



Oklahoma System of Care Logic Model Development



Sharon Hodges, Ph.D., MBA

Department of Child and Family Studies
Louis de la Parte Florida Mental Health Institute
College of Behavioral & Community Sciences
University of South Florida

May 6, 2009

Agenda

- Introductions
- Orientation to Theories of Change
- OK Theory of Change Components – small group work
- Linking it together
- Next steps

Goals

- Develop capacity for using theories of change to express the broad vision for Oklahoma system of care expansion
- Articulate the theory of change for OK statewide systems of care

So That Oklahoma's SOC Vision Grounded In:

- Clear understanding of the statewide mission, plan and expectations.
- Clear understanding of ideas inherent in Systems of Care as they relate to the local strategies for system development.

Local Conditions Resulting from Fragmentation

- Lack of clarity about population of concern
- Lack of adequate responsiveness to cultural and linguistic differences
- Inadequate accountability
- Inadequate range and coordination of services and supports

Defacto System

- Diffused Child Mental Health Services
- Unclear Pathways to Care

Other Sectors
Growing

Reform: Systems Of Care

Improved
Outcomes

$$f \left(\begin{array}{l} \text{Improved} \\ \text{pathways to} \\ \text{care} \end{array} + \begin{array}{l} \text{Improved} \\ \text{availability of} \\ \text{services} \end{array} + \begin{array}{l} \text{Improved implementation} \\ \text{of effective practices} \\ \text{+ across organization levels} \end{array} \right)$$

Values and Principles of a System of Care

Expectations For Communities

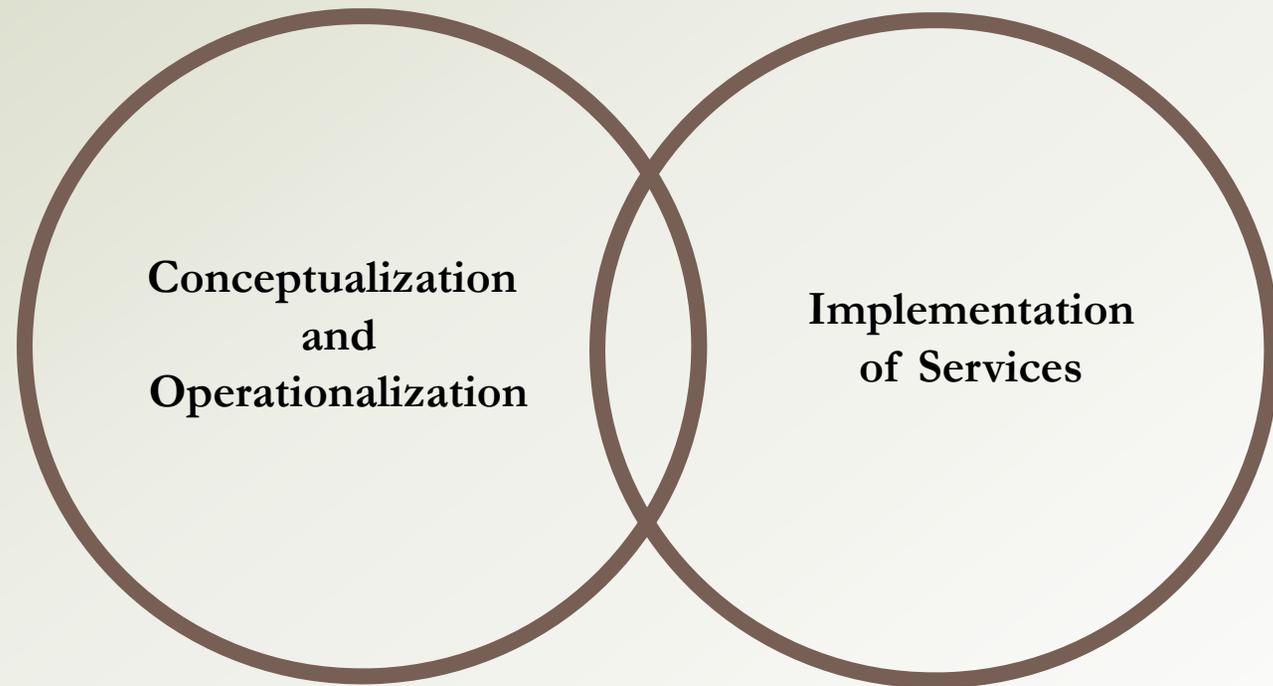
The system of care approach expects local planners to improve access and availability

- Local service delivery processes
- Supporting service delivery infrastructure

Systems of Care

- a comprehensive spectrum of mental health and other necessary services which are organized into a coordinated network to meet the multiple and changing needs of severely emotionally disturbed children and adolescents." (Stroul & Friedman, 1986)
- an adaptive network of structures, processes, and relationships grounded in system-of-care values and principles that provides children and youth with serious emotional disturbance and their families with access to and availability of necessary services and supports across administrative and funding jurisdictions" (Hodges, Ferreira, Israel, & Mazza, 2006).

Linking Ideas To Action



Assumption: the degree of overlap between the two functions contributes to improved planning and service delivery

What Is A Theory Of Change?

- The underlying assumptions and strategies that guide system development and are believed by planners and implementers to be critical to producing change.
 - Access and availability of service/supports intended to lead to improvements for children and their families.

Theory Of Change

□ Beliefs that system planners and implementers have about:

- What children with serious emotional/behavioral challenges and their families need from services/supports in order to thrive in their communities

and...

- What strategies will enable these services/supports to become available and meet those needs

Theory Of Change

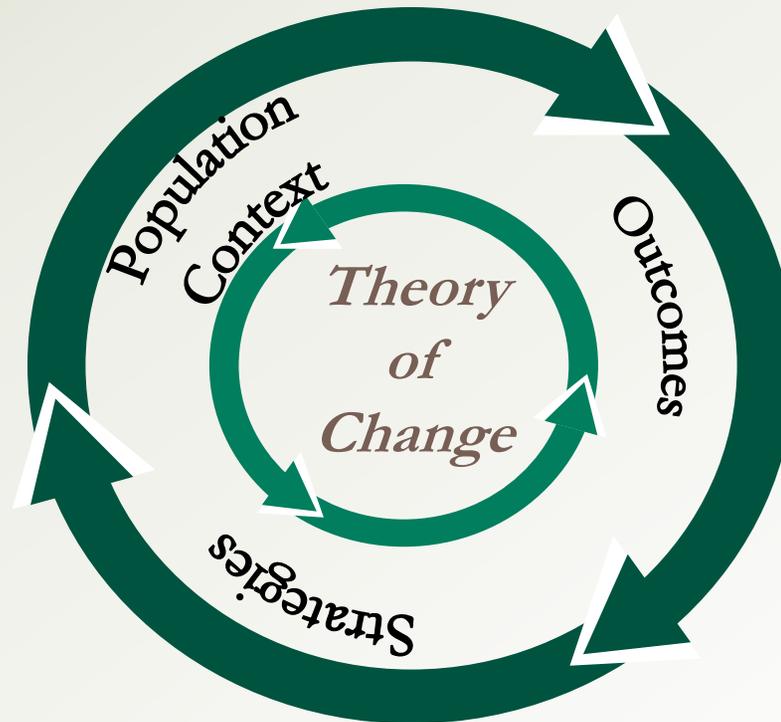
Component 1

- **Three core elements of a Theory of Change:**
 - A clear description of the local population of concern
 - A clear articulation of goals and outcomes
 - A clear description of local strategies that includes services/supports and the associated infrastructure

Theory Of Change

Component 2

- A clearly expressed relationship between the three core elements



Theory of Change: Statement of Intent

- What do you intend to accomplish?
 - Vision of change
 - Intended outcomes
- For whom?
 - System , program, practice
- How do you expect get there?
 - Strategies

Where Theories Of Change Can Be Found

Future orientation focuses on intended and expected action

In the Recorded Documents [Conceptualization]

- Intended action
- Recorded in grant proposals, statements of purpose, mission statements, guiding principles

In the Expressed Ideas [Operationalization]

- Expected action
- Expressed by stakeholders and participants

Present orientation focuses on what is actually happening

In the Active Service Delivery [Implementation]

- Actual activities
- Expressed by direct service staff and family members
- Documented through evaluation processes.

What is a Logic Model?

- The most basic logic model is a visual of how you believe your system will work
 - systematic and visual way to share your understanding of the relationships among the resources you have, the activities you plan to do, and the changes or results you hope to achieve
- 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 program is expected to achieve

Theory-Based Logic Models

- Links intended results with underlying ideas about strategies that are expected to accomplish change
- Key stakeholders are clear about who they intend to serve, what they want to achieve, and how they believe they can accomplish their goals

Theory-Based Logic Models

- Links intended results with underlying ideas about strategies that are expected to accomplish change
- Key stakeholders are clear about who they intend to serve, what they want to achieve, and how they believe they can accomplish their goals

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 program's desired results.
- Mapping a proposed program helps you visualize and understand how human and financial investments can contribute to achieving your intended program goals and can lead to program improvements

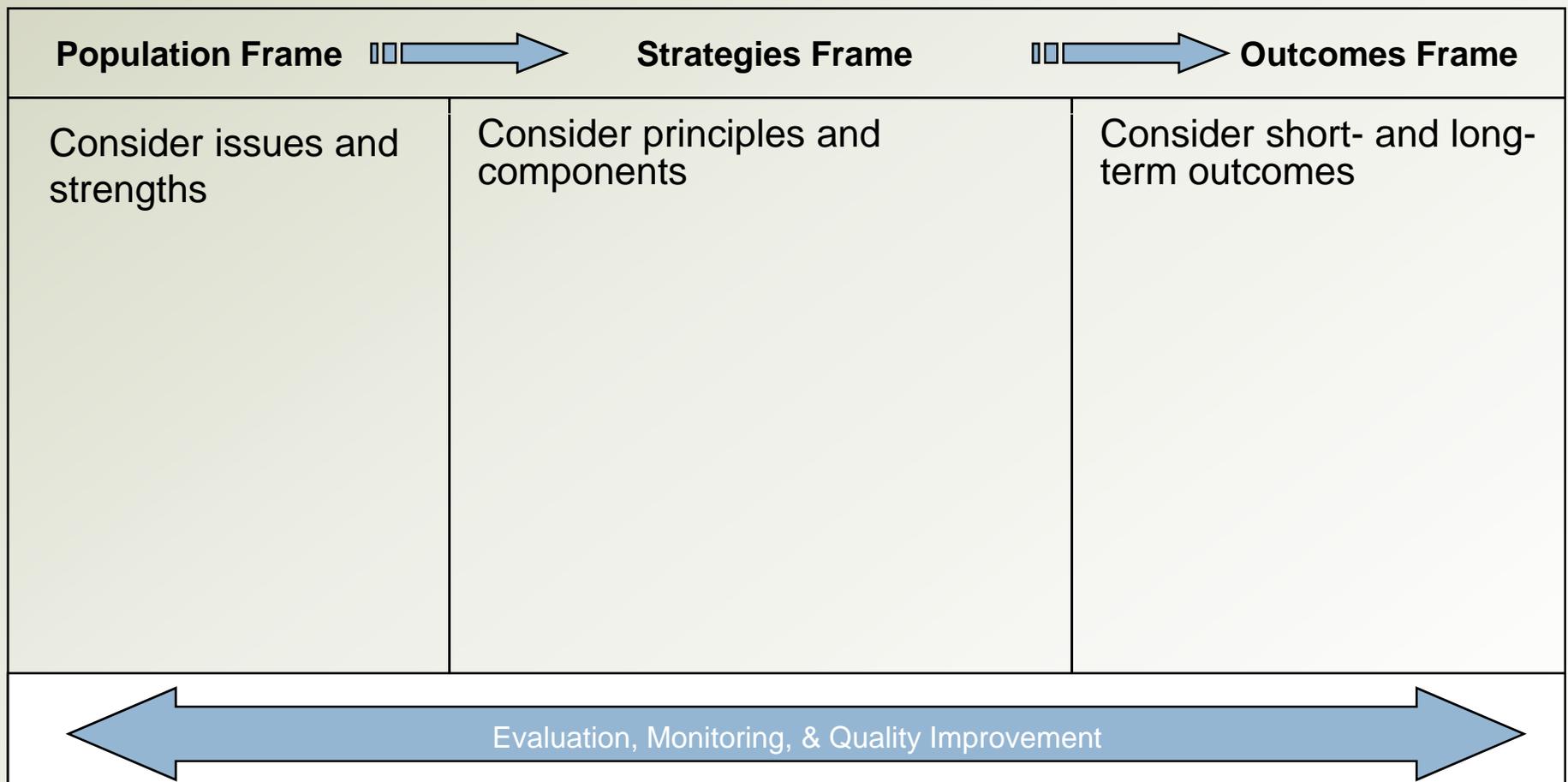
Sharing System Intent

- Shared belief that system of care values and principles will benefit children and families
- Shared understanding of community issues and strengths
 - Identified population(s) of children and families
- Shared understanding of strategies that will accomplish change

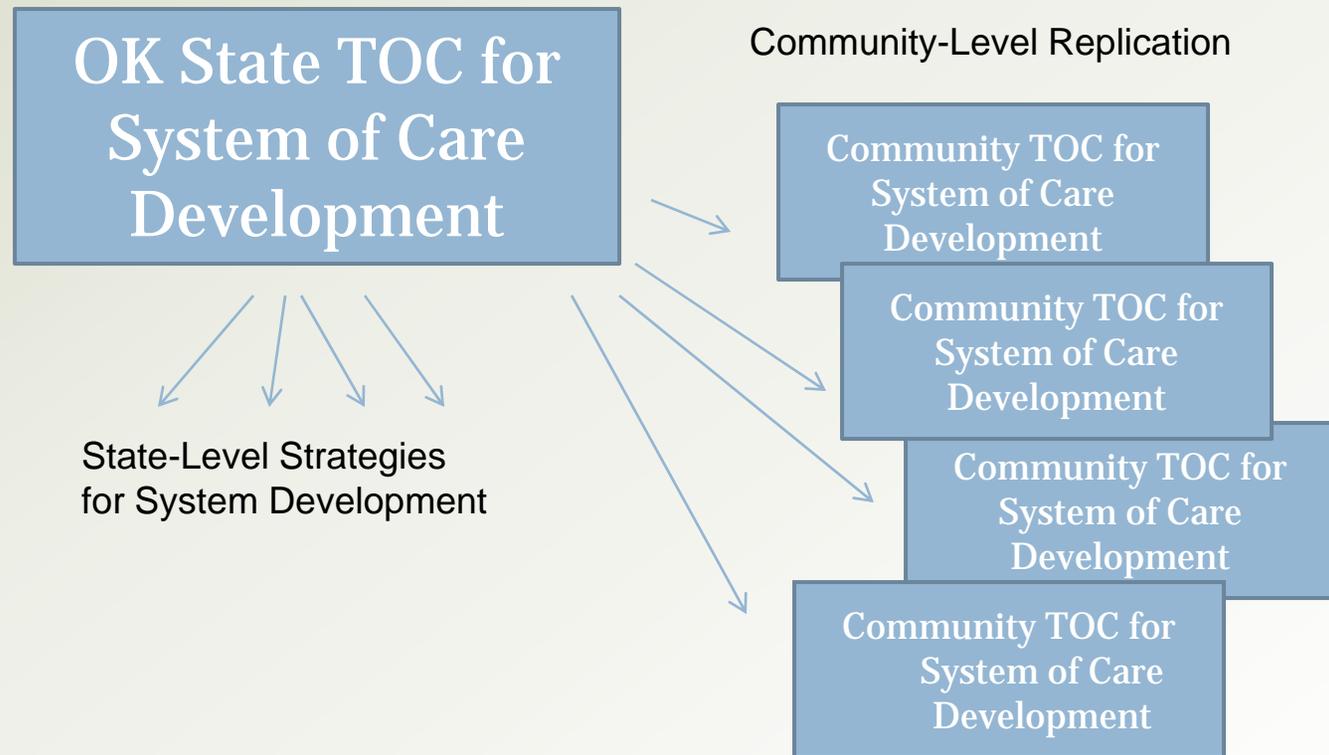
Developing A Theory Of Change Logic Model

Mission Statement:

Theory of Change Statement:



Linking Multiple Levels



Where Theories Of Change Can Be Found

Future orientation focuses on intended and expected action

In the Recorded Documents [Conceptualization]

- Intended action
- Recorded in grant proposals, statements of purpose, mission statements, guiding principles

In the Expressed Ideas [Operationalization]

- Expected action
- Expressed by stakeholders and participants

Present orientation focuses on what is actually happening

In the Active Service Delivery [Implementation]

- Actual activities
- Expressed by direct service staff and family members
- Documented through evaluation processes.

Community-Based Systems of Care

Lessons Learned

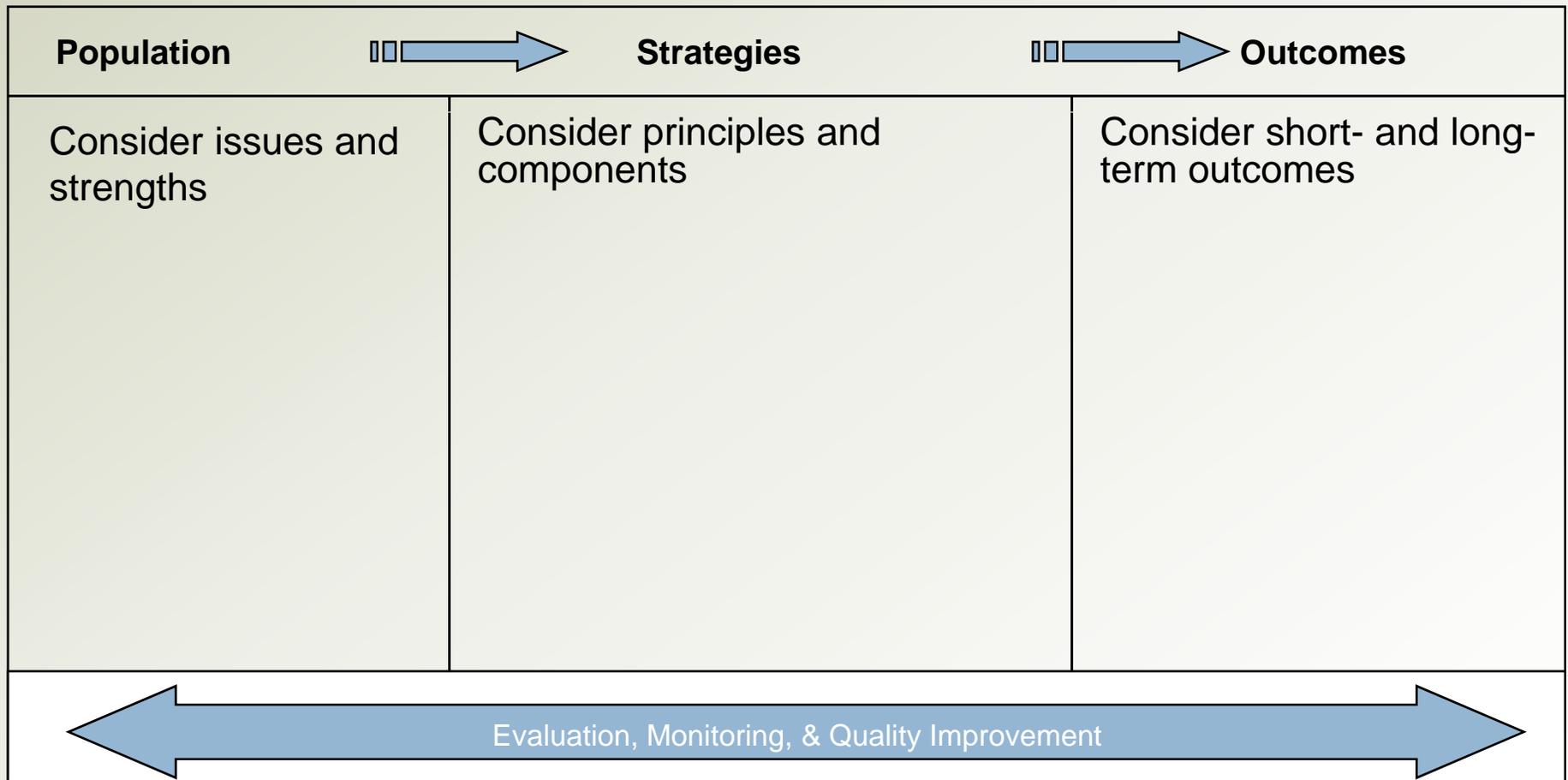
Using A Theory Of Change Approach

- Benefits:
 - Targets efforts of organization
 - Allows organization to link their ideas to action
 - Provides stability in times of crisis or change
 - Generates new ideas and strategies
 - Aligns system and service strategies with population(s) to be served
- Challenges:
 - Must have an idea or theory
 - Must support the implementation of this idea
 - Must know if implementation is true to the idea
 - Must know whether theory produced anticipated change
 - Must maintain ability to adapt idea

Oklahoma Statewide Theory Of Change for System of Care Development

Mission Statement:

Theory of Change Statement:



Theory of Change Logic Models

TOOLS FOR SUSTAINING COMMUNITY CREATED SYSTEMS OF CARE

About Us

[Technical Assistance](#)
[Our People](#)

Background

[Theory of Change](#)
[Systems of Care](#)
[CMHS Grant Program](#)
[The National Evaluation](#)

Logic Models

[National Map](#)
[Gallery](#)
[Search by Keyword](#)
[Featured Logic Models](#)
[Narrations](#)
[Recommended Reading](#)

SOC Practice Review

[Tutorials](#)
[Recommended Reading](#)

Themes

[Resources by Context](#)
[Systems Development Strategies](#)
[Family & Youth Engagement](#)
[Culturally Competent Systems](#)

Resources for Sites

[Bibliography](#)
[Links](#)
[Narrator Support](#)

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