National Collaborative for Infants and Toddlers

Outcomes Framework Logic Model Guide

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David Eccles School of Business
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OVERVIEW

More than one million children each year enter kindergarten not ready to learn. The first three years of a child's life are the bricks and mortar of brain development, building the foundation for future learning, behavior, and health. Evidence shows that when we invest in those early years, infants and toddlers become healthy children who are confident, empathetic, and ready for school as well as for life.

A SYSTEM OF MEASUREMENTS

As more programs and policies supporting infants, toddlers, and their families are implemented, their impact must be measured with national benchmarks that help us make the case for investment in our nation's youngest children.

The National Collaborative for Infants and Toddlers is creating a system of measurements to track, strengthen, and replicate the most effective programs and policies across communities and states. The Collaborative's shared measurements are outlined in the **Prenatal-to-Three Outcomes Framework** and corresponding **Data Guidebook**.

This framework helps guide investment in proven principles and practices that will lead to achieving the impact we seek: increasing the number of children who are more likely to be on track for kindergarten readiness at age three.

The Collaborative's **Logic Model** has been designed to support your coordinated community effort, aligning your community's goals with the indicators defined in the Prenatal-to-Three Outcomes Framework. While the Outcomes Framework includes the programs and interventions the Collaborative has identified as most valuable, it may not capture all of the metrics you choose to monitor; this tool can also be used to visualize how any additional indicators will correspond with your outcomes and community goals.

The following guide talks through the flow of the Logic Model, and provides prompts to consider as you lay out your framework for the Action Plan. As you develop your goals, keep in mind the Theory of Change that drives the Collaborative's prenatal-to-three initiative:

If we want to have healthy child development at age three, then we must have strong prenatal-to-three systems, proven programs, and policies that support families with infants and toddlers.

STEP 1: ALIGN YOUR GOALS TO THE PRENATAL-TO-THREE OUTCOMES FRAMEWORK

SMART GOAL SETTING

We recommend you establish no more than three SMART Goals for your Action Plan. This Logic Model is designed to help you develop **one goal at a time**.

Remember, your Action Plan should include strategies to reach at least 10% of the target population by the end of the first year of work. Community level goals should be Specific, Measurable, Achievable/Ambitious, Relevant, and Time-bound, or "SMART." For example,

By December 2019, our community's goal is to increase the percentage of completed home visits county-wide for families served by Parents As Teachers and the Healthy Families programs from 58% (550) to 65% (616) by working with partners to coordinate planning and financing.

Specific:

This goal addresses who is working towards the objective, the target population, the location, and method (increase home visits through coordinated planning and financing).

Measurable:

The goal provides specific measures (completed home visits) and a percentage target (from 58% to 65%).

Achievable/Ambitious:

The goal reflects research and stakeholder engagement that leads you to believe the goal is achievable, but still sets an ambitious target.

Relevant:

The goal aligns with the scope of NCIT and the PN–3 Outcomes Framework, and fits into the community's plan to reach 10% of the target families after one year.

Time-bound:

The goal will be accomplished by December 2019.

ACTION ITEM: 1

Define your prenatal-to-three SMART Goal and transfer it to the Logic Model. In the space below, perform a SMART check to evaluate your goal.

Specific:

Measurable:

Achievable/Ambitious:

Relevant:

Time-bound:

CHOOSE YOUR LEVEL(S)

The Outcomes Framework describes three levels at which your work could be focused. Your goal might align to more than one level.

ACTION ITEM: 2

Use the Outcomes Framework and Data Guidebook to explore the levels and determine the best fit for your community goal. In the space below, brainstorm how your goal fits within each level.

Systems: Communities have developed systems that support . . .

NOTE: Systems indicators in the Outcomes Framework do not align exclusively to the Healthy Beginnings, Supported Families, or Quality Care and Learning areas of focus. These system components are the preconditions for progress across all prenatal-to-three outcomes.

Program and Policy Expansion: Families have access to . . .

Child and Family Outcomes: Infants, toddlers, and families experience . . .

CHOOSE YOUR AREA(S) OF FOCUS

The Outcomes Framework utilizes a Change Equation to describe the desired impact of the National Collaborative for Infants and Toddlers. Note, your goal might align to more than one track.

Healthy Beginnings + Supported Families + Quality Care and Learning = Children are on track for readiness at age three

ACTION ITEM: 3

Use the Outcomes Framework and Data Guidebook to explore the areas of focus and determine the best fit for your community goal. In the space below, brainstorm how your goal fits with the areas.

Healthy Beginnings: Pregnant women and young children are healthy–

Supported Families: Children live in safe, stable, and nurturing families and communities–

Quality Care and Learning: Children are cared for in high quality settings that support their social, emotional, and intellectual development–

SELECT YOUR INDICATORS

Indicators are the outputs in your logic model. You will collect data on these indicators to help gauge progress toward meeting your goal.

ACTION ITEM: 4

Use the Outcomes Framework and Data Guidebook to explore the areas of focus and determine the best fit for your community goal. In the space below, brainstorm how your goal fits with the areas.

	Healthy Beginnings	Supported Families	Quality Care & Learning
Child & Family Outcomes			
Program & Policy Expansion			
Systems			

STEP 2: REVIEW YOUR RESOURCES, DETERMINE NECESSARY ACTIVITIES, AND IDENTIFY OUTPUTS AND OUTCOMES

EVALUATE YOUR RESOURCES

Resources are the community inputs that add value to your efforts and help you make progress. Resources can be key stakeholders, strong systems and programs in your community, funding sources, or other local assets that will help drive your success.

ACTION ITEM: 5

In the space below, use the prompts to conduct an inventory of the resources that currently exist in your community, and the resources you will need to help reach your goal. Transfer a list of the most important resources to the Logic Model.

Who are the key individuals in your community that have supported your prenatal-to-three initiative? (Include elected officials, policy leaders, funders, parent groups, early childhood advocates, and other local leaders).

Are there other key individuals you want to engage to help with your community goal? Whose support is critical?

Which partners in your community have supported your initiative?

Are there other partners you want to engage who are essential for supporting your goal? Whose engagement is most important to making progress?

Describe the financial resources in place to help drive your goal. Note, these can include resources of committed partners, like staff assigned to this effort in local government.

Describe the data resources available to help develop baselines and monitor your goal. Look at your work in the Community Profile; where did you get this data and who were the valuable partners in the collection of local data?

Are there any additional resources needed for your work?

DETERMINE NECESSARY ACTIVITIES

Activities are the primary tasks you need to accomplish or the strategies you will develop in order to achieve your goal. They are the actionable steps that drive implementation of your Action Plan.

ACTION ITEM: 6

In the space below, brainstorm the steps and/or strategies you will use to achieve your goal. Transfer your work into the Logic Model.

What are the primary steps you need to take to achieve your goal?

When do you need to take each of these steps in order to meet your goal?

Are there additional stakeholders to engage or resources you need to secure? (Use your work evaluating community resources to inform these activities)

LIST YOUR OUTPUTS

Outputs are the indicators from the Outcomes Framework you selected for your goal. Your community might also choose to monitor additional indicators.

ACTION ITEM: 7

Select indicators from the Outcomes Framework and write them into the Logic Model. In the space below, list any additional indicators and evaluate them against the Theory of Change: *If we want to have healthy child development at age three, we must have strong PN–3 systems, proven programs, and policies that support families with infants and toddlers.*.

Are additional indicators needed to monitor progress towards your goal?

Is your community already monitoring these indicators?

How do these indicators align with the Theory of Change? In other words, how can you demonstrate that they will help children be developmentally on track by age three?

DESCRIBE YOUR OUTCOMES

Short term (one year) and long term (three-five year) outcomes are evidence of systems-level change in your community. Outcomes should describe benchmarks for your goal, and utilize data to describe the progress you anticipate seeing as a result of implementing your Action Plan.

Short term outcome statements should demonstrate how your community will reach 10% of the target population in the first year of your work. Long term outcome statements should demonstrate how your community will reach 50% of the target population over a set period of time.

Some data is easily available in aggregate, meaning all children (for example, birth weight). However, it will be important for your community to disaggregate indicators by population characteristics (i.e., child's race/ ethnicity, immigration status, language, poverty level) in order to reveal disparities. As such, it may also be useful to create outcomes that reflect this analysis.

ACTION ITEM: 8

Use the prompts below to help frame your short term and long term outcomes. List these outcomes in the Logic Model.

What changes do you expect to see in your community?

How do your indicators measure those changes?

How quickly will you see progress?

ADD A VISION STATEMENT

The use of a Vision Statement or Community Impact Statement is a great way to assess whether your goal addresses a broader, forward-thinking outlook for PN–3 in your community. This statement should reflect what you hope to see in the future.

ACTION ITEM: 9

Review your finished logic model with your leadership team. Use the questions below to guide discussion.

Do you see a clear path for the implementation of your goal? Have you skipped any steps?

Given your work in this model, do you think your goal is achievable?

Will your goal help you realize your vision? How?

COMMUNITY **LOGIC MODEL**

STEP 1 *Align your goals to the PN–3 Outcomes Framework.*

THEORY OF CHANGE

If we want to ensure healthy child development at age 3, we must have strong PN–3 systems, proven programs, and policies that support families with infants and toddlers.

PN–3 SMART GOAL

Specific, Measurable, Achievable/Ambitious, Relevant, and Time-bound

SELECT YOUR LEVEL(S)

- PN–3 SYSTEMS
- PROGRAMS & POLICIES
- CHILD & FAMILY OUTCOMES

CHOOSE YOUR AREA(S) OF FOCUS

SELECT YOUR INDICATORS

Use the PN–3 Outcomes Framework & Data Guide-book to pick the best indicators for your work.

STEP 2 *Review your resources, determine necessary activities, and identify outputs and outcomes.*

RESOURCES

Identify community strengths and inputs that currently exist.

ACTIVITIES

Create actionable steps and a timeline to achieve your PN–3 Goal.

OUTPUTS

List your PN–3 Outcomes Framework Indicators here.

OUTCOMES: EVIDENCE OF SYSTEMS LEVEL CHANGE

Short Term: By the end of 2019...

Outcome statements should illustrate how your community will reach 10% of children.

Long Term: In 3–5 Years...

Outcome statements should illustrate how your community will reach 50% of children.

COMMUNITY VISION STATEMENT

+ Create coordinated planning and financing committee to meet monthly by January 2019.

+ Complete community assessment.

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COMMUNITY **LOGIC MODEL**

STEP 1 *Align your goals to the PN–3 Outcomes Framework.*

THEORY OF CHANGE

If we want to ensure healthy child development at age 3, we must have strong PN–3 systems, proven programs, and policies that support families with infants and toddlers.

PN–3 SMART GOAL

Specific, Measurable, Achievable/Ambitious, Relevant, and Time-bound

Example:

By December 2019, our community's goal is to increase the percentage of completed home visitscounty-wide for families served by Parents As Teachers and the Healthy Families programs from 58% (550) to 65% (616) by working with partners to coordinate planning and financing.

SELECT YOUR LEVEL(S)

- PN–3 SYSTEMS
- PROGRAMS & POLICIES
- CHILD & FAMILY OUTCOMES

CHOOSE YOUR AREA(S) OF FOCUS

SELECT YOUR INDICATORS

Use the PN–3 Outcomes Framework & Data Guide-book to pick the best indicators for your work.

STEP 2 *Review your resources, determine necessary activities, and identify outputs and outcomes.*

RESOURCES

Identify community strengths and inputs that currently exist.

Examples:

+ Elected official support.
+ High number of infants.
+ Strong home visiting programs: Parents as Teachers and Healthy Family

ACTIVITIES

Create actionable steps and a timeline to achieve your PN–3 Goal.

Examples:

+ Identify baseline of infants needing home visiting.

+ Create coordinated planning and financing committee to meet monthly by January 2019.

+ Complete community profile to identify gaps and needs in home visiting.

OUTPUTS

List your PN–3 Outcomes Framework Indicators here.

Examples:

+ Coordinated planning and financing.

+ Number of children receiving developmental screening and referral (Healthy Beginnings; Programs and Policies level).

+ Implement universal family connection and referral strategy.

OUTCOMES: EVIDENCE OF SYSTEMS LEVEL CHANGE

Short Term: By the end of 2019...

Outcome statements should illustrate how your community will reach 10% of children.

Examples:

+ We will have cross system PN–3 metrics in place with partners in the community.

+ Parents as Teachers will increase their home visit completion rate by 3% to 40 kids.

+ Health Families will increase their home visit completion rate by 4% to 56 kids.

Long Term: In 3–5 Years...

Outcome statements should illustrate how your community will reach 50% of children.

Examples:

+ The community will secure new funding streams.

+ Parents as Teachers will increase their home visit completion rate by 10% to 120 kids.

+ Health Families will increase their home visit completion rate by 10% to 140 kids.

COMMUNITY VISION STATEMENT

Example: We want to ensure that all Springfield children are on track for healthy development by age three.

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