

## LOGIC MODEL—Guidelines

NORC programs undertake a variety of projects to improve the experience of residents who are “aging in place” in these communities. NORC program leaders should consider developing a “logic model”—or a kind of road map—to describe how the many elements of a project, including planned activities and expected outcomes should work together. The logic model can be a useful tool to help define the goals of your project and can also help shape planning, design, management, accountability, evaluation, and communication about your project’s results.

Developing a logic model should be an inclusive process, which involves your partners and other stakeholders. Without consensus on the project’s goals and approach, the project is likely to stall.

The following information was designed to provide guidance in developing a logic model. NORC program leaders should feel free to edit this tool, so that it meets your specific needs. Components of a logic model include:

- Problem Statement
- Project Goal
- Project Objective
- Activities
- Outputs/Results
- Immediate Outcomes
- Intermediate Outcomes
- Long-term Outcomes

Included in this tool are descriptions of the key components of a logic model, a form with instructions about developing a logic model, an example logic model, and a blank form for you to use.

## Problem Statement

A problem statement is a brief summary that does the following:

- Identifies the problem that your project seeks to change—for example, high rates of emergency room usage.
- Identifies the causes of the problem—for example, high emergency room use may be caused by falls, poorly managed chronic conditions, or a lack of access to primary care. (Be sure to consider all possible causes of the problem—for example, age, medication, physical limitations, and the environment often combine to increase the risk of falls.)
- Identifies the affected population—for example, the senior residents of a NORC.

A clearly specified problem statement is an important first step that will guide your efforts to set goals and objectives, and design and implement your project.

## Project Goals

The project goals should describe what the project hopes to accomplish, who will be affected, and what changes it expects to produce. Unlike project objectives, project goals are typically broad statements that provide overall direction for the project. Project goals should include two basic pieces of information: who will be affected and what will change as a result of the project. Goals typically include verbs such as improve, prevent, increase, promote, or reduce. Examples of project goal statements include:

- ◆ To reduce risk factors for falls among elderly patients admitted to the emergency room.
- ◆ To promote/increase the social connectivity of seniors in the community.
- ◆ To prevent adverse drug events among seniors in the NORC program.

## Project Objectives

An objective is a specific and measurable condition that must be attained to accomplish a particular goal. Effective objectives clearly state the outcome to be achieved (“what”); the time frame for achieving it (“when”); the criterion for deciding whether the outcome has been achieved (“how much”); and the priority population served (“who”). Project objectives need to be specific; objectives that are too broad may not provide enough guidance. Examples of project objectives include:

- ◆ In the first six months of the project (when), we will have identified all (how much) clients (who) at risk of falls (what).
- ◆ By the end of the year (when), we will create new social connections (what) with the community for 50% (how much) of the home bound seniors (who) living in the NORC.
- ◆ Within the first year (when), all (how much) of the high-risk patients at risk of drug adverse events (who) will have a plan of care in place (what).

## Activities

Activities describe what you plan to do to bring about the intended objectives for the project. Describe the activities you intend to conduct, for example, trainings, educational sessions, surveying, health screening, meals distribution, proposal writing, volunteer recruitment, etc.

## Outputs/Results

Outputs are products of the project's activities. They show the quantifiable results. Usually, they are measured in terms of volume—for example, the number of classes taught, the number of people served, the amount of material distributed. Outputs alone do not offer insight about the effect of a project, but they are necessary for measuring outcomes.

## Outcomes

The final step in completing your logic model is to record outcomes, which are changes in conditions, behavior, attitudes, skills, or knowledge that occur as a result of a project. There are three levels of outcomes:

- **Immediate outcomes** typically focus on near-term changes and generally demonstrate changes in awareness, knowledge, perception, beliefs. For example, the number of providers using standardized fall assessment tools increases after they attend a training session on preventing falls among seniors.
- **Intermediate outcomes** demonstrate changes in practice and behavior. An example may be an increase in shared care planning among providers of seniors at risk of falling. Or an increased client self-advocacy or confidence around falls. Intermediate outcomes are often the most practical way to determine whether a NORC project has made a positive difference in the lives of the people it serves.
- **Long-term outcomes** take longer to demonstrate, may be the result of several factors, and can be difficult to measure. Examples of long-term outcomes include changes in use of services, health status, and quality of life, such as a reduction in the risk of falls among senior residents.

# PROGRAM NAME

## Problem Statement

Briefly describe the problem that the project aims to address, as well as its causes, and the population affected.

## Project Goal

Briefly describe overall project goal (i.e., the broad solution to the problem specified in the problem statement).

## Project Objective

Briefly specify specific project objectives (i.e. what needs to take place for the goal or goals to be achieved). (Note: Logic models will often include a separate section that specifies resources needed to implement objectives.)

## Activities/ Tasks

Briefly list the main project components that will need to be designed and implemented for the goal and objectives to be achieved.

## Outputs

Outputs show the results of your activities. They typically are measured in terms of volume -- the number of people that have attended training, or the number of materials distributed, etc.

## Immediate Outcomes

Immediate outcomes are defined as those outcomes (or impacts) that can be expected to follow "immediately" from the activities. They typically include short-term impacts that show changes in participation rates, knowledge, attitudes and beliefs. They are necessary, but not sufficient on their own, for achieving the project's goal(s). They are the "logical" first-step.

## Intermediate Outcomes

Intermediate outcomes are defined as those outcomes (or impacts) that designate changes in practice and behavior. They typically take longer to achieve as they must first build upon changes in knowledge, attitudes, and beliefs. Intermediate outcomes logically follow immediate outcomes and are necessary for achieving the project's goal.

## Long Term Outcomes

Long term outcomes are defined as those outcomes that show population-level changes in the condition or targeted problem.

It is important to note that long-term outcomes are often difficult to measure because they are subject to many influences and take an extended period of time to occur.

# The G.R.E.A.T. NORC Program

## Problem Statement

High emergency department use by seniors due to fall-related injuries.

## Project Goal

To reduce risk factors for falls for G.R.E.A.T. NORC Program clients by integrating the NORC and community physicians' assessment and treatment processes.

## Project Objective

By the end of the first year, all clients will be assessed for falls risk using a comprehensive screening, assessment, and intervention protocol.

### Activities/ Tasks

Implementation of training and education programs for community physicians

Design and implementation of falls assessment and intervention protocol

### Outputs

Number of trainings conducted

Number of community physicians trained

Number of screenings conducted

### Immediate Outcomes

Increased knowledge of partner capabilities and services

Increased communication among providers

Increased identification of target population

### Intermediate Outcomes

Increased shared care planning

Increased continuity of care

Increased client ability to identify risk for falls

### Long Term Outcomes

Reduced risk for falls

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