Supporting Mental Health in Ohio First Responders

Logic Model — Guide

Ohio Fire Chiefs Association
Materials provided by
BCFirstRespondersMentalHealth.com

Introduction

This guide is reproduced from a portion of the document titled *Supporting Effective Evaluations: A Guide to Developing Performance Measurement Strategies*, published by the Centre of Excellence for Evaluation, Treasury Board of Canada Secretariat, Government of Canada. This document is available at tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/ae-ve/cee/dpms-esmr/dpms-esmrpr-eng.asp.

Overview of the Logic Model

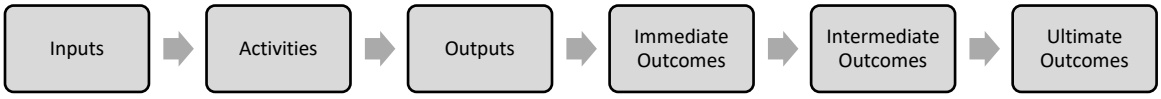
The **logic model** serves as the program's road map. It outlines the intended results (i.e. outcomes) of the program, the activities the program will undertake and the outputs it intends to produce in achieving the expected outcomes. The purpose of the logic model is to:

- help program managers verify that the program theory is sound and that outcomes are realistic and reasonable;
- ensure that the PM Strategy Framework and the Evaluation Strategy are clearly linked to the logic of the program and will serve to produce information that is meaningful for program monitoring, evaluation and, ultimately, decision making;
- help program managers interpret the monitoring data collected on the program and identify implications for program design and/or operations on an ongoing basis;
- serve as a key reference point for evaluators in upcoming evaluations; and
- facilitate communication about the program to program staff and other program stakeholders.

Logic Model Content

There are many ways to present logic models. While each organization can use the format that best suits its audience, a standard series of components (sometimes referred to as the "results chain") should be included in order for the logic model to effectively support an evaluation. These components, which are logically linked, are the program inputs, activities, outputs and outcomes. As shown in Figure 1, there are three types of outcomes: immediate, intermediate and ultimate. The key components of the logic model are defined in Table 2.

Figure 1: Main Components of a Logic Model



An important design feature of logic models is that they are, ideally, contained on a single page. As the logic model is intended to be a visual depiction of the program, its level of

detail should be comprehensive enough to adequately describe the program but concise enough to capture the key details on a single page.

Table 2: Descriptions of Logic Model Components

Component	Description	Examples
Inputs	• Financial and non-financial resources used to deliver activities, produce outputs and accomplish outcomes.	• Funds • Personnel • Equipment, supplies • Physical facilities
Activities	• The action(s) that a departmental organization undertakes to produce one or more outputs under the program. • Demonstrate the "how" of the program. • Activities are sometimes referred to as "processes", "strategies" or "action steps". Note: For grants and contribution programs, it is recommended that the activities carried out by departments be differentiated from those carried out by the organizations receiving funding.	• Conducting research and analysis • Delivering training sessions • Consulting, engaging stakeholder opinion • Conducting inspections
Outputs	• Direct products or services generated from the activities of an organization, policy, program or initiative. • Are usually within the control of the organization itself. • Typically are tangible and can be counted. • Demonstrate the "what" of the program. • Outputs are sometimes referred to as "deliverables" or "units of service".	• Pamphlet • Water treatment plant • Training sessions completed, number of people trained • Position papers, research reports or studies

Component	Description	Examples
Outcomes	• The change(s) or the difference(s) that result from the program outputs. • Demonstrate the "why" of the program. • Higher-level outcomes (e.g. ultimate outcomes) are not always within the control of a single program; instead, they are within a sphere of the organization's influence. • Outcomes are sometimes referred to as "impacts" or "results." Note: Some identified program outcomes may be identical to the "expected results" in the departmental PAA. In such cases, a footnote explaining this alignment should be provided.	• Improved collaboration and coordination among partners • Increased visibility of a certain issue • Improved policies
Immediate Outcomes	• An outcome that is directly attributable to the outputs delivered. • In terms of time frame, these are short-term outcomes.	• Change in awareness, knowledge, skills or access of a target population (e.g. increased knowledge of a certain issue)
Intermediate Outcomes	• Outcomes that are logically expected to occur once one or more immediate outcomes have been achieved. • Often, intermediate outcomes describe behavioural changes that result from increases in a target population’s skills, knowledge, awareness and/or access. • The change may occur at the individual, group, organizational or community level.	• Change in target population's behaviour

Component	Description	Examples
Ultimate Outcomes	• These are the highest-level outcomes that can be reasonably and causally attributed to a policy, program or initiative. • Are a consequence of one or more intermediate outcomes having been achieved. • They often contribute to the higher-level departmental strategic outcome(s). Note: The ultimate outcome should not be at a higher level than the expected results of the PAA element to which the program contributes.	• A change of state in a target population, e.g. social impact

Logic Model Narrative (Including Theories of Change)

A logic model is a visual expression of the rationale behind a program. However, on its own, the logic model does not provide enough detail on how the program activities will contribute to its intended outcomes and how lower-level outcomes will lead to higher-level outcomes. As such, the logic model should be accompanied by a **narrative** that outlines how certain activities or actions are intended to produce results. This is sometimes referred to as the "theory of change" or "program theory." A good narrative explains the linkages between activities, outputs and outcomes by describing the underlying assumptions of the program, risks and external factors that influence whether or not the outcomes will be achieved.

Theory of Change

Every program is based on a "theory of change" — a set of assumptions, risks and external factors that describes how and why the program is intended to work. This theory connects the program's activities with its goals. It is inherent in the program design and is often based on knowledge and experience of the program, research, evaluations, best practices and lessons learned.

Considerations when Developing the Logic Model

There are many different approaches for developing the logic model. A participatory process* is recommended, as it helps to improve the accuracy of the logic model and provides stakeholders with a common understanding of what the program is supposed to achieve and how it is supposed to achieve it. It is important to remember that the logic model is not static; it is an iterative tool. As the program changes, the logic model should be revised to reflect the changes, and these revisions should be documented.

The following key questions should be considered once the program logic model is completed:

- Are all activities, outputs and outcomes included?
- Does each outcome state an intended change?
- Is it reasonable to expect that the program's activities will lead to the program's outcomes?
- Are the causal linkages plausible and substantiated by the program theory?
- Are all the elements clearly stated?
- Are the outcomes measurable?
- Do the activities and outcomes address a demonstrated need?
- Is the final outcome at a lower level than the expected results of the departmental PAA?

*Ideally, a broad range of perspectives (e.g. stakeholders, experts, academics in the field) should be considered when developing the program logic model. It is also recommended that program managers consult with the evaluation unit when developing the program logic model.