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# The Road Less Traveled

## *Using Fluid Logic Models to Map Routes to Your Destination*

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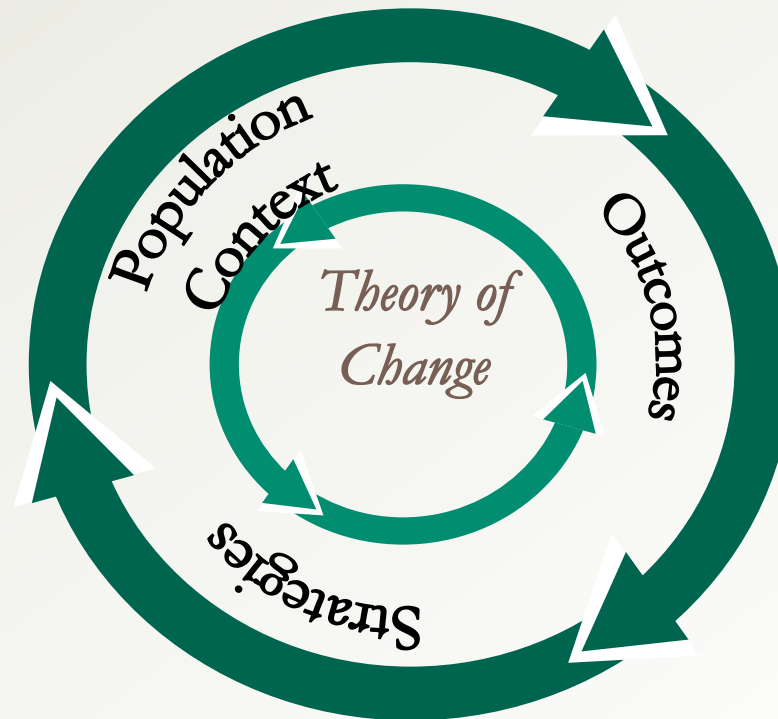
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# Theory Of Change

- A clearly expressed relationship between three core elements



# Logic Model Definition

- A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan to do, and the changes or results you hope to achieve.
- The most basic logic model is a picture of how you believe your initiative will work.
- It uses words and/or pictures to describe the sequence of activities thought to bring about change and how these activities are linked to the results the effort is expected to achieve.

# Logic Model Purpose

- The purpose of a logic model is to provide stakeholders with a road map describing the sequence of related events connecting the need for the planned program with the initiative's desired results.
- Mapping a proposed initiative helps you visualize and understand how human and financial investments can contribute to achieving your intended goals and can lead to improvements.

# Questions Along the Way





# The journey unfolds

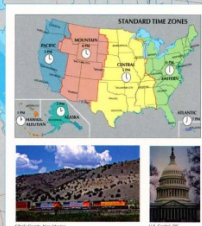
Change

Create

Commit

Check

Commence



POPULATED PLACES	
1,000,000 and over	Chicago
500,000 - 999,999	Seattle
100,000 - 499,999	Orlando
25,000 - 99,999	Flagstaff
24,999 and less	Lawrence
National capital	Washington
State or provincial capital	Albany
Urban area	
TRANSPORTATION	
Interstate limited access highway	
Other principal highway	
Road	
Railroad	
PHYSICAL FEATURES	
Divide: perennial watercourse	
Urban: perennial watercourse	
Railway systems	
Highest elevation in state (feet)	
Other elevations (feet)	
Forest cover	

SCALE 1:5,000,000  
0 100 200 300 400 500 MILES  
0 100 200 300 400 500 KILOMETERS  
Albers equal area projection, standard parallels 29°30'N and 45°30'N, central meridian 96°W  
Compiled by U.S. Geological Survey  
2001





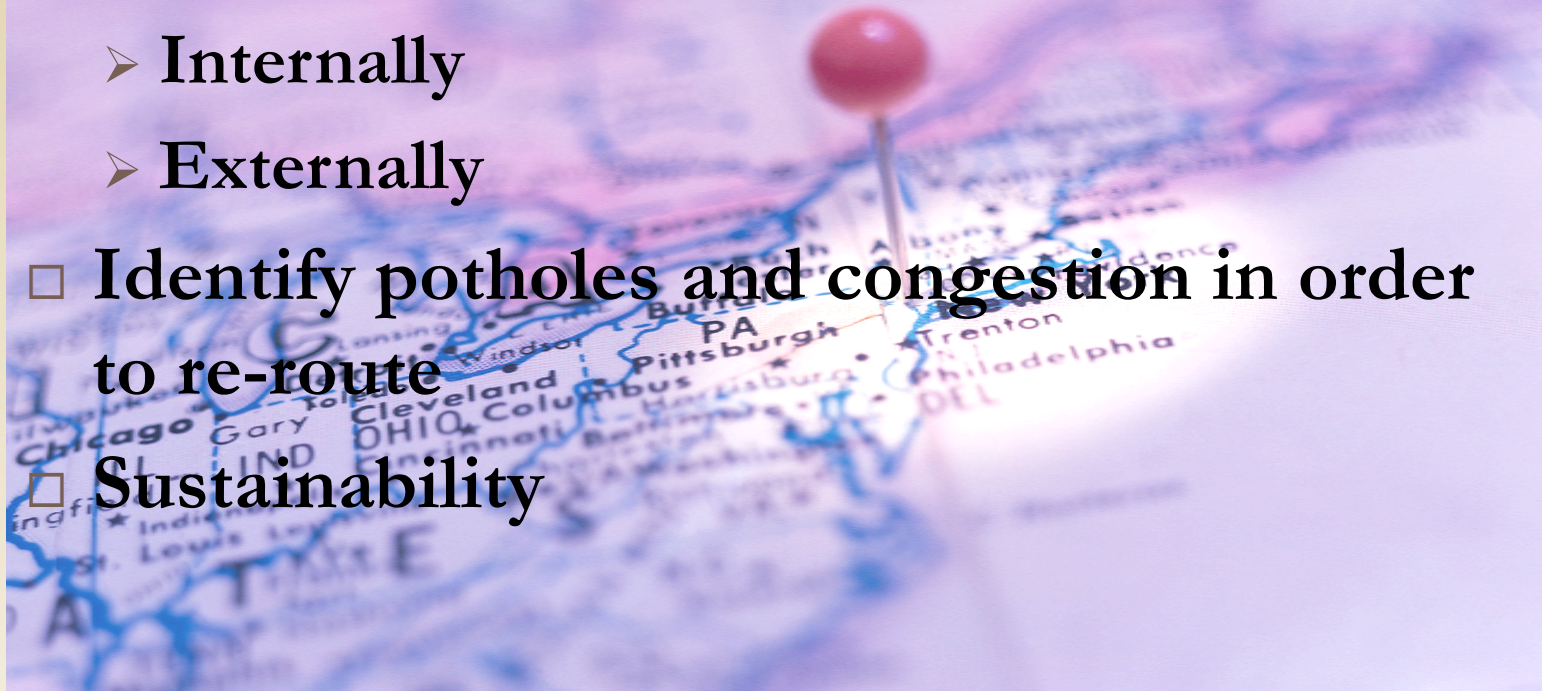
# Taking it on the Road

As we entered Year 5...

- New (5<sup>th</sup>) Project Director
- New landscape
- Old map

# Rationale for Revising the Map

- ❑ Buy-in and ownership
- ❑ Make sure that everyone was working with the same directions
  - Internally
  - Externally
- ❑ Identify potholes and congestion in order to re-route
- ❑ Sustainability





# Resulting Changes

- ❑ Revised governance structure
- ❑ Prioritized efforts
- ❑ Updated initiatives/strategies
- ❑ Enhanced CQI processes

# Data as an Input to Change

## Data= The “Map Ap”

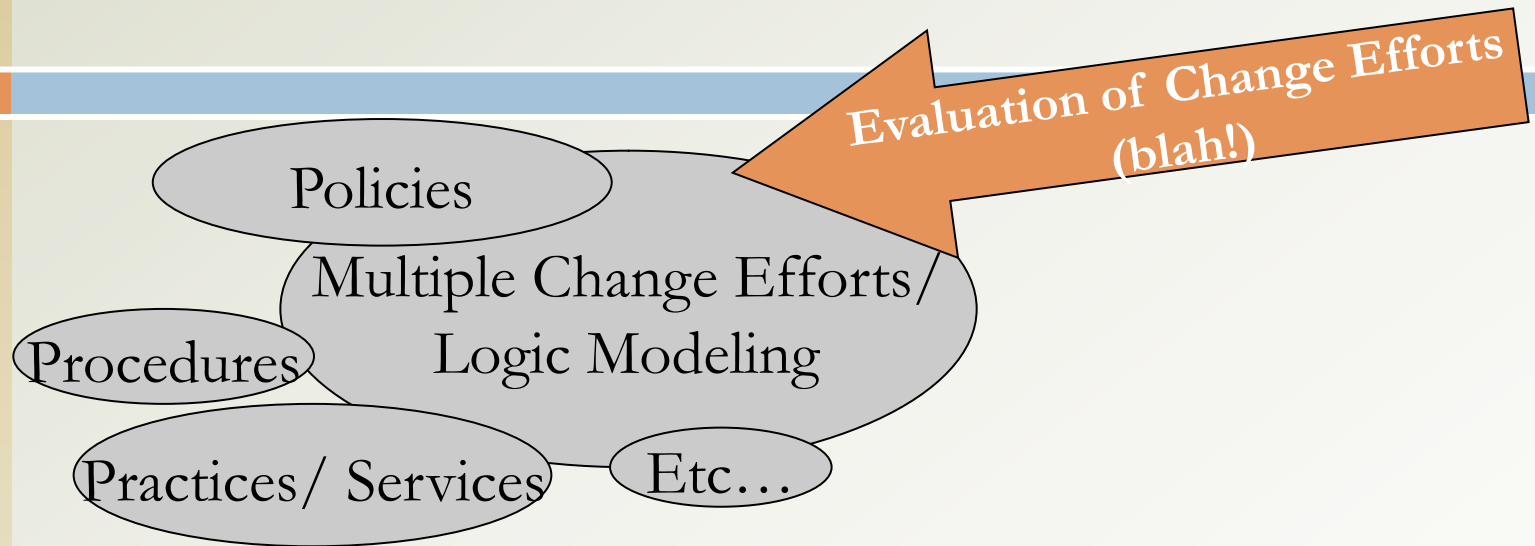
*Systems often fail because stakeholders, at various levels and in various roles, didn't know enough about, have, or use data that could have helped to prevent such failure.*

*...i.e. you can't really get “there” without data...*

Cannon M. and Edmonson A. 2004. Failing to learn and learning to fail (intelligently). How great organizations put failure to work to improve and innovate.



# Internalizing Evaluation: A Destination in and of Itself



*...i.e. you also can't get there without internalizing evaluation as part of the process...*

- *Regard evaluation as another cog on the wheel that needs fixing*
- *Grow a "data guided culture" across your organization/ systems*

# Roadmap for Getting There: A Mix of Technical and Adaptive Driving

**Technical:** *change in know how*

- the “teachables”
- Grossly *overestimated* in the field

**Adaptive:** *change in social conditions, values and beliefs*

- the “less-teachables”
- Grossly *underestimated* in the field

*There's a whack of adaptive work in quality logic modeling...*



# The Data “Map Ap”: What Can it Do? From Concepts to Operations

1) **Data Collection:** *Does the data that can inform the logic modeling process exist?*

(Challenges: relevance/utility, quality, aggregate)

2) **Data Access:** *Can we access the data to inform the logic modeling process?*

(Challenges: MIS, power structures, trust, fear, bureaucracy, agency cultures)

3) **Data Dissemination:** *Are we using data in a way that can inform the process?*

(Challenges: timely/ timing, relevant, understandable)

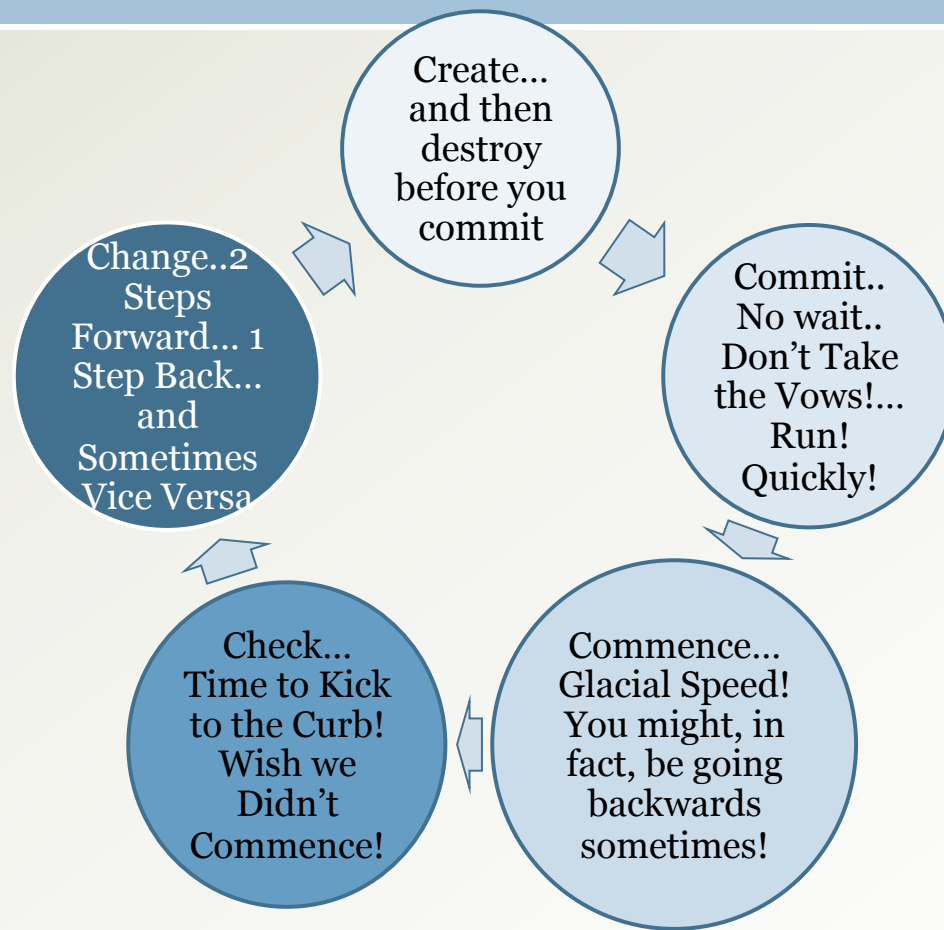
# Using the Data Map Ap

- What's a given “point” in your logic model where data/ information could be helpful?
  - Who wants to know? Why? What? etc.
- How could use of data be rolled into operations
  - What's the vision for internalizing?
- What would need to happen to get there?
  - Adaptive vs. Technical?
  - Collection, Access, or Dissemination?

*... “Houston... Data Base here... we seem to have some heavy Adaptive/ Access construction on the road... again!... could take a couple years... re-routing in order”*



# Re-routing The Journey Unfolds: Take 2 The Non-Linear Version



# Discussion questions...

- How often and what should spark revisiting your destination and the planned route?
- How can communities use logic models to bring together different initiatives (i.e., how do you merge maps?)
- Thoughts on the main role of data at the table— not the little tricks in the bag, but *the most fundamental, underdeveloped, high utility use of data in system reform....*  
Data as process...what does it look like?
- Thoughts on/ interactions with Data-Pinocchio? Are you him? Do you know him? He likes the utility realm!



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# USF Logic Model Website

- Theory of Change Logic Model website:  
Tools for Sustaining Community Created Systems  
of Care
  - Featured Logic Models
  - Narrated presentations of Logic Model  
Development and processes
  - System of Care Practice Review (SOCPR) tutorials  
and resources

**<http://logicmodel.fmhi.usf.edu>**