

# THE PROGRAM/PROPOSAL LOGIC MODEL

## Identifying the Problem: Doing Community Needs Assessments

By Pamela Byrnes

National Association of Community Health Centers (NACHC)

---

*Adapted from "The Program/Proposal Logic Model" presentation slides (37-78) by Pamela Byrnes at the NACHC Developing Effective Federally Qualified Health Center Programs and Applications Conference held **September 29-October 1, 2010** in Denver, CO. Information in brackets ("[]") indicates information inserted for clarification and is not found on the original slides.*

---

### Needs Assessments

- ❖ Needs Assessments→Strategic Planning→ Strong Health Center Programs
- ❖ The Needs Assessment informs the Strategic Planning processes which forms the basis for the health care plan and service delivery model, which lays out a rational and logical approach to the implementing of that plan, which is supported by a reasonable, realistic cost effective budget

### Rules

- Rule #1A
  - Identified needs have to relate to the program
    - Health Disparities = Services/Service Package
    - Access Problems/Limitations = Staffing Profile
    - Barriers = Service Delivery Model & Strategy
- Rule #1B
  - Identified needs have to relate to the program
    - Identifying scores of problems without corresponding program is not a winning strategy
- ❖ From the HRSA Funding Guidance:
  - "Information provided on need should serve as the basis for, and align with, the proposed activities and goals described in the health care and business plans and throughout the application."

### Identifying Need

- Health Disparities
  - Health outcome data demonstrating that the target population experiences disparities in health outcomes compared to the general population in the Service Area or other benchmarks
- Access to Care
  - Data demonstrating that there is not an adequate quantity of accessible primary health care providers for the target population
- Barriers to Care
  - Even if there are health care resources why is it that the target population cannot use them fully?
    - Cultural and/or linguistic
    - Geographic/transportation
    - Insurance/available income
    - Other factors creating barriers
    - Unique health care needs

- ❖ From Need to Program—The Logic
  - [The needs identified then need to be served through a logical solution—which is the program]
    - Health Disparities: Services
    - Access [to Care] Limitations: Staffing profile
    - Barriers [to Care]: Service delivery model and strategy
- ❖ Identifying Need
  - Attention Everybody!
    - Look for required needs data! But do not limit your analysis to those indicators!
  - Community Based Needs Assessment→Need for Primary Care Services
- ❖ Levels of Description
  - Service Area
  - Target Population
  - Patients

## Service Area

- Define Service Area
  - A geographic area from which your target population will be drawn (census tracts, counties, MUAs, HPSAs, etc)
  - A logical and rational area from providing health care services that relates to your target population and their accessibility and barrier issues
- This is the character of the area:
  - Environmental/geographic characteristics
  - Housing
  - Economy
    - Types of economic activity
- This is how the people here live
  - Education
  - Income
  - Livelihood
  - Transportation
  - Socio-demographic information
- And all of these things relate to potential health risks and barriers to care
- And all of these things relate to:
  - Potential health risks
  - Decreased access
  - Barriers to care

## Target Population

- These are the people in the service area that I am focusing on designing a program for:
  - Socio-demographic indicators
    - Race
    - Income
    - Education
    - Age
    - Employment/unemployment
    - Ethnicity
    - Language/culture
    - Insurance status
    - Free/reduced lunch
- Health Status Indicators/Health Disparities
  - Maternal/Child health indicators
    - Infant mortality
    - Low birth weight
    - Prenatal care
    - Teen pregnancy
    - Immunizations
    - Lead paint exposure/poisoning
    - Other [maternal/child health indicators]

- Chronic Diseases
  - Cancer
  - Diabetes
  - Asthma
- Mental Health Problems
  - Depression
  - Suicide
  - Substance abuse
- Oral Health Problems
  - Caries
- HIV/AIDS
- Nutrition/hunger
- Obesity
- Conditions specific to special populations
  - Environmental exposure
  - Pesticide exposure
- Coronary Heart Disease
- Hypertension
- Other [chronic diseases]
- Serious mental health conditions
- ADD/ADHD
- Other [oral health problems]
- Skin disorders
- Accidents

## Identifying Need

- Define Special Populations
  - Specific health problems and health care needs
  - Significant changes in the past year impacting specific special populations
- Special Populations Additional Descriptions
  - MCH [Migrant Community Health]
    - Agricultural environment/crops
    - Growing seasons
    - Special circumstances impacting demand
  - HCH [Homeless Community Health]
    - Availability of housing and other factors that impact demand for services
  - PHPC [Public Housing Primary Care]
    - Recent changes in availability of public housing and impact on demand

## Patients

- Patients AND Community Based Needs Assessment→Need for Primary Care Services
- ❖ Patients—Just the Tip of the Iceberg
  - Health Status
  - Access to Care
  - Barriers to Health Care
    - Patient surveys
    - Focus groups
    - Chart audits
    - Anecdotal information
- ❖ Identifying Need
  - For those already providing health care to the target population (existing grantees—Service Area Competition and Expansion Applications—and other operational applicants)
    - Who are you serving now? How many?
  - For everyone
    - How many will be served and how many projected encounters throughout the proposed project
      - Give data for end of each project year and at full capacity!
      - Make sure the data is consistent
  - Remember
    - Patient derived data and information is not population-based data!
    - Always use the correct data for the question being asked

## Other Area Providers

- Other area providers + Patients + Community Based Needs Assessment → Need for Primary Care Services
- ❖ Access to Care—How Many Providers are There?
  - Access to Care
    - Are health care resources available to the target population?
      - Data demonstrating that the target population has restricted access to primary health care
        - ◆ Numbers of providers available
        - ◆ Other providing resources/services to the target population
        - ◆ Other FQHCs/Section 330 grantees, rural health clinics, public health services, etc.
    - Discussion of the adequacy and effectiveness of the existing network of care for the target population
      - Absolute shortage of primary, oral, behavioral care providers
      - Shortage specifically for target population
      - Numbers of providers accepting Medicaid, SCHIP, sliding fee scale
      - Waiting times to get appointments, etc.

## Barriers to Care

- Barriers to Care + Other Area Providers + Patients + Community Based Needs Assessment → Need for Primary Care Services
- Even if there are health care resources, why is it that the target population cannot use them fully?
  - Cultural and/or linguistic
  - Geographic/transportation
  - Insurance/available income
  - Other factors creating barriers
  - Unique health care needs

## Environmental Context

- Environmental Context + Barriers to Care + Other Area Providers + Patients + Community Based Needs Assessment → Need for Primary Care Services
- Health Care Environment
  - What is happening in the state, region, local area that impacts the health care status and access to care for the target population?
    - Federal, state, county, local Medicaid, welfare, other health care reforms
    - Implementation of 1115 and 1915(b) waivers, Medicaid PPS, SCHIP, others
    - Direction of state environment and health policy is going including trends in state budgets, unemployment, etc
  - How do these trends and policies impact the future fiscal well-being of the proposed program and applicant organization?
- Environment—Not just health care
  - What other environmental/policy/politics will impact the proposed program?
    - Immigration laws
    - Changing economic structure
    - Employment trends
    - Others

## State Priorities

- State Priorities + Barriers to Care + Other Area Providers + Patients + Community Based Needs Assessment → Need for Primary Care Services
- How does the proposed new site fit into the state priorities regarding health care for the underserved?
  - Market place analysis
  - Statewide strategic plan
  - Other analyses of health care access