

Learning to Love Your Logic Model

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Key Takeaways

1. It's never about the model, it's about "understanding your program"
2. Most/best benefits may be process use benefits
3. You know lots about your program even before you draw your model
4. A little bit of logic modeling goes a long way.
5. There's a trade-off between "accuracy" and "utility"

Integrating Processes to Achieve Continuous Quality Improvement

■ Continuous Quality Improvement (CQI) cycle

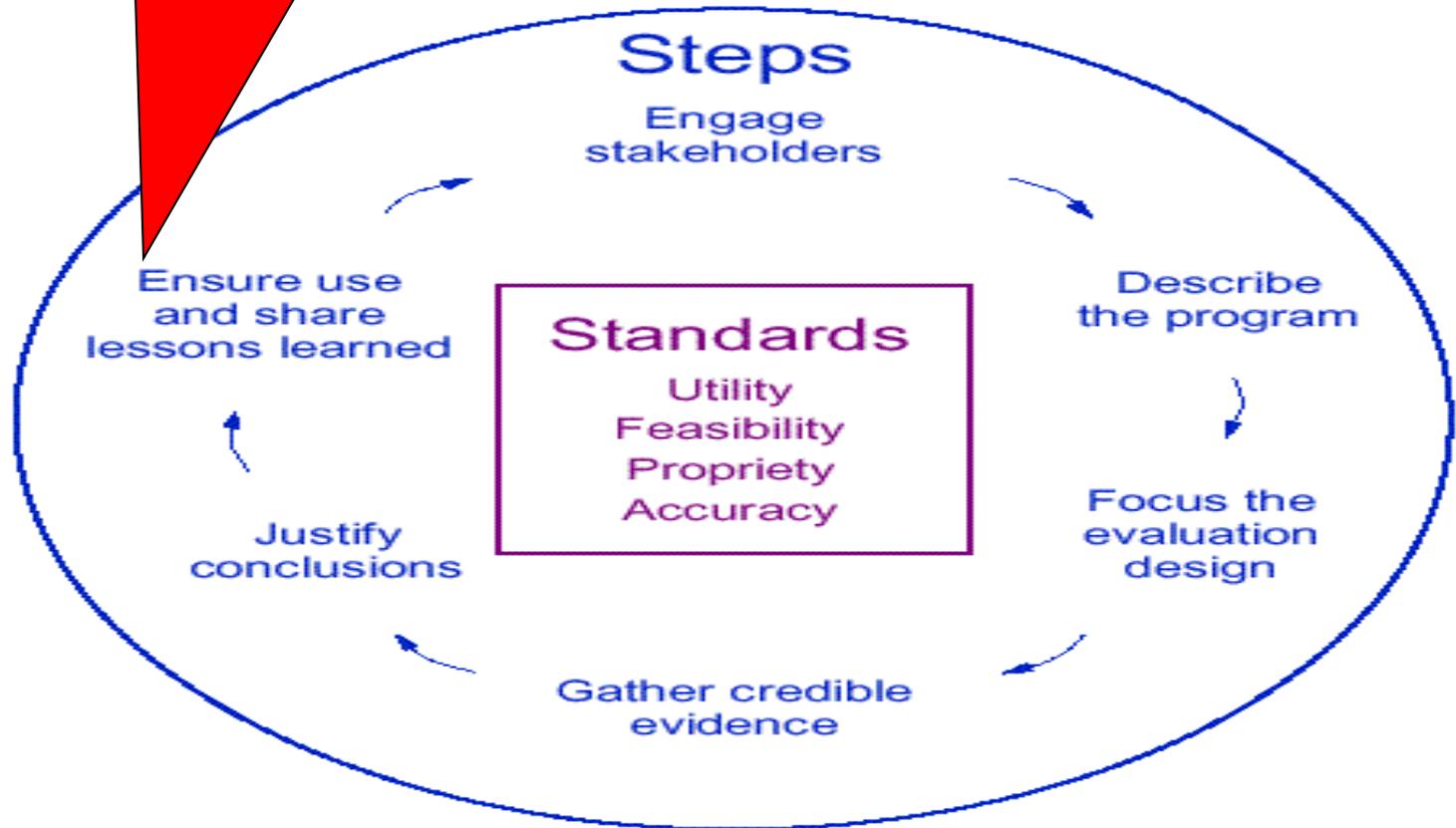
- **Planning**—*What* actions will best reach our goals and objectives.
- **Performance measurement**— How are we doing?
- **Evaluation**—*Why* are we doing well or poorly?



Good M&E = use of findings

Evaluation Framework

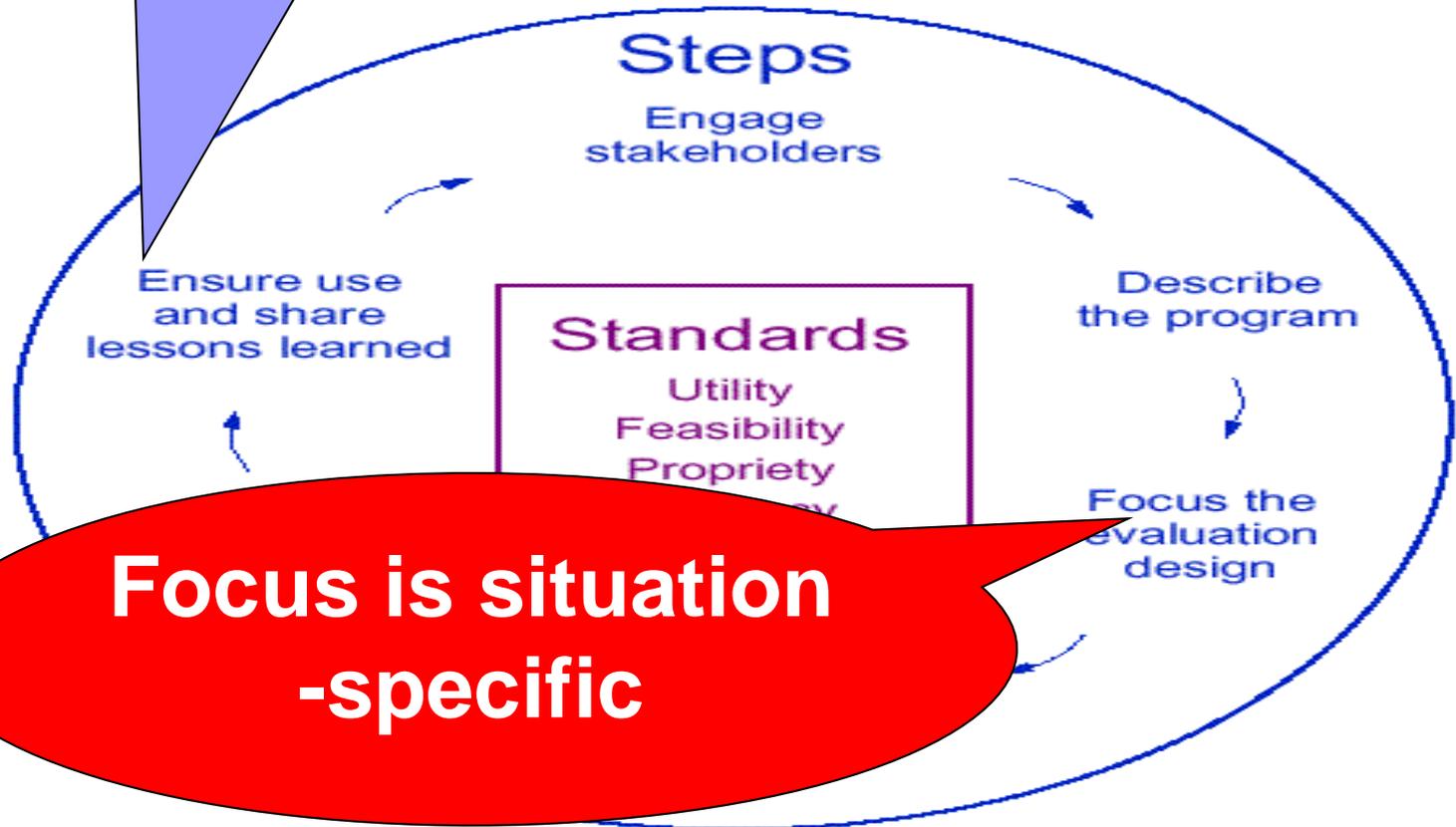
FIGURE 1. Recommended framework for program evaluation



Good M&E= use of findings

Evaluation Framework

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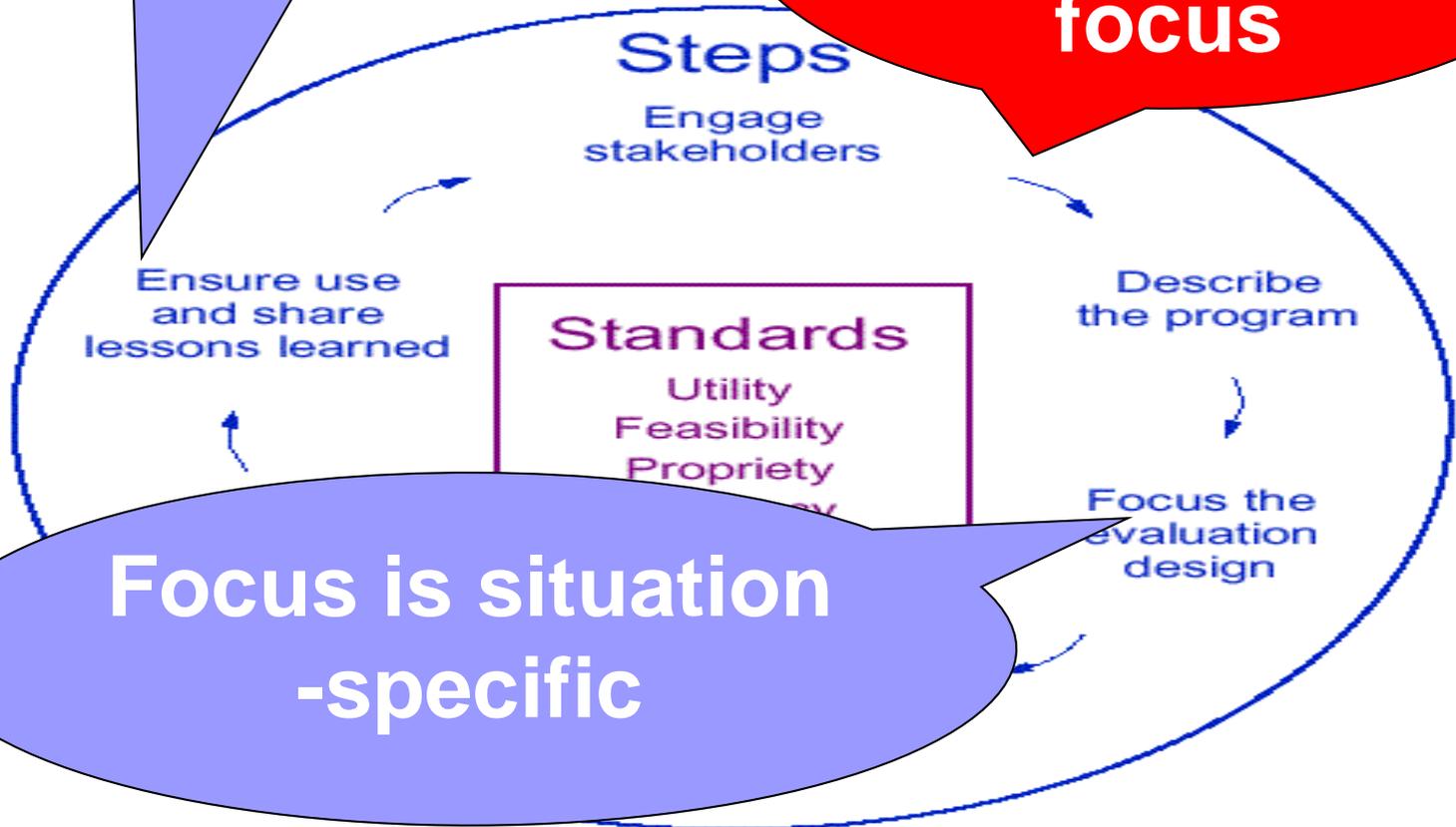


Focus is situation-specific

Good M&E = use of findings

Early steps key to best focus

FIGURE 1. Recommended framework for



Focus is situation-specific

Logic Models and Program Description

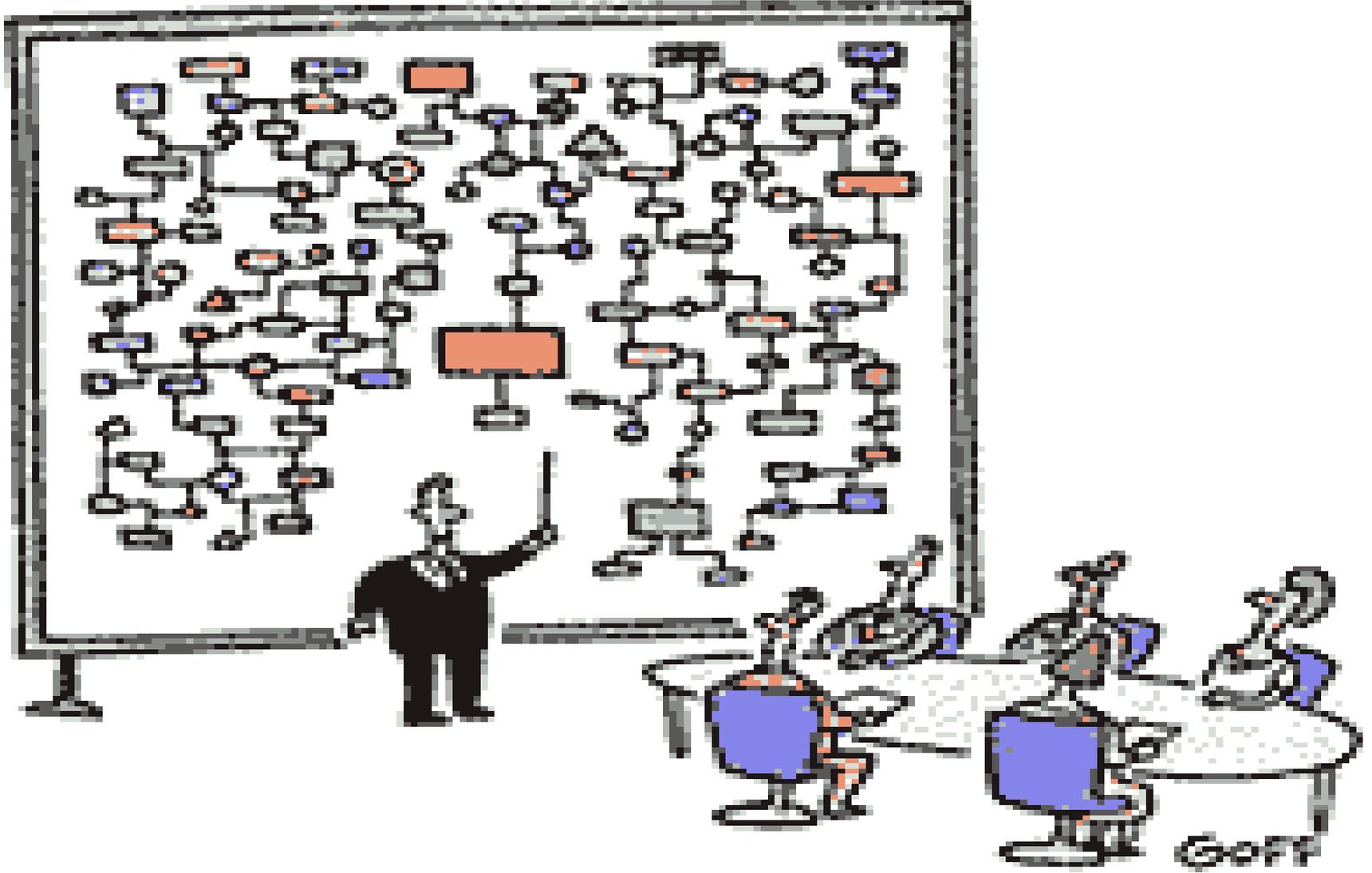
- **Logic Models**

*Graphic depictions of the **relationship** between your program's activities and its **intended effects***

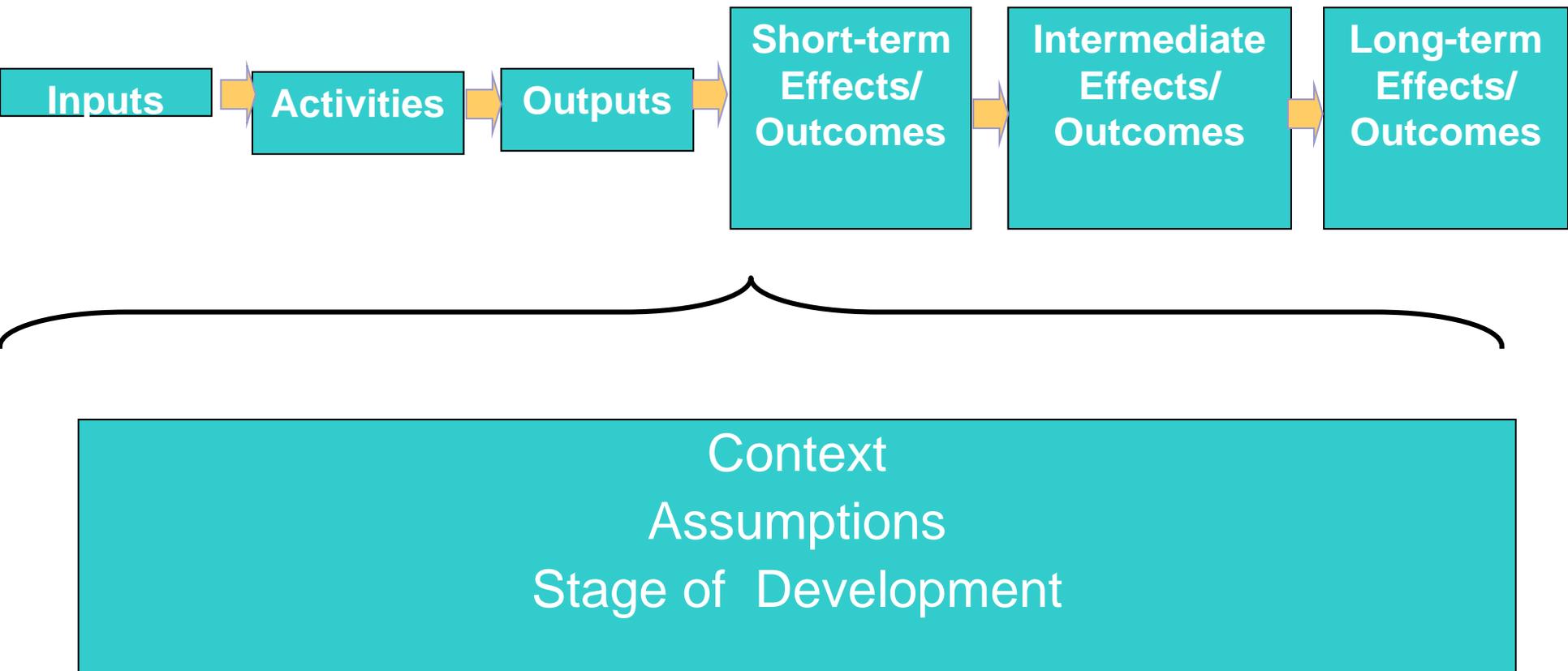
You Don't Ever Need a Logic Model, BUT, You Always Need a Program Description

Don't jump into planning or evaluation without clarity on:

- The big “need” your program is to address
- The key target group(s) who need to take action
- The kinds of actions they need to take (your intended outcomes or objectives)
- Activities needed to meet those outcomes
- “Causal” relationships between activities and outcomes



Step 2: Describing the Program: Complete Logic Model



Global Logic Model: Childhood Lead Poisoning Program

Early Activities

If we do...

Outreach

Screening

ID of elevated kids

Case management of EBLL kids

Later Activities

And we do...

Refer EBLL kids for medical treatment

Train family in in-home techniques

Assess environment of EBLL child

Refer environment for clean-up

Early Outcomes

Then....

EBLL kids get medical treatment

Family performs in-home techniques

Lead source identified

Environment gets cleaned up

Lead source removed

Later Outcomes

And then...

EBLL reduced

Developmental slide stopped

Quality of life improves

Logic Models Come in All Shapes

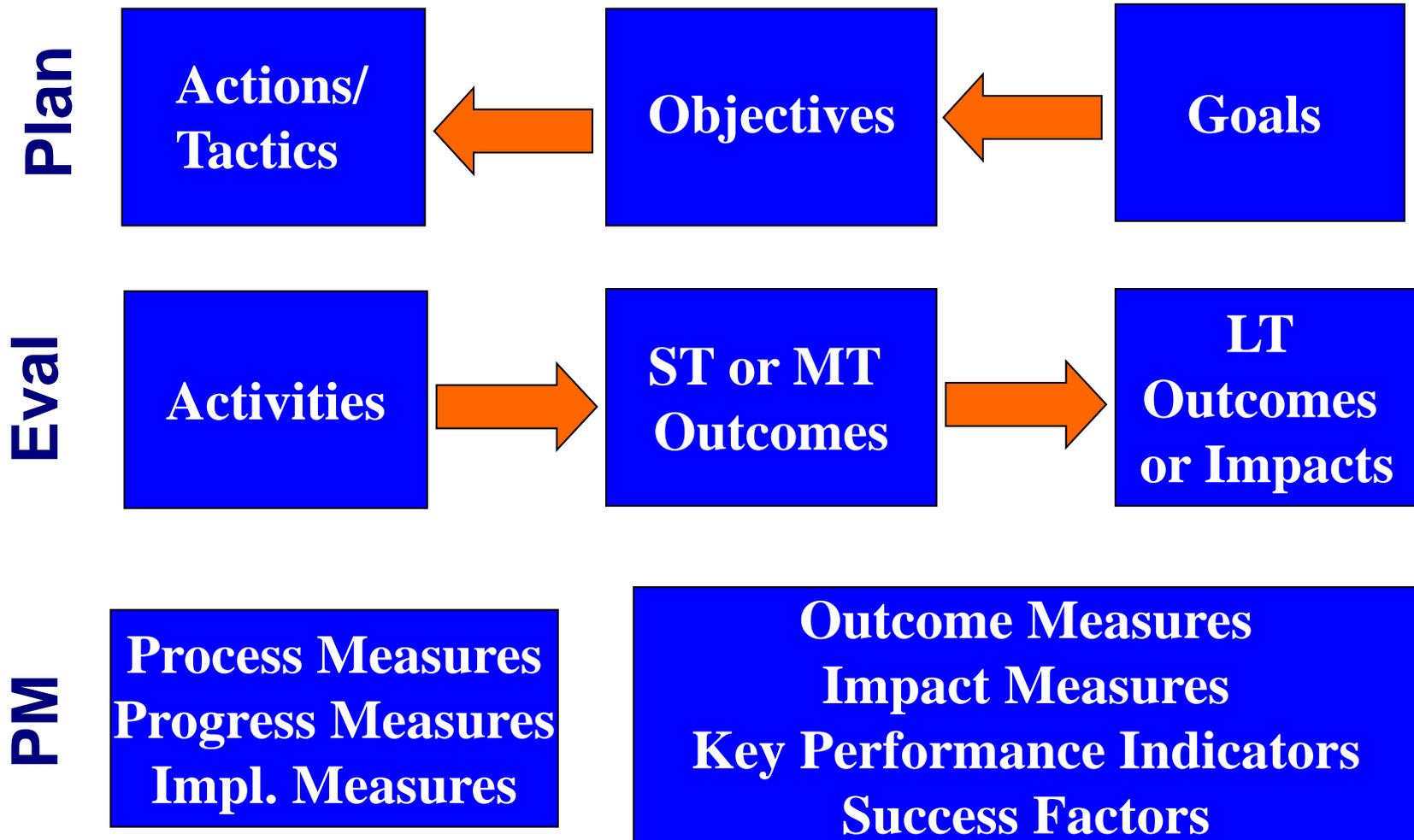


Process Use

- When influence/program improvement comes *not* from findings of an evaluation, but from insights gleaned during the tasks involved in *doing* an evaluation

Process Use in Theory, Research, and Practice:
New Directions for Evaluation, No. 116, 2008

Finding Activities and Outcomes



Goals:

GOAL 1

Build a Sustainable National Environmental Public Health Tracking Network:

Using information from an EPHT Network, federal, state, and local agencies will be better prepared to develop and evaluate effective public health actions. These actions will prevent or control health effects that can be linked to hazards in the environment.

GOAL 2

Enhance Environmental Public Health Tracking Workforce and Infrastructure

Improving infrastructure and developing the workforce will ensure that essential services are provided for existing and emerging environmental public health issues. Sustainability of the Program depends on a trained workforce and adequate equipment, data, and tools for using the data.

GOAL 3

Disseminate Information to Guide Policy, Practice, and Other Actions to Improve the Nation's Health

The public, environmental and public health practitioners, healthcare providers, policy makers, and other people will gain a better understanding of what is occurring in communities and what actions they may take to protect or improve health.

GOAL 4

Advance Environmental Public Health Science and Research

Collecting EPHT data is only one of many steps. Through science and research, critical information will be produced about the following:

- Pathways from hazard source to population exposure (e.g., measured through biomonitoring) to disease
- Patterns of disease and environmental agents over time and space
- Relations and risks among health, environment, and other risk factors
- Methods and tools appropriate for tracking and analysis

GOAL 5

Foster Collaboration Among Health and Environmental Programs

Agencies, organizations, and entities with a vested interest in EPHT will accelerate the impact of the Program. Strengthening these partnerships will enable increased interaction and collaboration.

Goal 3: Disseminate information to guide policy, practice, and other actions to improve the nation's health



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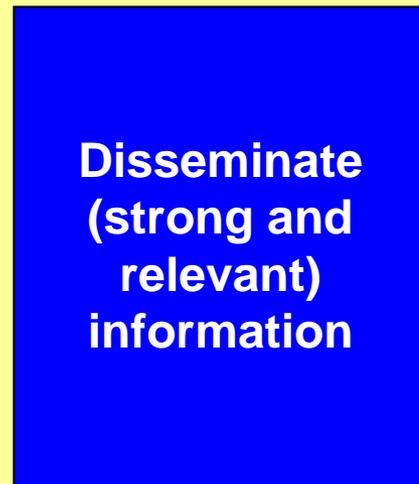
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Success on Goal 3—A Play in Three Act

Goal 3: Disseminate information to guide policy, practice, and other actions to improve the nation's health...

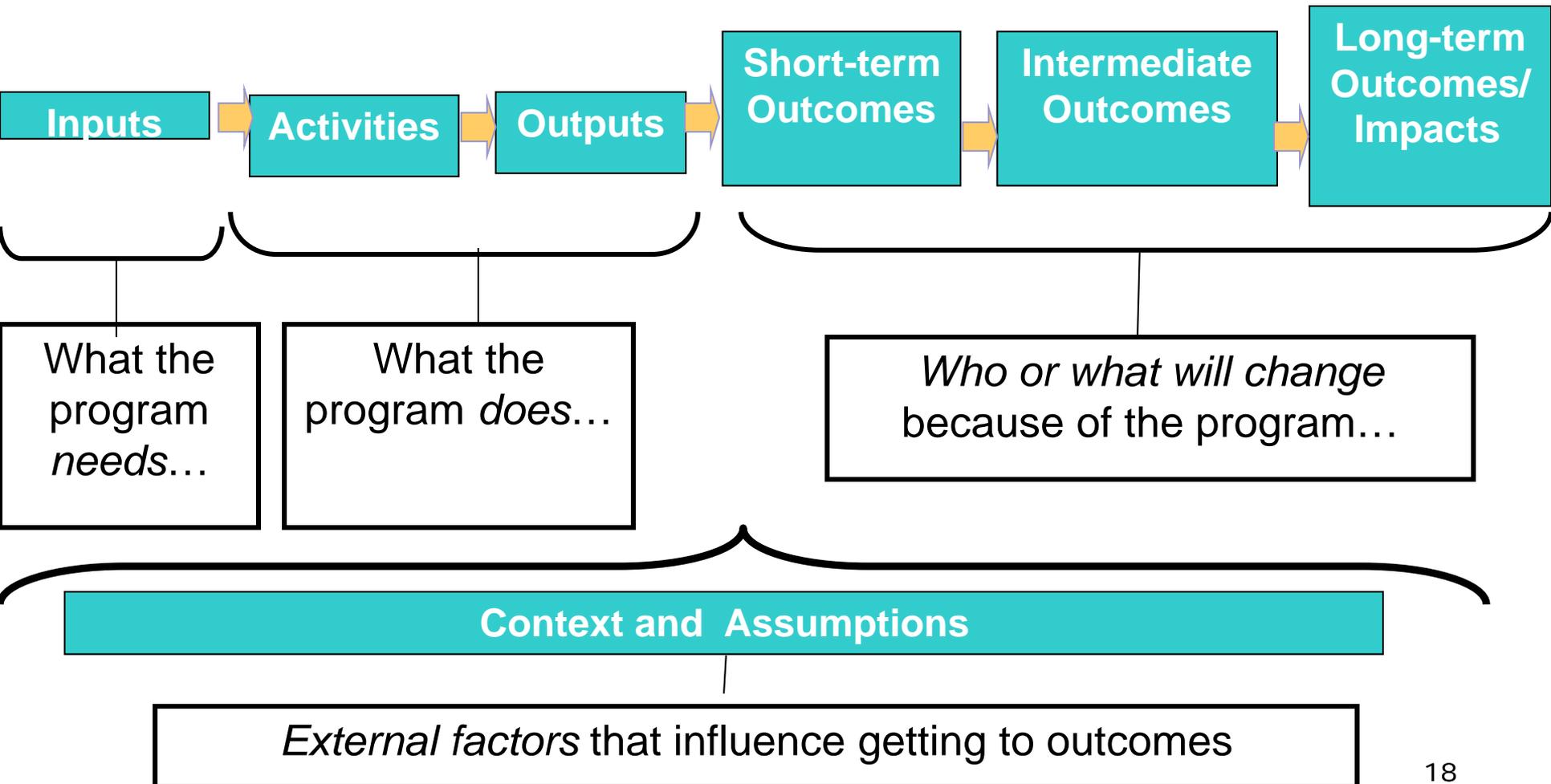
Activities



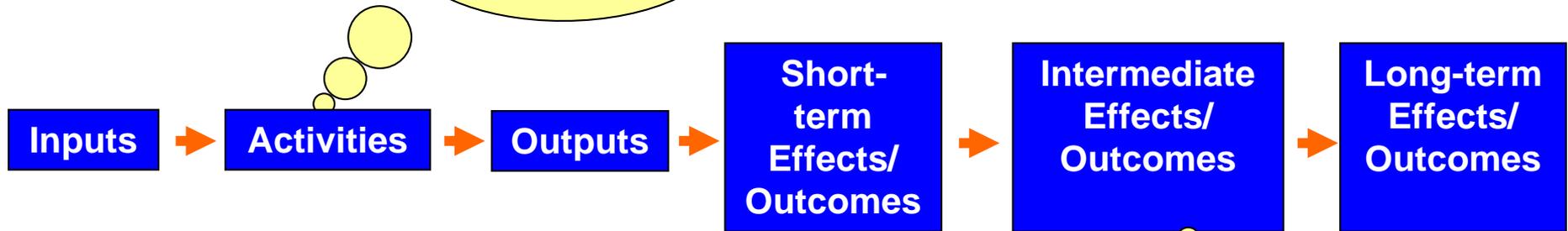
Outcomes



“Complete” Logic Model

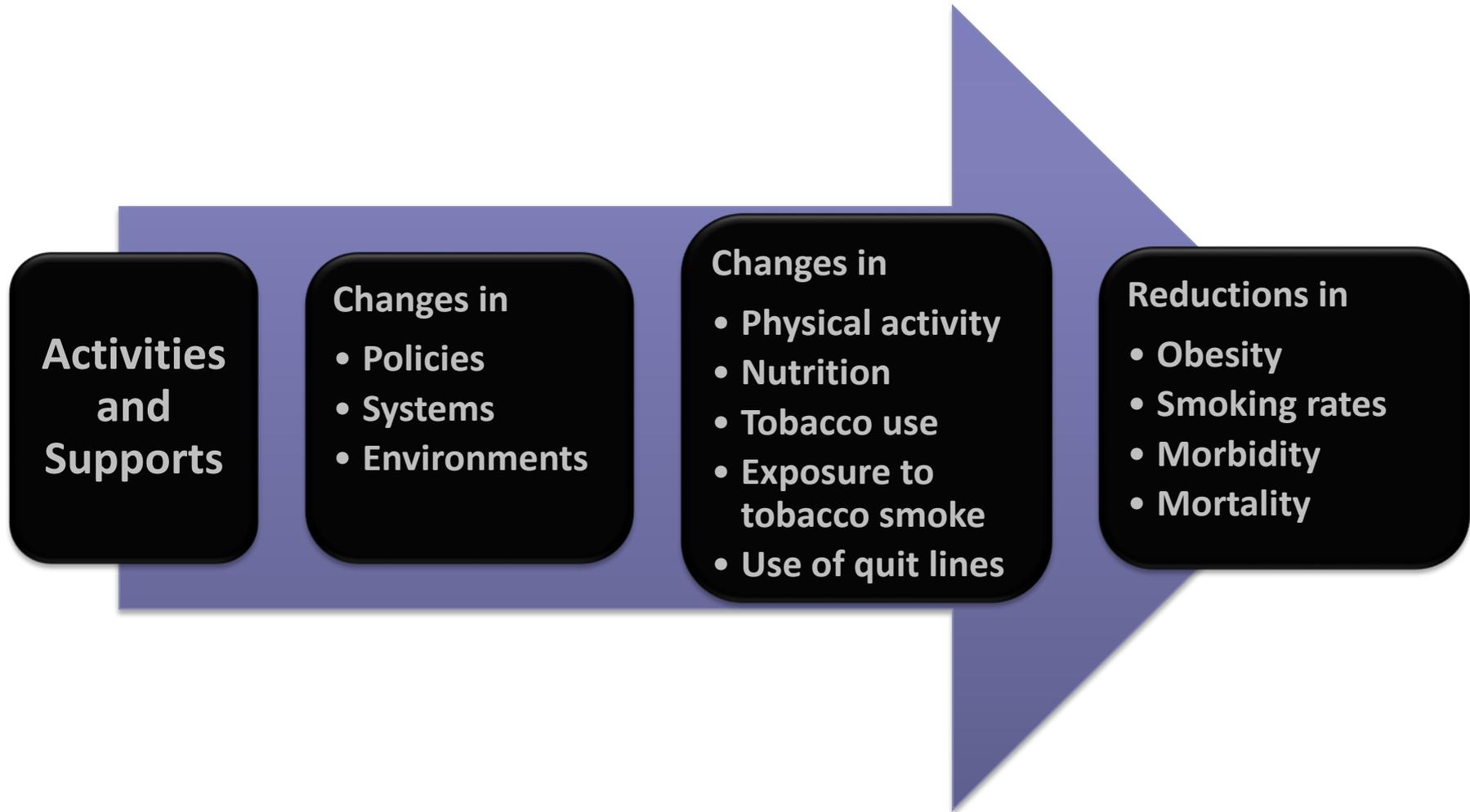


*What the program
and its staff
actually do*



*Results of activities:
Who/what will
change?*

Underlying Logic of CPPW

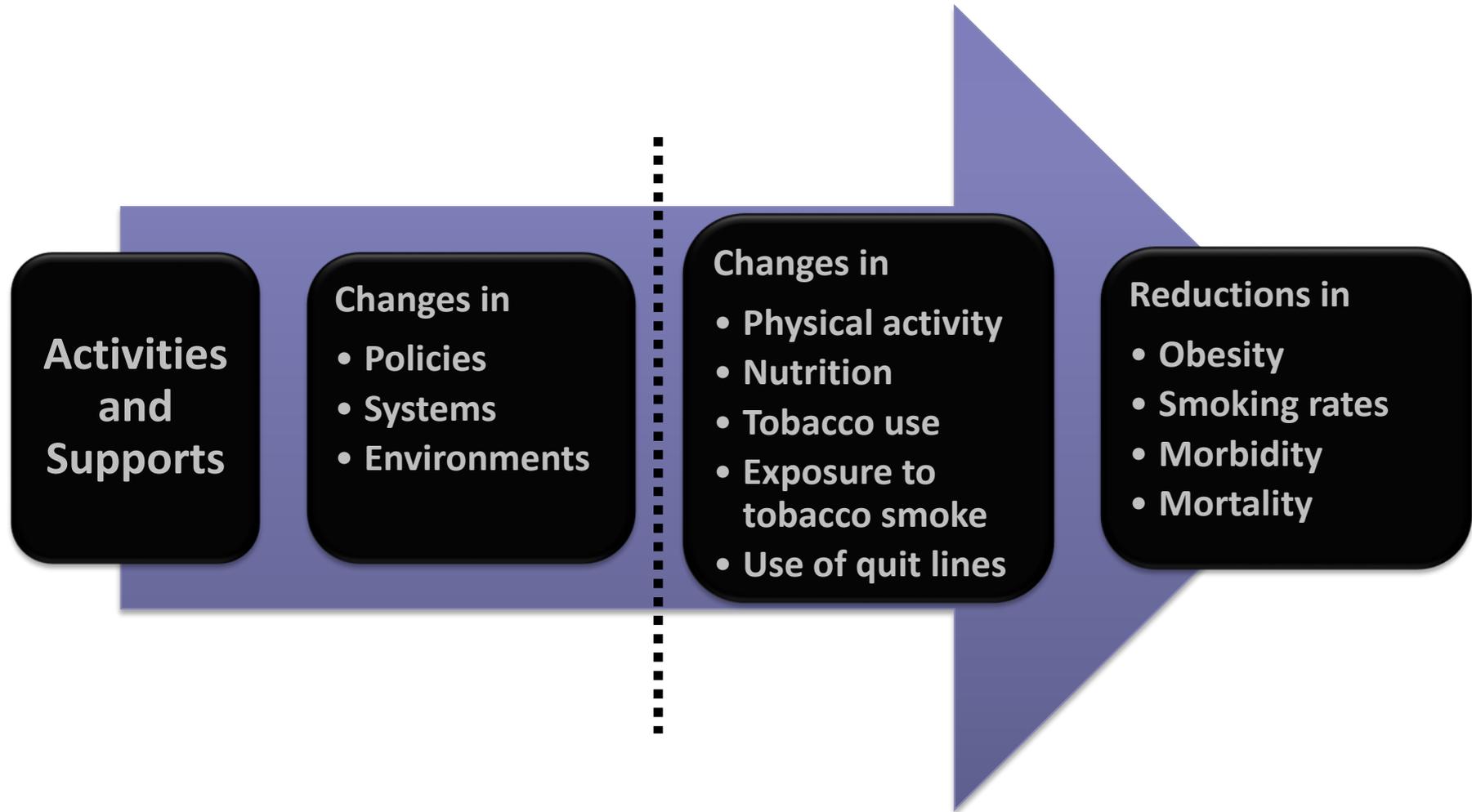




Insights from Simple Logic Models

- “Sphere of control” versus “Sphere of influence”
- Sequence of outcomes
- Mismatches of activities and outcomes
- “Accountable” outcomes
- Frame of reference for more detailed models

Underlying Logic of CPPW—Key Initial Outcome



Insights from Simple Logic Models

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- **Frame of reference for more detailed models**

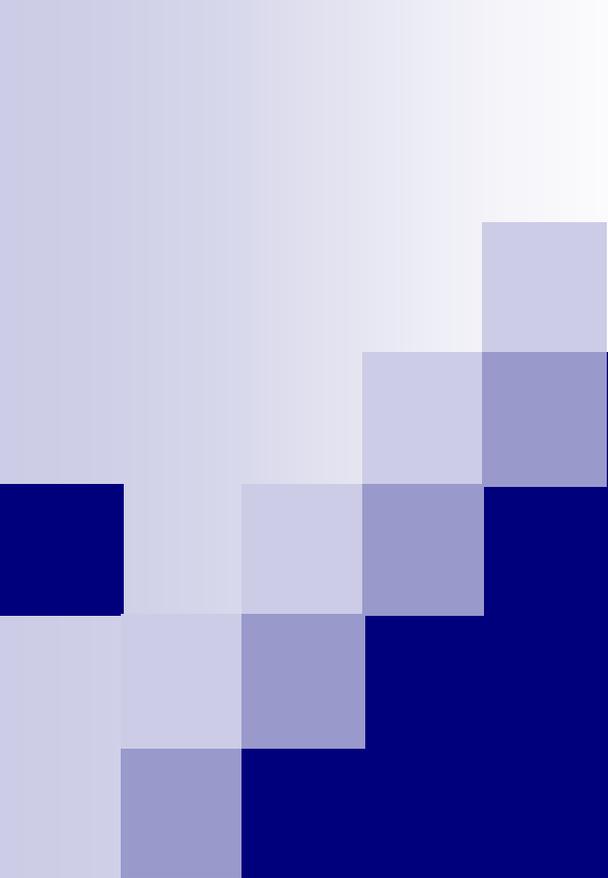
“Nested” Logic Models—Logic Models at Different Levels of the Organization/Effort

Enterprise Level

Each logic model is built with reference to the levels above and below...

Division/Partner Level

Project Level



Getting the Most from Your Logic Models

Example—Activities and
Outcomes

Constructing Logic Models:

Identify Activities and Outcomes by....

1. ***Examining program descriptions, MISSIONS, VISIONS, PLANS***, etc. and extracting these from the narrative, **OR**
2. ***Reverse mapping***—Starting with outcomes, ask “how to” in order to generate the activities which produce them, **OR**
3. ***Forward mapping***—Starting with activities, ask “so what” in order to generate the outcomes that are expected to result

Then...Do Some Sequencing...

- Divide the **activities** into 2 or more columns based on their **logical** sequence.
 - Which activities have to occur before other activities can occur?
- Do same with the **outcomes**.
 - Which outcomes have to occur before other outcomes can occur?

Case: Constructing Logic Models:

County X, with a high number of lead-poisoned children, has received money from CDC to support its Childhood Lead Poisoning Prevention Program. The program aims to do outreach and identify children to screen, screen and identify those with elevated blood lead levels (EBLL), assess their environments for sources of lead, and case manage both their medical treatment and the correction of their environment. They will also train families of EBLL children in selected housekeeping and nutritional practices. While as a grantee they can assure medical treatment and reduction of lead in the home environment, the grant cannot directly pay for medical care or for renovation of homes.

Listing Activities and Outcomes

Lead Poisoning

Activities

- Outreach
- Screening
- Case management
- Referral** for medical tx
- Identification of kids with elevated lead (EBLL)
- Environmental assessment
- Referral** for environmental clean-up
- Family training

Effects/Outcomes

- Lead source identified
- Families** adopt in-home techniques
- Providers** treats EBLL kids
- Housing Authority** eliminates lead source
- EBLL reduced*
- Developmental “slide” stopped*
- Q of L improved*

Global Logic Model: Childhood Lead Poisoning Program

Early Activities

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Later Outcomes

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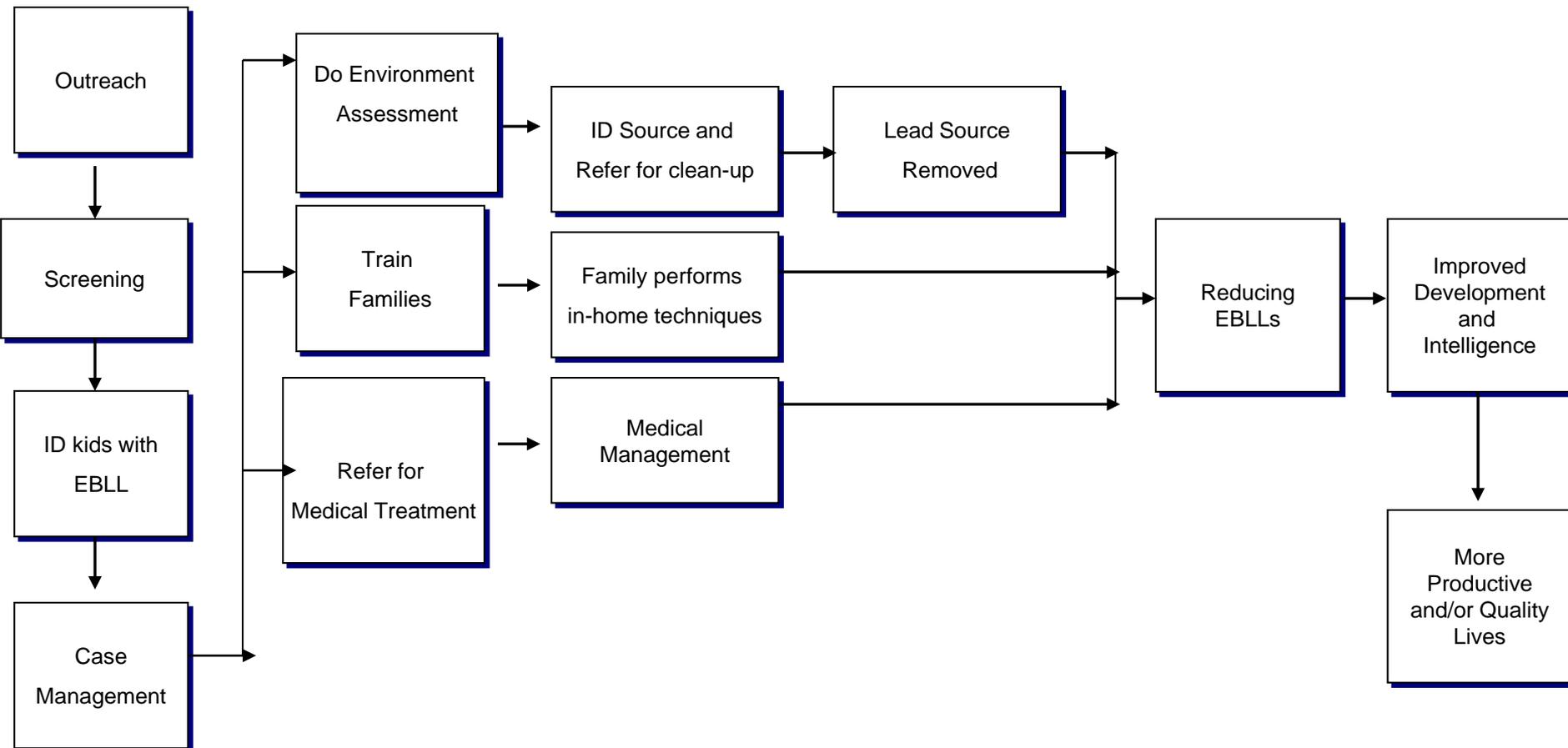
For Planning and Evaluation “Causal” Arrows Can Help

- **Not** a different logic model, but same elements in different format
- Arrows can go from:
 - ***Activities to other activities***
 - ***Which*** activities feed ***which*** other activities?
 - ***Activities to outcomes***
 - ***Which*** activities produce ***which*** intended outcomes?
 - ***Early effects/outcomes to later ones***
 - ***Which*** early outcomes produce ***which*** later outcomes

Lead Poisoning: "Causal" Roadmap

Activities

Outcomes



Finding Activities and Outcomes— OWCD Mission

- To improve health outcomes by developing a competent, sustainable and diverse public health workforce through evidence-based training, career and leadership development, and strategic workforce planning.

Implicit Logic Model

Activities

Conduct training

Do career
leadership
development

Do Strategic
workforce
planning



Outcomes

Competent,
sustainable,
diverse
workforce



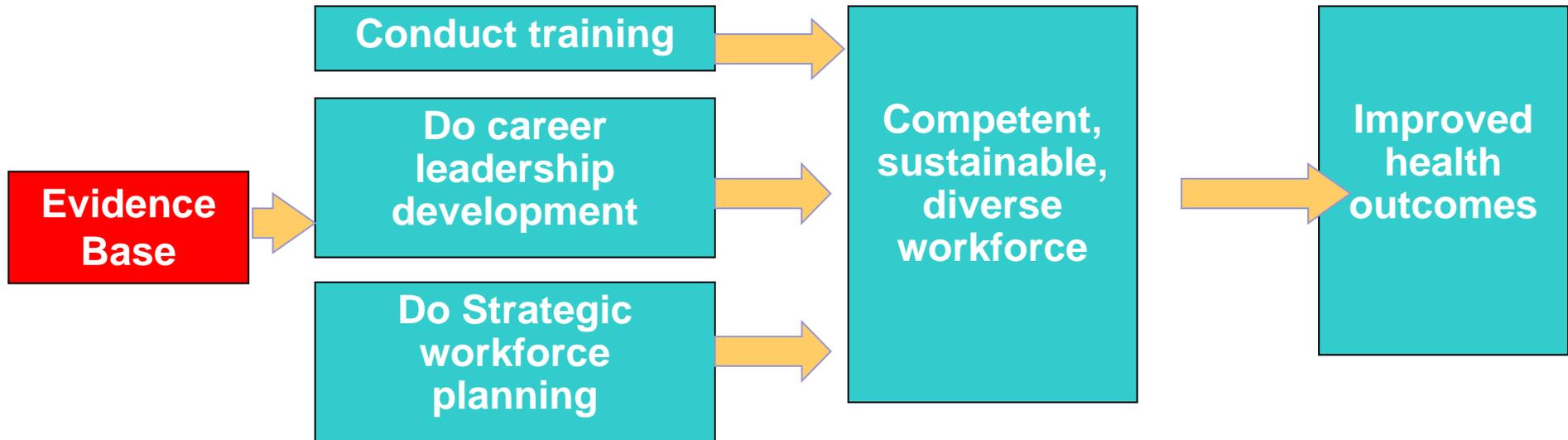
Improved
health
outcomes

Implicit Logic Model

Inputs

Activities

Outcomes



Elaborating Your Program Logic

- Common Terms

- Mediators

- Moderators

- Outputs

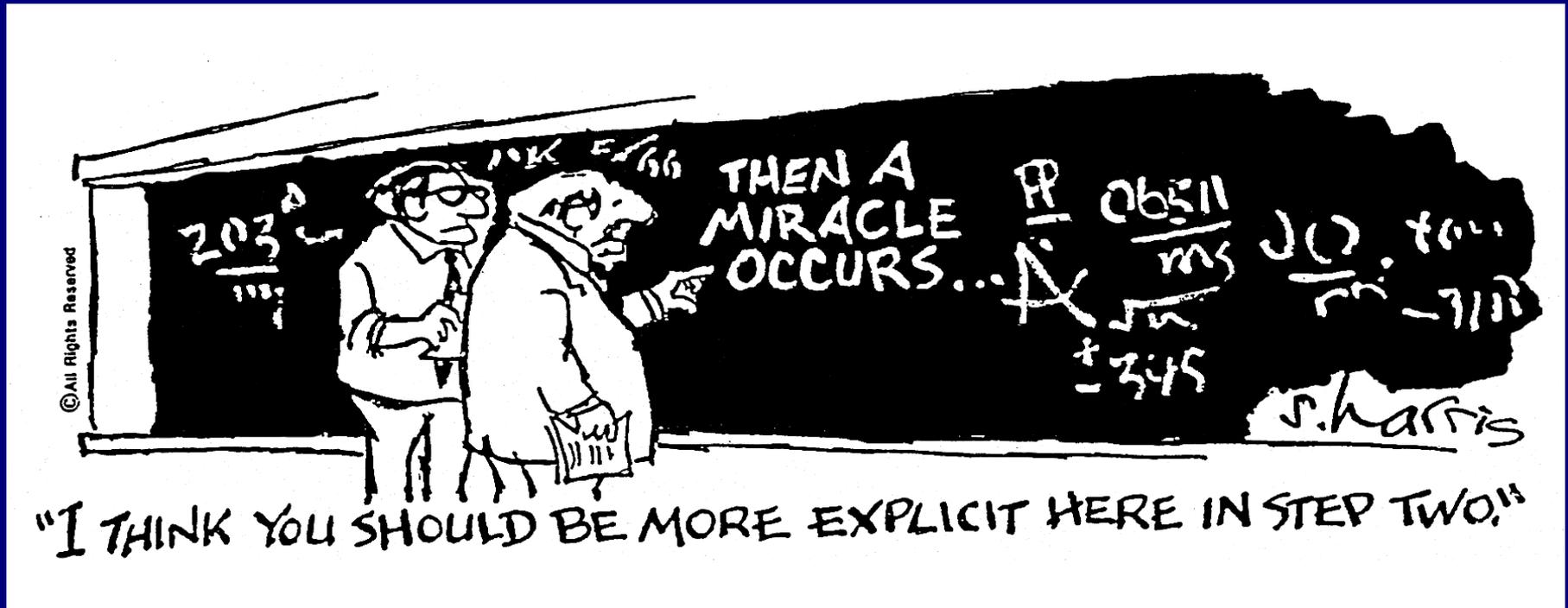
- Inputs

- BUT... “Form Follows Function”

- Not all models need to have (all of) them

- If you use them, use them well

Filling in the Blanks....Mediators



Implicit Logic Model

Activities

Conduct training

Do career
leadership
development

Do Strategic
workforce
planning



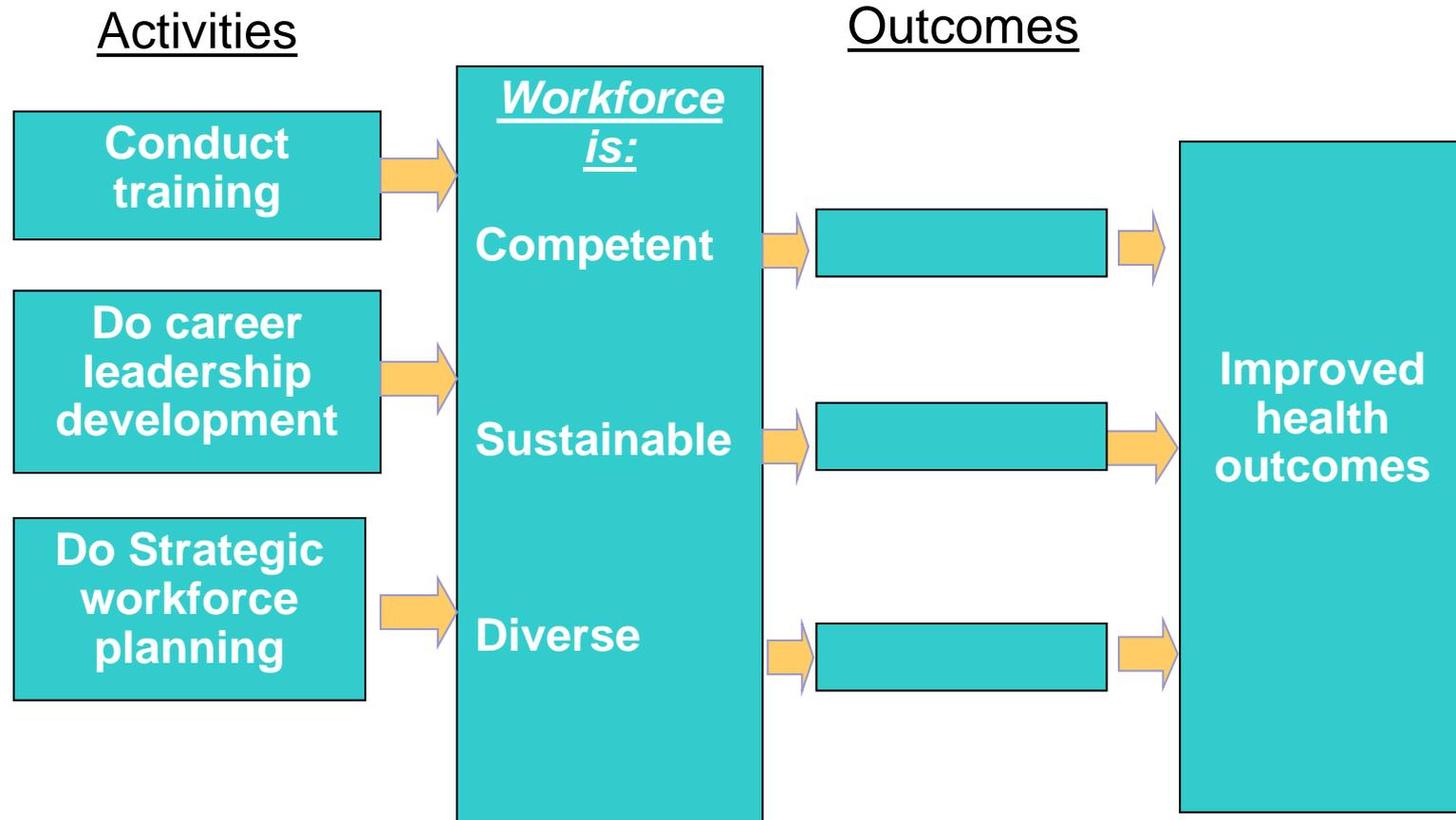
Outcomes

Competent,
sustainable,
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workforce

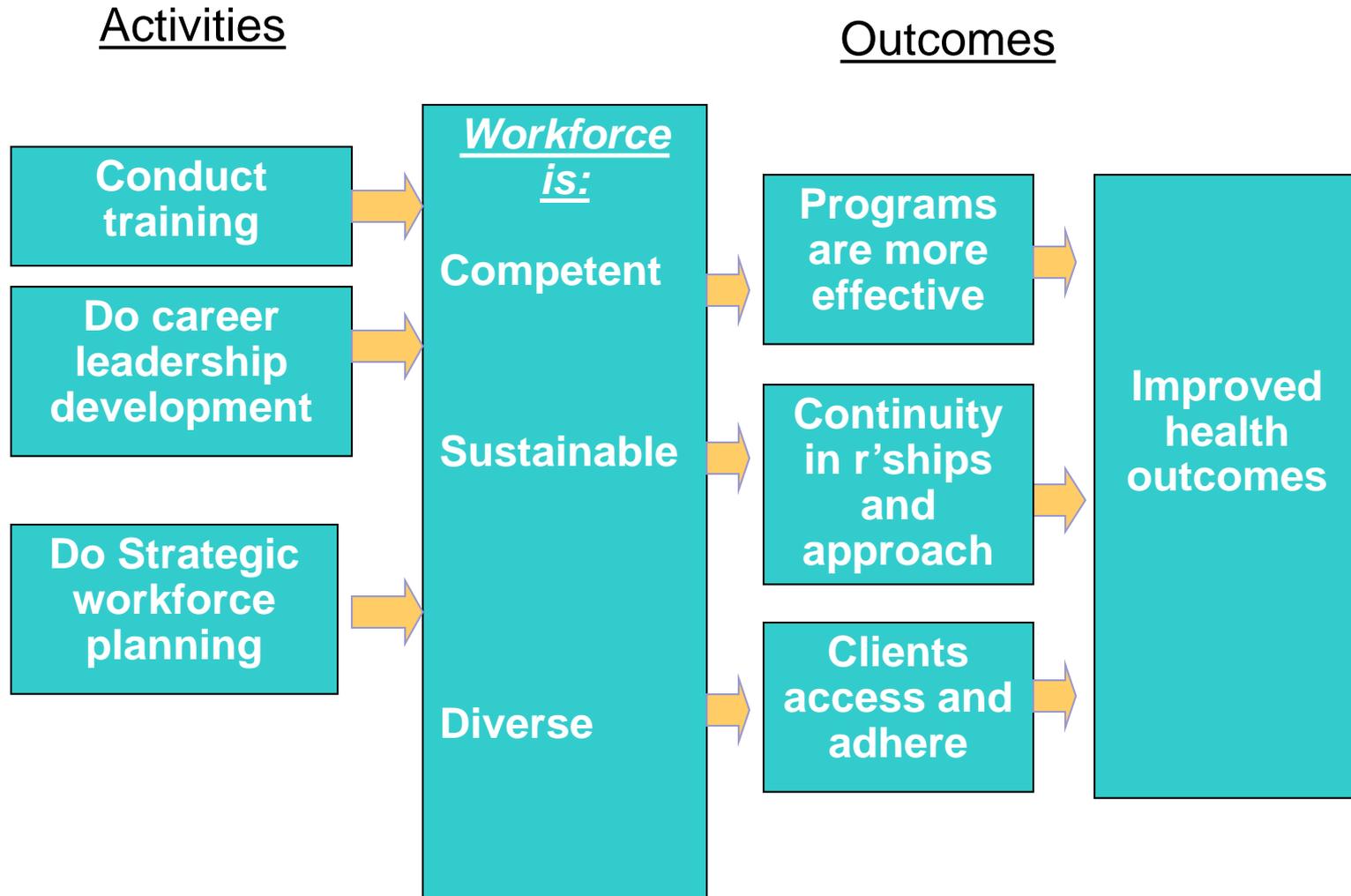


Improved
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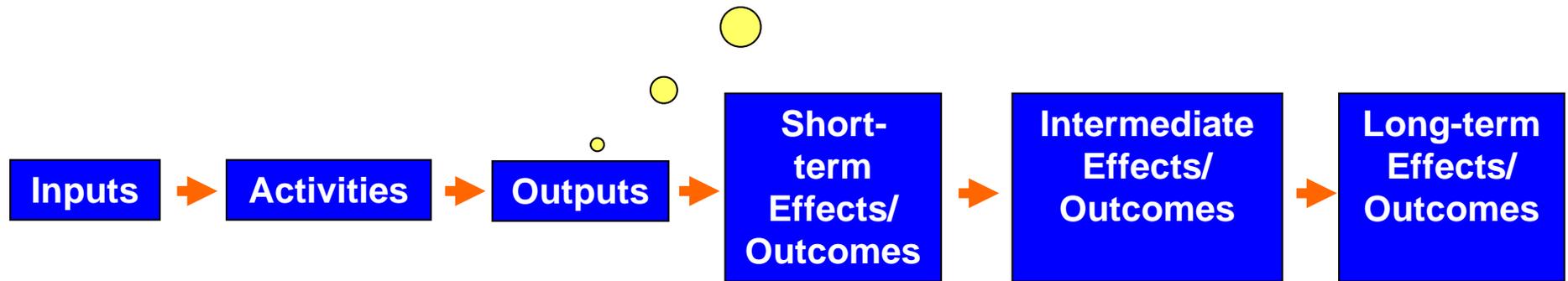
Mediators—Identifying Accountable Outcomes



Mediators and Accountable Outcomes

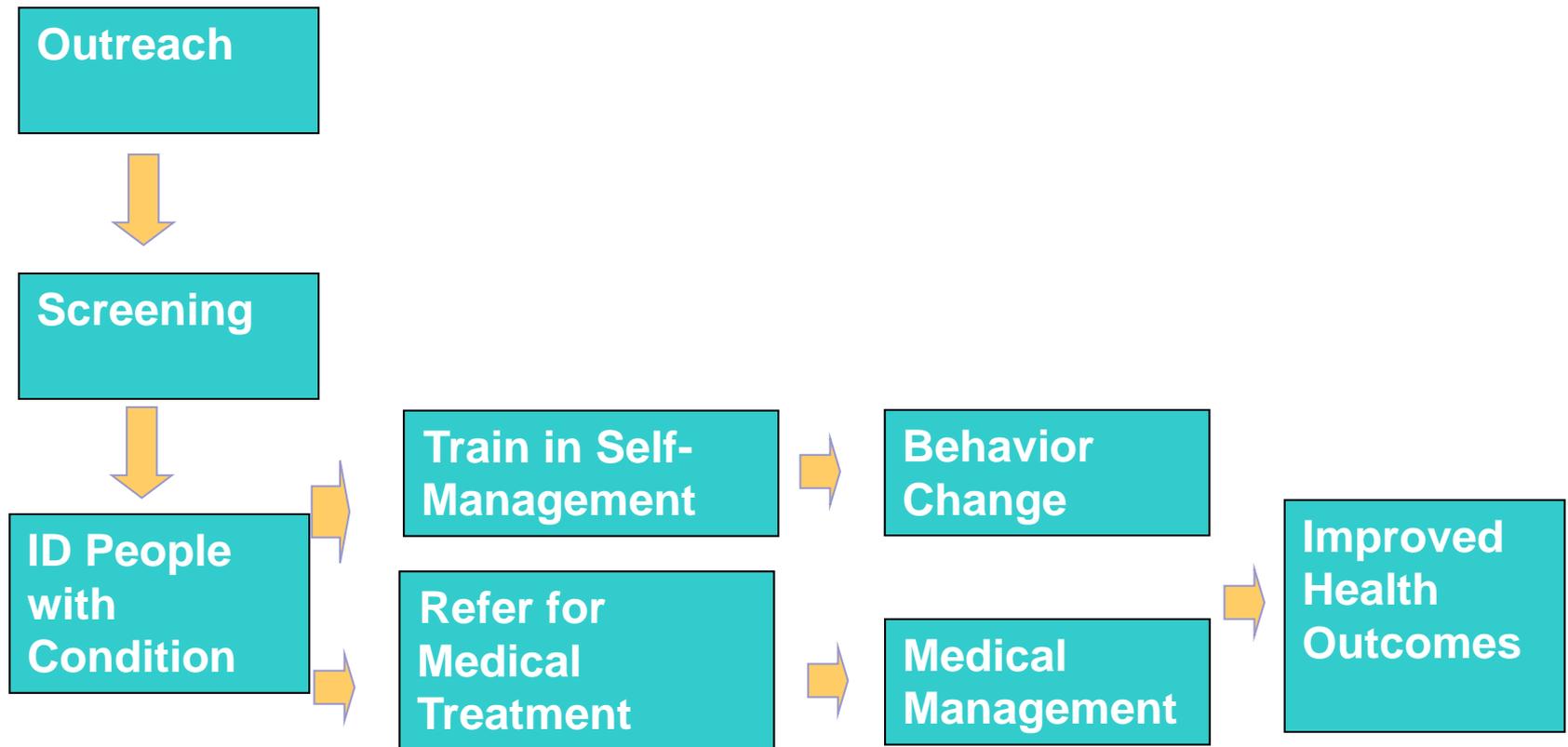


Tangible products of activities



**Assumptions
Context/External Factors**

Upgrading Your Outputs—How Logic Models Help



Traditional Outputs—Typical Screening Program

- *Screening:* Pool (#) of screened kids
- *Training:* Pool (#) of clients trained
- *Referrals:* (#) referrals to medical treatment

The Plot Thickens

Screening so good it will lead to...



ID People with Condition

Training in Self-Management so good it will lead to...



Behavior Change

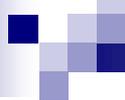
Referral for Medical Treatment so good it will lead to...



Quality Medical Management

“Upgraded” Outputs: *More than Simple Counts*

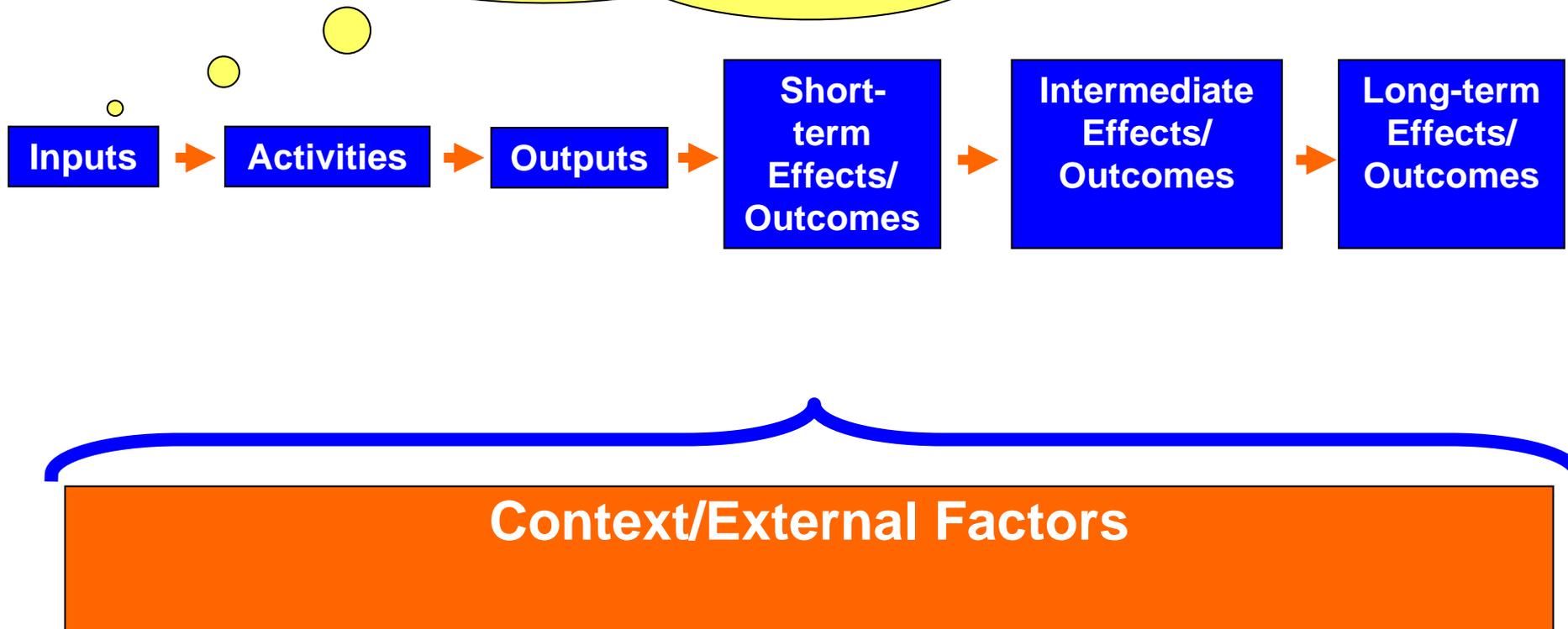
- *Screening*: Pool (#) of screened kids (*meeting likely risk profile*)
- *Training*: Pool (#) of clients trained using culturally-competent curriculum and with appropriate supports
- *Referrals*: Pool(#) of referrals to (*qualified or willing*) medical treatment providers



Inputs and Moderators

In search of “killer assumptions”

*Resource “platform”
for the program*



Inputs



Activities

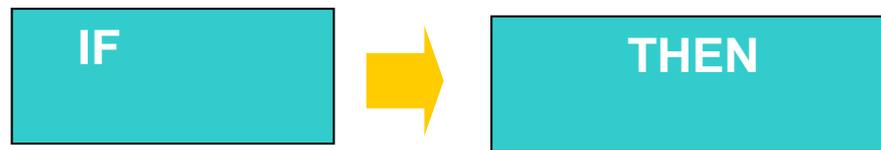
Outcomes

Moderators:
*Contextual factors
that will facilitate
or hinder getting
our outcomes*

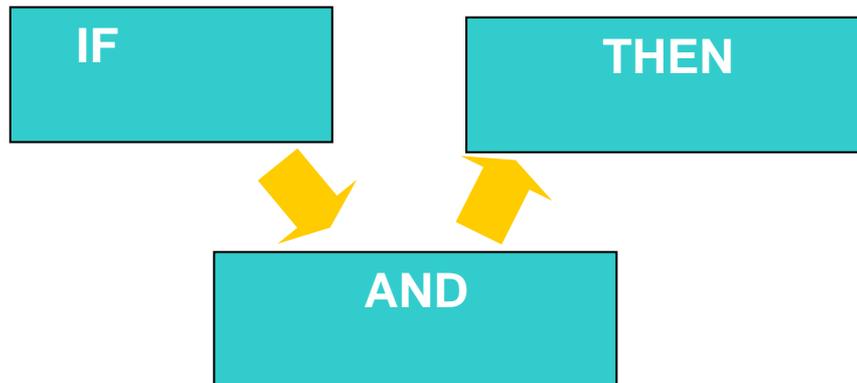
Context/External Factors

Understanding Our Program Logic— How Inputs and Moderators Help

From this...



To this...



Sample Inputs—Screening Program

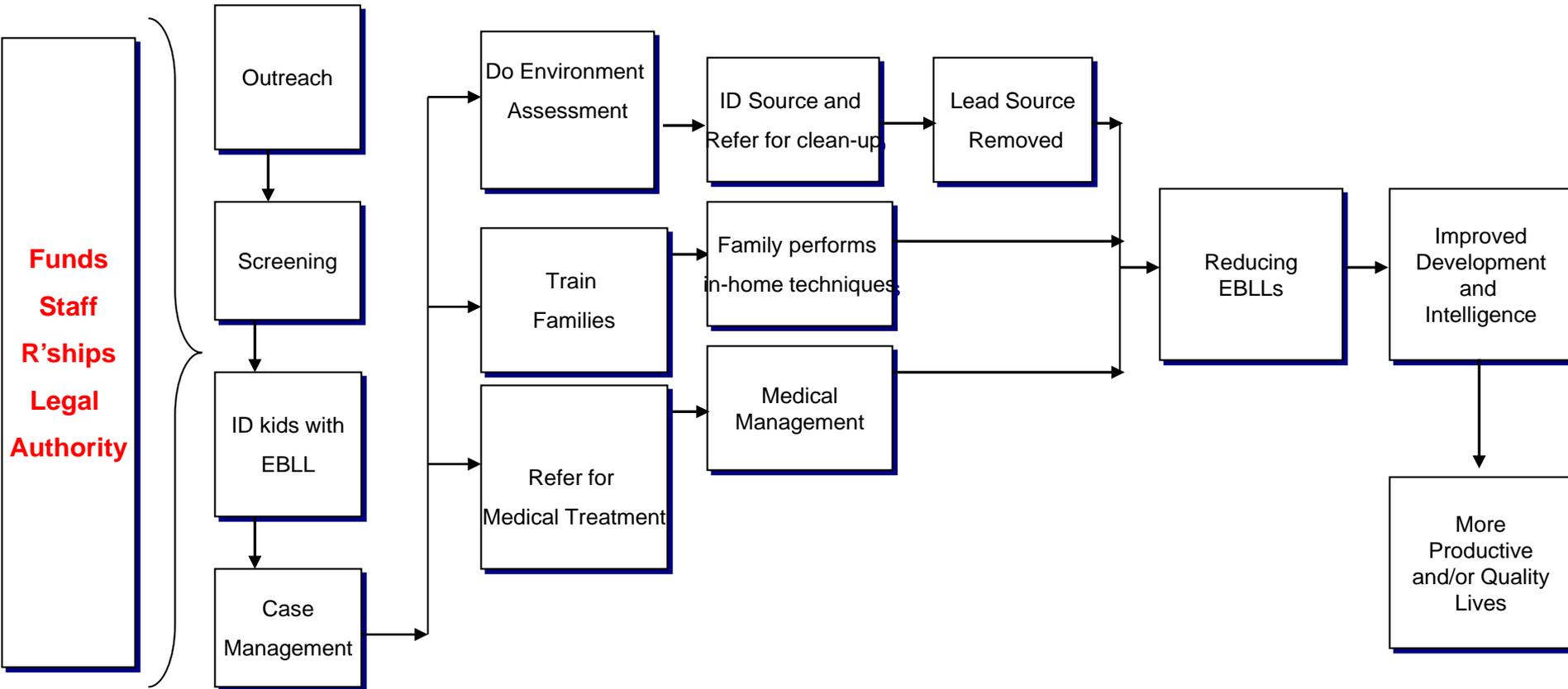
- Funds
- Trained staff
- Legal authority to screen
- *Relationships for med treatment*

Lead Poisoning: "Causal" Roadmap

Inputs

Activities

Outcomes



Moderators—Four Types

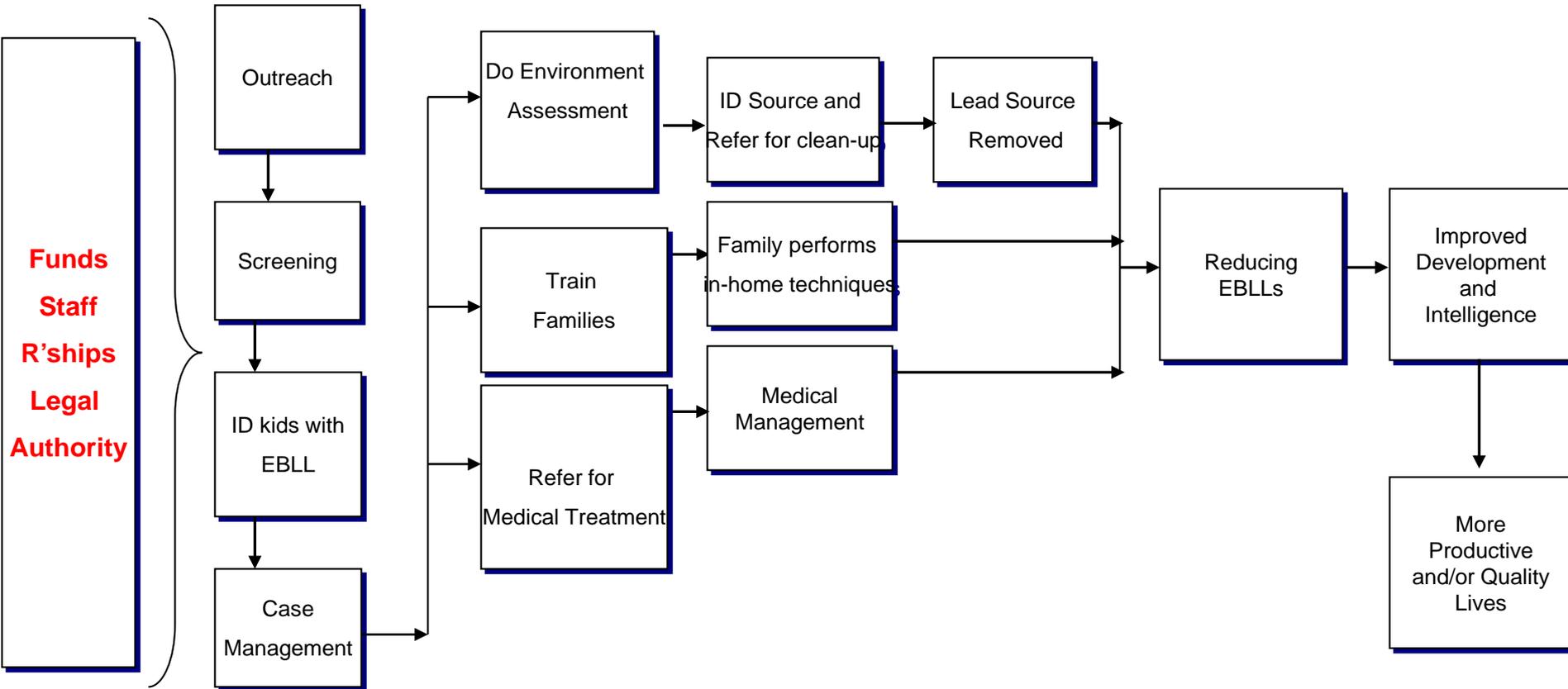
- Political
- Economic
- Social
- Technological

Lead Poisoning: "Causal" Roadmap

Inputs

Activities

Outcomes



"Hazard politics"

Health insurance coverage

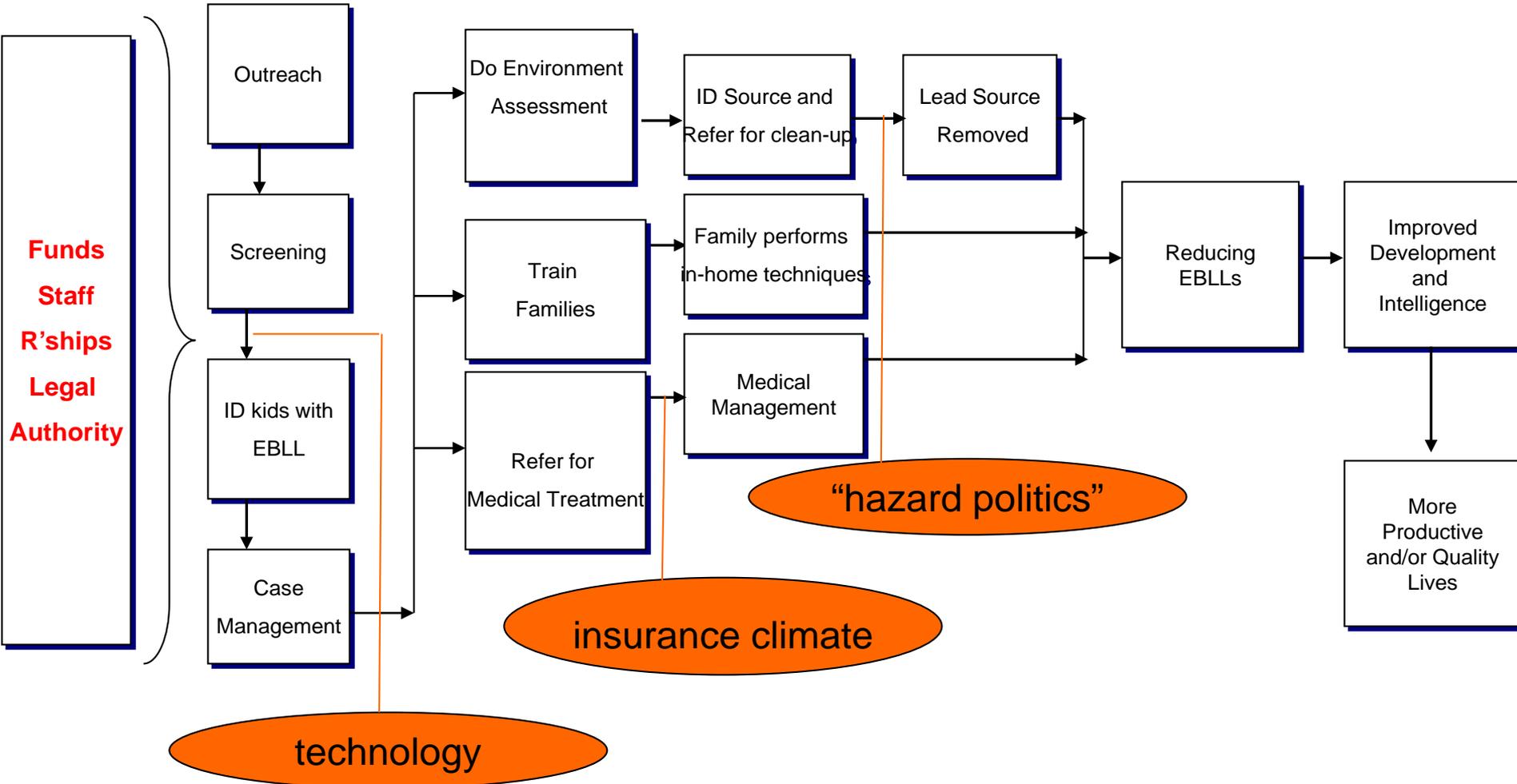
Availability of new technology

Lead Poisoning: "Causal" Roadmap

Inputs

Activities

Outcomes



Inputs and Moderators—What Do We Learn

- Prospectively

- Redesign

- Work-arounds

- Retrospectively

- Run *toward* the killer assumption

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