

**FY 2012 Treatment and Recovery
Grant Programs**

Logic Model Resource Guide

What is a Logic Model?

The Logic Model is useful in planning, implementation, evaluation, and communication. It can be equally useful for describing group work, team work, community-based collaboratives, and other complex organizational processes seeking to promote results-based performance. The Logic Model is a graphic tool that displays the sequence of actions that describe what a program is and will do – how investments and activities link to results. It is:

- Practical and realistic. The Logic Model prevents planners from proposing activities that they cannot reasonably accomplish or outcomes that they have no control over;
- Data-focused. It helps programs identify data they can use to evaluate success accurately and reliably;
- Oriented towards measurable outcomes. It helps staff see if what they are doing is making a positive impact on the individuals and the communities they serve;
- A logical and coherent picture of an organization's plan that is easily communicated with staff, Board members, and funding entities.

A program Logic Model is an evaluation tool. Foraker training uses the following definition of evaluation: "Evaluation is the systematic assessment of the operation and/or outcomes of a program or policy, compared to a set of explicit or implicit standards, as a means of contributing to the improvement of the program or policy" (Weiss, 1998). Building a Logic Model requires us to think about program evaluation and measurable outcomes right from the beginning. Instead of proposing a lot of activities and calling it good, the Logic Model makes us answer these questions:

- How can I use the Logic Model to make improvements in my clinical outcomes or business management?
- Can I identify a particular goal that I want to accomplish?
- What would I need to produce, deliver, or complete to meet the goal?
- What resources do I have (or need to find) to conduct these activities?
- How will I know that I accomplished the goal? What outcomes could I measure that would show progress?

The advantage of the Logic Model is that the manager has considerable control over choosing goals, activities, outputs, and outcomes that fit the agency. Additionally, a completed Logic Model chart makes an evaluation plan easy to develop: the outcomes have already been thought out and only indicators and data collection strategies need to be identified.

Definitions

The Logic Model uses terms such as “outputs” which may not be familiar. It also uses familiar words, such as “outcomes,” in a specific way that it is important to understand. The following definitions will assist you to complete your FY 2012 Logic Model.

Goal: This is a clear statement about the success you are aiming to achieve.

Resources: These are the resources you have (or will need) to achieve the outcomes.

Activities: These are what you will do (processes or events) to reach your goal. Activities and outputs are what will be produced by the resources.

Outputs: These are the products of your activities, not the activities themselves. Outputs include documents that you will produce, # of patients served, # of participants trained, and/or events coordinated (it does not include meetings you will attend or groups you belong to because those are not outputs).

Outcomes: Outcomes are the changes that will occur in behavior, beliefs, attitudes or knowledge as a result of your activities and outputs. An outcome should start with a “measurement” word, such as “increase,” “decrease,” “reduce” “expand” or “improve.” Your outcome statement should be structured to state the desired effect (increase, decrease, reduce, maintain, etc), in what (behavior, belief, attitudes, knowledge), and in whom (in staff, SMI patients, etc). You can propose short-term outcomes (that will happen within 3-6 months) and longer term outcomes (that will take 9-12 months or more to achieve).

Evaluation: Make sure you identify the performance indicators that will measure progress on your outcomes (i.e. how will you know you were successful in reaching the outcomes?). Will you compare FY 2012 outcome measures to FY 2011 measures to show improvement? Think about the data collection strategies you will need to measure your performance. It is best to use data you can easily obtain, so as not to make the evaluation process too burdensome.

FY 2012 Logic Model for Treatment grant programs

In the FY 2012 grant application, applicants are required to submit one Logic Model that proposes a goal related to *improving clinical service delivery and/or client treatment outcomes*. This is a change from FY 10-11 which allowed for the Logic Model to address business management.

A sample Logic Model is attached, along with a table describing Logic Model terms in more detail. These two documents are followed by a blank Logic Model worksheet and a blank Logic Model Evaluation Plan chart.

LOGIC MODEL FOR PROGRAM PLANNING

RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	GOALS
<p>The factors which potentially improve program effectiveness.</p> <p>Resources may include funding, existing organizations, potential collaborating partners, existing organizational or interpersonal networks, staff and volunteers, time, facilities, equipment and supplies.</p>	<p>Processes, techniques, tools, events, technology, and actions of the planned program. May include products (materials, curricula, policies and procedures, treatment protocol), services, and infrastructure (e.g. structure, relationships, and capacity used to bring about the desired results).</p>	<p>The direct results of program activities described in terms of the size and/or scope of the services and products delivered or produced by the program.</p> <p>Outputs indicate if a program was delivered to the intended audiences at the intended amount (e.g. number of meetings held, materials produced and distributed, program participation rates, hours of services provided).</p>	<p>Changes in attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities and which are most often expressed at an individual level.</p>	<p>Organizational, community and / or system level changes expected to result from program activities, which might include improved conditions, increased capacity, greater efficiency, etc.</p>

**FY 2012 COMPREHENSIVE BEHAVIORAL HEALTH TREATMENT AND RECOVERY GRANT PROGRAMS
LOGIC MODEL SAMPLE**

Grantee name: *Counseling Center of Alaska, Inc*

RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	GOALS
<p>24/7 staffed group home</p> <p>ER manager wants to work with center to improve emergency response</p> <p>Examples of emergency protocols, p and p's from agency providing local crisis respite</p> <p>Community support from hospital, police, clinic for better way to handle emergencies locally</p>	<p>Director works with staff to get their buy in on concept of local stabilization and crisis respite.</p> <p>Work with State Licensing to designate one group home bed for crisis respite care</p> <p>Cross train case managers on how to provide Recipient support services for monitoring and supervision of crisis clients</p> <p>Develop protocol collaboratively with hospital ER so that cases quickly screened and triaged.</p> <p>Develop training module for ER staff</p>	<p>New policies and procedures for emergency outreach program.</p> <p>One crisis respite bed made available</p> <p>New MOA with hospital signed</p> <p>Training for ER docs and RN on psychiatric emergencies</p> <p>Case managers and group home staff provide team supervision and monitoring to at least 2 crisis patients by March 2010</p>	<p>Increased number of emergency clients are stabilized locally.</p> <p>Reduced number of transports to API</p>	<p>Every resident of our area with a behavioral health emergency will receive prompt, coordinated and appropriate care.</p>

**FY 2012 COMPREHENSIVE BEHAVIORAL HEALTH TREATMENT AND RECOVERY GRANT PROGRAMS
LOGIC MODEL EVALUATION PLAN SAMPLE**

Instructions

Use the outcomes identified in your Logic Model. Indicators are the measures which indicate whether you have been successful.

OUTCOMES	INDICATORS	DATA COLLECTION STRATEGY
Increased number of emergency clients are stabilized locally.	Crisis clients stabilized in group home bed at least twice.	Group home log
Reduced number of transports to API	25% fewer Securitas transports	Data from DBH

**FY 2012 COMPREHENSIVE BEHAVIORAL HEALTH TREATMENT AND RECOVERY GRANT PROGRAMS
LOGIC MODEL WORKSHEET**

Grantee name:

RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	GOALS

**FY 2012 TREATMENT AND RECOVERY GRANT PROGRAMS
LOGIC MODEL EVALUATION PLAN**

Instructions: Use the outcomes identified in your Logic Model. Indicators are the measures which indicate whether you have been successful.

OUTCOME	INDICATORS	DATA COLLECTION STRATEGY

**FY 2012 TREATMENT AND RECOVERY GRANT PROGRAMS
LOGIC MODEL EVALUATION PLAN**

Grantee:

Identified challenge:

OUTCOME	INDICATORS	DATA COLLECTION STRATEGY

Applicants will fill out the evaluation plan chart above and attach to their Logic Model, for submission to DHSS Behavioral Health in FY 2012 Continuation grant application.