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Understanding the Development of a Logic Model in a Multi-Agency Resource Centre

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A thesis submitted in partial fulfillment of the requirements for the Master of Health Information Science degree in Health Information Science
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Abstract

In response to social and economic decline in the downtown area of Sault Ste. Marie, Ontario, over thirty diverse community organizations collaborate to deliver programs and services out of a shared space, the Neighbourhood Resource Centre (NRC). This study seeks to uncover how the objectives of the NRC are being interpreted and enacted by community partners, as well as, how the partners navigate diverse desired outcomes to create a common logic model. Through participatory action research, the study sought to answer the research questions through field observation, semi-structured interviews, and focus groups. An analysis of the data yields that, 1) collaboration and engagement has strengthened neighbourhood development, 2) the NRC promotes belonging, 3) community partners must overcome barriers, 4) the NRC enacts continuous evaluation and 5) evaluation has instigated participants getting on the same page. This study is a part of a growing body of literature that seeks to understand how logic models are developed across diverse collaborations. It is our hope that this project will contribute to future research on collaborative planning and evaluation processes.

Keywords

Community, collaboration, engagement, evaluation, multi-agency, neighborhood resource centre, logic model.

Summary for Lay Audience

Neighbourhood resource centres, community centres or neighbourbood hubs have the ability to connect neighbours and provide opportunities for personal interactions. The presence of these centres in neighbourhoods that are facing higher rates of poverty have the ability to contribute more than just opportunities for mixing with one another. In the case of the Neighbourhood Resource Centre (NRC) located in Sault Ste. Marie, Ontario, the NRC is comprised of over 30 different organizations that offer a range of health and human services to neighbours in the city's downtown. This research is attempting to understand how the goals of the NRC are being understood and acted upon by different members, as well as how NRC members plan how things should turn out to create a common logic model. A logic model is a visual representation of how a complex program or system works by looking at activities, inputs, outputs and outcomes. In order to better understand the NRC, researchers invited members of the NRC to participate in interviews, focus groups and be observed during their meetings. After looking at the results of the study, the following findings are suggested: 1) individuals delivering services and programs must work together to strengthen neighbourhood development, 2) the NRC promotes belonging within the neighbourhood, 3) members must work to overcome barriers, 4) the NRC provides many opportunities for reflection and evaluation, and 5) the development of this logic model has allowed NRC members to get on the same page. This study is a part of a growing body of research that seeks to understand how logic models are developed across different collaborations. It is our hope that this project will contribute to future research on planning and evaluation processes.

Co-Authorship Statement

Alexandra Boston completed this work under the supervision of Dr. Abe Oudshoorn and Dr. Gayle Broad, who will be co-authors on the publications produced from this manuscript.

Acknowledgments

Firstly, I would like to thank my thesis supervisor, Dr. Abe Oudshoorn, for your guidance and commitment to my work. Thank-you for your constant support and flexibility even while completing my research at such a distance. I would also like to thank Dr. Gayle Broad for your support and expertise on our community. I am incredibly thankful for the support that both of you provided to me as I completed this degree.

I also want to acknowledge and thank my close friends for their support and encouragement, Kayla Palombaro, Leah Henderson-Harrington and Jennifer Black.

Finally, I thank all my family members, especially my parents, Andy Boston and Laurie Zeppa, and my brother, Sam Boston. Dad, Mum and Sam, I can't even attempt to thank you for all that you have done for me but please know I am forever grateful for being a part of a family that supports my success. I'd also like to acknowledge my Mum, who has been a Registered Nurse for 35 years. Thank you for your dedication to public health and health equity in our community. Mum, you inspired me to take this path in my academic career.

I thank each one of you for your support. I am eternally grateful.

Dedication

I would like to dedicate this work to my family and friends for their support throughout my academic years. I would especially like to thank my parents, Laurie Zeppa and Andy Boston, who have been my ‘rocks’ and instilled in me the importance of hard work. Without them, I would not be the person I am today and for that I am eternally grateful. I also dedicate this work to the Neighbourhood Resource Centre. It was a honour to learn about the important work that you are doing and the support you are providing to our community.

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Chapter 1

1 Introduction

Neighbourhood resource centres act as a community hub to offer neighbourhood-based social, recreational and educational services and programming to a specific geographic area within a town or city. Neighbourhood resource centres often include a collaboration of diverse agencies and organizations who deliver a wide range of services and programming, and are usually funded by federal, provincial and/or municipal governments. Neighbourhood resource centres offer an ideal location to study collaboration at the organizational level due to the diversity of their service delivery.

Collaborations within Neighbourhood Resource Centres have the ability to positively contribute to the areas they serve, however, there are also potential challenges inherent in collaboration. Health and social service collaborations can struggle with clarity, be problematic in terms of conflict, or ultimately fail. Some of the root causes may be due to a lack of understanding, differing agendas, intentions, and a disconnect in communication between agencies involved. Inter-agency conflict can be caused by issues of power and control, poor planning, such as poor identification of goals, differing levels of commitment and a lack of attention to sustainability. This thesis explores the collaborations that occur between health and social service providers within a Neighbourhood Resource Centre, including participatory development of a logic model defining the work of the NRC.

This thesis follows an integrative article format. Chapter 1 introduces the issue, purpose, and study design. Chapter 2 is a stand-alone paper re-iterating these elements plus containing the findings and recommendations. The third chapter consists of the implications section that focuses on policy, health information science, and program evaluation. Within an integrative article format there is some repetition across the three chapters so that chapter 2 is a publishable piece.

1.1 Background and Significance

The city of Sault Ste. Marie is located in Northeastern Ontario with a population of 73 368 (Statistics Canada, 2018). Members of the community, spearheaded by the Sault Ste. Marie Police Services' (SSMPS) community mobilization model of policing, identified a decline in social and economic growth in the city's downtown core accompanied by an increase in the number of social needs within this area. This was accompanied by an unexpectedly high murder rate in the downtown area between 2010-2011. From 2012-2014, members of the community participated in a "Downtown Dialogue in Action" research project that assessed the downtown area's social and economic issues. Their findings indicated that there was an out-migration of essential services that moved to the north end of the city. The out-migration of these services also caused a decrease in knowledge regarding where to go for services. In addition, another finding was that a large amount of 911 calls were directed to a specific intersection, Albert and Gore Street, in the downtown area. These calls were considered "social disorder" calls, "which required a different approach to resolution" (Broad, Meades, Green, Chalifoux, & Bolduc, 2014, p. 4). Essentially, these calls were non-reportable by the police and instead required a response by human services.

In 2014, the Sault Ste. Marie Police Services' (SSMPS) community mobilization model of policing project opened its doors to the Neighbourhood Resource Centre, which was located in the Albert and Gore Street area, with the goal to deter and prevent crime (Broad, Meades, Green, Chalifoux, & Bolduc, 2014). Originally, the NRC worked collaboratively to build relationships with over 14 diverse community agencies and organizations in an effort to share resources and develop core partnerships. (Doxtater, Broad, Ortiz, Storozuk, & Dupuis, 2015). Since the opening of the NRC there has been a growth in services and programming, as well as involvement from other community members and stakeholders, from 14 agencies to over 30. One of the discussed objectives of the NRC is to work towards altering negative perceptions of the area, ultimately, to create a feeling of safety and instill pride and purpose for residents of this area (Doxtater, Broad, Ortiz, Storozuk, & Dupuis, 2015). In addition, the NRC's efforts within the community are regularly highlighted, on local media outlets and more recently,

provincially, in the Chief Medical Officer of Health of Ontario to the Legislative Assembly of Ontario 2018 report "Improving the Odds: Championing Health Equity in Ontario." In these reports, the NRC is described as a positive contribution to the community, which is described as a place where residents feel safe and are able to access person-centred services.

The NRC studied has over 30 organizations and agencies actively delivering programming and services out of its location. Staff who offer programming come from these partnered agencies and operate at the NRC utilizing their own agency or organization's mandates, policies, and objectives. This can affect the operations at the NRC, as frontline staff do not necessarily share common goals under the umbrella of the NRC. There is significant interdisciplinary variety across staff placed at the NRC, which adds a further degree of complication to service delivery. Therefore, this research engages with the complexity of collaboration in an NRC model, involving an effort to collaboratively develop a logic model for the organization as a whole.

Collaboration in human services is often referred to as service integration or interagency service coordination (Longoria, 2005). Collaborative efforts between health and human services is a rational and effective means to achieving outcomes set by organizations and agencies (Page, 2003). While it is hoped that collaboration, service integration or interagency service coordination will be of benefit, there are chances for potential issues to arise. These problems may include, a lack of communication and understanding, differing agendas, motives, and intentions (Byles, 1985). These challenges can lead to power struggles that can be further complicated through various leadership designs. Power and control imbalances may be due in part to the organization or agency that instigated the collaboration, invited other organizations and agencies to participate, or is the recipient of the funding that will be utilized by the collaboration (Shortell, Gillies, Anderson, Mitchell & Morgan, 1993). Lastly, Dorsey et al., (2014) explain that confusion around collaboration can limit the ability to engage in proper program evaluation, which requires clear definition of goals, outputs, and outcomes. Failures of collaboration may be caused when those involved in the collaboration do not understand one another's purpose or objectives (Byles, 1985). In addition to this, agencies and organizations may have

differing agendas, motives or intentions that are aligned to meeting their own needs or reaching differently mandated statistics.

The NRC in Sault Ste. Marie is designed following a backbone agency model. Backbone agencies within a collaboration are an agency or organization that takes a role within the partnership to organize, lead, and support the group in working towards their intended goal (Turner, Merchant, Kania and Martin, 2012). Backbone agencies may also be the direct source of the funding for the collaboration. In this case, the Sault Ste. Marie Police Service is the backbone agency as the initial concern precipitating development of the NRC was community safety and crime.

Planning is a key concept interconnected with the idea of collaboration. Ideally, a thorough needs-assessment is conducted prior to designing and implementing a collaborative service model (Janosky et al., 2013). This allows for a deeper understanding to identify the specific need and resources around which services can be provided. Effective planning also allows for considering sustainability of the collaboration with consideration of staffing and funding. As noted above, adequate planning supports proper evaluation through the clear definition of program outcomes. This can ultimately impact service recipients by ensuring alignment between the services provided and community needs. Therefore, evaluation is optimized if designed at the project outset (Helitzer, et al., 2010).

Part of the impetus for this project was the noted lack of common goals and objectives that were utilized by the frontline staff at the NRC to guide their service delivery and planning. This was important to the success of the NRC as they rely on collaborative efforts to achieve their outcomes. Therefore, to best understand the collaboration, it was of benefit to learn if frontline staff have an understanding of why they are at the NRC delivering their specific programs and services. A suggested way to assess the collaboration was through analyzing the various processes and common goals understood by frontline staff at the NRC. From the outset, co-designing a logic model was considered a way to almost take a step back and consider the NRC from a high level in terms of goals, then working down to activities and outcomes. A logic model allows for planning

what the NRC as a collaboration expects to happen and a figurative ‘road map’ on how exactly will they get there. Through engaging frontline staff in the logic model development process, individuals are not only participating in the co-creation but also enhancing their relationships and collaborations with one another. Using a logic model also helps in the evaluation and monitoring of the NRC, as well as for managing what is going on, and informing those who are not directly involved, such as senior management of the frontline staff’s organizations and agencies. Through using a logic model, participants are able to collectively align their common goals and objectives and enhance collaborative efforts at the NRC.

The significance of this topic is that the community of Sault Ste. Marie identified a need for a collaboration amongst organizations to re-instate growth and development in a neighbourhood facing disparities. To challenge these disparities, the Neighbourhood Resource Centre was opened with the support of numerous organizations. Since its initial opening, there has been an increase in services, programs and involvement of community members. Due to the vast amount of services, programming and outreach the Neighbourhood Resource Centre offers, it was of benefit to evaluate the ongoing collaboration. This research study will provide further insight into understanding how the use of a logic model can be used to guide outcomes in a multi-agency resource centre where diverse needs and interests of diverse organizations may align in some cases, and differ in others.

1.2 Statement of the Problem and Research Questions

Since the opening of the NRC there has been a tremendous growth in services and programming, as well as involvement from other community members. Originally, the NRC was opened with a narrow goal to deter and prevent crime, however, after the growth of the diversity of programs and services offered at the NRC the main objective was altered to promoting community health and well-being. In understanding the main objective, the promotion of community health and well-being, there is reason to believe that the path in achieving these outcomes may be interpreted differently amongst various agencies and organizations involved at the NRC. Therefore, the research problem is to

understand how numerous agencies and organizations understand the NRC's objectives and to understand how a logic model to guide collaboration is developed across diverse organizations. The following research questions are addressed:

1. How are the objectives of the NRC being interpreted and enacted by different members?

2. How do NRC members navigate diverse desired outcomes to create a common logic model?

1.3 Purpose of the Study

The purpose of this participatory action research study is to work collaboratively with a neighbourhood resource centre to understand the co-development of a logic model that graphically illustrates a relationship between resources, programs and activities and intended outcomes. Through this participatory action process, collaborative processes or challenges to collaboration will be uncovered. Ultimately, this study will contribute knowledge regarding collaborative program evaluation and planning processes.

1.4 Participatory Action Approach

This project is situated within the interpretive paradigm with a focus on understanding the meaning of everyday collaboration. The concept of everyday collaboration is a norm for participants and therefore the study has been able to uncover the subjective experiences of working with numerous organizations for a common purpose. The subjective approach was a valuable theoretical approach as it led to a deeper understanding of each participant's unique perspectives and interpretations. In addition, it led to a rich co-construction of knowledge amongst participants, who have varying degrees of experiences. This has been done through exploring the stories of research participants while they engage in developing a logic model.

Working through the interpretive paradigm, the methodology of participatory action research (PAR) was deemed the most appropriate for the research. This is due in part to the emphasis on participation and action. Reason and Bradbury (2001, Pg 1) define PAR as "a participatory, democractic process concerned with developing practical knowling in the pursuit of worthwhile huamn purposes." PAR is relevant to Michel Foucault's

understanding of power as he sees power as something that results from between people and from different forms of knowledge (Baum & MacDougall, 2006). Another connection to PAR is directly traced to Paulo Freire, who thought that critical reflection was essential for social and personal change (Ozanne & Saatcioglu, 2008). This methodology fully integrates both researcher and participants, in order to create a working environment where they can improve practices that they participate in and the various situations they find themselves in (Baum & MacDougall, 2006). The literature also suggests that researchers work closely with health policy makers and practitioners to overcome professional dominance and improve strategies. At times, researchers often struggle with this methodology due to the ongoing and competing relationship between academic theories and everyday knowledge (Ozanne & Saatcioglu, 2008). However, in my experience, the reflective component of PAR allowed myself as a researcher to digest what I was seeing and hearing from participants in order to develop new understandings. PAR is an engaging research method that drives social change, empowers participants and encourages collaboration.

The use of participatory action research enabled the participants and I to become fully immersed in the collection of new data and co-development of knowledge products. Participants were invited to take part in semi-structured interviews, focus groups and to be observed at bi-weekly meetings. Those who decided to engage in the research were able to control which parts of the data collection they wanted to be involved with at varying capacities. The dissemination of the results concluded in co-creating a logic model that participants and their organizations will be able to utilize for planning and evaluation.

Following an integrative thesis format, the next chapter is an in-depth piece that includes: an introduction, background and significance, literature review, ethical approval, methodology, study design, sample/sampling method, data collection, data analysis, rigor, findings, discussion and implications, limitations, and conclusion. The third and final chapter includes a deeper examination of potential implications in policy, health information science, and program evaluation. This chapter is followed by appendices and my curriculum vitae.

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Chapter 2

2 Introduction

Neighbourhood resource centres act as a community hub to offer neighbourhood-based social, recreational and educational services and programming to a specific geographic area within a town or city. Neighbourhood resource centres often include a collaboration of diverse agencies and organizations who deliver a wide range of services and programming, and are usually funded by federal, provincial and/or municipal governments. Neighbourhood resource centres offer an ideal location to study collaboration at the organizational level due to the diversity of their service delivery.

Collaborations within Neighbourhood Resource Centres have the ability to positively contribute to the areas they serve, however, there are also potential challenges inherent in collaboration. Health and social service collaborations can struggle with clarity, be problematic in terms of conflict, or ultimately fail. Some of the root causes may be due to a lack of understanding, differing agendas, intentions, and a disconnect in communication between agencies involved. Inter-agency conflict can be caused by issues of power and control, poor planning, such as poor identification of goals, differing levels of commitment and a lack of attention to sustainability. This thesis explores the collaborations that occur between health and social service providers within a Neighbourhood Resource Centre, including participatory development of a logic model defining the work of the NRC.

2.1 Background and Significance

There was a time in Sault Ste. Marie, Ontario's history where Gore Street, an area located in the city's downtown core, was a bustling area occupied by locally owned businesses, restaurants and entertainment. It was a regular destination for community members from across the city. However, more recently, the area experienced a gradual social and economic decline as well as a decrease in the residential population. Schools, churches, businesses, restaurants, and existing community centres in the area have closed. To respond to the shifting needs of the downtown area, from 2012-2014, lead members of

the community participated in a “Downtown Dialogue in Action” research project that assessed the downtown area’s social and economic issues. Two of their findings included: 1) Essential social, health and human services uprooted their locations to the north end of the city. Due to this, members of the community faced numerous barriers in accessing these services. 2) While the out-migration of services was ongoing, the Sault Ste. Marie Police Services (SSMPS) noticed that a bulk of 911 calls received were from the Gore St area. These calls were deemed “social disorder” calls, “which required a different approach to resolution” (Broad, Meades, Green, Chalifoux, & Bolduc, 2014, p. 4). Essentially, these calls did not require a police response and instead required a response by human services.

To better address the needs of downtown residents, in 2014, the SSMPS community mobilization model of policing project opened its doors to the Neighbourhood Resource Centre (NRC), located on Gore Street, with the narrow initial goal to deter and prevent crime (Broad, Meades, Green, Chalifoux, & Bolduc, 2014). Originally, the NRC worked collaboratively to build relationships with over 14 diverse community agencies and organizations in an effort to share resources and develop core partnerships. (Doxtater, Broad, Ortiz, Storozuk, & Dupuis, 2015). Since the opening of the NRC there has been a growth in human, health and social services and programming, as well as involvement from other community members and stakeholders, from 14 agencies to over 30. This has also precipitated a shift in focus of the NRC, although this shift has not been formalized in Centre documents.

The NRC studied has over 30 organizations and agencies actively delivering programming and services out of its location. Staff who offer programming come from these partnered agencies and operate at the NRC utilizing their own agency or organization’s mandates, policies, and objectives. This can affect the operations at the NRC, as frontline staff do not necessarily share common goals under the umbrella of the NRC. There is significant interdisciplinary variety across staff placed at the NRC, which adds a further degree of complication to service delivery. Therefore, this research engages with the complexity of collaboration in an NRC model, involving an effort to collaboratively develop a logic model for the organization as a whole.

Collaboration in human services is often referred to as service integration or interagency service coordination (Longoria, 2005). Collaborative efforts between health and human services is a rational and effective means to achieving outcomes set by organizations and agencies (Page, 2003). While it is hoped that collaboration, service integration or interagency service coordination will be of benefit, there are chances for potential issues to arise. These problems may include, a lack of communication and understanding, differing agendas, motives, and intentions (Byles, 1985). These challenges can lead to power struggles that can be further complicated through various leadership designs. Power and control imbalances may be due in part to the organization or agency that instigated the collaboration, invited other organizations and agencies to participate, or is the recipient of the funding that will be utilized by the collaboration (Shortell, Gillies, Anderson, Mitchell & Morgan, 1993). Lastly, Dorsey et al., (2014) explain that confusion around collaboration can limit the ability to engage in proper program evaluation, which requires clear definition of goals, outputs, and outcomes. Failures of collaboration may be caused when those involved in the collaboration do not understand one another's purpose or objectives (Byles, 1985). In addition to this, agencies and organizations may have differing agendas, motives or intentions that are aligned to meeting their own needs or reaching differently mandated statistics.

The NRC in Sault Ste. Marie is designed following a backbone agency model. Backbone agencies within a collaboration are an agency or organization that takes a role within the partnership to organize, lead, and support the group in working towards their intended goal (Turner, Merchant, Kania and Martin, 2012). Backbone agencies may also be the direct source of the funding for the collaboration. In this case, the Sault Ste. Marie Police Service is the backbone agency as the initial concern precipitating development of the NRC was community safety and crime.

Planning is a key concept interconnected with the idea of collaboration. Ideally, a thorough needs-assessment is conducted prior to designing and implementing a collaborative service model (Janosky et al., 2013). This allows for a deeper understanding to identify the specific need and resources around which services can be provided. Effective planning also allows for considering sustainability of the collaboration with

consideration of staffing and funding. As noted above, adequate planning supports proper evaluation through the clear definition of program outcomes. This can ultimately impact service recipients by ensuring alignment between the services provided and community needs. Therefore, evaluation is optimized if designed at the project outset (Helitzer, et al., 2010).

Neighbourhood centres, hubs and institutions are integral for building community. They provide opportunities for socialization, can instill a sense of belonging and potentially enhance civic pride. In addition, they may offer neighbourhood-based social, recreational and educational services. While some centres are run by religious or educational entities, others may be operated by social enterprise groups. Additionally, many are constituted of a diverse network of organizations (Small, 2006). These networks can include a valuable collaboration of diverse organizations to deliver a wide range of services and programming. However, these networks can also include competing interests or priorities. This is significant to this study as, the Neighbourhood Resource Centre (NRC) located on Gore Street in Sault Ste. Marie, Ontario is operated by an extensive network of local agencies and organizations. Since its initial opening, there has been continual growth in services, programs and involvement from the community members. Due to the fact that the NRC is primarily ran by frontline staff who offer vast amount of services, programming and outreach, it was important to understand how they have collectively operated over the past 5 years.

Part of the impetus for this project was the noted lack of common goals and objectives that were utilized by the frontline staff at the NRC to guide their service delivery and planning. This was important to the success of the NRC as they rely on collaborative efforts to achieve their outcomes. Therefore, to best understand the collaboration, it was of benefit to learn if frontline staff have an understanding of why they are at the NRC delivering their specific programs and services. A suggested way to assess the collaboration was through analyzing the various processes and common goals understood by frontline staff at the NRC. From the outset, co-designing a logic model was considered a way to almost take a step back and consider the NRC from a high level in terms of goals, then working down to activities and outcomes. A logic model allows for planning

what the NRC as a collaboration expects to happen and a figurative ‘road map’ on how exactly will they get there. Through engaging frontline staff in the logic model development process, individuals are not only participating in the co-creation but also enhancing their relationships and collaborations with one another. Using a logic model also helps in the evaluation and monitoring of the NRC, as well as for managing what is going on, and informing those who are not directly involved, such as senior management of the frontline staff’s organizations and agencies. Through using a logic model, participants are able to collectively align their common goals and objectives and enhance collaborative efforts at the NRC.

The significance of this topic is that the community of Sault Ste. Marie identified a need for a collaboration amongst organizations to re-instate growth and development in a neighbourhood facing disparities. To challenge these disparities, the Neighbourhood Resource Centre was opened with the support of numerous organizations. Since its initial opening, there has been an increase in services, programs and involvement of community members. Due to the vast amount of services, programming and outreach the Neighbourhood Resource Centre offers, it was of benefit to evaluate the ongoing collaboration. This research study will provide further insight into understanding how the use of a logic model can be used to guide outcomes in a multi-agency resource centre where diverse needs and interests of diverse organizations may align in some cases, and differ in others.

For this research study, we sought to uncover how the existing objectives of the NRC are interpreted and enacted by various frontline staff. In addition, we sought to understand how NRC members navigate diverse desired outcomes. The dissemination of these results involved co-creating a logic model. Past research studies address how organizations have utilized logic models within their organizations to address diverse intended outcomes. This research study will provide further insight into understanding how the development and creation of a logic model can be used to guide outcomes in a multi-agency resource centre where there are diverse needs and complex interests of many diverse organizations.

2.2 Literature Review

To examine how logic models have been developed and utilized by neighbourhood resource centres, or similar collaborations in communities, and to understand methods to support further research in this field, a comprehensive review of the literature was conducted. The databases that were searched within included PubMed, PsychInfo, MEDLINE (Ovid) and CINAHL. I began by conducting a brief Google search to determine what community collaborations are called that function similar to a "neighbourhood resource centre". Through developing a list of synonyms to a "neighbourhood resource centre" I was able to develop terms that would be used within my search strategy. The terms that were utilized within my search strategy were: logic model, evaluation, activities approach, backbone agency, backbone organization, collaboration, community, community collaboration, community health center, community hub, community centre, community center, health services, human services, neighbourhood centre, neighbourhood center, outcomes approach, recreation centre, recreation center, planning, system, theory approach, triangulation, research methods, and qualitative.

Collectively, the search results totaled to just under 300 peer-reviewed scholarly works across all four databases. The search results were filtered and examined to locate key research findings that spoke to collaborative planning processes and identify gaps in the current knowledge surrounding the use of logic models to plan and evaluate collaborations amongst community organizations. Most of the research found was of qualitative nature with some utilizing mixed-method strategies. The date range of the pieces was between 1998 and 2014. The scholarly works utilized a range of methods: survey distribution and collection, semi-instructed interviews, and focus groups.

Integrating health and human services to address an arising problem or issue is a strategy commonly utilized by publicly-funded agencies and organizations. This is especially true when resources and funding is limited, or to address a crisis. In fact, the literature indicated that there are higher opportunities for collaboration between interdisciplinary services in the health field when there is a potential crisis (Gorder, 2015). During these times of collaboration, during a crisis or not, collaboration is usually instigated by those

in high-level leadership positions (Gorder, 2015). Therefore, these leaders must be responsible for also nurturing collaboration amongst direct service staff to enhance the success of the collaboration (Gorder, 2015). If collaborations are successful, the literature argues that they can add to positively changing community infrastructure, increasing financial and material resources, improving health outcomes, and contributing to a higher quality of life (Janosky et al., 2013). The success of these collaborations is often attributed to effective leadership, communication, and trust. Organizational politics also play a key role in ensuring that interagency collaborations work, meaning that agencies should work towards sharing responsibilities (Byles, 1985). Collaboration means organizations removing themselves from figurative 'silos,' which includes stepping out of their discipline and be willing to work collectively with other disciplines in order to develop a variety of viewpoints (Janosky et al., 2013). Inter-organization collaborations have the opportunity to address complex problems while developing relationships that could encourage future collaborations (Provan et al., 2003).

On the other hand, the literature identified that there are potential problems that can arise during collaborations between health and human service organizations. Longoria (2005) expresses concerns about the effectiveness of human services working together, questioning if this process is potentially fragmented, inefficient and wasteful. Shortell, Gillies, Anderson, Mitchell and Morgan (1993) outlined many barriers that lead to failure in collaboration, such as misunderstanding why the collaboration is occurring and whom the collaboration will be serving. Another contributing factor to failure is struggles of power and control. Byles (1985) argued that if agencies are not sharing responsibilities or working together, roles can become blurred and objectives may be misinterpreted. The presence of power can also be affected if individuals working together do not understand how to manage and strategize the objectives that have been set out, this could potentially lead to a lack of strategic alignment between staff (Shortell, Gillies, Anderson, Mitchell & Morgan, 1993). This is especially true if the collaboration has not adequately assessed the need for the collaborative service model. Collaborations could also fail if the service(s) being offered overlap with others, or if there are too many people working towards achieving the same objective (Janosky et al., 2013). Adequately assessing the needs and direction of the collaboration can assist in steering clear of failure.

Looking at the components of collaboration and the potential designs, Longoria (2005) states that collaborations should be mutually beneficial for all involved. A type of collaboration that resonates with this particular study is when it is supported by a "backbone" agency. Outlined by Turner, Merchant, Kania and Martin, (2012), backbone agencies are responsible for guiding a vision and strategy for cross-sectoral groups of partners, they support activities of the group of partners, conduct evaluation, take measures to increase policy, and look for ways to increase funding. Backbone agencies have the opportunity to take on a role in a collaboration and to address issues of communication, trust and leadership. In some collaborative instances, the backbone is an agency or organization with funding or interest in addressing a certain issue (Turner, Merchant, Kania & Martin, 2012), however, the literature suggests that collaborations can now hire private firms or groups to take on the role of a backbone within a collaboration (Varda, 2017). Regardless of who plays the role, backbone agencies have the ability to provide strength and direction within a collaboration (Turner, Merchant, Kania, & Martin, 2012).

Within the literature, it was identified that logic models are utilized to bring clarity to complex processes and programs. Dorsey et al., (2014), explain that logic models have the ability to act as a road map in order to better identify components, processes, and outcomes in a collaboration. The literature located in this review indicated that logic models contribute to effective collaborative programming, as their main goal is to display the "big picture" of the program, in an effort to simplify the complexities (Lando, Marshall Williams, Sturgis, & Williams, 2006). Within Dorsey et al., (2014), they specifically developed a logic model to "leverage resources, increase cross-disciplinary and cross-centre collaboration to achieve sustainability" in their collaborative work (p. 386-387). Logic models have the ability to lay a foundation for collaborations to occur between various agencies and organizations. Anderson-Butcher et al., (2010) claim that in their collaborative work on integrating more publicly funded resources into education, their logic model worked as a common facilitator between the various partners. In addition, they claim that the logic model assisted with the operation of the various programs and to ensure the collaboration was staying on task (Anderson-Butcher et al., 2010). However, there are some challenges around developing and utilizing a logic

model. Renger and Titcomb (2002), explain that the development of a logic model can be time consuming and costly, therefore, participants may choose to forego this evaluation option. They further claim that all involved members must understand what the rationale is and why the logic model is being developed (Renger & Titcomb, 2002), which points to the importance of communication and understanding. Similarly, in the design process of the logic model, problems should be defined in order for complex relationships and factors to be assessed at the start, rather than after it has been developed and to avoid confusion for its users (McLaughlin & Jordan, 2004). Another potential issue with using a logic model for a collaboration is that they are very linear and are not necessarily responsive to new information (McLaughlin & Jordan, 2004). McLaughlin and Jordan (2004) claim that they are not dynamic enough to capture constant or quick change in programs, which is something that should be planned for in collaborations with multiple agencies and organizations.

Speaking to the utilization of logic models, the literature review uncovered various approaches to logic models and reasoning behind selecting one approach of a logic model over another. The W.K. Kellogg Foundation outlines three approaches to logic models: theory of change, outcomes approach and activities approach (2004). Hill and Thies (2010) explain that the theory of change approach has the ability to influence the design and planning portion of the program. It encompasses rich explanations as to why the area of the program should be explored (W.K. Kellogg Foundation, 2004). The theory of change approach provides visualization of the how and why the program will be successful (Hamilton & Bronte-Tinkew, 2007). The positive components of utilizing a theory of change approach in a logic model is that it is useful in the planning and design portion of the program (Hill & Thies, 2010). Nonetheless, prior to this approach being utilized, the planners must understand what is exactly to be expected and how the program plans to get there (W.K. Kellogg Foundation, 2004). The outcomes approach in designing a logic model encompasses the early aspects of program planning. This approach provides opportunities for the program to connect their planned resources and activities with their desired outcomes (W.K. Kellogg Foundation, 2004). The outcomes approach attempts to help planners become more outcome-based in their program design and planning (Reed & Brown, 2001). The benefit of using an outcomes approach to a

logic model is that it is useful in effective evaluation and reporting (W.K. Kellogg Foundation, 2004). On the other hand, this approach must have individuals who are committed to understanding the routine of the evaluation process (Reed & Brown, 2001). The last approach is referred to as activities-based. This approach focuses on the implementation stage (W.K. Kellogg Foundation, 2004), specifically, how it examines and explains the steps that are required in order for the program to operate effectively and efficiently (Das, Petruzzello & Ryan, 2014). This approach is able to link the various activities into a visual map that helps with the process of implementation (Hamilton & Bronte-Tinkew, 2007). One of its purposes is to describe and address various levels of action and explain to stakeholders how the activities lead to producing the original goals of the program (Das, Petruzzello & Ryan, 2014). The benefit of utilizing an activities approach is that it is useful for the monitoring and management of a program, as well as informing other key members about the program (W.K. Kellogg Foundation, 2004). The challenging aspect of the activities approach is that it is usually applied to a complex program or initiative, which is multi-layered and often involves the personal, institutional, community and policy factors (Das, Petruzzello & Ryan, 2014).

Lando, Marshall Williams et al., (2006) examined a single organization that successfully utilized a logic model to focus its programming amongst various departments within an organization with one single mission. Through the use of a logic model the members of this organization were able to re-focus their goals and inputs to understand the main objectives (Lando, Marshall Williams, Sturgis, & Williams, 2006). The literature also suggested that the process of developing a logic model assisted in clarifying certain objectives and goals, as well as addressing issues concerning efficiencies (Fielden, et al., 2007). This was a common theme, both with small and large collaborations. Kaplan and Garrett (2006) indicated that within smaller collaborations there was a discussion of a lack of resources, however, during the logic model development process, individuals were able to identify gaps to improve planning and address the shortage. While examining large-scale collaborations, Kaplan and Garrett (2006) noted that there were reports of a large contingency of skills and roles that crossed over. This, in turn, made planning and allocating tasks more difficult (Kaplan & Garrett, 2006).

The literature indicated that the steps and process in developing a logic model must also address the diverse collaboration amongst professionals that will occur. The findings indicated that through the development of a logic model, individuals became better informed of how each role contributed to the same overarching-goal (Helitzer, et al., 2010). Through encouraging individuals to participate in the logic model planning process, a collective and shared understanding around desired outcomes occurred (Fielden, et al., 2007). Armstrong and Barsion (2006) explain that participation in the logic model development contributed to participants actively planning within their own programs, as well as utilizing self-assessment strategies that were discussed in the logic model planning process. Fielden, et al., (2007) stressed that with multi-disciplinary and multi-sectoral individuals involved in the planning, diverging priorities and interests will arise, however, the collaboration process should allow for a positive change in perceptions. The steps taken to design logic models for community collaborations had positive indications that a visual representation of joint program planning, the reiteration of goals and objectives, as well as the joint initiatives made by a wide range of practitioners (Helitzer, et al., 2010).

A knowledge gap identified in the literature was the development of a logic model through the collaboration of diverse organizations. The literature I found focused most often on staff collaboration, perhaps interdisciplinary collaboration, within a single organization. For example, there might be multiple departments within one singular organization that used a logic model to re-align their desired outcomes. An NRC is an example of a complex collaboration that is attempting to align their programs and services under one logic model. Ultimately, developing a logic model in the context of an NRC in this study is a research-in-action process that will highlight the challenges and opportunities of a diverse multi-organization based models.

2.3 Ethical Approval

The Western University Non-Medical Research Ethics Board and Algoma University's Research Ethic Board granted approval for the study. Participants were invited through email and in-person to participate in the study. Those who expressed interest in the research were provided a letter of information (Appendix A), which outlined the purpose

of the study and their rights as research participants. Electronic data and information were stored on a password-protected computer that was only accessible by the primary researcher and research support. Hard copies of data and information were stored in a locking file folder. To maintain confidentiality, participants were assigned an identification code.

2.4 Methodology

A participatory action research methodology with qualitative methods was utilized to gather data and information from frontline staff at the Neighbourhood Resource Centre. Swantz (2008) indicates that the combination of participation and action has made research contextual, meaning there are opportunities for a mutual development of knowledge while the researcher and researched interchange. Participation included having the researcher embedded in NRC bi-weekly team meetings as well as facilitating focus groups, where co-creation of the resulting logic model was enacted. This study used methodological triangulation to solidify the data collection methods and results, which included semi-structured interviews, focus groups and observation. Denzin (1970) suggests that by utilizing methodological triangulation in data collection, researchers have the ability to both confirm and expand upon data collected in each differing form. Initial results from the study identified priorities from frontline staff at the Neighbourhood Resource Centre. Through this study, these priorities, as well as inputs, participants, activities and outcomes were identified to reveal how multiple agencies collaborate to develop one common logic model.

2.5 Study Design

This qualitative study was designed to engage participants in the research process through semi-structured interviews, focus groups and observation, with the researcher embedded for 5 months with the NRC at bi-weekly planning meetings. Initially, participants were invited via email or in person (Appendix B) to take part in semi-structured interviews, utilizing an interview guide (Appendix C). This interview guide was designed utilizing the W.K. Kellogg Foundation's Logic Model Development Guide (2004). The purpose of these semi-structured interviews was to understand the frontline staff's individual

experiences at the NRC through their activities, collaborative efforts and what outcomes they desired to see. This allowed for identifying key elements to be structured into the logic model. This iterative process allowed for both answering the research questions as well as advancing the work of creating a logic model. During the time frame in which the semi-structured interviews and focus groups were taking place field observation of the NRC's bi-weekly meetings was also ongoing, utilizing an observation guide (Appendix E). The purpose of the field observation was to gather a deeper understanding of collaboration and engagement of organizations. The results of the semi-structured interviews and embedded observations were proposed into a logic model. This was followed by three separate focus groups, which utilized a focus group guide (Appendix D) and were held within the community to collaboratively evolve this logic model. These focus groups were used to understand the participants experience's during the creation of the logic model, understand how they may or may not use the logic model in future planning and to gather further recommendations. The focus groups were the most participatory element of the research, as they involved reviewing, revising and discussing the preliminary logic model. Through specifically structuring the study design in this manner, the researcher was able to answer the research questions and engage participants in the research through the co-creation of a logic model.

2.6 Sample/Sampling Method

The NRC is a storefront located on Gore Street in Sault Ste. Marie. The NRC is managed by the Sault Ste. Marie Police Services (SSMPS) which can be acknowledged as the backbone agency, subsequently one police officer is usually at the NRC at all times. As outlined in the literature review, utilizing a backbone agency is one particular type of collaboration. The SSMPS also control the physical infrastructure of the building, which means they collect money from agencies who assist with rent, utilities, and other means to keep the NRC operating. The NRC offers programs and services from staff at the organizations with whom they have developed partnerships. There are over 30 organizations that constitute the NRC along with 3 local businesses. An overview of the varying types of organizations and agencies can be found Table 1. The number of frontline staff that operate out of the NRC from the agencies varies between 1 and 3 staff.

This variability is due to vacation and sick time, as well as workers at times being required to meet needs within their home organizations. The NRC does not have a board of directors or steering committee but rather, associated staff meet on a bi-weekly basis for collaborative planning.

Table 1

Organization/Agency Type		
Post-Secondary Institution	General Practitioner	Social Services
Employment Services	Dentist	Prevention Services
Food Bank	Addiction Services	Mental Health Services
Child Protection Services	Human Trafficking Services	Non-Profit Organizations
Family Services	Public Health	Hair Stylist
Police Department	Integrated Health services	Housing Services
Fire Department	Indigenous Family and Child Services	Crisis Management Services
Public School Board	Municipality Representatives	Legal Aid
Provincial Services	Federal Services	Paramedic Services

The research sample was limited to frontline staff who delivered programs and services at the NRC. Those individuals who were interested in participating were invited to take part in a semi-structured interview followed by the focus group at a later date, and the team consented to my presence for field observation. The participants varied to some degree between the semi-structured interviews, focus groups and field observation. There was significant overlap between participants, however, participants were given the option as to choose the research activities in which they participated. The focus groups were held six weeks after the last semi-structured interview, which allowed for design of the preliminary logic model. There was a noted transient membership and attendance at bi-weekly meetings. Originally, it was hoped to include a director or CEO from the

organizations who have staff participating at the NRC, however, during semi-structured interviews with frontline staff it became clear that their directors and CEOs may not possess a comprehensive understanding of what occurs at the NRC. I also did not include neighbourhood patrons of the NRC in the sample. This is due to the fact that the focus was on gathering data from the service providers, as this research is inquiring about what be learned when a logic model is collaboratively developed amongst diverse professions from a range of organizations.

2.7 Data Collection

Qualitative data was collected for this study through semi-structured interviews, focus groups and field observation. All participants were required to read and sign a consent form. The semi-structured interviews lasted up to 30 minutes and were audio recorded. The focus groups lasted up to 60 minutes and were audio recorded. The field observation took place at bi-weekly meetings which lasted no longer than 120 minutes and notes were hand recorded. The recordings were then transcribed verbatim by the researcher. Data from 11 semi-structured interviews, three focus groups and 8 bi-weekly meeting observations were included in the analysis. The concept of data saturation was used in determining the completion of data collection. Bowen (2008) explains that saturation has been reached when there is no new data being produced in terms of themes or topics. Thematic data saturation was determined in this study when no new themes were being explored (Hancock, Amankwaa, Revell & Mueller, 2016).

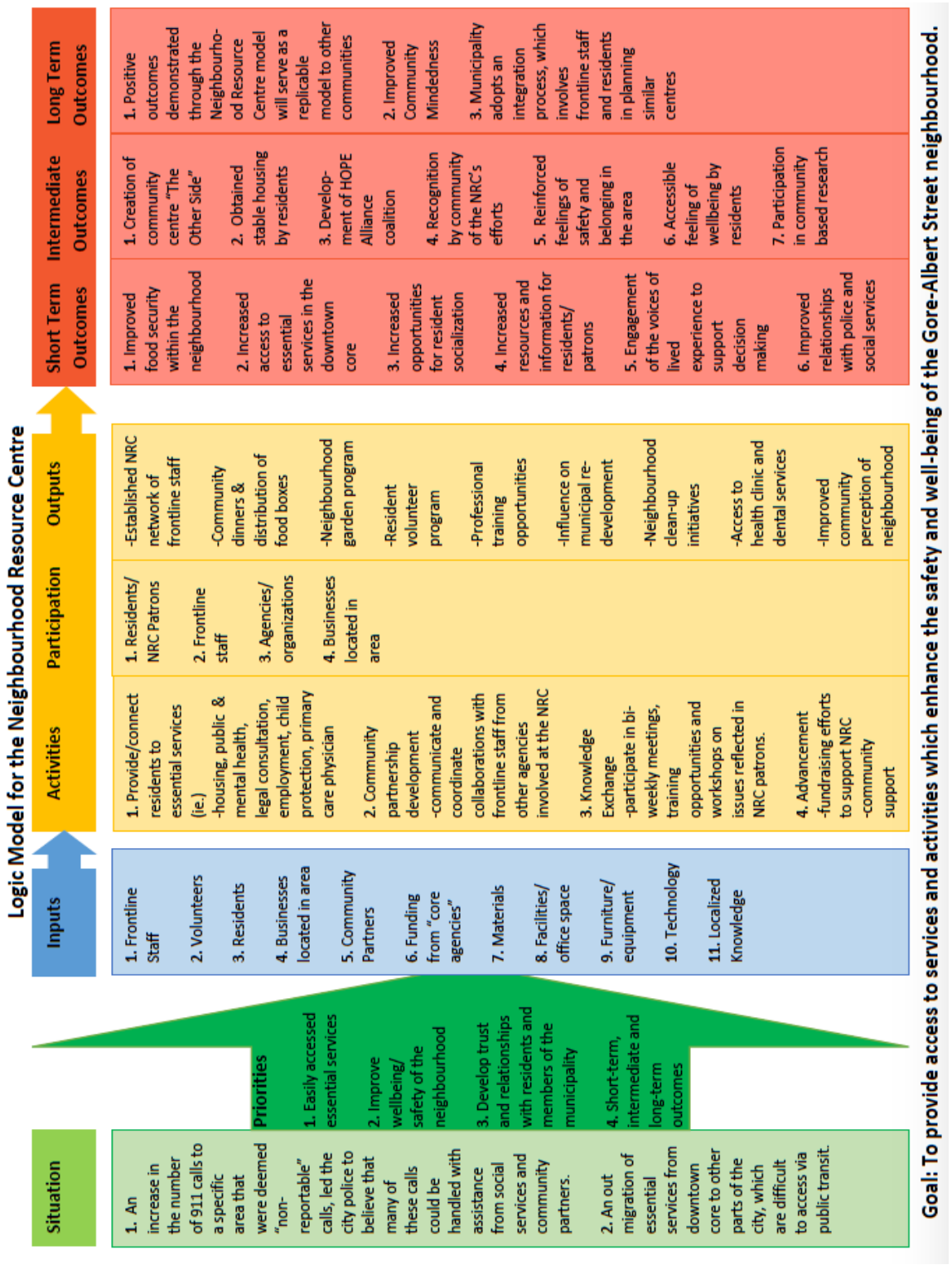
2.8 Data Analysis

A step-by-step method developed by Braun and Clarke (2008) was used to analyze the data from the semi-structured interviews and focus groups. For the field observation, I utilized “Themes and codes for stakeholder collaboration theory” highlighted by Bowen (2008) to analyze data from the notes. Initially, audio recordings from the semi-structured interviews were listened to in order to gather a better understanding of the recorded data. In this first stage, specific experiences and feelings from the data were very apparent. Following this, verbatim transcripts were developed based on the audio recordings of the semi-structured interviews. These transcripts were initially coded openly for points of

interest as related to the research question. Following this, the initial codes and quotes were presented to my thesis supervisor. Once initial codes were then refined, the codes were distributed into larger themes with supporting quotes. These themes were again presented to and refined in collaboration with the thesis supervisor.

The findings of the semi-structured interview data, were formatted into a preliminary logic model (Figure 1). This was designed based on a format developed by the University of Wisconsin-Madison's Program Development and Evaluation division. The two approaches considered for the logic model were activities-based or outcomes-based. The approach chosen for this logic model was an outcomes-based logic model. This form of logic model allowed for two components that were relevant to planning at the NRC. The first being that, even though outcomes-based logic models are utilized in the beginning stages of planning and the NRC was entering its fifth year of being opened, it allowed for the connection of their broad array of resources and activities with desired outcomes. The second reason that the outcomes-based approach worked well for the NRC is that in the data collection, it was clearly identified that there were already short-term outcomes that had been accomplished, intermediate outcomes that were ongoing and lastly, long-term outcomes that participants clearly identified in their semi-structured interviews. The outcomes portion of this approach to logic modeling involves a focus on the varying levels of outcomes; short-term, intermediate and long-term. Stories from participants helped to understand the 'Situation(s)' that led to the creation of the NRC. This connected in turn with 'Priorities' highlighted by participants. The 'Inputs' column was derived more from data through field observation, which involved attending bi-weekly meetings to visualize the space and observe member interactions. The 'Activities' column highlights daily activities of the NRC, including providing and connecting residents to essential services, community partnership development, knowledge exchange and advancement. Similar to the 'Inputs' column, the 'Participation' column was also derived primarily from field observation. The 'Outputs' column was generated both from participant data and from observing how 'Activities' were being enacted. Lastly, 'Short Term Outcomes' and 'Long Term Outcomes' were generated both from participant data and from expected outcomes of the various outputs, linked to 'Priorities'.

Figure 1


Logic Model for the Neighbourhood Resource Centre
Situation
Inputs
Activities
Participation
Outputs
Short Term Outcomes
Intermediate Outcomes
Long Term Outcomes
1. An increase in the number of 911 calls to a specific area that were deemed "non-reportable" calls, led the city police to believe that many of these calls could be handled with assistance from social services and community partners.
2. An out migration of essential services from downtown core to other parts of the city, which are difficult to access via public transit.
Priorities
1. Easily accessed essential services
2. Improve wellbeing/ safety of the neighbourhood
3. Develop trust and relationships with residents and members of the municipality
4. Short-term, intermediate and long-term outcomes
1. Frontline Staff
2. Volunteers
3. Residents
4. Businesses located in area
5. Community Partners
6. Funding from "core agencies"
7. Materials
8. Facilities/ office space
9. Furniture/ equipment
10. Technology
11. Localized Knowledge
1. Provide/connect residents to essential services (ie.)
-housing, public & mental health, legal consultation, employment, child protection, primary care physician
2. Community partnership development
-communicate and coordinate collaborations with frontline staff from other agencies involved at the NRC
3. Knowledge Exchange
-participate in bi-weekly meetings, training opportunities and workshops on issues reflected in NRC patrons.
4. Advancement
-fundraising efforts to support NRC
-community support
1. Residents/ NRC Patrons
2. Frontline staff
3. Agencies/ organizations
4. Businesses located in area
-Established NRC network of frontline staff
-Community dinners & distribution of food boxes
-Neighbourhood garden program
-Resident volunteer program
-Professional training opportunities
-Influence on municipal re-development
-Neighbourhood clean-up initiatives
-Access to health clinic and dental services
-Improved community perception of neighbourhood
1. Improved food security within the neighbourhood
2. Increased access to essential services in the downtown core
3. Increased opportunities for resident socialization
4. Increased resources and information for residents/ patrons
5. Engagement of the voices of lived experience to support decision making
6. Improved relationships with police and social services
1. Creation of community centre "The Other Side"
2. Obtained stable housing by residents
3. Develop-ment of HOPE Alliance coalition
4. Recognition by community of the NRC's efforts
5. Reinforced feelings of safety and belonging in the area
6. Accessible feeling of wellbeing by residents
7. Participation in community based research
1. Positive outcomes demonstrated through the Neighbourho-od Resource Centre model will serve as a replicable model to other communities
2. Improved Community Mindedness
3. Municipality adopts an integration process, which involves frontline staff and residents in planning similar centres
Goal: To provide access to services and activities which enhance the safety and well-being of the Gore-Albert Street neighbourhood.

The draft model (Figure 1) was presented to three focus groups, all of which were audio recorded. The focus groups took place six weeks following the conclusion of the last semi-structured interview. The purpose of presenting the logic model in its draft stage to focus groups was to support co-creation of the logic model, participation and co-engagement of participants. During the focus groups, participants had the opportunity to reform the draft model. In the analysis of the focus group recordings, the method proposed by Braun and Clarke (2008) was utilized. Initially, the audio recordings from the focus group were listened to prior to being transcribed, to note emotion or tone from the discussion. After the transcripts were developed, the data was coded with supporting quotes and then given themes with supporting quotes. The themes that were proposed through the semi-structured interviews were referenced and confirmed, as well as one new theme that emerged from the focus group data. The audio recordings of the focus group were also used to review and revise the draft logic model. The findings were noted and adjustments to the logic model were made. The analysis of the focus group data also incorporated member-checking, as the researcher was checking to ensure that their ideas and thoughts were adequately represented in the logic model. The incorporation of member checking in this research sought out to ensure the accuracy, credibility and validity (Harper & Cole, 2012) of what was proposed as findings from the semi-structured interviews. Lincoln and Guba (1985), shared that when member checking occurs near the end of the research, similar to this research study, participants have the opportunity to check if what was said during their interview is an authentic representation of what they were attempting to say. Out of the 11 participants in the semi-structured interviews, 10 of the participants were present for the focus groups. Analysis of the field observations, observing the NRC's bi-weekly meetings, revealed key language and existing group dynamics. These were examined and unpacked for their significance in the collaboration efforts that are ongoing at the NRC.

2.9 Rigor

While conducting this research, I was able to establish rigor through continual attention to how my own subjectivity might interact with subjectivities presented by participants (Jootun, 2009). As I conducted this research, I was conscious of my personal values and

views. Guba and Lincoln (1989), state that research should meet the criteria of credibility, dependability and confirmability. Through establishing credibility in the research study, two-to-three months after semi-structured interviews, member-checking occurred at the focus groups. During the focus groups, the findings of the semi-structured interviews and field observations were presented to participants via the draft logic model. Through the presentation of the draft logic model to participants, perspectives of the researcher and participants were equally included. This also established a level of trustworthiness between participants and the researcher. An audit trail was performed to establish dependability and keep a record of the work being done. This was done through documenting all audio recordings, proper filing of observation notes, noting storage of transcripts, and maintaining data analysis documents. Lastly, the study was able to establish rigor through confirmability in triangulation. This was validated by utilizing three methods to collect data, semi-structured interviews, focus groups and field observations. I also took part in journaling throughout the process. This allowed myself to acknowledge pre-conceptualized beliefs in my own personal identity (Jootun, 2009), while gaining new insights and perspectives. Key reflections from this journaling where shared with the thesis advisory committee members.

2.10 Findings

This study aimed to explore how the objectives of the NRC are being interpreted and enacted by different members, as well as how NRC members navigate diverse desired outcomes to create a common logic model. Multiple themes were proposed during the analysis of the semi-structured interview and focus group data, including: (a)Collaboration and engagement to strengthen neighbourhood development, (b) Promotion of belonging, (c) Overcoming barriers, (d) Enacting continuous evaluation, and (e) Getting on the same page.

A) Collaboration and Engagement to Strengthen Neighbourhood Development

Collaboration and engagement were prevalent themes across the collected data. Collaboration in this research refers to the connections and networks that have been developed and maintained in order to strengthen the neighbourhood's development. The

NRC has established a large network of support, bridged gaps in service delivery and improved collaboration efforts between health and human services. Members have also been able to identify specific needs of the community and together formed coalitions and working groups in response to the identified needs. Whereas engagement in this research refers to the participation and involvement of individuals, which has led to the strengthening of the neighbourhood's development.

Within the data, participants often expressed that through participating in bi-weekly meetings and attending the NRC at their scheduled times, there are ample opportunities to make relationships with other frontline staff. "I make a connection with people who are here on the same day that I'm here." One participant explained coming to the NRC on a regular basis as a tool for improving collaboration, "also kind of bridging gaps between us workers, like to connect with each other." From the networks built at the NRC, especially at the agency level, frontline staff from various organizations now have the ability to have instant contact with one another. Participants have claimed that this had made the delivery of services to patrons and residents of the neighbourhood much more efficient.

> I've had the job for 20 years and in the last 5 years, it's been an amazing way to do child protection. Because most of the times you just band-aid it due to the waiting list in town, but because of the NRC I can get services immediately.

Specifically, this link and navigation of services is a wealth of information for a frontline staff member at any agency to possess. For residents/patrons who attend the NRC with a crisis situation, even though members may not be present, the frontline staff who assist in the crisis can work together to reach contacts from other agencies to get quick assistance.

> I find that because of the core group and all of the numerous service agencies that are working out of the NRC when one person walks through the door in a crisis the whole team is able to rally around that client. We get them their basic needs; shelter, clothing, and food in their belly. And basically, we all gather around the person and the person gets those basic needs first and then referrals go to everyone around. So, we get them front and center and then we kind of wrap around them. I do that as kind of a system navigator in that we might be the first person they see when they come through the door.

> Well link and navigation of services, especially socio-economic services and I keep going back to that because I think a lot of the people we deal with are living in poverty. They have barriers that they face to navigate the system and simply they give up. So, we remove those barriers, we provide the service and whether it's getting their taxes down so now they're receiving GST and Trillium and it's a very small amount of money but it's still removing barriers to opportunity and creating access to the system, which they have a real difficult time navigating.

Participants spoke about how collaboration occurs on a daily basis, especially if a patron comes into the NRC looking for services, they immediately know they have a contact at an agency that can provide the patron assistance. “I kind of represent the agency and they know how to call me if you need something from public health and I can direct it to whoever.” The process of working collaboratively to deliver services is the norm at the NRC. This has aided in relationship building and networking, as well as the development of new relationships and the sustainment of previous ones. One participant shared their experiences with working with other agencies and the level of collaboration at the NRC:

> I think through the collaboration is something that in my experience I've seen other communities be jealous of. We've had people come through on tours from other cities and Ministries and they say they can't figure out how so many agencies work so well together. I think it's sometimes agencies being willing to step outside the mold and have and bring the right people the right people who are interested in delivering it right services a little differently.

While this link and navigation of services has aided in the building networks to address the needs of residents, it has also led to the development of coalitions that are addressing specific needs that are unique to the neighbourhood that the NRC is attempting the serve.

> So, like I said I work with Hope Alliance to do Outreach and stuff. It's an anti- human trafficking coalition and our goal is to mitigate risk. So, this just happens to be a high-risk corner where most of the active sex workers, who are working physically in the community not kind of online, are working.

The ongoing collaboration also sparks new relationships and understanding across professional disciplines that otherwise may not have the same working relationship. One participant expressed how fortunate they are to have a positive relationship with the city police, which is not as common in other urban centres.

> I actually spoke at the conference in (city) and they were absolutely shocked that we have a relationship with our police. I had to go and talk about that and people’s faces

> when I talked about our work with the police and the police aren't just there to arrest people.

This collaboration has also sparked interest from the municipality in order to sustain the positive influence that the NRC has had on this specific area of the city. A participant expressed how they were actively involved with planning the reconstruction of the street alongside the City of Sault Ste. Marie.

> Well recently, the city reconstructed the whole street so we were able to participate in the planning portion of that and attend an open meeting at City Hall with council and they said that if we weren't here that wouldn't have been happening, so we took a sort of we will build it and they will come sort of mentality put an office in the hole in the wall in the worst neighborhood in town and 5 years later a brand-new street, all new sewer, all new water.

Participants expressed that in the beginning it was difficult to reach patrons in the neighbourhood because they weren't happy with the fact that a police officer was present in their neighourhood. They claim that residents often referred to it as the "cop shop."

> Engagement from the residents, so we would stand on the street and say, 'please come in we have coffee,' like that was how we have tried to get people to come in because there was a cop and an (organization's name) worker here.

However, after incentivizing people to attend the NRC with coffee and food, residents began to explore the NRC and what they have to offer. One participant has observed over the years that their community dinners have changed:

> One of our biggest examples that I love, at our first meeting or first community meal here, people ate and left and its more community feel it's like family. But now it's like they come in they have coffee, they have water, they sit and they talk, they eat, yeah, some people leave but there's a lot of people that stay and socialize and it's crazy how that's changed in five years.

The collaboration between frontline staff and engagement with community members has an effect on the neighbourhood outside of the NRC's physical space. Some participants shared that the neighbourhood development has led to behaviour change. Patrons began to take personal interest in the well-being of the neighbourhood. One participant relayed that:

> One thing I find is that people in the neighborhood are starting to take ownership, so they feel that it is their neighborhood and it is their community so they're taking more pride in their own community. So, they're coming to tell us when things aren't going well and it's not it's at the beginning it was constant you have to understand that people would just come in with petty things.

With collaboration of multiple agencies and engagement of the neighbourhood, one participant expressed the importance of providing opportunities for neighbours to socialize, build their own networks and take pride in their community:

> So civic pride is a big thing in my eyes, something as easy as firing up a barbecue on a nice sunny afternoon and serving some hot dogs people come out and talk to their neighbors that they've never talked to before, so socialization, civic pride in your community, participation in your community, taking some ownership for your community.

The research presents that the driving forces behind collaboration and engagement of members at the NRC is to strengthen the neighbourhood. This is supported by a participant's sentiments in which they believed that, "it's for the neighborhoods, to make it better for them, hopefully you know overtime or what kind of markets people can participate in, that's more of a friendly neighborhood then just crisis-driven all the time."

The participants shared their challenges in working towards establishing collaborations and engaging members. These experiences of frontline staff networking and collaboration at the agency to agency level have highlighted the importance of understanding the system at a local level. Being able to situate themselves and understand what each agency and organization can do for a person in need reduces a barrier for the individual to access that service. Sustaining and cultivating these networks as these individuals move on to new roles or retire will be important for the maintenance of delivering programs and services to patrons of the NRC. It was also noted that it was not easy for them to set up in a neighbourhood that had existing trust issues with many of the organizations who came together to form the NRC. While there was not an existing clear plan of how the NRC would operate on a day-to-day basis, a focus evolved on building relationships with community members. Overtime, members of the neighbourhood have developed relationships with many of the frontline staff and regularly engage with program and services offered at the NRC.

B) Promotion of Belonging

Throughout the study, participants shared the plethora of opportunities for residents of the neighbourhood to be active participants at the NRC. These opportunities cultivated a sense of belonging for residents. In this theme, promotion of belonging, belonging refers to acceptance and to be a part of something larger than one's individual self. Many participants expressed that they attend the NRC to deliver programs and essential services to residents in this particular neighbourhood who would otherwise not feel comfortable accessing their services. Participants also shared that the NRC offers projects, initiatives and programs where residents are able to meet and develop relationships with their neighbours and other members of the community. This was very clear in the research when the NRC opened up a community room with a kitchen adjacent to the programs and services offices, called "The Other Side." The creation of a gathering space for residents to socialize and feel less detached from their community promotes a strengthened feeling of belonging.

Many participants shared that one of the reasons they believed the NRC was opened was to deliver services and programs through attempting to remove stigma and decrease barriers to access of essential services. A participant framed it as:

> The number one thing is that there's no judgment, you don't judge anybody and if someone's going to do drugs we're not going to stop them from doing drugs, we're going to make them safe when we're doing that. And we will help them when they're ready and when they're ready they'll come to us. So that's what happens, they do deter people and tell them it's not the best but it is safe there. Clients feel safe there because there's a whole group of people that's looking out for them which to me is number one.

One participant expressed how the NRC is particularly creating belonging for people who face multiple forms of exclusion:

> We go to a conference usually in February and it's with all Outreach workers for Hepatitis C, it's down in (city) so we are hearing a lot of things. And a lot of places have a street population and where they're living, in tents, on the sidewalk. And we don't really have that here, so they thought this was a good place to start reaching people who might have those same needs but they may not necessarily homeless or living on the streets. So, this is kind of their first point of contact and not only that it was a place that our nurse could maybe break down some barriers because a lot of clients don't like to go into healthcare. I think it was 87% stigma came from healthcare

> providers within our population. So, she thought this will bring us out of a healthcare setting and people will be more willing to come to us and talk to us maybe want to get tested and then provide us with care. We also have a social worker and she doesn't have a waiting list so we can also refer to there.

It is clear from the collected data that frontline staff at the NRC work diligently to create a stigma and barrier-free space for residents to access essential services and programs. Participants also expressed that when patrons see the value in the NRC and the assistance they are able to receive, some want to contribute and help out where they can. This led to members of the neighbourhood becoming volunteers to help with handing out numbers for people waiting to see the doctor at the clinic, making sure coffee is always available, as well as taking care of the plants and fish. One of the participants who currently manages the volunteers expressed that:

> So I think some resident led training on whatever, I just developed a volunteer application form so I'd like it to get to the point where a resident takes charge of volunteers and then then do an orientation for the volunteers and for me to be completely removed from the administrative stuff, a resident is teaching another resident how to function in their community instead of me.

Through the involvement of residents within the NRC and its operations, participants have noticed a growth in community belonging through a sense of collective ownership. An example that was commonly discussed in the semi-structured interviews was the community garden. There are roughly a dozen garden boxes located outside of the NRC that residents in the neighbourhood can rent to grow their own produce in the summer months. These garden boxes are well taken care of and respected by other residents within the neighbourhood. One participant expressed his evidence of community pride and ownership through the example of the garden boxes:

> So now with that we can put flower boxes on the side of the street and not only will they not get vandalized by time I get to work someone has in the morning they've already been watered. I had Community Gardens in the worst intersection in Sault Ste. Marie and not one incident of vandalism, not one vegetable touched or damaged and like I said every day there's water on the ground because someone waters them. You know you would think that someone would be stealing the vegetables or vandalizing now but it sits on a barrel full of water and it gets watered every day.

Community ownership as a form of belonging has been built due to the presence of the NRC. Prior to the NRC opening its doors in this neighbourhood, existing churches,

schools or other community centres where members of this area could gather and socialize had closed their doors. Participants expressed that residents in this neighbourhood needed a place where they can build community:

> Out-migration from the downtown has caused a lot of places that people participated in to close. So, there's no schools, there's no churches, the gathering places and the sense of community has disappeared. So, I think by having social programming and social events. Also having Community Gardens, having things that people can participate in and that sense of community, it rebuilds some ownership.

Through the opening of a community room adjacent to the NRC, participants explained that residents now had a place to meet with neighbours, have a meal or get out of the cold during the harsh Northern Ontario winters.

C) Overcoming Barriers

When the idea of opening up a physical location in the Gore Street area, the Sault Ste. Marie Police Services reached out to their partners and other local agencies to discuss what it could look like and what it could provide to residents in the area. Since the opening of the NRC, participants expressed that they have had to overcome countless barriers in order to operate in the neighbourhood. In this theme, overcoming barriers, barriers refer to a figurative obstacle that prevents collaborative progress.

Participants expressed that while senior management from their individual organizations wanted the NRC to develop a term of reference or steering committee at the outset, they pushed back against it as they did not want to navigate any red tape:

> So basically, our objectives at the time was, let's bring as many agencies together frontline and work together, and we started with eight agencies and now we've grown to over 40. When we started we had some not pressure but a lot of our senior management really wanted a steering committee or a direction of what we're going to do here. And being all front-line workers we fought that and we came with the plan that we all have our own protocols for procedures at our own agencies, which are very clearly aligned and we're going to keep it that way.

Conversely, participants expressed that there needed to be more accountability on organizations who may be involved with the NRC, however, they rarely have a staff

member present to deliver programs and services. Participants shared their thoughts on reliability and accountability from various agencies:

> So, a lot of people from other Community Partnerships were involved with they say, 'I'm a member of the NRC' but they don't come down or help or don't define services. So, I wish that if people were involved they were really involved, because it's not just coming here and there to a meeting or saying I'm there. I'm really providing services it's just testing us with whatever we need.
>
> And we'll have residents come in and say, 'oh can I speak to someone so from this place' and I'll say, 'oh well they didn't show up.' So just accountability, and they've committed to this time slot and everyone else is relying on you being here. So, having agencies just take a little bit more ownership for their time down here.

This gap from particular organizations may also be due to funding or lack of staffing:

> I just hope that agencies continue their services. I know with budget cuts and stuff like that. And they pay for my wages to go down there and we do help with rent still. So, we have to pay for The Other Side's rent and the other core agencies still do that, too. I think it's a low cost long-term benefit in the community.

Due to the nature of available property in the neighbourhood, low-cost and week to week rentals, the area attracts a transient population. Participants expressed that this transient population also needs services and socialization in the neighbourhood to build a healthy community. That being said, the maintenance of ongoing programs and delivery of services is essential to the NRC and this is hard if program participation is inconsistent. Two participants spoke to the transient nature of the neighbourhood that is sparked by access to real estate:

> And I think that's one of my goals, is to maintain the programming because we do get a transient population because of the housing in this area. So, I think we're always receiving new clients who need the same thing, type of grooming, training and socialization.
>
> I think in this neighborhood that it's a little different because of the conditions. And because of the transient nature of the neighborhood, the month-to-month, the rooming houses, that type of thing. Our clients are always rotating but are similar in their needs, but I don't think we have the ability to step away because those risks aren't going to go away.

This is also important for the transient population who do not understand what the community and local services have to offer:

> Yes, you know the people that never received any services from anyone before are now getting tied to services that they need. Ultimately, that's what the goal. You know there are people who have never come up to the (organization's name) office because it's too far and it's a big building and they don't want to go up there, but they feel comfortable here.

During the semi-structured interviews, participants expressed their concerns and barriers that prevent them from delivering programs and services. While they shared that they have collective control over how the NRC operates, which arguably is free from red tape and steering committees, they also expressed they have little control over attendance and accountability from other agencies. Over time, they have begun to notice the gaps in programs and services, especially when pointed out by patrons or residents who need assistance from that specific organization. These findings indicate that there is the potential need for a planning and evaluation tool that fits the governance structure at the NRC. The usage of a flexible tool, such as a logic model, that engages members and can be re-designed by current and future members allows for freedom, however, addresses restrictions from service delivery at the NRC.

D) Enacting Continuous Evaluation

In this theme, enacting continuous evaluation, it refers to how frontline staff continuously self-asses and assess strengths, weaknesses and desired outcomes at the NRC. Participants shared how they work to understand community needs and evaluate what services should be offered at the centre. Participants also shared their own thoughts and ideas on what the future of the NRC. They also participated in self-evaluation through sharing and presenting on the NRC with other communities and professionals in their field. Embedded in this is the importance of lived experiences from volunteers and patrons, especially in the planning of future programs and services at the NRC.

Within the data, participants self-evaluated the operating schedule that they and other frontline staff deliver services on. They disclosed that many of the service providers operate on an 8:30am to 4:30pm day and work weekdays only, which may mean that they could potentially be missing reaching patrons in the evening or on weekends to connect with a more diverse population. "Long-term results I would like to see would be, more

things that are working better, maybe adding in those evenings, and maybe connecting with a different population."

In addition, participants explained that by re-evaluating the operating schedule of the NRC, there is potential to reach a population who is more active at times when the NRC is not open. Subsequent to this, participants also shared that through delivering these programs and services, there is an opportunity to improve connections to this diverse population with primary health care providers.

> I think the lasting impression here would be we've come to a place now where we can reach to those people who really never had a chance never had an opportunity to get into our program because they don't have ties to doctors or you know anybody on the psych side, hospitals, psych nurses, stuff like that.

Many participants expressed how when they attend out of town conferences, they are invited to present about their work at the NRC. This is a form of self-evaluation of their work as well as a form of evaluation of the NRC, through the development of their presentation and speaking notes. As well as, the collective interest and questions posed from other professionals in their field during the presentation. Participants disclosed that they are often interested in how they have built and developed relationships with a vast amount of service providers. This sharing of their work is an activity that promotes ongoing evaluation of their work. One participant framed it as understanding that they have "become the Gold Star of Collective Community Impact." Understanding this, participants shared in their semi-structured interviews that they would like to expand their reach or duplicate this model to other neighbourhoods. "I think we're looking at being community leaders and growing other areas of the community to (neighbourhood in close proximity to NRC)." Another participant expressed that, "sort of the neighborhood model in our other neighborhoods that are struggling. I mean it doesn't have to be run by police but I think agencies need to take that kind of model of what we're doing here.

> I think kind of expanding the neighborhood. It's kind of getting a little bit bigger and you've always served a lot of people from the (neighbourhood in close proximity to NRC) area. So, I think expanding, making it kind of more appealing for people. I think we have a dentist on board now which is huge.

Altering the perceptions and attitudes of this neighbourhood was an original goal that was explained by a few participants in their semi-structured interviews. While the media attention on what is happening at the NRC aids in changing the public's perception, it is also contributing to promoting continuous evaluation of the NRC. External views from individuals who do not participate in or attend the NRC may not understand what occurs there, however, it provokes those involved to digest how the NRC is perceived by the media and the public. Within the findings, it was portrayed by participants that in the beginning stages the NRC was not widely understood by those working within health and human services field. However, now organizations understand the worth and want to be involved, and the "NRC" is commonly known and understood within this field. One participant shared their experiences with the transition of the NRC's presence in the public in the past five years:

> The nice thing is that people have before you would say the NRC nobody would know what you're talking about, now it's pretty much a routine in conversation, just drop to the NRC, or go see the NRC or yeah, I got to go down to the NRC so people know about it now once you develop a trust in the community they pretty much flock to it.

During the focus groups, the introductory logic model was presented to participants to allow them to engage in co-design. Beyond revisions to the model, participants reflected on the utility of such a tool for the organization. For example, participants expressed that this tool should be something they use in the future for strategic planning. One participant expressed the usefulness of the logic model for their own organizational program planning, "I have to provide proof for why I want to be there and also it could open up the door for incorporating more programs and services." Another participant explained how the logic model will be useful for them to present to their senior management,

> I have to provide a report to them every year, mostly my statistics on things that I've done down there. This is going to be super helpful for me. I have to provide them with the report so they know what's going on and essentially defend the fact that my job should exist, so this will be super helpful.

Collectively, partipants also expressed the chance of utilizing the logic model routinely for strategic planning and self-evaluation of the NRC. They shared that they should set up scheduled meetings to ensure they are looking at their intended outcomes.

> Yes, and even at our meetings, maybe four times a year, sometimes our meetings aren't long and we're in and out of there very quickly. We go through that so we have it as a living document and hopefully we'll have done short-term and long-term outcomes. Someone could be responsible or we take turns, if it's a small working group. And make it not a big deal, so we make it kind of a part maybe at our April meeting, you know we're going to review our plan.

> It'd be nice if we had set quarterly meetings to go over it or working meetings to go over this and we took some time. We could think about it working through the model and having said time so we could go through it. Then we could be supporting the data that you guys are already collecting

Other participants expressed its usefulness for program evaluation within their organization and how it can support them in receiving funding for their programs. One participant expressed, "I'm getting funding from this funding source and I need to prove that this is going to impact the community in some way." While participants highlighted many of the positive about have such a tool, there was also a reflection on this as just being a step and allowing the document to be a working document.

> I'm hoping it's a working document because then we will have something to go by. Either for applying for more funding or other stuff. We will have something to use. We need to have 'measurables' in order to get data and this is a good start moving forward in that direction to be organized and have more measurable.

Conscious review of the NRC is integral for its future. Throughout the findings, participants shared how they sub-consciously took part in self-evaluation and evaluation of the NRC. Through these evaluation methods, members were able to be more conscious of how they navigate differing situations to create a common logic model. Specifically, through sharing their thoughts on the day-to-day operations of the NRC, the impacts it has made outside its own community, as well as the public and media perceptions it generates. In addition, focus group data reflects that participants are engaged with the idea of utilizing the logic model for future planning and evaluation within the NRC and independently at their individual organizations. These self-assessments and assessments of the NRC by participants have demonstrated that the NRC is supported through the efforts of both the frontline staff and the patrons and residents that utilize it to its full capacity.

E) Getting on the Same Page

Through the focus groups, participants expressed how the logic model contributed to streamlining, defining and clarifying the intended goals of the NRC. The theme, getting on the same page, refers to the diverse frontline staff and their organizations becoming better aligned to create a common logic model. One participant expressed, “As front-line staff, you don't have time or we don't have a team set to do research or to do data collecting and gathering, apart from the individual level and agency.” Taking this into account, the usage of a third-party researcher, who’s organization is not directly aligned to the NRC, to facilitate development of a logic model supported collectively bringing frontline staff together to co-create an evaluation tool.

Participants expressed in the focus groups that through the process of the semi-structured interviews and the presentation of their data in a logic model, they were able to understand the importance of aligning their goals. One participant shared that, “Working from a model of collaboration it's awesome and it's great, but it's hard to get everyone on the same page sometimes.” Another participant expressed that if they are able to understand and take stock of what programs and services are being offered, they may be able to better align themselves with different organizations. They shared that, “it's important to streamline all the agencies working from the same point of view with similar goals.”

In addition, participants reflected on their individual roles and contributions to the NRC. “It's hard to understand what your role is until you start answering questions and you realize how important your role is.” Participants also expressed in the focus groups that since reflecting through their semi-structured interviews, they are now able to account for what goals have stayed the same and what goals have changed since they opened their doors five years ago. It was noted that over the five years the NRC has existed, organizations haven’t necessarily been on the same page.

> So, I think maybe it wasn't necessary that we had clear goals because now we've been able to focus ourselves and end up where we are now. And then to have it five years in and this model that you're showing us. I think that's a great way to move forward and show that our groups work and we don't have to be set in our own ways to our own agency, we can be flexible.

The theme, getting on the same page, is also reflected in the focus group data pertaining to how members see themselves moving forward with enhanced program planning and strategic planning both at the NRC and their own organization. Participants expressed that this tool should be something they use in the future for planning at their organizations and planning as a team. It was expressed by a participant that there is value in using the logic model, “It's a good guiding document for supervisors or the executive directors from each agency to determine what the short-term goals are.” While other participants informed us that it will be a communication tool between frontline staff and their CEOs, executive directors, and management. “It's nice to bring a bunch of information gathered from all the front-line staff back to their supervisors and say, ‘hey look we've what were you doing here is where we're headed.’” It could also help with organizational level planning to assess what other needs the NRC might have and that organization could address.

> Because the EDs will see what's going on there yearly and they could say, ‘oh this is what's going on here, okay this program every couple of years’ then it is changing and we’re getting different tasks more frequently.

Subsequently, participants shared that it will help with communication to partners, various staff, and others who are not as active at the NRC or might not comprehend what occurs at the NRC. “I think it will improve because we have you know 30 some agencies that say they're ‘part of the NRC’ but now that we have measurable, you're going to have to put your money where your mouth is.”

This theme, getting on the same page, reflects how members are able to streamline and assess their diverse desired outcomes through co-creating a logic model. Through participating in the semi-structured interviews and logic model development, members were able to consider each other’s goals and gather a clearer understanding of one another’s roles.

2.11 Discussion and Implications

Through this research study we sought to understand: (1) how are the objectives of the NRC being interpreted and enacted by different members, and (2) how do NRC members

navigate diverse desired outcomes to create a common logic model? It was expected that the findings would indicate how the varying types of professionals from a wide range agencies and organizations would have different opinions and viewpoints on the objectives of the NRC. On the contrary, the results revealed that most participants had similar sentiments as to what the objectives of the NRC were regardless of their profession and organization/agency affiliation. In a way, having limited or vague objectives made agreement simple. The findings indicated that members believed the NRC was a place to receive services from numerous organizations and agencies in the hope that it would strengthen the overall well-being of the neighbourhood. This is evident from the research data as the members utilize opportunities to collaborate with one another in order to build service delivery networks and to promote engagement from other members and neighbours living within proximity to the NRC. This level of collaboration and all-around engagement has allowed them to promote the NRC as a safe space with equitable services and programs for all. The findings of this study are congruent with Gazley, Chang and Bingham (2006), where they indicate that inter-organizational alliances are essential as they can assess overarching issues more effectively, have opportunities for cost-savings, see increased access for learning opportunities, have more chances to build new relationships, and deliver more efficient programs and services. In addition, the participants indicated that members have been able to navigate diverse desired outcomes through enacting additional opportunities for collaboration and collectively addressing specific concerns or barriers within the neighbourhood. The participants also noted that members of the NRC participate in continuous evaluation to understand progress as well as current and future outcomes.

Study findings connect with and add to existing literature on developing neighbourhood collaborations to enhance community well-being. The theme *Collaboration and Engagement to Strengthen Neighbourhood Development,* speaks to how members of the NRC who deliver programs and services out of the NRC have developed service delivery networks from the collaboration opportunities that working out of the NRC generates. These service delivery networks assist both the frontline workers and the patrons in providing and receiving assistance with programs and services. In addition, this theme speaks to how a large network of support not only bridged gaps in service delivery but

improved collaboration efforts between health and human services. The act of collaborating with other service providers also allowed for the identification of specific needs to be addressed within the neighbourhood. This was supported by the development of coalitions and working groups in response to these needs.

The literature suggests that initial interagency frontline staff collaboration can also lead to a heightened level of interagency collaboration at varying levels within each organization (Bronstein, 2003). This finding is consistent with the literature that examines interagency collaboration efforts. Darlington, Feeney and Rixon (2005), suggest that interagency collaboration improves delivery of programs and services. This study also found that it decreases gaps between workers in similar fields of health and human services and helps them to better understand client needs (Darlington, Feeney & Rixon, 2005). This work also highlighted potential barriers to interagency collaboration, including inadequate resources, varying policies and procedures around confidentiality, and gaps in processes (Darlington, Feeney & Rixon, 2005). Our finding around collaboration is also consistent with literature that utilizes asset mapping within communities to improve the use of resources. Griffin and Farris (2010) speak to collaboration, arguing that collaboration is a key component in building a diverse interdisciplinary approach to address barriers to accessing services (Griffin & Farris, 2010). The networks built at the NRC support frontline workers who rely on their networks to assist patrons. The varying levels of collaboration have led to an increased level of engagement from both members who deliver services and programs, as well as neighbours who participate in what the NRC offers. Comparing these potential barriers to information provided by members of the NRC during the semi-structured interviews, they noted that inadequate resources are an issue when there is a lack of organizational accountability and attendance.

Through the trust that has been developed and relationships that have been built, neighbours are more likely to attend the NRC's programs, participate in social activities within their neighbourhood, as well as utilize and respect their neighbourhood's physical space. This finding is reflected within the work of Grillo, Teixeira & Wilson (2010) which indicates that residential satisfaction often leads to an increase in civic engagement. Growth in participation by neighbours who live within the area of the NRC

has increased since its opening and delivery of programs within the area. McBride, Sherraden and Pritzker (2004) define civic engagement as being aligned to social engagement and political engagement. They found that individuals who have a lower socioeconomic status interpret civic engagement and participation as aligned to devoting their time volunteering or participating in activities within their communities (McBride, Sherraden & Pritzker, 2004). This can be noted in the opportunities provided for residents to volunteer their time running programs and training out of the NRC. These findings are consistent with current literature on the topic of community collaboration and engagement.

The theme *Promotion of Belonging*, indicates that the NRC is dedicated to delivering programs and services that are barrier free. These barriers may include the fear of judgement from service providers, the intimidation of unfamiliar spaces, and accessibility such as a lack of affordable transportation. This finding aligns with the literature that focuses on how the location of human and social services can affect an individual's ability to access services. Allard (2004) argues that where service providers position themselves to deliver services is essential in reaching at-risk populations. In addition, they suggest that individuals affected by poverty often reside in densely populated areas, therefore, there is a need to deliver programs and services within close proximity to that specific geographic areas (Allard, 2004). Members are also attempting to cultivate a deeper sense of community with residents through the creation of a gathering space for residents to socialize and feel attached to their community. In Stewart, et al (2009), they indicate that low-income individuals experience greater isolation and a decreased sense of belonging to their community. In the NRC space, neighbours are now able to participate in more programming, resident-led training, and socializing with one another. This finding is similar to research conducted by Riger and Lavrakas (1981) that explains how urban neighbourhoods facilitate relationships built on social interactions, attitudes, and interactions between neighbours. This is relevant to neighbours that utilize the NRC as their varying social conditions and life circumstances (Riger & Lavrakas, 1981) are addressed through creating bonds between those utilizing programs and services together. Within the semi-structured interviews members attest that this has promoted a strengthened feeling of safety and assurance among residents. Intentional development of

belonging has also contributed to increased levels of ownership and pride in the physical space of the neighbourhood.

Within the study, participants shared that there are factors they have control over at the NRC and factors they do not. In the theme, *Overcoming Barriers*, these factors were addressed. Participants stated that during the initial creation of the NRC, their senior management and directors requested for there to be a steering committee or strategic plan regarding what the NRC would be set out to do. The frontline staff collectively decided they did not want to create this and instead decided that when they are working out of the NRC, they are operating utilizing their own agency or organizations policies and procedures. Participants attested that this has contributed to the NRC's success, due to its flexibility and adaptability depending on what the neighbourhood needs, they are able to adjust their delivery accordingly. This could be classified as self-governance or community governance, which is a driving factor to make decisions at the NRC. Berkes and Davidson-Hunt (2007) argue that communities are complex systems and are embedded in larger systems. Similarly, the community collaboration that has been built within the NRC is as Berkes and Davidson-Hunt (2007) describe, compiled from various individuals and groups that possess a wide range of interests. Communities who are geographically aligned to their support centres or resource hubs, as the NRC represents, are flexible and diverse have a better chance of success if managed by self or community governance (Berkes & Davidson-Hunt, 2007). The development of a co-created model that utilizes participation from those involved with self or community governance has the opportunity to be a working and flexible document that is adaptable to changes. This notion of flexibility supports the population that resides in the neighbourhood. Due to the transient nature of many of the residents, because of low-cost and diverse housing options in the area, the services that are being requested are constantly shifting. Another factor that was addressed as a barrier by participants was the attendance and accountability from other organizations and agencies. Participants stressed that at time organizations may claim to be involved at the NRC but physical attendance from a frontline staff may not be occurring. In turn, frontline staff from other agencies often had to assist patrons in connecting them to services not offered at their own agencies as the agency that was needed had been absent from the NRC. This may be due in part to cuts in funding, lack of

staff support or lengthy client lists. The literature supports this finding as Crisp, Swerissen and Duckett (2000) highlight the precarity of consistent program delivery related to shifting budgets.

Through data collection, participants spoke to the continual process of enhancing the NRC. This is represented in the theme, *Enacting Continuous Evaluation*. Some potential current improvements discussed included hours and accessibility, due to the wide range of patrons they serve and their diverse needs. This finding is consistent with the importance of self-reflection and opportunities for collaborative transformation. Within the literature, van Eyk and Baum (2002) suggest that collaboration amongst agencies and organizations encourages more broad planning, instead of agencies functioning in their silos or in isolation from one another. Through continuous evaluation, members of the NRC reflected on the possibility of transforming or flexing operating hours. Presenting this as an example of continuous improvement, partners at the NRC, members have the opportunity to address this concern and seek shared solutions (van Eyk & Baum, 2002). Through the maintenance of relationships between organizations and their frontline staff, addressing adequate and sufficient resources is an integral part of the collaboration process (Longoria, 2005). While assessing and critically observing the future potential influence the NRC could have, participants also reflected on the success stories and the impact they potentially could have on future neighbourhood improvement. This was described by members in regard to how they can present impact of the NRC at provincial and national conferences. Through the development of presentations on their work, participants are able to conduct self-evaluation and evaluation of the NRC in the moment. It is noted that there is a link between the concept of collective impact and how participants were beginning to speak to continuous evaluation. Within the literature surrounding collective impact, Christens and Inzeo (2015) describe collective impact as "a framework for achieving systems-level changes in communities through coordinated multi-sector collaboration." Similarly, Kania and Kramer (2011, pg. 36) define collective impact as "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem." Assessing both definitions of collective impact, the NRC fits as an example of how collaboration and network

structures have worked together to change the system at the municipal level and promote social change within a neighbourhood.

Study findings connect with and add to existing literature on the importance of streamlining, defining, and understanding everyone's goals in a collaborative model. This is represented in the theme, *Getting on the Same Page.* Findings from the focus group data indicate that members at the NRC understand that while having a strong collaborative network with other frontline staff is important, it is also equally important to ensure that their goals and objectives are aligned with one another's. The literature supports this finding, especially in the area of strategic planning. Poister and Streib (2005), note that strategic planning efforts act as a tool to focus priorities and directions of organizations, as well as aligning goals and priorities. This literature also supports the finding that indicates members should align similar services and programs, such as connecting similar inputs and outputs. Another finding from the focus group data was the awareness and understanding that was generated among frontline staff. Through participating together in data collection, members were able to better understand their individual roles as well as the roles of their colleagues. This finding is reflected in the literature that highlights how planning and evaluation within an organization is able to "permeate the culture of the organization" in order to transform future practices (Poister & Streib, p. 46, 2005). Findings from the focus group data also indicated how the logic model could potentially be used as a communication tool or an explanation to CEOs, executive directors, and senior management on what is happening at the NRC. This is reflected in the literature that claims an unexpected benefit of logic models is that they "succinctly laid out program activities and expected results, the coalition was able to communicate more effectively with both internal and external constituencies" (Kaplan & Garrett, p. 170, 2005). Participants shared that they can utilize the logic model in reports to their organizations and as support for why they should remain partnered in the NRC. The logic model can also act as a tool or explanation for their organizations to understand who else is involved at the NRC or address potential gaps in service delivery. Through the potential use of the logic model by frontline staff, organizations may be able to better understand priorities and objectives of the NRC. The literature indicates that through the use of strategic planning and logic models, organizations are more likely to make

decisions that are congruent with their objectives and priorities (Ketokivi & Castañer, 2004). This is consistent with the findings from the focus group data, as participants expressed that their senior management may find more funding opportunities or multi-organizational programming to be delivered at the NRC. While communication within organizations is important for planning and prioritizing, participants expressed that utilizing the logic model for communication with other organizations may spark increased participation. This aligns with the literature as it is argued that participation is more likely occur when it is supported by strong communication (Ketokivi & Castañer, 2004). Moreover, the completion of this logic model has led to the streamlining of goals and objectives between frontline staff and created opportunities for increased communication among individuals within their organizations.

The findings of this study may be used to inform and plan the development of similar neighbourhood resource centres. Participants highlighted that due to the level of collaboration and networks built, the capacity of patrons they are able to reach and serve is enhanced. In addition, participants agreed collectively that the NRC is in the neighbourhood to offer and deliver barrier- and stigma-free programs and services to patrons. As a result of this, they have been able to provide opportunities for neighbours to utilize the space as a community centre and participate in socialization opportunities. Members of the NRC have also stated that while they have previously focused on self-governance, creating explicit and shared goals has been a step forward.

This study may also have several implications for the health information science field. To begin with, this study has the opportunity to contribute to the body of knowledge within the health information science field on the evaluation needs of interdisciplinary health and human services. In addition, it opens up new opportunities to explore the importance of incorporating qualitative health information data into planning processes in the field aligned to equitable health and human services. Lastly, the research could potentially contribute to knowledge exchange among diverse interdisciplinary professionals working in collaborative neighbourhood-serving models.

2.12 Limitations

This study has contributed to research on the co-development of a logic model at a multi-agency neighbourhood resource centre. Some limitations are noted in the process of this study. The recruitment process around semi-structured interviews, focus groups, and field observations may have impacted the results of this study. Participants were able to select to what extent they participated in the research and in which components of data collection. While some participated in all three data collection methods, some participated only in one or two of the methods. This may have an effect on the data due to inconsistent participation across the three methods. For example, in relation to equal representation, not all active organizations at the NRC had members participate in the semi-structured interviews, which was the primary source of data utilized to draft the preliminary logic model. That being said, the focus groups, where the logic model was discussed, included participants who did not participate in the semi-structured interviews and their comments on the logic model may differ, as they were not included in generating preliminary elements. The portions of attendance in the data collection were semi-structured interviews (n=11), focus groups (#1 n=3, #2 n=3, #3 n=14), and field observation (n varied each week).

A notable limitation is that the end users, those who attend the NRC for programs and services, were not invited to participate in this study. Gathering data from staff versus community members could potentially influence the findings of the research. In the future, research in this area could include members of the community. Through the inclusion of community members, researchers may be able to learn more about existing dynamics and how the NRC is or is not meeting community needs. Another limitation of the study was the interview guide that was utilized. This interview guide was new and created by the researcher. Some of the questions in the interview guide were close ended, which meant that some answers could have been a ‘yes’ or ‘no’ response. Due to this, it provided little opportunity for participants to expand their answers further and provide more detailed rich responses.

An additional limitation of this study was the predominantly white, female sample. Within the semi-structured interviews, the sample consisted of 82% females and 18%

males. Of this total sample, only 9% of the males participated in the focus groups. While health and human service providers skew female, the proportion engaged in this study was higher both than national trends and then the make-up of partners at the NRC. Additionally, there were limitations regarding ethno-cultural diversity as the data collection did not include anyone identifying as Indigenous. This is notable as many of the service recipients are Indigenous and it is important to consider potentially unique views of Indigenous persons in service delivery (Walter, 2005). Further work should be done by the NRC to ensure the cultural safety of services directed by their new logic model.

Another limitation is the potential for built-in bias within the research and the setting of the research. As an individual who is originally from the municipality where the research is taking place, my own personal beliefs regarding the area and population under research may have influenced the data in the semi-structured interview phase and the analysis phase. The data may have been misinterpreted in the interview and focus group stage based on how myself, the interviewer, solicited, recorded, or interpreted the data (Pannuci & Wilkins, 2010).

2.13 Conclusion

This study sheds light on the co-creation process of developing a logic model in a multi-agency resource centre. Analysis of semi-structured interview data, focus groups and field observations revealed that engagement and collaboration of participants within the process allowed the logic model to develop as a flexible and adaptable tool. Various themes are proposed from the data, including: (a) Collaboration and engagement to strengthen neighbourhood development, (b) Promotion of belonging, (c) Overcoming barriers, (d) Enacting continuous evaluation, and (e) Getting on the same page. The findings of this study indicate that through the co-development of a logic model, members of the NRC are able to better understand one another's goals, move forward with future strategic planning utilizing a shared document, and have improved lines of communication with their senior management. Similar community collaborations and resource centres can utilize these findings to establish their own successful planning processes towards community collective impact.

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Chapter 3

3 Implications

The purpose of this research study was to understand how the existing objectives of an NRC are interpreted and enacted by various frontline staff. In addition, the research study sought to understand how NRC members navigate diverse desired outcomes. The analysis of these results involved a participatory process of co-creating a logic model. Past research studies address how single organizations have utilized logic models within their organizations to address diverse intended outcomes. This research study provides further insight into understanding how the development and creation of a logic model can be used to guide outcomes in a multi-agency resource centre, where there are diverse needs and complex interests across organizations.

Analysis of semi-structured interviews, focus groups and field observation data led to development the following themes: (a) Collaboration and engagement to strengthen neighbourhood development, (b) Promotion of belonging, (c) Overcoming barriers, (d) Enacting continuous evaluation, and (e), Getting on the same page. These themes point towards the need for collective strategic planning in order to have consistent goals and improve lines of communication with collaborators and with senior management. This study has implications for policy, health information science, and program evaluation.

3.1 Implications for Policy

The results of this study have implications for timelines regarding when to develop logic models and how often they should be reviewed, the role of service providers in research collaborations, and the potential for formalized agreements for service delivery collaborations.

A) Timelines for the development of a logic model

The NRC that served as the site of research in this study has been operating for 5 years with no logic model in place. How the participants spoke to both the experience of developing the logic model and the potential benefits of now having this in place speaks

to the importance of timing. Participants spoke to how the lack of clarity regarding the objectives of the NRC at the outset may have limited the potential of early model development. Instead, it has been through collaboratively delivering services that they have developed a better understanding of what the NRC is able to do. While this suggests benefits of refining a model on a consistent basis, developing a model at program outset may have expedited the process of developing clarity and would be congruent with recommendations from leading sources on program development. For example, Public Health Ontario (2016) indicates that logic models have the ability to clarify expectations and can create a common understanding regarding the intended outcomes of a program.

Regardless of when a model is developed, points to the importance of ongoing review and updating of the logic model. Participants suggested that going forward they intended to either use bi-weekly team meetings or establish a working group to regularly update the new logic model co-created in this study. Public Health Ontario (2016) indicates that periodic revisions and updates are pertinent for keeping members and organizations focused on intended outcomes, while keeping the model current. Through the development of an organizational policy that requires regularly scheduled updates of the logic model, organizations can ensure this process of continuous improvement.

B) Participation of members in research

The co-creation of the logic model through this study was due to the active participation from members at the NRC. This, therefore, has potential policy implications regarding NRCs prioritizing participation from members in research collaborations. This is due to the fact that the co-creation of this logic model revealed the importance of collaboration and engagement from active members who are committed to delivering the programs and services affected. This research study utilized Participatory Action Research (PAR), which involved active participation from members to exchange knowledge and information that contributed to the co-development of a logic model. Kelly (2005) explains that PAR utilizes normal research techniques and provides an opportunity to involve the community in development and assessment. Within the development of this logic model, participants also engaged in continuous evaluation of their contributions and

the contributions made by the NRC. Participants within the focus groups reflected that through participating in the semi-structured interviews, it allowed for reflection of their own roles and a deepened understanding of the roles of others. They also indicated that in collaborative models it is important to keep goals and objectives streamlined. Therefore, this study demonstrates the importance of front-line providers being engaged in research collaborations. To ensure these collaborations occur, organizations can consider prioritizing involvement in knowledge development and translation through supportive workplace policies. This can include dedicating staff time to research participation.

C) Formalized agreements on collaborative processes

The findings of this study also have implications for formalizing agreements on collaborative processes. Interdisciplinary collaboration between health and human services is not a new phenomenon, however, this research demonstrated how organizations can be involved in collaborations together for many years without clear understanding regarding expectations of participation. The literature suggests that through formalizing agreements between agencies who collaborate, work together and serve similar clients, their effectiveness to deliver programs and services is enhanced (Nylén, 2007). While participants generally praised the level of collaboration and the networks they built from working at the NRC, they also indicated that some organizations were not providing staffing. Therefore, having agreements formalized as policy could create the same level of collaboration at an organizational level that was often demonstrated by front-line staff at the NRC. This creates a foundation for accountability as well as a platform from which providers have an insurance regarding their ongoing participation in a collaboration. The development of a policy that enshrines collaboration agreements may assist in keeping collaborations more positive and effective.

3.2 Implications for Health Information Science

This study has implications for health information science in regard to how logic models may be used to improve patient outcomes, for the use of qualitative data in health information science, and the role of knowledge exchange with health and human service providers.

Health information science focuses on the utilization of data and information to make better informed decisions and improve patient outcomes. This research study contributes to the importance of understanding shared outcomes between health and human service providers in order to improve service delivery. In particular, the use of a logic model has been shown to create clarity regarding service outcomes. Therefore, the use of a logic model to guide service delivery can lead to a better understanding of the desired shared outcomes and what improvements may be applied. This claim is supported by literature that argues logic models can be utilized to measure community partnerships and effectiveness, as well as measure interventions for better outcomes (West, 2013). Therefore, this research study adds to the foundational importance for health and human services to have logic models that define and guide community collaborations in order to achieve the goals of information informed decision making.

This study also demonstrates how qualitative research methodologies and qualitative data can be used within health information science. A participatory action research process led to the co-development of a logic model, based on preliminary qualitative data. Where epidemiology is often fore-fronted in health information science, this project came to a positive outcome with qualitative methods and data.

This study highlights the value of information exchange between health and human service providers. The logic model development process created a platform for refining what was taken-for-granted, clarifying areas of concern, and setting a common vision. Therefore, the logic model development process holds potential for how diverse members of a collaboration can enhance this collaboration and exchange knowledge.

3.3 Implications for Program Evaluation

Examining this particular service collaboration brought to light fundamental needs regarding quality program evaluation. In particular, having a logic model and continuously reviewing and refining this model creates a strong foundation for evaluation. Previous research suggests that an action plan should accompany the development of a logic model that includes the roles and responsibilities of members who are actively involved in activities and outputs highlighted in the model (Millar, Simeone,

and Carnevale, 2001). In the case of the NRC, participants volunteered to participate in working groups to facilitate the maintenance and review of the logic model. However, it is worth considering that front line providers at times can be uncomfortable with processes that involve questioning the foundational goals of programs in which they work (Kaplan and Garrett, 2005). That being said, participants in this work were clearly interesting in determining where the short-term, intermediate and long-term outcomes align to the outcomes put forth by their individual organizations. Millar, Simeone, and Carnevale (2001) argue that it is up to individual agencies to determine if their program performance levels correlate with those within the logic model. In this way, logic models can still be used to support evaluation where there is diffused responsibility due to multiple organizations being involved. Tensions around evaluation can be mitigated if power issues are addressed or acknowledged between collaborative organizations (Fielden et al., 2007). Simultaneously, the logic model can contribute to improved communication between frontline staff and their senior management, thus mitigating power issues.

Ultimately, the findings of this study have for the potential to inform policy, health information science, and program evaluation specific, particularly in the context of Neighbourhood Resource Centres or other collaborative service delivery models. Collaboratively developed logic models can support quality program evaluation that should ultimately improve patient outcomes. The potential of these implications is to support the co-creation and maintenance of knowledge amongst individuals in order to align diverse desired outcomes.

3.4 References

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Appendix A: Letter of Information and Consent

Understanding the development of a logic model in a multi-agency resource centre

Project Title: Understanding the Development of a Logic Model in a Multi-Agency Resource Centre

Principal Investigator: Dr. Abe Oudshoorn, University of Western Ontario, London, Ontario, Canada

Co-Investigator: Dr. Gayle Broad, Northern Ontario Research, Development, Ideas and Knowledge Institute, Algoma University, Sault Ste. Marie, Ontario, Canada

Co-Investigator: Alexandra Boston, Western University, London, Ontario, Canada,

Dear Potential Participant:

Purpose:

We are writing to invite you to participate in a research study. This project is exploring the development of a logic model at a multi-agency resource centre.

Who is included?

Individuals from organizations who have built working relationships with the Neighbourhood Resource Centre in Sault Ste. Marie, Ontario, who deliver programs and services at the centre.

What is the purpose of the study?

The purpose of this study is to understand the process in developing a logic model at a multi-agency resource centre. In this case, the multi-agency resource centre is the

Neighbourhood Resource Centre. Since its initial opening, there has been an increase in services, programs and involvement of community members. Due to the vast amount of services, programming and outreach the Neighbourhood Resource Centre offers, it would

Interview Letter of Information and Consent (Cont'd)

be of benefit to develop a logic model to understand of collaboration and planning to identify gaps, use as a communication tool, support program monitoring, guide potential

evaluation, and respond to program changes. Therefore, the development of a logic model at the NRC would be a beneficial to learn about collectively developing a logic model across organizational boundaries means for community collaboration. Two key questions will guide this project: 1) How are the objectives of the NRC being interpreted and enacted by different members? 2) How do NRC members navigate diverse desired outcomes to create a common logic model?

What will I do?

If you consent to participate in the project, in addition to providing your full name for consent purposes, you will be asked to provide the title of your position and the organization you are employed with, which will be kept confidential, only the research team will have access to this information. This information will only be used for the research team in our analysis to understand and comprehend the various types of programs and services offered at the Neighbourhood Resource Centre. Your position title and organization will not be included and/or reported in the results. Following, you will be asked to participate in one semi-structured interview comprised of twelve questions, which will last approximately 35 minutes and one focus-group comprised of 6 questions, which will last approximately 60 minutes. This will take place at a location most convenient for you. At these interviews you will be invited to talk about your experience and involvement at the NRC, as well as your future hopes for the NRC. You will also be asked to consent to being observed at the bi-weekly meetings that take place at the NRC. Observations of discussions and interactions will be collected during the meetings; however, participants will not be identified in the notes or in the results.

There are no negative consequences with deciding not to participate or to withdraw from the study. Choosing not to participate in the research will not affect your experiences at the NRC. Your participation is not reported to anyone, it will be kept confidential. Only the research team will have access to the interview data. Should you

decide that you would like to be removed from the study, please contact the research team using the contact information below. This interview will be audio recorded with your permission.

Interview Letter of Information and Consent (Cont'd)

What are the risks and benefits of the study?

It is possible that the process of participating will lead you to think about past negative experiences providing programs and services at the Neighbourhood Resource Centre. Please let the researcher know if at any point you would like to stop the interview.

We strive to ensure the confidentiality of your research-related records. Absolute confidentiality cannot be guaranteed, as the researcher may be required by law to disclose certain information to relevant authorities. Any disclosures of child abuse, suicidal ideation or homicidal ideation will be reported (e.g. police service, CAS, other emergency personnel) and addressed. You do not waive any legal right be signing this consent form.

Please be advised that although the researchers will take every precaution to maintain confidentiality of the data, the nature of focus groups prevents the researchers from guaranteeing confidentiality. The researchers would like to remind participants to respect the privacy of your fellow participants and not repeat what is said in the focus groups to others.

The analysis will be de-identified. You will not be identified in any way in the research results. All identifying information will be removed from interviews.

Only the research team members will have access to the de-identified research information. Any hard copies of research data and informed consent letters will be kept in a locked file cabinet in the researcher's personal office. Digital data are encrypted on a password protected computer in the locked office of the lead researcher. Any personally identifying information such as names, dates, and locations will be removed from the interview data as it is transcribed.

Interview Letter of Information and Consent (Cont'd)

However, direct quotes may be used in presentation or publication of study findings. Digital data and hard copies of consent forms will be stored for 7 years post-publication with the potential for further analysis. Audio-recordings and digital data will be permanently erased at 7 years post-publication. Hard copies will be shredded through Western School of Nursing's confidential shredding service.

Prior to the destruction of data, it may be used for secondary analysis to address further research questions.

Is the study voluntary and confidential?

The decision to participate or not is entirely voluntary and confidential. You can withdraw at any time without explanation. To do so, please contact the researchers using the contact info below. You may also request at any time prior to publication to have your interview data removed from the study. All the information collected will have any identifying information removed. A list linking your study number with your name will be kept by the researcher in a secure place, separate from your study file, which will be destroyed after 7 years. All participants much be 18 years or older to participate.

Results of the Study

The results of the study may be published in scholarly journals, presented at national/international conferences, be used in student research, or be included in a video presentation as a format to show study results, there will be no video footage collected in this research. Should you like to receive copies of study results, you may contact the research team using the information below.

For More Information:

Representatives of The Western University Non-Medical Research Ethics Board require access to your study related records to monitor the conduct of the research. If you have any questions about your rights as a research participant or the conduct of this study, you

Interview Letter of Information and Consent (Cont'd)

may contact The Office of Human Research Ethics.

Please contact Dr. Abe Oudshoorn, Western University, Arthur Labatt Family School of Nursing and the Faculty of Information and Media Studies.

Sincerely,

Dr. Abe Oudshoorn

I have read this letter of information: _____ (initial)

Consent Form

Project Title: Understanding the Development of a Logic Model in a Multi-Agency Resource Centre

Principal Investigator: Dr. Abe Oudshoorn

Co-Investigator: Dr. Gayle Broad

Co-Investigator: Alexandra Boston

I have read the Letter of Information, have had the nature of the study explained to me and I agree to participate. All questions have been answered to my satisfaction.

I consent to be audio-recorded: ☐ Yes ☐ No

I consent to the use of unidentifiable, direct quotes in sharing the research: ☐ Yes ☐ No

Participant's Name (please print):

_____

Participant's Signature: _____

Date: _____

Interview Letter of Information and Consent (Cont'd)

Person Obtaining Informed Consent (please print): _____

Signature: _____

My signature means that I have explained the study to the participant named above and that I have answered all questions asked.

Date: _____

Appendix B: Invitation to Participate

Understanding the development of a logic model in a multi-agency resource centre

E-mail Invitation

Hello, I am contacting you on behalf of Alexandra Boston and inviting you to participate in a study that will be conducted by Alexandra Boston, Dr. Abe Oudshoorn, and Dr. Gayle Broad.

Briefly, the study involves the understanding of developing a logic model in a multi-agency resource centre. Participants will be asked to participate in one semi-structured interview comprised of twelve questions, which will last approximately 35 minutes and one focus-group comprised of 6 questions, which will last approximately 60 minutes. This will take place at a location most convenient for you. At these interviews, you will be invited to talk about your experience and involvement at the Neighbourhood Resource Centre, as well as your future hopes for the NRC. You will also be asked to provide us with your initials, the title of your position and the organization you are employed with. Participants will also be asked to participate in observation research, where Alexandra Boston will observe the bi-weekly meetings held at the Neighbourhood Resource Centre. During these observations, Alexandra will be collecting research on discussions and interactions at the meetings.

If you would like more information on this study or would like to receive a letter of information about this study please contact the co-investigator, Alexandra Boston, at the contact information given below.

Thank you

In-person Invitation

Hello, my name is Alexandra Boston and I am a Master's student with Western University. I am conducting research at the Neighbourhood Resource Centre and will be collecting research at this meeting.

Participation in this research is voluntary and will not impact your relationship with the group or your employment in any way. Your decision to participate will be kept confidential, your data will be kept confidential and will only be used only for research purposes.

Briefly, the study involves the understanding of developing a logic model in a multi-agency resource centre. Participants will be asked to participate in one semi-structured interview comprised of twelve questions, which will last approximately 35 minutes and one focus-group comprised of 6 questions, which will last approximately 60 minutes. This will take place at a location most convenient for you. At these interviews, you will be invited to talk about your experience and involvement at the Neighbourhood Resource Centre, as well as your future hopes for the NRC. You will also be asked to provide us with your initials, the title of your position and the organization you are employed with.

Beginning at the next NRC meeting, participants will also be asked to participate in observation research, where I will observe the bi-weekly meetings held at the Neighbourhood Resource Centre. During these observations, I will be collecting research on discussions and interactions at the meetings. You will not be identified in the notes or in the results.

I will circulate letters of information and if you'd like to participate you can contact me at the listed email. This research will lead to the development of a logic model for the NRC.

If you would like additional information, please feel free to talk to me after the meeting or my contact information is at the bottom of the letter of information I have provided.

Thank you.

Appendix C: Semi-Structured Interview Guide

Understanding the development of a logic model in a multi-agency resource centre

Semi-structured Interview Guide

1) How do you interpret the objectives of the NRC?
2) Can you think of how these objectives are going well for the NRC? How are they being enacted?
3) Currently, what are the existing outcomes of the NRC?
4) Could you address the needs your program/services are attempting to solve? What could be going better?
5) Would you be able to explain the needs of the community that led to you and your organization to design this program/service?
6) What are the desired short-term results you and your organization would like to see based on the programs/services you deliver at the NRC?
7) What are the desired long-term results you and your organization would like to see based on the programs/services you deliver at the NRC?
8) What are some factors you and other service providers are doing that will influence change in this neighbourhood?
9) For each of your program/service you deliver at the NRC, what outcomes would you want to produce?
10) What are some of the short-term outputs/outcomes you would like to achieve for each program/service you deliver at the NRC?
11) What are some of the long-term outputs/outcomes you would like to achieve for each program/service you deliver at the NRC?
12) Describe the impact you would like to contribute to your community in 7 to 10 years?

Appendix D: Focus Group Guide

Understanding the development of a logic model in a multi-agency resource centre

Focus Group Guide

1) Let's begin with everyone introducing themselves and sharing their thoughts on the process of developing this logic model.
2) Prior to the development of the logic model at the NRC, was the main objective and goals of the NRC clear to everyone?
3) You are all here because you have, in some way, been involved with programming and services offered at the NRC. Reflecting on this, how will the logic model influence your programming and services? Or will it not at all?
4) Is there anything that didn't work well with the process of developing the logic model?
5) Do you think the logic model help with collaborating at the NRC with other organizations in the future?
6) Is there anything you would have liked to see in the details logic model but isn't there?

Appendix E: Observation Guide

Understanding the development of a logic model in a multi-agency resource centre

Observation Guide		
Behaviour	**Y/N**	**Notes**
There was a leader who coordinated discussion at the meeting		
Members at the meeting came prepared		
Discussion occurred amongst all members		
Members understand roles and responsibilities of other members		
Members appeared to have respect, confidence and trust in one another		
Members listened and paid attention to one another		
Members offered support from their profession-specific perspective		
Members agreed/disagreed openly with each other's ideas		
Members sought out opportunities to work together		
Members engaged in friendly interaction with one another		

Curriculum Vitae

Name:	Alexandra Boston
Post-secondary Education and Degrees:	University of Guelph Guelph, Ontario, Canada 2010-2014 B.A. Western University London, Ontario, Canada 2014-2015 B.Ed. Western University London, Ontario, Canada 2015-2017 MLIS
Honours and Awards:	National Aboriginal Awards Foundation 2011, 2017 Indspire Recipient 2018
Related Work Experience	Research Assistant Algoma University 2018-2019 Teaching Assistant Western University 2017 Research Analyst Ivey Business School 2016-2018 Research Assistant Western University 2016

Presentations:
Ivey Idea Forum: Managing the bed crunch in hospitals
April 2018

Training:
Bridges Out of Poverty
May 2018