Logic Model Preparatory Materials

August 17, 2006

What is KingStat?

The purpose of KingStat is to use performance-based data to drive decision-making in King County. Successful organizations rely on performance measurement to inform leadership about how well they are reaching their goals and where improvements can be made. The KingStat program is based upon three main elements:

1. Measuring performance;
2. Using measurement data to manage County activities; and
3. Sharing measurement data and analysis with the Executive office.

What's in it for you?

- You'll develop the ability to tell your department's story.
- Employees will be able to see how they contribute to the department's accomplishments.
- You'll be able to identify what steps need to be taken to achieve desired results.
- You'll have the opportunity and the ability to make a strong case for the resources you need to achieve results.
- You'll gain clarity on Executive expectations and priorities.
- You can improve coordination with other departments to achieve better results.

What should we measure?

Currently, KingStat staff is working with Executive agencies to help them develop measures. Rather than simply relying on the data we have at our fingertips, all of the agencies are going through a three-step process to identify the outcomes they hope to achieve and the measures that best reflect those outcomes.

Step 1: Create a logic model (see below) to communicate how our activities relate to desired results;

Step 2: Use the logic model to identify priority outcomes so that we measure the most important things (and not everything);

Step 3: Develop measures that represent how we will know if we have achieved the priority outcomes.

What are outcomes?

Outcomes are the results that a department or program aims to achieve. An outcome statement describes the desired impact of a department/program on customers or the broader public.

Outcomes should be distinguished from *outputs*, which are the amount of product or services that a department/program delivers. Outcomes are the intended *results* of those products and services and can include service quality, timeliness, or effectiveness. As an example, the number of lane-miles paved is an output of the Road Services Division, but the overall condition of the roads is the relevant outcome.

Step 1: Create a logic model

A logic model is a tool to articulate the relationship between department activities and desired outcomes. Logic models tell a story—from the resources an agency uses to the activities it performs and the outputs it delivers. Most importantly, a logic model demonstrates how the process ultimately leads to desired outcomes.

Below is an example of a high-level logic model for the King County Health Reform Initiative. The example illustrates how a logic model can convey the relationship between department processes and results. You can use the phrase "*so that*" to connect the columns in a logical progression. For example, we implement education and awareness programs *so that* employees have an increased understanding of healthy alternatives, *so that* they have an increased ability to improve their health, *so that* medical care costs are reduced.

The logic model includes short-, medium-, and long-term outcomes. These distinctions are not necessarily tied to certain timeframes, but reflect important sequencing. A short-term outcome could be realized in one month, followed by the medium- and long-term outcomes in quick succession. Alternatively, the full realization of some long-term outcomes could be 10 years away. The idea is that one outcome ultimately leads to another, either in time or sequence.

Example Logic Model: King County Health Reform Initiative – Draft

			OUTCOMES		
RESOURCES	**ACTIVITIES**	**OUTPUTS**	**Short-Term**	**Medium-Term**	**Long-Term**
Joint Labor Management Insurance Committee	**Wellness Assessment/ Personalized Action Plan**	# of worksites displaying posters			**Reduced rate and acceleration in rising medical care costs** ***Measure:*** *Trend in medical care costs compared to forecast costs – total and per employee*
Health Reform Initiative Interventions	**Live Well** (education, awareness)	# of newsletters distributed	**Increased employee awareness about healthy lifestyle options** ***Measure:*** *% employees & dependents that participate in HRI*	Increased ability of employees and dependents to maintain or improve their health status.	
Best practice research: employee health improvement	▪ Eat Smart	# of employees with a Wellness Assessment Plan			
Best practices research: Employer medical care cost containment	▪ Move More	# of resources distributed to make healthy choices			
HRI annual budget allocations	▪ Quit Tobacco				
Human Resources Department (HRD) Staff	**Choose Well** (education, awareness)	# of web hits		**Increased employee and dependent responsibility for maintaining and/or improving their health status** ***Measure:*** *Forecast per-member medical care costs--healthier members are forecasted to have lower costs*	
Third Party Administrator	▪ Choose a Health Provider	attendance at presentations	Increased support for positive employee/ dependent decision-making and action related to health.		
Benefit Plan Consultant	**Use Well** (counseling, guidance)				
	▪ Nurse Line	# of nurses available			
King County employees and dependents	▪ Disease Mgt	# of consultations			
King County managers and supervisors	▪ Case Mgt				
	Organizational Alignment	attendance at workshops			
		# of vending machines sold			
		# of manager toolkits downloaded			
	Provider Performance				
	▪ Provider Best Practice	# of claims reviewed			
	▪ Specialist Efficiency	# of contacts with physicians			

Step 2: Identify priority outcomes

The logic model is the first step in identifying outcomes and measures. Once an agency creates a logic model, it needs to select priority outcomes. We focus on priority outcomes so we can focus our measurement activities. In selecting priority outcomes, ask yourself:

- Which outcomes best reflect whether or not we are achieving our goals?
- Are there outcomes that serve as warning signals about future performance?
- Do we have a balance of effectiveness, efficiency, and customer service outcomes?
- Are the outcomes SMART: specific, measurable, attainable, realistic and time-bound?

Step 3: Develop measures

Creating performance measures that accurately reflect our priority outcomes allows us to answer the question: "How well are we doing?" For each priority outcome, identify potential measures that would accurately reflect whether we are achieving that particular outcome. Measures must be specific and tangible, and are often more valuable when in the form of a percentage.

Executive agencies will have many measures, though most will be used only for internal management purposes. When choosing measures to communicate to external stakeholders and at the Executive level, we need to ask:

1. Are the measures relevant to the department's overall mission and goals?
2. Are there measures that reflect the progress of Executive initiatives?
3. Are issues/outcomes that have high visibility represented?
4. Are there measures for outcomes that are of key importance to stakeholders?
5. Are there measures of efficiency or cost-effectiveness for most outcomes?
6. Do we have customer satisfaction data to report?

More information on developing useful measures can be found in the Guidance document on the KingStat website.

Questions? Contact:

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