Developing Logic Models (LMs): Fine Tuning the HEZ Model to Local Zones

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Theory of Change/Logic Models

Methodologies used for planning, participation, and evaluation that are used to promote social change.

The terms are often used interchangeably but there are subtle differences.
Logic Models

Offer a picture of important destinations and guide you on what to look for on the journey to ensure you are on the right pathway.
A logic model presents a picture of how your effort or initiative is supposed to work.

Logic models make an explicit statement of the activities that will bring about change and the results you expect to see.

A logic model keeps participants moving in the same direction by providing a common language and point of reference.
Logic models become part of the work itself.

They energize and rally support for an initiative by declaring precisely what you're trying to accomplish and how.
Uses of a Logic Model

DURING PLANNING TO:

- clarify program strategy
- identify appropriate outcome targets (and avoid over-promising)
- align your efforts with those of other organizations
- write a grant proposal or a request for proposals
- assess the potential effectiveness of an approach
- set priorities for allocating resources
- estimate timelines
- identify necessary partnerships
- negotiate roles and responsibilities
- focus discussions and make planning time more efficient
Uses of a Logic Model

DURING STAFF AND STAKEHOLDER ORIENTATION TO:

- explain how the overall program works
- show how different people can work together
- define what each person is expected to do
- indicate how one would know if the program is working

DURING ADVOCACY TO:

- justify why the program will work
- explain how resource investments will be used
Uses of a Logic Model

DURING IMPLEMENTATION TO:

- provide an inventory of what you have and what you need to operate the program or initiative
- develop a management plan
- incorporate findings from research and demonstration projects
- make mid-course adjustments
- reduce or avoid unintended effects
Uses of a Logic Model

- **DURING EVALUATION TO:**
  - document accomplishments
  - organize evidence about the program
  - identify differences between the ideal program and its real operation
  - determine which concepts will (and will not) be measured
  - frame questions about attribution (of cause and effect) and contribution (of initiative components to the outcomes)
  - specify the nature of questions being asked
  - prepare reports and other media
  - tell the story of the program or initiative
Constructing a logic model

A logic model starts with a clearly identified end point, a change that you and your colleagues would definitely like to see occur, and asks how?

**FROM HEZ LEGISLATION**

Health outcome expectations:

- Improve health outcomes
- Reduce health disparities (and implicitly, improve minority health)
- Reduce health costs and hospital admissions and readmissions
Purpose, or mission. What motivates the need for change? This can also be expressed as the problems or opportunities that the program is addressing.

Context, or conditions. What is the climate in which change will take place?
Components of a logic model

- **Inputs, resources and infrastructure.**
  - What raw materials will be used to conduct the effort or initiative? Inputs can also include constraints on the program, such as regulations or funding gaps, which are barriers to your objectives.

- **Activities, or interventions.**
  - What will the initiative do with its resources to direct the course of change?

- **Outputs.**
  - What evidence is there that the activities were performed as planned?

- **Effects, or results, consequences, outcomes, or impacts.**
  - What kinds of changes came about as a direct or indirect effect of the activities? These can be short, medium and long term.
Smart Objectives

- **Specific** – target a specific area for improvement.
- **Measurable** – quantify or at least suggest an indicator of progress.
- **Assignable** – specify who will do it.
- **Realistic** – state what results can realistically be achieved, given available resources.
- **Time-related** – specify when the result(s) can be achieved.

**Example:**
- “In an effort to reduce smoking levels in the community, 50 current smokers will complete smoking cessation classes being held by staff from the county health department by July, 2015.”
Components of a logic model

A Series of “If...Then” Statements

Certain resources are needed to operate your program
If you have access to them, then you can use them to accomplish your planned activities
If you accomplish your planned activities, then you will hopefully deliver the amount of service that you intended
If you accomplish your planned activities to the extent you intended, then your participants will benefit in certain ways
If these benefits are achieved, then certain changes in groups or communities are expected to occur

Resources/Inputs ➔ Activities ➔ Output ➔ Outcome ➔ Impact

Your Planned Work
Your Intended Results

From CDC Evaluation Guide: Developing and Using a Logic Model.
# Creating an Diabetes Control Program Logic Model

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<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
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<td>Resources</td>
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<td>Staff</td>
<td>Hold nutrition education programs</td>
<td>Patients and their families completing nutrition education</td>
<td>Short/Medium term</td>
<td>Improved health outcomes</td>
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<td>Funding</td>
<td>Conduct exercise programs</td>
<td>Patients taking part in exercise programs</td>
<td>Decrease in A1C levels in Diabetic and Pre-diabetic patients</td>
<td>Reduction in health disparities (and implicitly, improvement in minority health)</td>
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<td>Curricula</td>
<td>CHW engagement with non-compliant diabetic patients</td>
<td>Diabetic patients monitoring blood sugar regularly</td>
<td>Decrease in BMI of Diabetic and Pre-diabetic patients</td>
<td>Reduction in health costs and hospital admissions and readmissions</td>
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<td>Data</td>
<td>Hold cooking classes</td>
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<td>Long term</td>
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<td>Reduction in diabetes related complications for patients being monitored</td>
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**Capacity**

**Productivity**

**Outcomes**
For each activity, output and outcome.....

- Who are you trying to reach?
- How many are you trying to reach?
- What level of change are you seeking?

......And by when?????????
Resources

- The CDC Evaluation Working Group provides a linked section on logic models in its resources for project evaluation. http://www.cdc.gov/eval/resources/index.htm#logicmodels


- University of Wisconsin’s Program Development and Evaluation provides a comprehensive template for a logic model and elaborates on creating and developing logic models. http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html
