Developing Logic Models

to Plan, Communicate and Evaluate

Illinois Public Health Institute
Center for Community Capacity Development

Presented by:

Laurie Call
Illinois Public Health Institute (IPHI)
Center for Community Capacity Development

Molly Jo Lamb
Logan County Health Department

Michele Fishburn
Knox County Health Department

Workshop Objectives

• To understand the many uses of logic models
• To identify key components of the program outcome logic model
• To use the logic model to explain and illustrate program concepts
• To use the logic model to engage stakeholders and funders
• To identify outcome measures for monitoring progress
• To use logic models in grant proposals and program planning
• To implement the program outcome logic model with current and future projects
What Is a Logic Model?

• A picture of how your effort or initiative is supposed to work
• Explains why your strategy is a good solution to the problem
• Makes an explicit, often visual statement about what activities will bring about change and what results you expect to see
• Provides a guide for activities and funding

Why Use a Logic Model?

• Keeps everyone moving in the same direction
• Provides a common language
• Provides a common point of reference
• Provides a map for action

What Makes a Logic Model Effective?

• Logically links activities and effects
• Is visually engaging yet contains the appropriate degree of detail for the purpose (not too simple or too confusing)
• Provokes thought, triggers questions
• Includes forces known to influence the desired outcomes
When Can a Logic Model be Used?

- During planning
- During implementation
- During staff and stakeholder orientation
- During evaluation
- During advocacy

Benefits of Logic Models

- Integration of planning, implementation, and evaluation
- Prevents mismatches between activities and outcomes
- Leverages the power of partnerships
- Enhances accountability by keeping stakeholders focused on outcomes

Benefits of Logic Models

- Helps set priorities for allocating resources
- Reveals data needs and provides a framework for interpreting results
- Enhances learning by integrating research findings and practice wisdom
- Defines a shared language and shared vision for community change
Limitations

- There is always a danger that your model will not be correct
- Establishing the appropriate boundaries of a logic model can be a difficult challenge
- Logic modeling can be time consuming, requiring lots of energy in the beginning and continued attention

Traditional Service Program Model

The Program Logic Model
Definitions

Assessments
- Document need for the program
- Information and data on current situation
- Evidence based approaches

Inputs
- What we invest...
  - Staff
  - Volunteers
  - Time
  - $,
  - Research
  - Supplies
  - Equipment
  - Etc.

Activities
- What a program does to fulfill its mission
- Strategies, techniques, types of interventions
- The program’s “service methodology”
- What YOU do or what YOU provide participants
**Outputs**

- Products of a program’s activities
- Quantitative as well as qualitative
- Quantitative reflects volume of work
  - Number of classes conducted or participants served
- Qualitative reflects quality of activities
  - Direct measurement, (satisfaction ratings, reduction in errors, etc.)

**Outcomes**

- Benefits or changes for participants or community after program activities (IMPACT)
- Short term, Intermediate Term, and Long Term
- Relate to changes in behavior, skills, knowledge, attitudes, values, condition or other attributes

**Why Measure Outcomes?**

- To see if programs really work
- To help improve services
- Identify training needs
- Justify budgets
- Strategic planning
- Long term benefits
Strong Outcomes

- Must state a CHANGE or benefit as a result (knowledge, skills, attitudes, behavior, status, condition)
- Must be measurable and realistic
- Measurement Cycle Time & Improvement Cycle Time must fit
- Generally, “participant satisfaction” is not an outcome.

Identifying Outcomes and Outputs

Complete Examples of Measurement Exercise

Keep in Mind:
Selecting appropriate Outcomes

- Be clear on ultimate goal
- Pick a manageable number of outcomes
- Identify whose outcomes and who is responsible for achieving them
- Select outcomes with measurable indicators
- Move from program level to community level
Keep in Mind:
Measuring Outcome Indicators

- Finding measures of intermediate steps toward longer-term outcomes
- Obtaining data: expensive, major effort, not routinely collected
- Convincing public/donors of data’s value
- Sustaining interest

Practice
Building a Teen Parent Program Logic Model

1. Read each card in the set
2. Work with team to build a logic model

Building a Program Logic Model

- Select appropriate outcomes to achieve specific changes or benefits
- Develop strategy for achieving outcomes
- Create and implement an action plan
- Identify indicators of success
- Measure the selected indicators
- Link program outcomes to community outcomes
Applying Logic Model to Current Projects

Each team will develop a logic model based on a program/project you are currently working on or something new.

Share model with others for feedback.

Revise/improve model based on feedback.

Challenges:

• Assembling relevant knowledge, research and practice
• Identifying key relationships, sequencing outcomes
• Keeping model comprehensive but still simple and actionable
• Mapping existing capacity, actions, resources, and context

Data Sources for Community Assessment

Secondary
• National
• State and Local

Primary
• Surveys
• Focus groups
• And other tools
Caution with Data Sources

- Not all research is good research
- Not all data is good data
- Be choosy
- Use reputable sources
- Localize your data

Next Step:
Creating an Outcome Measurement Plan

- Select valid, understandable indicators, convincing to public/donors
- Choose most relevant indicators for outputs, intervention and outcomes
- Select measurable indicators
- Gain agreement on whose success we are measuring
- Ability to compromise when an ideal indicator is not available and move on

Keep in Mind…
Linking Program to Broader System-level Outcomes

- Factors that improve system-level outcomes are complex; one program may not do it
- Recognize value of both short and long-term outcomes
- Find research that validates links between program and system-level outcomes
- Analyze use of resources
Program managers can use outcome data to:

- Strengthen existing services.
- Target effective services expansion.
- Identify staff and volunteer training needs.
- Develop and justify budgets.
- Prepare long-range plans.
- Focus board members’ attention on programmatic issues.

Items to Consider

- Precision – lower sample size requirement, better information for decision making
- Cost and burden of data collection
- Can program participants or others realistically provide the data?
- Can we track individuals through time?
- Are there any issues of confidentiality to take into account? How would we do it?
- Can we train data collectors and manage the data collection process for this type of data?
- Is the desired improvement cycle smaller or larger than the measurement cycle?

Data Sources and Methods of Data Collection

- Identify Data Sources for Your Indicators
- Design Data Collection Methods
- Refer to *Measuring Program Outcomes: A Practical Approach*
Identify Data Sources for Your Indicators

- Program/Agency Records, yours or others
- Specific Individuals
- General Public
- Trained Observers
- Mechanical Tests and Measurements

Let's Review – Why Logic Models & Outcome Measurement?

- To help program planners address community needs and impact
- To see if programs really make a difference
- To improve programs and/or services
- To address investors demand for accountability

Thank You!

Laurie Call
IPHI Center for Community Capacity Development
LLC1185@msn.com

Molly Jo Lamb
Logan County Health Department
mlamb@logancountyhealth.org

Michele Fishburn
Knox County Health Department
mfishburn@knoxcountyhealth.org
Training Materials

This training was previously presented by Alliance for Building Community for IPHI.

Material for this presentation was adapted from Measuring Program Outcomes: A Practical Approach. United Way of America, 1996 by Lorenz J. Finison, Ph.D./Sigma Works.

The Outcome Measurement Workshop Series was compiled by Sigma Works and The Medical Foundation.

For permission to use this material, please contact:
Abby Atkins 617-451-0049
The Medical Foundation  aatkins@tmfnet.org
95 Berkeley Street
Boston, MA 02116