



# The Power of Interim Measures on the Way to Big Scale Change

Presented by

**Paula Rowland**

**ORS Impact**

Seattle, WA

206.728.0474

[www.orsimpact.com](http://www.orsimpact.com)



**ORSIMPACT.COM**

# Some Pathways for Change

## Global Theories:

1

**"Large Leaps"**

or Punctuated Equilibrium Theory

2

**"Coalition"**

Theory or Advocacy Coalition Framework

3

**"Policy Windows"**

or Agenda Setting

4

**"Messaging and Frameworks"**

Theory

5

**"Power Politics"**

or Power Elites Theory

6

**"Grassroots"**

or Community Organizing Theory

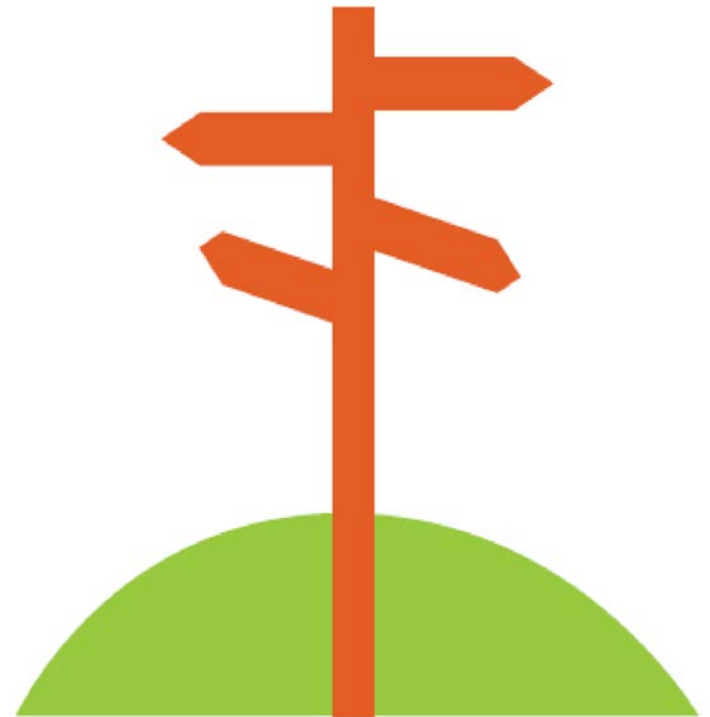
## Theories about Advocacy Strategies or Tactics:

*See: Pathways for Change (2010)*

# Getting Started

Developing a theory of change is often viewed as the **essential** starting point in designing evaluations for advocacy and policy efforts.

*See: A Guide for Evaluation of Advocacy and Policy (2007).*



# What is Theory of Change?



- A **conceptual model** for achieving a collective vision; “how you get from here to there”
- A **recognized tool** in evaluation as a way to identify **key interim outcomes** for learning and accountability



# It is All About Linkages

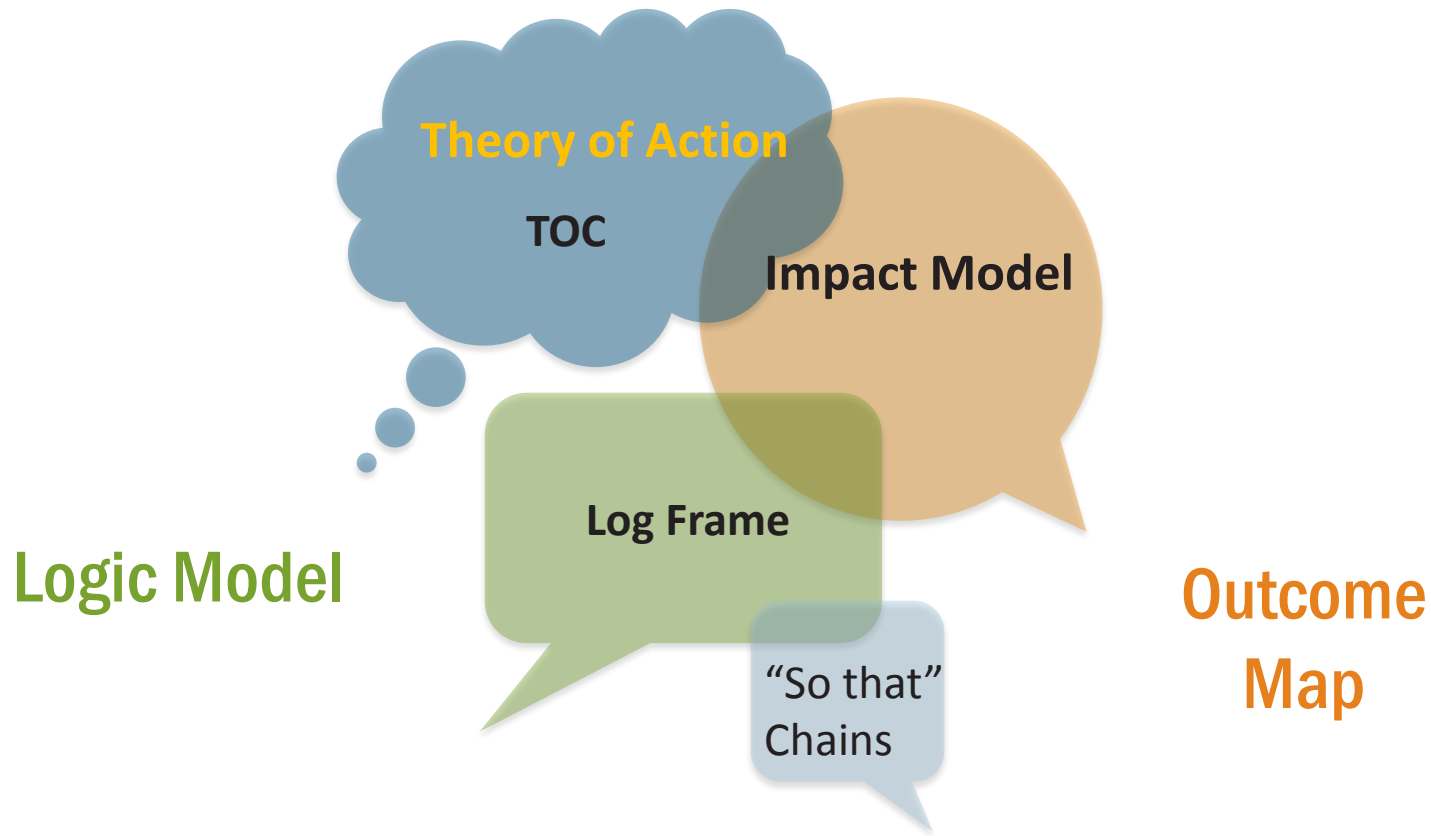
A *theory of change* outlines the set of linkages among

**strategies,  
outcomes, and  
goals**

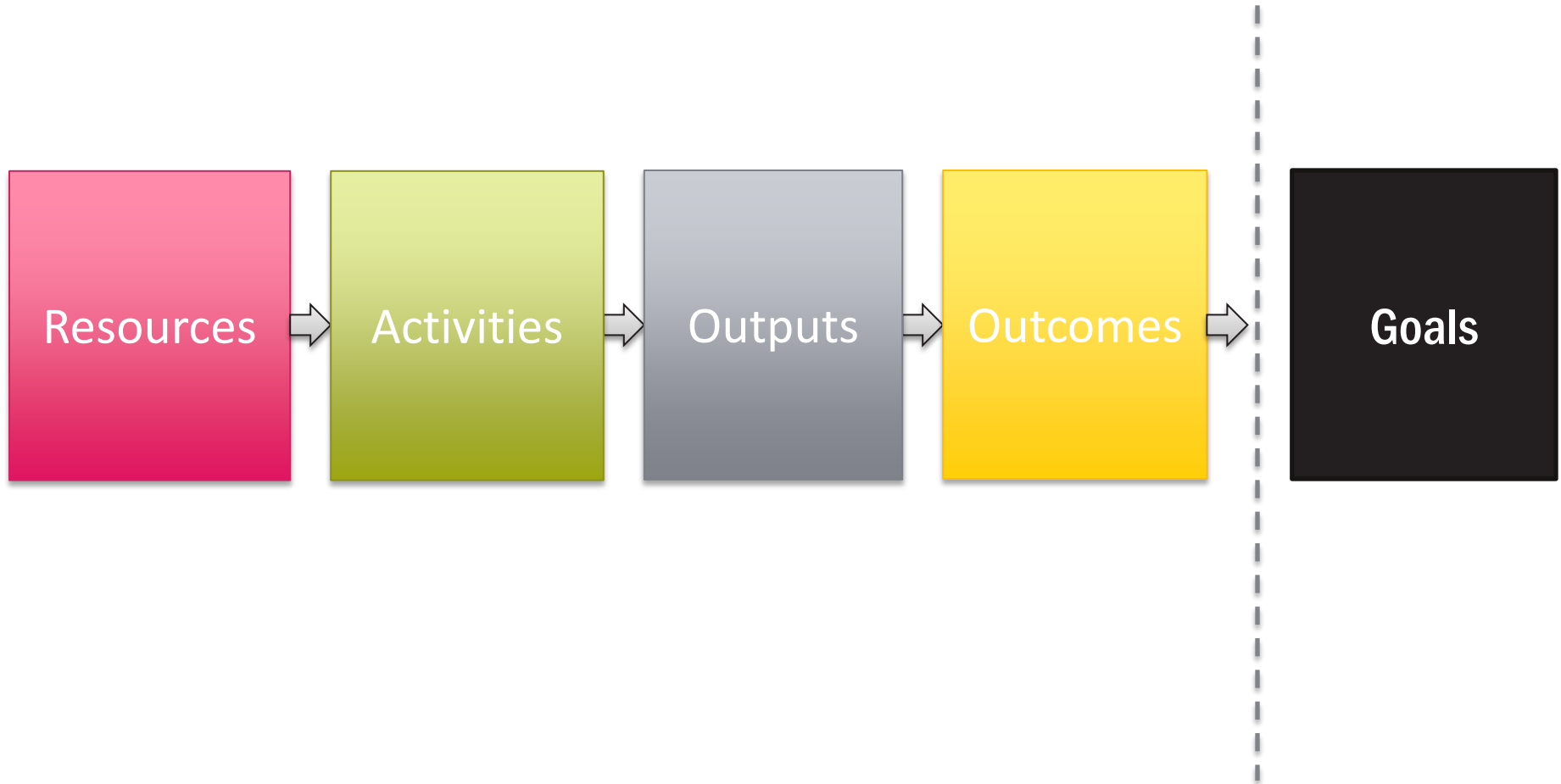
that support a broader mission or vision, along with the underlying assumptions related to these linkages.



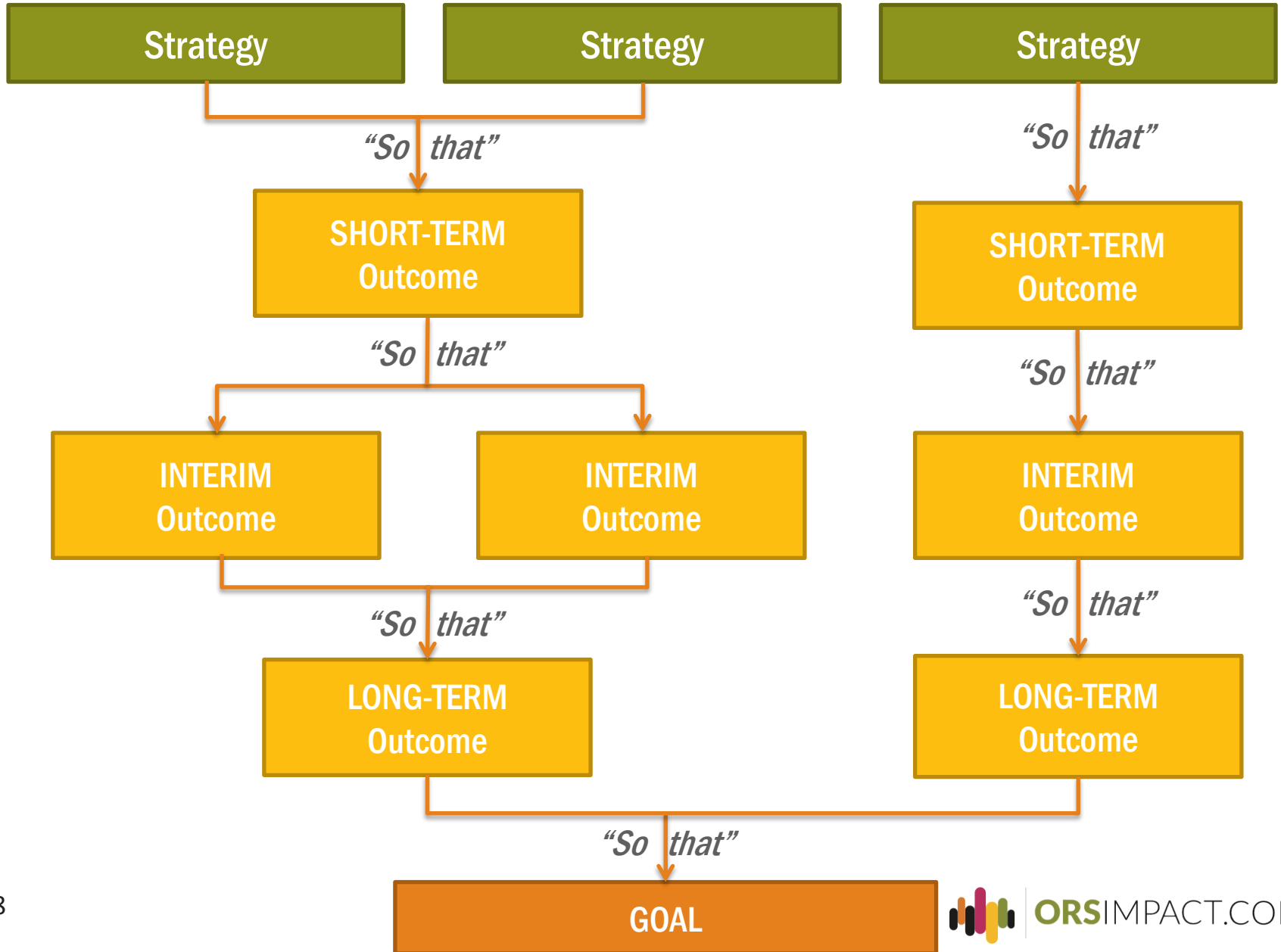
# The Various Tools of Theory of Change



# Logic Model Diagram



# Outcome Map Diagram





# Theory of Change Example

## Village Vision 2020 Outcome Map



Village is a nonprofit integrative healthcare research organization dedicated to realizing and replicating a birth center model that stimulates wellness and compassion for mothers, babies, families, staff, the healthcare system and the environment.

**Resources**

- Prototype for midwifery model of care for an out-of-hospital birth center in collaboration with an integrative and multidisciplinary primary care clinic
- Partnerships with research centers and universities
- Integrative health and wellness providers with established practices
- Integrative health students for educational rotations and staffing
- Insurance coverage for professional healthcare services and facility fees
- Complementary programs (e.g., Centering Pregnancy, Mindful Parenting)
- Physical location that promotes wellness and eco-system health

So That

**Strategies**

RESEARCH, EDUCATION and DISSEMINATION of KNOWLEDGE

- Implement and evaluate an integrative birth center model with collaborative wellness services for the whole family - spanning preconception, pregnancy, birth, post-partum, parenting and primary health care
- Conduct outcome studies to determine the extent to which the integrative model produces refinements for the six expected beneficiaries and what refinements may be needed prior to replication
- Provide educational and residency opportunities to students and community members committed to integrative health care
- Disseminate knowledge about integrative birth center to communities seeking to promote maternal, child and family health within an empowering and environmentally progressive model

So That

<b>Six-Dimensional Outcomes</b>	<p><b>MOTHERS</b></p> <ul style="list-style-type: none"> <li>• Increase education and preparation for birth</li> <li>• Increase ability to make informed choices</li> <li>• Decrease pre-eclampsia and gestational diabetes</li> <li>• Decrease rate of primary cesarean section</li> <li>• Decrease medical complications</li> <li>• Increase maternal satisfaction</li> <li>• Improve identification and treatment of postpartum mood disorders</li> </ul>	<p><b>BABIES</b></p> <ul style="list-style-type: none"> <li>• Decrease in pre-term births</li> <li>• Increase in Apgar scores (baby is in best possible condition right after delivery)</li> <li>• Increase breast feeding</li> <li>• Decrease fetal exposure to accumulated maternal toxins during pregnancy</li> <li>• Increase understanding of role of toxins in development of diseases such as autism, cancer and diabetes</li> <li>• Increase emotional health by welcoming babies in a compassionate and gentle way</li> </ul>	<p><b>FAMILIES</b></p> <ul style="list-style-type: none"> <li>• Increase family support of mothers</li> <li>• Increase involvement of family during birth and post-partum</li> <li>• Increase family bonding immediate postpartum</li> <li>• Increase investment between partners because of shared experience</li> <li>• Improve family health by promotion of lifestyle changes during pregnancy</li> </ul>
	<p><b>STAFF</b></p> <ul style="list-style-type: none"> <li>• Improve educational practices that build upon both integrative medicine and midwifery model of care</li> <li>• Improve business model to support sustainable compassionate work experience for birth professionals</li> <li>• Increase career satisfaction by bringing improved health to patients</li> </ul>	<p><b>HEALTH CARE SYSTEM</b></p> <ul style="list-style-type: none"> <li>• Decrease medical costs</li> <li>• Decrease non-evidence-based medical interventions at prenatal visits (e.g., ultrasounds)</li> <li>• Improve medical outcomes</li> <li>• Increase use of evidence-based, coordinated, multidisciplinary, patient-centered care (Institute of Medicine recommendations)</li> </ul>	<p><b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>• Increase modeling of eco-lifestyle</li> <li>• Decrease medical waste</li> <li>• Increase eco-consciousness and restoration</li> <li>• Decrease toxicity in the community</li> </ul>
<b>BENEFICIARIES</b>			

So That

**Goal**

Babies are born and parented in a framework of compassionate, eco-conscious wellness.

# Benefits of Theory of Change

- Provides greater conceptual clarity
- Lifts up assumptions based on underlying research, evaluation and lived experience

## Are you doing:

- Enough?
- The right things?
- Unnecessary things?

Is there a **logical theory** that you can use to get from here to there?

# Using a Theory of Change

- Identify your **purpose** for evaluation
- Prioritize areas of **inquiry**
- Consider evaluation design **options**
- Build evaluation into **processes and practices** used by advocates



# Defining Terms



**“Outputs”** = *What you do*

**“Outcomes”** = *What happens as a result of what you do*





# Defining Audience and Purpose

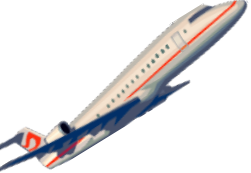
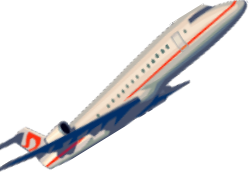
## Intended Users

- Program staff and leadership
- Funders
- External stakeholders
- Wider field

## Intended Use

- Assessment of Merit
- Program and Organizational Improvement
- Oversight and Compliance
- Knowledge and Development

# Levels of Planning and Measurement

	PERSPECTIVE	TYPES OF MODELS/TOOLS	DATA AND EVALUATION
 High-level 50,000 feet <i>Vision</i>	50,000 feet <i>Vision</i>	Longer-term Strategic Framework / Vision (e.g., 5 – 10 years)	Population Level Data (Examples: MDGs)
 Mid-air 15,000 – 30,000 feet Strategy / Program / Initiative	15,000 – 30,000 feet Strategy / Program / Initiative	Medium-term Theory of Change / Theory of Action / Outcome Map / Logic Model (e.g., 2 – 5 years)	Strategy, Program and Initiative Level Evaluation (Examples: RMC)
Close to the ground 1000 feet Implementation	1000 feet Implementation	Annual or Periodic Action Plan / Budget (e.g., 1 – 2 years)	Department Performance Measures; Program Process and Implementation Evaluation (Examples: For each strategy within the RMC initiative: i.e media campaign)

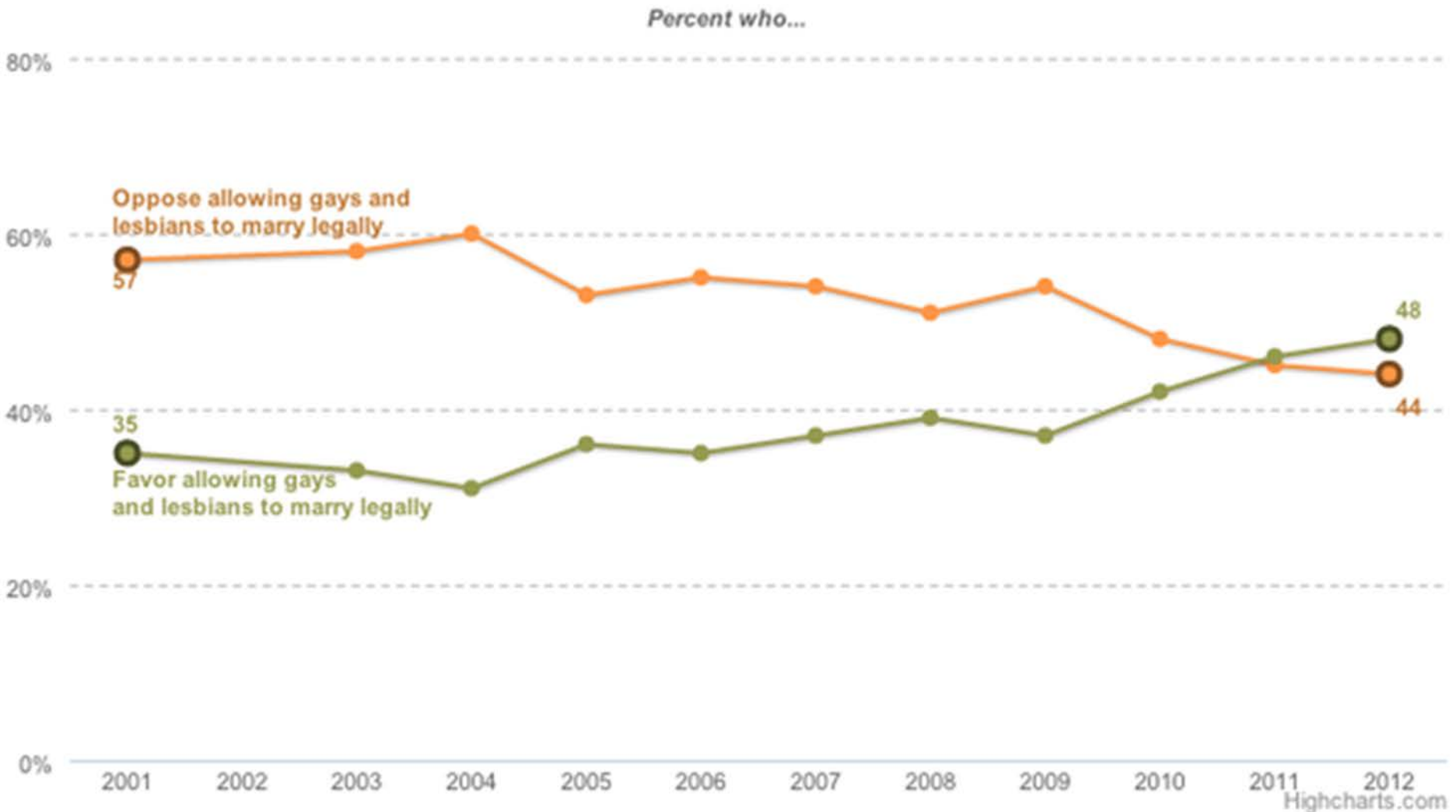


# Identifying Outcomes for Policy Change: ORS Impact's Framework

## Six "Buckets"



# Shift in Social Norms



Source: Aggregated data from Pew Research Center polls conducted in each year. Question wording can be found [here](#) (PDF), and information on the Pew Research Center's polling methodology can be found [here](#).



# Strengthened Alliances



# Strengthened Organizational Capacity





# Strengthened Base of Support



# Changes in Policy

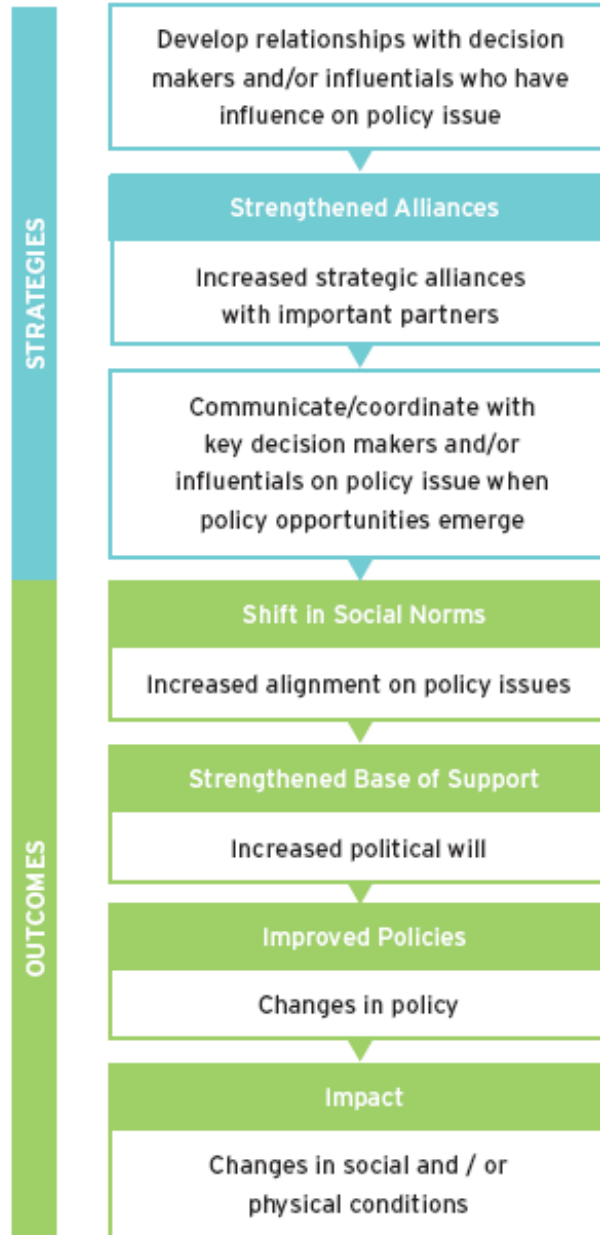




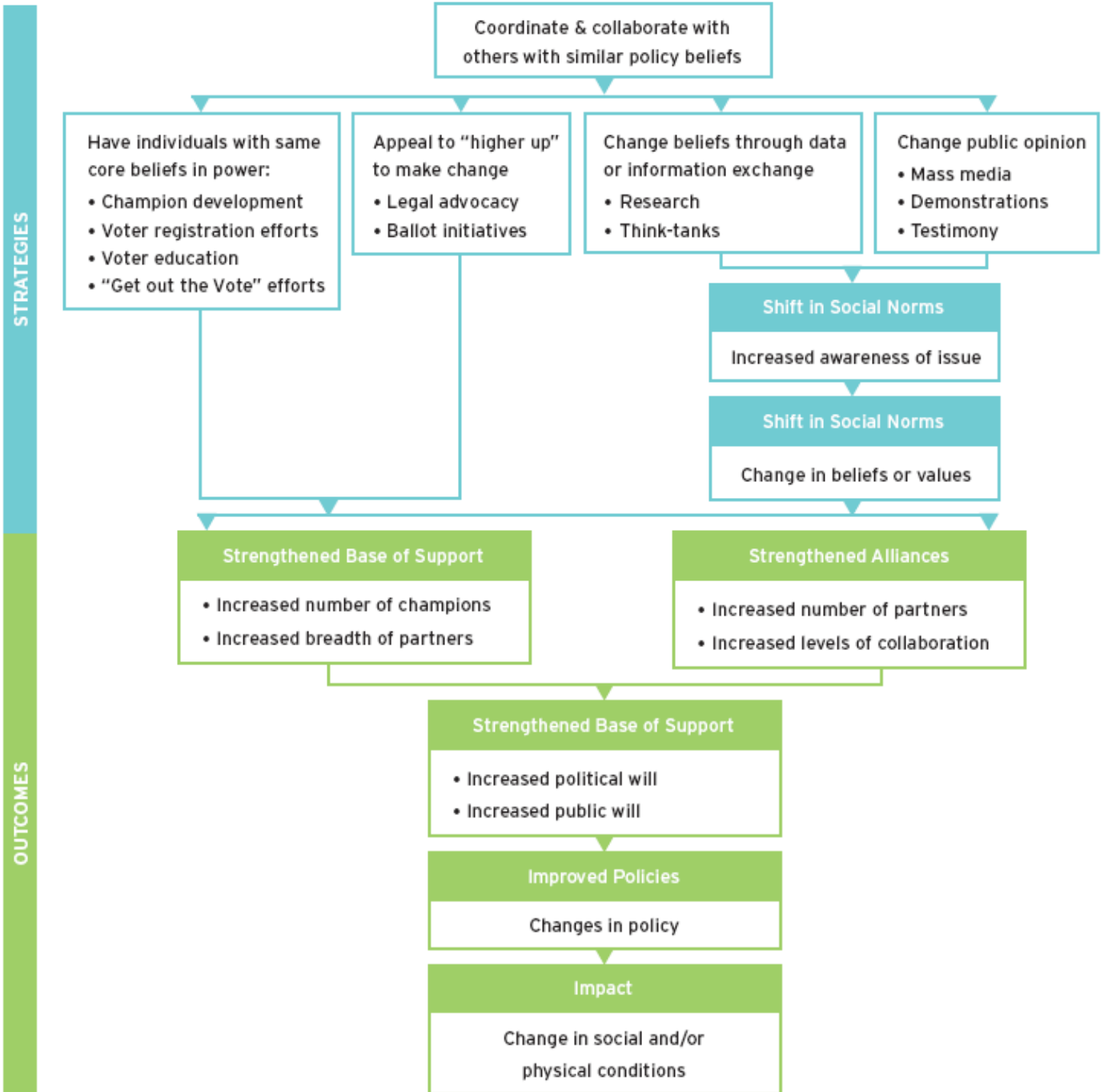
# Changes in Impact



# What your Theory of Change might look like from a “Power Elite” approach to change.



# What your Theory of Change might look like from a “Coalition-building” approach.



# Progress Happens in the Middle



- **Identify** interim outcomes
- **Celebrate** successes
- **Refocus** efforts
- **Build** momentum

As you Reach for the  
**GOAL**