to develop a Logic Model

2

Describe how the Logic Model can be used in program planning and evaluation

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WHAT IS THE LOGIC MODEL?

- A picture of your program: what you are putting into the program, what you are doing, and what you are trying to achieve

- Clarifies the strategy underlying your program

- Building a common understanding, especially about the relationship between actions and results

- Communicates what your program is (and is not) about

- Forms a basis for evaluation

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THE LOGIC MODEL:

*Program: Specific to programs funded by Trinity Health Foundation*

MISSION STATEMENT: the overall aim or intended impact

INPUTS: The inputs dedicated to or consumed by the program (i.e., cash or in-kind donations)

ACTIVITIES: The actions that the program takes to achieve the desired outcomes

OUTPUTS: The measurable products of a program's activities (i.e., # of clients, # of classes/sessions, etc.)

OUTCOMES: The benefits to clients, communities, systems, or organizations (i.e., measurable change)

How?

Why? So what?
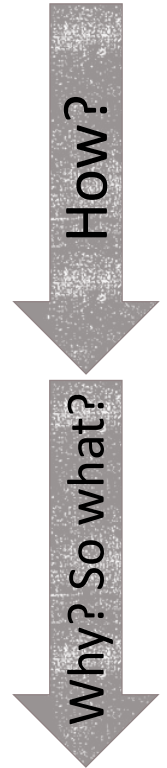
THE LOGIC MODEL:
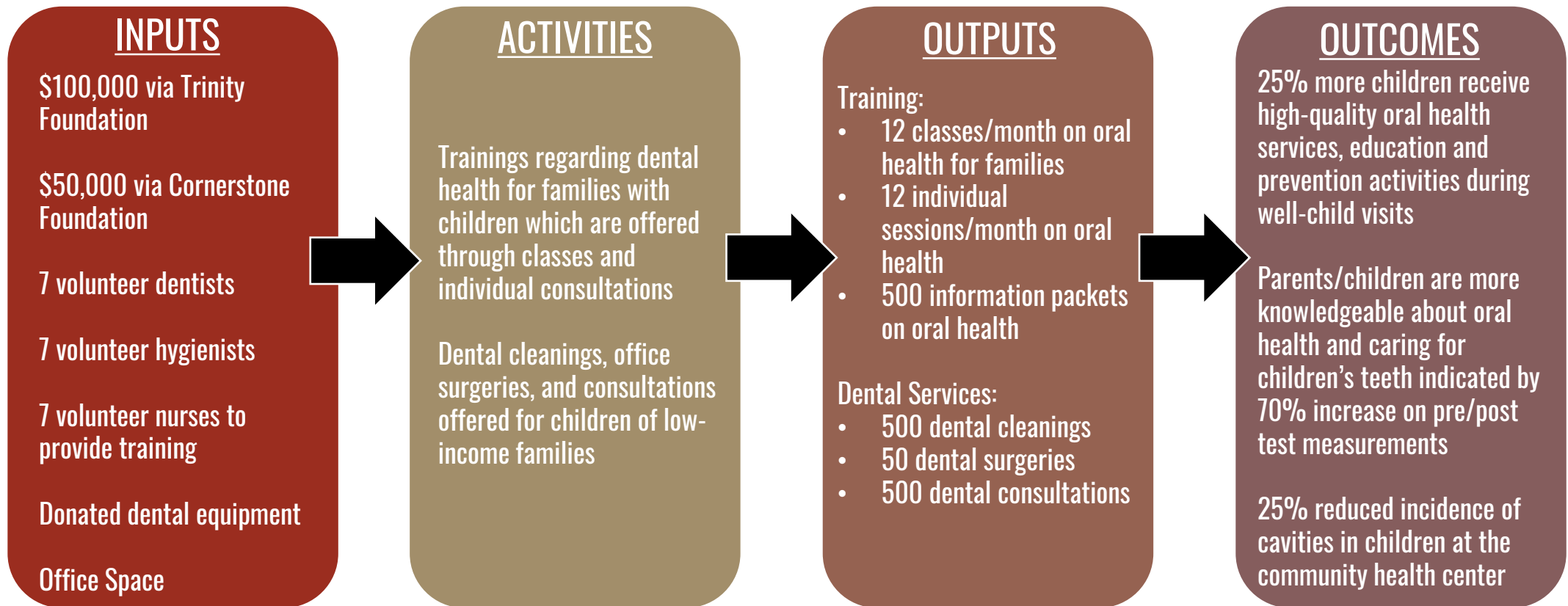## DIFFERENT LOOKS & ADDITIONAL COMPONENTS

- Can be a graphic, table, flow chart, or narrative

- Can also include information about assumptions, externalities/contextual issues, theories of change, etc.

BUT, fundamentally, the Logic Model is a way to communicate what your program is about
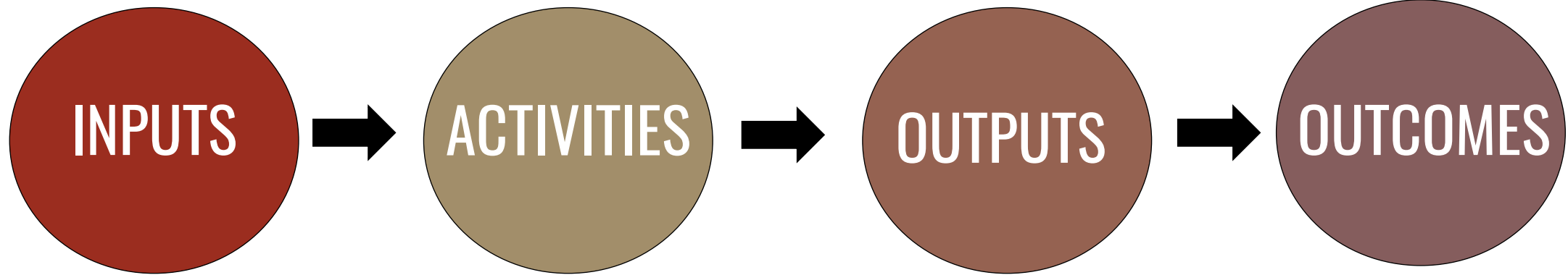
LOGIC MODEL EXAMPLE:

Program: Dental Clinic
Mission Statement: To improve the oral health of low-income children who receive primary care in a community health center.

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
$100,000 via Trinity Foundation	Trainings regarding dental health for families with children which are offered through classes and individual consultations	Training: • 12 classes/month on oral health for families • 12 individual sessions/month on oral health • 500 information packets on oral health	25% more children receive high-quality oral health services, education and prevention activities during well-child visits
$50,000 via Cornerstone Foundation			
7 volunteer dentists			Parents/children are more knowledgeable about oral health and caring for children's teeth indicated by 70% increase on pre/post test measurements
7 volunteer hygienists	Dental cleanings, office surgeries, and consultations offered for children of low-income families	Dental Services: • 500 dental cleanings • 50 dental surgeries • 500 dental consultations	
7 volunteer nurses to provide training			
Donated dental equipment			25% reduced incidence of cavities in children at the community health center
Office Space			

THE LOGIC MODEL:
A SERIES OF "IF-THEN" STATEMENTS

INPUTS → **ACTIVITIES** → **OUTPUTS** → **OUTCOMES**

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
Certain resources are needed to run your program	IF you have access to those resources, THEN you can accomplish your activities	IF you can accomplish these activities, THEN you will have delivered the services you anticipated	IF you delivered the services anticipated, THEN there will be benefits for clients, communities, systems, or organizations

BEFORE THE LOGIC MODEL:
CLARIFY THE PROGRAM'S DESIRED OUTCOMES

- **Program Level**
  - Continuation of existing program?
  - Expansion of existing program?
  - Existing program with modifications?
  - New program?

- **Client Level**
  - Improved client status
  - Increased activities
  - Demonstrated increase in client knowledge

IMPORTANT BACKGROUND TO DEVELOP OR UNDERSTAND OUTCOME GOAL SETTING:

- Understanding of:
  - The need or problem
  - The nature and extent of the need or problem
  - The causes of the problem and the social, economic, political, and policy contexts
  - The current and past efforts to address the need or problem and lessons learned from these efforts

(Adapted from: Hunter, D.E.K. *Program Life-Cycles at the Edna McConnell Clark Foundation*)

LOGIC MODEL:
YOUR PROPOSED PROGRAM TO ADDRESS THE NEED OR PROBLEM

Logic Model Timeframe

- A program cycle
- A calendar year
- A grant period
- The time you believe it will take to show meaningful results

Logic Model Scope

- Geographic area
- Service area
- Client population

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PROGRAM GOAL:
WHAT IS YOUR OVERALL AIM OR INTENDED IMPACT?

- Examples:

  - To improve access to health care for people with limited English proficiency in the service area

  - To reduce the incidence of repeat infections and further oral hygiene problems among clients of the community health center

RESOURCES:
WHAT INPUTS ARE DEDICATED TO OR CONSUMED BY THE PROGRAM?

- HUMAN RESOURCES
- FACILITIES
- EQUIPMENT & SUPPLIES
- TECHNOLOGY
- PARTNERS

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ACTIVITIES:
WHAT IS THE PROGRAM DOING?

Think 1st about components:

- Outreach
- Training
- Consultation
- Staff Development
- Partnership Development

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ACTIVITIES:
WHAT IS THE PROGRAM DOING?

Think 2nd about details:

Outreach

- Develop & distribute flyers
- Meet with community agencies
- Write articles for local newspapers
- Develop press packet
- Identify media contacts
- Send press packet out to media contacts

Training

- Hire curriculum development team
- Develop training curriculum
- Recruit training team
- Recruit participants
- Provide training sessions

OUTPUTS:
WHAT IS THE PROGRAM PRODUCING?

of training workshops held

# of policy briefings conducted

# of participants attending each workshop

# of press packets disseminated

# of partnerships formed

OUTCOMES:
WHAT DIFFERENCE IS THE PROGRAM MAKING?

Outcomes are about change!

- New knowledge
- Increased skills
- Changed attitudes or values
- Modified behavior/practice
- Changed conditions

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TYPES OF OUTCOMES:

CLIENT OR INDIVIDUAL

FAMILY OR COMMUNITY

SYSTEMIC

ORGANIZATIONAL

CHAIN OF OUTCOMES:

- Short Term
  - The most direct results of activities and outputs
  - Generally achievable in less than one year (learning)

- Intermediate Term
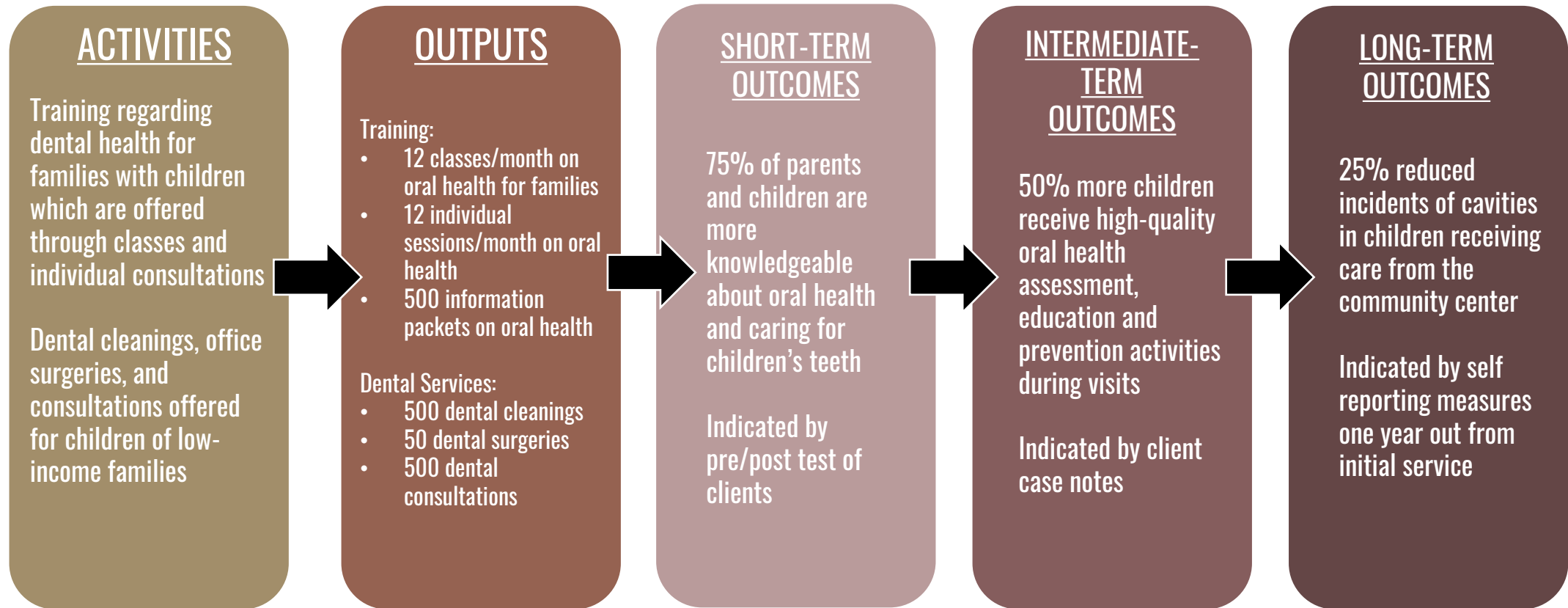 - Link a program's short-term outcomes to long-term outcomes

- Long Term
  - Result from the achievement of short and intermediate term outcomes and often take a longer time to achieve

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CHAIN OF OUTCOMES EXAMPLE:

Program: Dental Clinic
Project Goal: To improve the oral health of low-income children who receive primary care in a community health center.

ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE-TERM OUTCOMES	LONG-TERM OUTCOMES
Training regarding dental health for families with children which are offered through classes and individual consultations Dental cleanings, office surgeries, and consultations offered for children of low-income families	Training: • 12 classes/month on oral health for families • 12 individual sessions/month on oral health • 500 information packets on oral health Dental Services: • 500 dental cleanings • 50 dental surgeries • 500 dental consultations	75% of parents and children are more knowledgeable about oral health and caring for children's teeth Indicated by pre/post test of clients	50% more children receive high-quality oral health assessment, education and prevention activities during visits Indicated by client case notes	25% reduced incidents of cavities in children receiving care from the community center Indicated by self reporting measures one year out from initial service

OUTCOMES:
WHAT IS A REASONABLE LEVEL OF AMBITION FOR AN OUTCOME?

- Consider your time frame
- Consider the scope of your resources and activities
- Consider what other factors might influence the achievement of outcomes

Be ambitious but don't set yourself up for failure!!

VALUE OF THE LOGIC MODEL PROCESS:

- Engages stakeholders

- Clarifies program theory and fills in the gaps

- Builds ownership of the program

- Builds common understanding about the program, especially about the relationship between actions and results

- Sets clear focus on what result is desired

USING YOUR LOGIC MODEL FOR EVALUATION:

Evaluation is the process of asking and answering questions:

What did you do?

How well did you do it?

What did you achieve?

OUTCOME INDICATORS:

- Indicators are the specific and measurable characteristics or changes that represent achievement of an outcome.

- Indicators are measurable and observable and answer the question: How will I know it?

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INDICATORS ARE...

- Direct
- Meaningful
- Useful
- Practical to collect
- Sometimes more than one is necessary

OUTCOMES VS. INDICATORS:

What's the difference?

Outcome

- Medical providers demonstrate accurate health assessment, education, and prevention activities
- Increased access to primary care physicians
- Increased provider participation in network

Indicator

- # or % of medical providers observed by participating dentist to demonstrate these things accurately
- # or % increase in clients who have a PCP
- # and type of providers in network

PUTTING TOGETHER AN EVALUATION PLAN:

- ## The "what"
  - The indicators

- ## The "how"
  - The data collection instruments and evaluation design

- ## The "when" and the "who"
  - The data collection plan

TIPS FOR USING YOUR LOGIC MODEL FOR THE TRINITY GRANT APPLICATION?

- To describe your program – using a picture

- To make the case for your program

- To articulate the outcomes and how they connect to your program and how they meet the Trinity Health Foundation's priorities

- To articulate your evaluation

LOGIC MODEL RESOURCES:

- **Online course on developing logic models and evaluation plans.** Offered by University of Wisconsin, Extension and designed for the beginner. (www1.uwex.edu/ces/lmcourse/)

- **Logic Model Overview.** Also from University of Wisconsin, includes links to workbooks, PowerPoint presentations, etc. (www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html)

- **W. K. Kellogg Foundation Logic Model Development Guide.** Clear and concise discussion of the use of logic models. (www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf)

- **Logic Model Tools**. A comprehensive list provided by the CDC. (www.cdc.gov/eval/resources.htm#logic%20model)

- **Innovation Network's Workstation:** an online workstation with evaluation and planning tools designed specifically for nonprofit organizations. (www.innonet.org)

- **Community Tool Box**. ctb.ku.edu/tools/en/sub_section_examples_1877.htm

Thank You
&
Good Luck!