

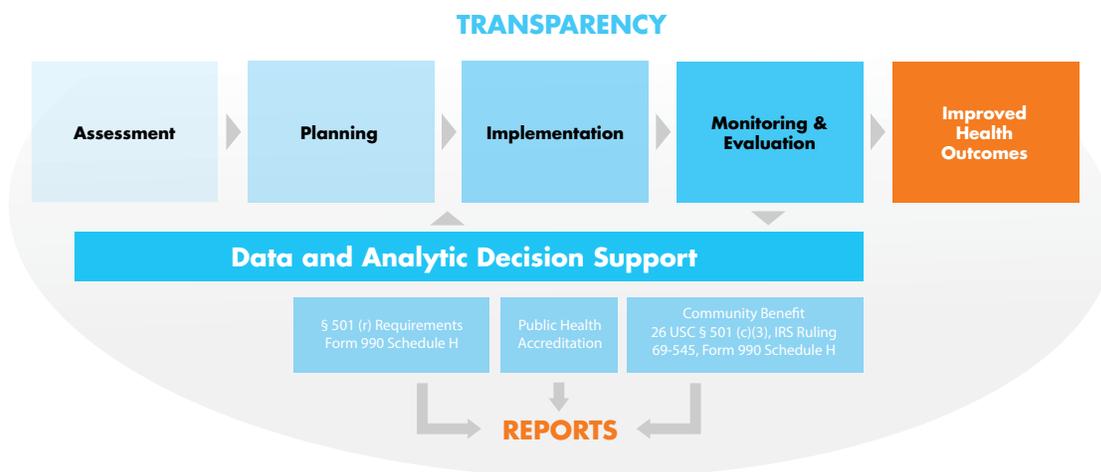
Once the community workgroup or CHNA team has been formed, an important next step is to understand and develop a framework for how the community’s health will be assessed and addressed. It is important to communicate how the CHNA process will impact the health of your community.

MODEL FRAMEWORK

The Centers for Disease Control and Prevention convened an expert panel to develop The Community Health Improvement logic model, “to serve as a graphic representation of a framework which represents the alignment between the processes and expectations of tax-exempt hospitals, public health agencies, and other community-based organizations. The intent is to provide guidance and encouragement to hospitals, community organizations and the public health community to take optimal advantage of this alignment, particularly in the context of current resource constraints.”¹ It is also intended to serve as a resource for diverse stakeholders in the field including, but not limited to, hospital community benefit staff and hospital/health system leadership, local and state public health agencies, community-based organizations and advocates, philanthropy, and public and elected officials at the local, state, and federal level.

Recognizing multiple efforts being conducted to assess the health of a community by hospitals, local health departments, and community organizations, the CDC developed a desired framework to address and improve the health of a community with the support of multiple community stakeholders.

Desired State: A Unified Community Health Improvement Framework Supporting Multiple Stakeholders



Community Engagement and Assuring Shared Ownership

Key issues to Address to Promote Alignment between Accreditation, NP Hospital CB, and Other Community-Oriented Processes

- Arranging Assessments that Span Jurisdictions
- Using Small Area Analysis to Identify Communities with Health Disparities
- Collecting and Using Information on Social Determinants of Health
- Collecting Information on Community Assets
- Using Explicit Criteria and Processes to Set Priorities (use of evidence to guide decision-making)
- Assuring Shared Investment and Commitments of Diverse Stakeholders
- Collaborating Across Sectors to Implement Comprehensive Strategies
- Participatory Monitoring and Evaluation of Community Health Improvement Efforts



Tools are available to assist community coalitions, workgroups, stakeholders, etc., to determine a framework for how to implement the community health needs assessment process. A visual tool is one method that can be used to describe what the CHNA process is. Some tools include the following;

- **Logic model:** can help you think through what you want to achieve and why.
- **Theory of change:** defines all the building blocks required to bring about a long-term goal.
- **Strategy map:** link broad strategic objectives in cause and effect relationships.

WHAT IS A LOGIC MODEL?

A logic model is simple and familiar tool that communities can use to establish a framework to evaluate the impact of the community health needs assessment process.

A logic model in its' basic form "is a picture of how you believe your program 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 program is expected to achieve."² A logic model makes a detailed visual statement to explain the relationships among the resources available to operate a program, the planned activities, and the expected changes or results from these activities you expect to see for the community.

A logic model displays the sequence of actions that describe what the program/project is and will do – how investments link to results. Five core components in the logic model include the following:

- 1. Inputs:** Includes the human, financial, organizational, and community resources a program has available to direct toward doing the work.
- 2. Outputs:** Includes activities, services, events and products that reach people who participate or who are targeted.
 - a. Activities - are what the program does with the resources. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.
 - b. Participation – Include the population that is intended to be reached with the project.
- 3. Outcomes:** are the specific changes in program participants' behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a 4 to 6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7 to 10 years.
- 4. Assumptions:** the beliefs we have about the program, the people involved, and the context and the way we think the program will work.
- 5. External Factors:** the environment in which the program exists includes a variety of external factors that interact with and influence the program action.

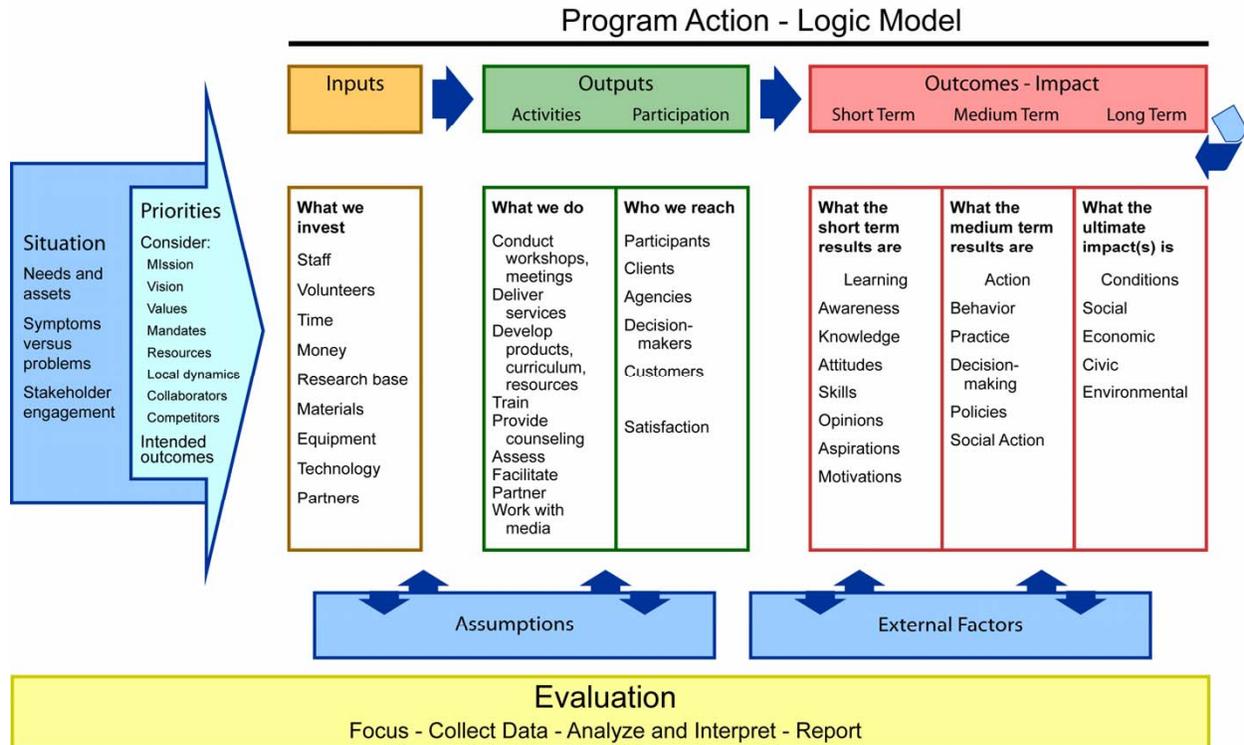
WHY SHOULD A LOGIC MODEL BE USED?

The logic model approach helps create shared understanding of and focus on program goals and methodology, relating activities to projected outcomes. A logic model can be used to as a framework to evaluate the impact of a community health needs assessment to support community development and health promotion efforts by guiding community transformation. Creating a logic model to support your CHNA project can also be a visual representation that can be shared with community members and leaders to explain the process.³

HOW TO CREATE A LOGIC MODEL

It is important to regard a logic model as a living document that tells the story of efforts in the community. The strategy changes to assess the community's health, so should the model.³ There are various logic model formats, so no one model fits all needs. "Logic models come in as many sizes and shapes as the programs they represent. A simple model focuses on project-level results and explains five basic program components."² The community coalition needs to decide exactly what it wants to achieve with a logic model – and where it is in the CHNA process – before deciding on which model to use.

The following figure is a readily used framework designed by the University of Wisconsin Extension which includes information on the five basic logic model components and structure.⁴



CONCLUSION

Utilizing a framework to understand the needs and resources a community possesses can be a valuable tool to conducting a comprehensive and collaborative CHNA project. While every community has individual health needs and resources, no one framework is alike to support assessment of community health status. A framework can be modified throughout the CHNA process to fit the goals and objectives of the project and meet determined outcomes to assess local chronic disease prevention and control efforts.

Tools and Templates

Sample CHNA Logic Model Template – Serves as an example of a logic model developed to establish a framework for to support the CHNA process. Each community framework will be different depending on local resources available to conduct a CHNA.

CHNA Logic Model Template – Utilize the logic model template to assist with developing a community specific logic model to support the CHNA process. The coalition leading the CHNA should work with community stakeholders to create a framework for how the CHNA process will occur and impact the health of the community.

Resources

Refer to the following resources to further explain how to create a logic model for your community health needs assessment process.

Logic Model Development
Logic Model Development Guide . W.K. Kellogg Foundation
Logic Model . Program Development and Evaluation. University of Wisconsin, Extension
Developing a Logic Model or Theory of Change . The Community Toolbox, University of Kansas
Sample Community Assessment Logic Model . Florida Department of Health Community Health Improvement Model
Sample - The Community Nutrition Education (CNE) Logic Model Overview . Enhancing Program Performance with Logic Models • Introducing the CNE Logic Model. University of Wisconsin Extension

References

1. Barnett, K. (2012, February). Proceedings from a Public Forum and Interviews of Experts convened by the Centers for Disease Control and Prevention. 201: Best Practices for Community Health Needs Assessment and Implementation Strategy Development: A Review of Scientific Methods, Current Practices, and Future Potential. Atlanta, GA. Retrieved from <http://www.phi.org/uploads/application/files/dz9vh55o3bb2x56lcrzyel83fwfu3mvu24oqqvn5z6qaeiw2u4.pdf>
2. W.K. Kellogg Foundation. (2004, January). Logic Model Development Guide, Using Logic Models to Bring Together Planning, Evaluation, and Action. Battle Creek, MI.
3. Milstein, B., Chapel, T., Renault, V., & Fawcett, S. (2013). Chapter 2. Some Other Models for Promoting Community Health and Development, Section 1. Developing a Logic Model or Theory of Change. In The Community Toolbox, University of Kansas website. Retrieved from http://ctb.ku.edu/en/tablecontents/sub_section_main_1877.aspx
4. University of Wisconsin – Extension. (2010, October). Logic Model. In the University of Wisconsin- Extension, Program Development and Evaluation website. Retrieved from <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>

