



Using a Theory of Change & Logic Model to Guide Linkages Development & Evaluation



Hello!

Introduce yourself, your county/organization and role.

Tell us about an evaluation you participated in. What was most challenging about it?

Today's Objectives

- ▶ Value using logic model and theory of change (TOC) to guide development and evaluation of their LINKAGES programming
- ▶ Understand the LINKAGES logic model and TOC, and how they relate to their local work
- ▶ Understand the LINKAGES evaluation proposal and how your county might participate
- ▶ Generate ideas about how you might apply the logic model and theory of change to their program design and evaluation



How we're getting there: Today's Agenda

Background & Context

Theory of Change and Logic Model



Review

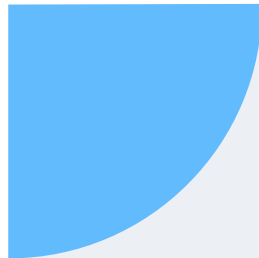
High level LINKAGES TOC and LM



Linkages Evaluation Proposal
Overview



Discussion & Next Steps



Why Evaluate?

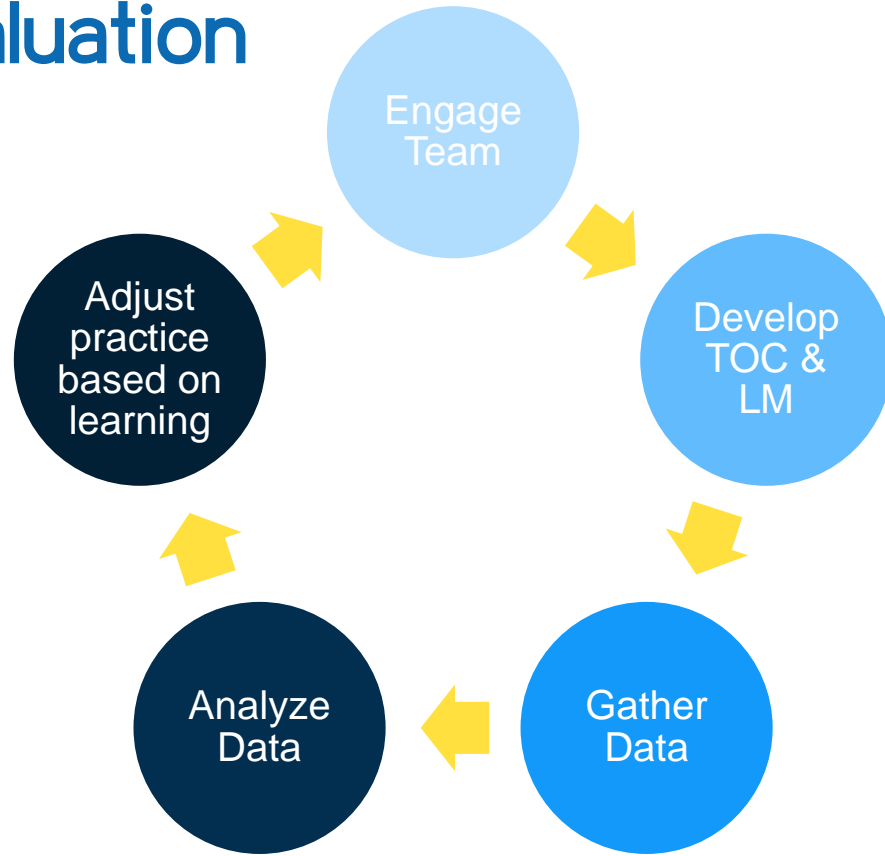


Why Evaluate?

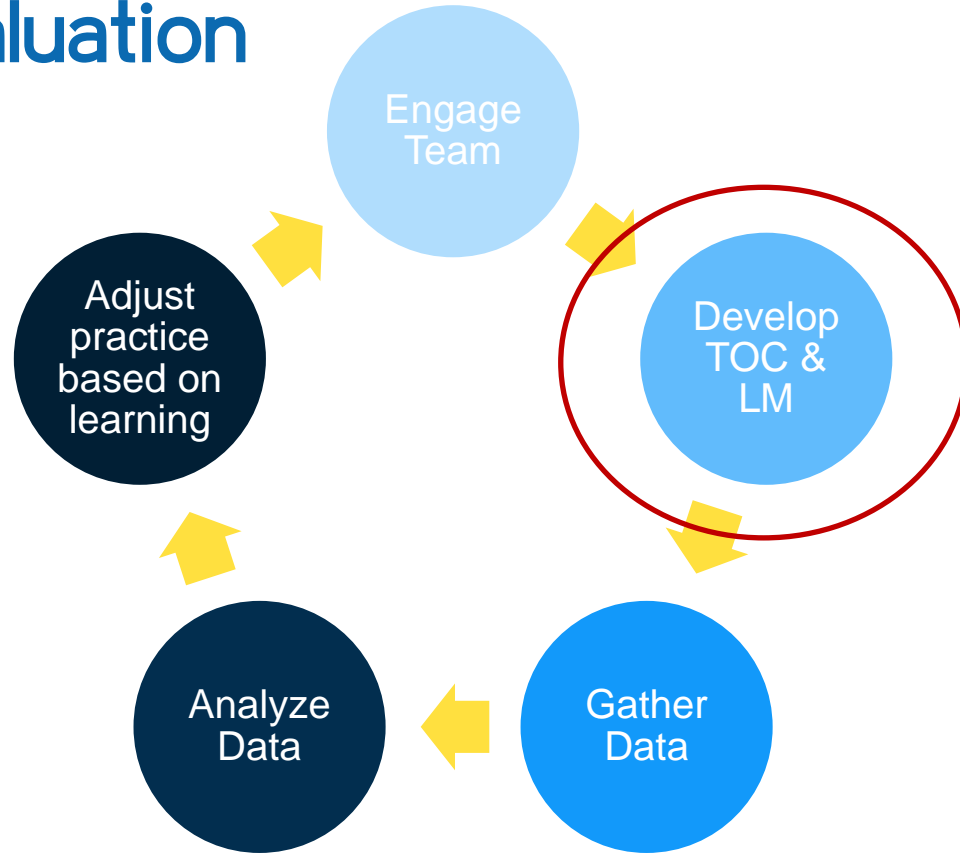
- Determine effectiveness of programs
- Understand what works/doesn't work to improve practice
- Create sustainability/generate support and funding



Steps in Evaluation



Steps in Evaluation



Definitions: Theory of Change

A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. (theoryofchange.org)

A roadmap that illustrates the pathway from an identified problem to a long-term outcome in which the problem has been addressed. (Center for States Brief: Change and Implementation in Practice)

Typically a set of IF and THEN statements that outlines the logic of why a particular intervention will lead to a particular outcome(s).



Definitions: Logic Model

- ▶ A graphic illustration of the relationship between a programs resources, activities and its intended effects
- ▶ A road map that specifies casual pathways and the step-by-step relationship between planned work and intended results
- ▶ A visual way to illustrate the resources or inputs required to implement a program, the activities and outputs of a program , and the desired program outcomes (short term, long term).



Theory of Change VS. Logic Model

A theory of change explains why a change is expected to occur and shows the pathway from the problem to the desired outcome. It provides the strategic “big picture” view.

A logic model illustrates program components and includes the inputs, activities, outputs (immediate results), and outcomes that occur as a result of the activities/interventions. It typically focuses on the program level in a structured, linear way.

Linkages Theory of Change

Across 3 levels of prevention

Primary/Universal

Programs targeted at entire population to provide support and education before problems occur

- Family support info and resources for CalWORKs families

Secondary

Programs Targeted at families in need to alleviate identified problems and prevent escalation

- ER/CalWORKs service coordination
- Family Stabilization & Home Visiting
- Differential Response

Tertiary

Provide interventions for children experiencing maltreatment

- FM/CalWORKs service coordination
- FR/CalWORKs service coordination

Linkages Theory of Change: Primary Prevention

Target Population: Families in CalWORKs who have not been referred to Child Welfare, or who have been referred to Child Welfare and evaluated out with no referral for additional services (such as DR).

IF CalWORKs staff provide Child Abuse Prevention information to CalWORKs recipients and the families receive services to address potential barriers in a framework of inclusivity,

THEN, families will have the opportunity to

- Strengthen parenting skills
- Achieve financial stability
- Achieve housing stability
- Strengthen resiliency, and
- Strengthen child and family wellbeing

SO THAT, families can provide safe, stable, nurturing relationships and supported environments for their children, **AND** there will be a decrease in referrals of CalWORKs families to Child Welfare.

Linkages Theory of Change: Secondary Prevention

Target Population: Families in CalWORKs, or potentially eligible, who have been referred for Child Welfare Services who may be evaluated out and referred for additional services (such as DR) or are receiving Emergency Response Services but who do not have active Child Welfare cases.

IF there is coordination of culturally sensitive, early intervention services between CalWORKs and Child Welfare (e.g. Family Stabilization, Kinship Navigator, Active Efforts {ICWA}, Differential Response and benefits access)

THEN, families will have the opportunity to

- Strengthen parenting skills
- Achieve housing stability
- Achieve financial stability
- Strengthen resiliency, and
- Strengthen child and family wellbeing

SO THAT, families can provide safe, stable, nurturing relationships and supported environments for their children, AND there will be a decrease in re-referrals to Child Welfare, a decrease in the likelihood of entering into foster care and a reduction in disproportionate impacts to children of color .

Linkages Theory of Change: Tertiary Prevention

Target Population: Families with open Child Welfare Services cases who are receiving, or eligible for CalWORKs.

IF parents' Welfare-to-Work and Child Welfare Case Plans are coordinated and they receive coordinated case management;

IF families receive resources and services leveraged by CalWORKs & Child Welfare to address barriers to child safety and family stability;

IF child safety and family wellbeing is a shared responsibility;

IF the family self-sufficiency goal is a shared responsibility;

IF families receive culturally appropriate services from staff who are culturally and trauma-informed;



THEN, families will:

- ▶ Experience more stability with the provision of services to address barriers to child safety, family well-being and barriers to employment
- ▶ Be more likely to engage and complete their case plan resulting in children remaining or returning to their parents
- ▶ Have increased capacity to recover and heal from multi-generational historical trauma



SO THAT, families can provide safe, stable, nurturing relationships and supported environments for their children,

AND there will be

- ✓ a decrease in the likelihood of children entering into foster care (for FM)
- ✓ a decrease in time to reunification (for FR)
- ✓ a decrease in re-referrals to Child Welfare post-case closure, and
- ✓ reduced disproportionate impacts to children of color.



LINKAGES Logic Model (s)

Primary Prevention

Target Population: CalWORKs applicants and recipients not involved in CWS

Inputs

- CalWORKs staff time
- LINKAGES Coordinator
- Training of staff on community resources/protective factors
- Development of communication materials/referral systems

Essential Activities

- Engaging families in discussion on protective factors/resiliency
- Distribution of Protective Factor Information to all families
- More TBD based on local discussions

Short Term Outputs/Outcomes

- Service access in community
- Increased engagement & completion of activities

Medium Term Outcomes

- Increase in protective factors for families
- Decreased barriers to employment

Long Term Outcomes/Impacts

- Improved child & family wellbeing
- Reduced Adverse Childhood Experiences (ACEs)
- Reduced referrals to CWS
- Reduction in child maltreatment
- Increased employment

External factors that may influence outcomes:

- Staff turnover
- Leadership changes
- Workforce knowledge of program and buy-in
- Collab within agencies
- Budget/fiscal resource changes
- Technology infrastructure

Secondary Prevention

Target Population: CalWORKs applicants and recipients not involved in CWS but in need of family-strengthening services (includes applicants not granted aid)

Inputs

- CalWORKs Staff time
- Training of CalWORKs staff to assess needs
- Development/implementation of screening tool
- Provision of family-strengthening services by Community-based agencies

Essential Activities

- Assessing at Application & Annual Renewal & Referring to & providing CalWORKs specialized services (Home Visiting, Family Stabilization, Intensive Case Management)
- Screening (tool to be developed) for risk factors for families not being assessed via OCAT.

Short Term Outputs/Outcomes

- Increased engagement & completion of family strengthening services
- Increased engagement & completion of activities/compliance

Medium Term Outcomes

- Increase in protective factors for families
- Decreased barriers to employment

Long Term Outcomes/Impacts

- Improved child & family well-being
- Reduced ACES for children
- Reduced referrals to CWS
- Reduction in child maltreatment
- Increased employment

External factors that may influence outcomes:

- Staff turnover
- Leadership changes
- Workforce knowledge of program and buy-in
- Collab within agencies
- Budget/fiscal resource changes
- Technology infrastructure

Secondary Prevention 2

Target Population: CalWORKs recipients with Child Welfare referrals (Emergency Response Diversion)

Inputs

- CalWORKs and CWS staff time
- Linkages Coordinator (s) time
- Cross-training for CWS and CalWORKs staff
- Development/implementation of needs assessment/screening tool

Essential Activities

- Assessing at Application & Annual Renewal & Referring to & providing CalWORKs specialized services (Home Visiting, Family Stabilization, Intensive Case Management)
- Screening (tool to be developed) for risk factors for families not being assessed via OCAT.
- Coordination between

Short Term Outputs/Outcomes

- Increased engagement & completion of family strengthening services
- Increased engagement & completion of activities/compliance

Medium Term Outcomes

- Increase in protective factors for families
- Decreased barriers to employment

Long Term Outcomes/Impacts

- Improved child & family well-being
- Reduced ACES for children
- Reduced referrals to CWS
- Reduction in child maltreatment
- Increased employment

External factors that may influence outcomes:

- Staff turnover
- Leadership changes
- Workforce knowledge of program and buy-in
- Collab within agencies
- Budget/fiscal resource changes
- Technology infrastructure

Tertiary Prevention – FM

Target Population: CalWORKs/CWS families in Family Maintenance/Voluntary Family Maintenance

Inputs

- CalWORKs and CWS staff time
- Linkages Coordinator (s) time
- Cross-training for CWS and CalWORKs staff
- Child and Family Team (CFT) participation

Essential Activities

- ID of CWS/CW clients
- CFT to coordinate services
- Mutual engagement of clients
- Coordinated case plan & case management activities
- Streamlining/leveraging resources

Short Term Outputs/Outcomes

- Increased engagement and completion of family strengthening services
- Reduced time to access services
- Reduction in duplication of services
- Increased coordination of services

Medium Term Outcomes

- Increase in protective factors for families
- Reduced barriers to employment

Long Term Outcomes/Impacts

- Reduced time to CWS case closure
- Reduced removals during FM cases
- Reduced future referrals to CWS
- Reduced recurrence of maltreatment
- Increased employment

External factors that may influence outcomes:

- Staff turnover
- Leadership changes
- Workforce knowledge of program and buy-in
- Collab within agencies
- Budget/fiscal resource changes
- Technology infrastructure

Tertiary Prevention – FR

Target Population: CalWORKs/CWS families in Family Reunification

Inputs

- CalWORKs and CWS staff time
- Linkages Coordinator (s) time
- Cross-training for CWS and CalWORKs staff
- Child and Family Team (CFT) participation

Essential Activities

- Identification of CWS/CalWORKs Clients
- CFT to coordinate services
- Mutual engagement of clients
- Coordinated case plan & case management activities
- Streamlining/leveraging resources
- Continuing CalWORKs Aid & supportive services

Short Term Outputs/Outcomes

- Increased engagement and completion of family strengthening services
- Reduced time to access services
- Reduction in duplication of services
- Increased coordination of services

Medium Term Outcomes

- Increase in protective factors for families
- Reduced barriers to employment

Long Term Outcomes/Impacts

- Reduced time to CWS case closure
- Increase in % reunified
- Decreased time to reunification
- Reduced future referrals to CWS
- Reduced recurrence of maltreatment
- Increased employment

External factors that may influence outcomes:

- Staff turnover
- Leadership changes
- Workforce knowledge of program and buy-in
- Collab within agencies
- Budget/fiscal resource changes
- Technology infrastructure



Questions about the Theory of Change and Logic Model?

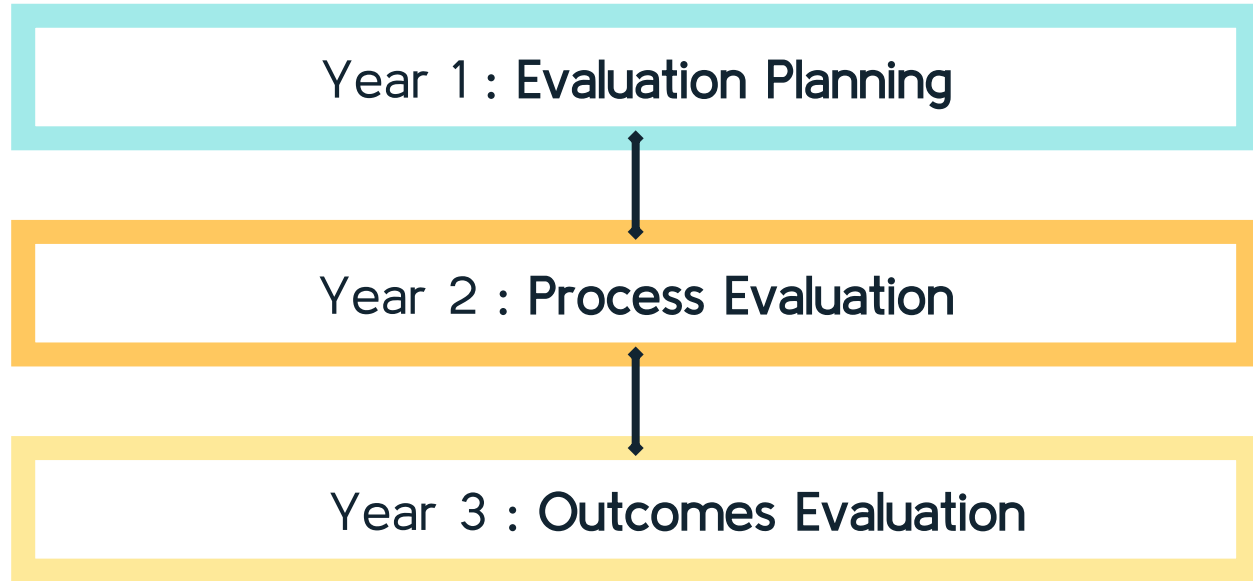


Linkages Evaluation Overview

SECTION 1

Project Overview

Goal: Assess impact of the Linkages Program at the secondary and tertiary levels of prevention



Year 1: Evaluation Planning

(November 2022 to June 2023)

- ▶ Identify participating counties
- ▶ Baseline data collection
- ▶ Evaluation Plan & Data Collection Tool Development
- ▶ Data sharing agreements



<i>Project Activities and Deliverables</i>	<i>Project Month</i>							
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<i>Phase 1: Project Launch & Document Review</i>	■	■						
<i>Phase 2: Evaluation Planning with counties</i>								
Identification of Counties	■	■	■					
Evaluation Workgroup Meetings	■		■		■		■	
Refinement of Theory of Change/Logic Model	■	■	■					
Development of Data Collection Tools			■	■				
Development and Finalization of Evaluation Plan				■	■			
Presentation to Steering Committee					■			
<i>Phase 3: Evaluation Outreach and Engagement</i>								
County Recruitment and Outreach				■	■			
Planning Meetings with Participating Counties					■	■		
Establish Data Agreements with Counties & CDSS					■	■	■	
Evaluation Launch Event with all Counties								■
Evaluation Technical Assistance								■
<i>Phase 4: Reporting</i>								
Progress Report Development and Finalization							■	■
Progress Updates to the Steering Committee			■			■		

Year 2 & 3: Evaluation Activities

(July 2023 to June 2025)

- ▶ Interviews with CWS and CalWORKs Leadership
- ▶ Coordination of data collection activities
- ▶ Linkages Provider Survey
- ▶ Focus Groups with Linkages Staff
- ▶ Secondary Data Collection
- ▶ Report Development



Project Activities and Deliverables	Project Month											
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<i>Phase 1: Evaluation Launch</i>	■											
<i>Phase 2: Data Collection and Analysis</i>												
Interviews with CWS and CalWORKs Leadership		■										
Coordination of Data Collection Activities		■	■									
Focus Groups with Linkages Teams			■	■	■							
Linkages Staff Survey			■	■	■							
Secondary Data Collection			■	■	■							
Analysis of Data and Development of Findings					■	■						
<i>Phase 3: Linkages Evaluation Reporting</i>												
Report Development and Finalization						■	■	■	■	■	■	■
Presentation of Findings to Steering Committee and E&D Workgroup												■
Presentation to Linkages Stakeholders												
<i>Phase 4: Reoccurring Meetings</i>												
Evaluation and Data (E&D) Workgroup Meetings	■		■		■		■		■		■	
Quarterly Progress Updates to the Steering Committee			■			■		■				■

Linkages Evaluation Reflections

SECTION TWO



What are some additional questions you can think of for the evaluation?

Sample Evaluation Questions

- ▶ How do families benefit?
- ▶ Experience of families in Linkages versus practice as usual?
- ▶ Recidivism rate of those served by Linkages?
- ▶ Service components in the Linkages strategy?
- ▶ Timeliness to services for Linkages served families?
- ▶ What type of collaboration has the most impact?
 - ▶ Co-location
 - ▶ Inclusion in CFT's
 - ▶ Written Policy & Procedures

County Selection Criteria

Are there any additional county selection criteria that you would like us to take into consideration?

- ▶ Counties that just beginning their Linkages Program Implementation
- ▶ Expansion into another office/ geographic area
- ▶ County with IT and data capacity
- ▶ Counties engaged in secondary and tertiary prevention
- ▶ Geographic or regional spread



Next Steps

Request interested counties to complete an **Evaluation Capacity Diagnostic Tool** which is designed to help organizations assess their readiness to take on many types of evaluation activities. It captures information on

- **Organizational Context** such as the organizational culture and practice around evaluation; using data to inform ongoing work
- **Evaluation skills of staff** such as existing evaluation knowledge and experience; defining benchmarks and indicators



Thanks!

Next Steps:

- ▶ Think through your local Logic Model - Innovation Session will give you some time to get started
- ▶ Hear more about the county-level evaluation and explore whether you might want to be involved