Acknowledgements

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Artwork and images throughout this report can be found on page 26.

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INTRODUCTION

L’Arche Chicago (www.larchechicago.org) is a non-profit organization in Oak Park, IL that provides high quality health, housing, and social services to people with intellectual and/or developmental disabilities (IDD), whom L’Arche terms “core members.” L’Arche Chicago’s unique model of care differs from other community-integrated living arrangements (CILA) in that staff, assistants, and core members live together in homes and develop mutually-transforming relationships through shared life experiences. L’Arche Chicago opened its doors in 2000 with one home, two core members, and two assistants. Today, L’Arche Chicago has three homes, two of which opened in the past four years, and a total of nine core members and fourteen assistants.

With one home in Chicago and two homes in Forest Park, L’Arche Chicago is built on relationships and activities demonstrating what it means to belong. Every five years, a mandate is constructed by L’Arche Chicago board and staff, providing strategies to deepen the impact L’Arche Chicago has both in and out of its homes. As L’Arche Chicago has grown, and anticipates further growth, the organization recognized a need to be able to define, visualize, and express their larger organizational theory of change and identify and track outcomes to measure L’Arche’s impact on members, assistants, and the wider community. To do this, the Oak Park-River Forest Community Foundation collaborated with the Social IMPACT Research Center (IMPACT) to provide technical assistance to L’Arche Chicago with the goal of developing a theory of change.
BACKGROUND

The World Health Organization (WHO) illustrated the extent to which stigma towards individuals with disabilities negatively impacts their participation in community life. Discriminatory behaviors resulting from stigma pose barriers to delivery of adequate services to this population. Individuals with IDD often receive poorer treatment, rejection, and devalued roles in society. Historic disadvantages for people with disabilities are well-documented, including (but not limited to) barriers to appropriate education and employment, stark living conditions in large facilities, and lack of access to basic health services. At the turn of the 1960s and 1970s, advocates fought to change these discriminatory policies and practices, resulting in the introduction of the Administration on Intellectual and Developmental Disabilities in 1963. Subsequently, efforts to change views on disability resulted in widespread awareness of the damaging effects of stigma. This shift in attitudes towards people with IDD was correlated with an improved outlook for individuals with IDD on community integration, civil action, and a movement to embrace difference through service models.

Service delivery mechanisms supporting individuals with IDD have changed drastically over the last fifty years with the closing of (most) institutional facilities. Since the deinstitutionalization movement, community-based care services have increased over ten-fold between 1977 and 2007. The promise of community-based care environments included increased access to activities, events, or services; self-determination for individuals with IDD; and improved quality of life. This shift from discrimination to integration in the United States was accompanied by legal protections and policies such as the Americans with Disabilities Act (ADA) in 1990.
L’Arche is an international federation of adults with and without disabilities sharing life in communities. At first glance, L’Arche appears to share similar constructs to community-based supports. However, L’Arche offers a recognition of dependence and vulnerability as the origin for community, not advocacy for people with IDD. L’Arche’s mission is to:

“Make known the gifts of people who have intellectual disabilities, revealed through mutually transforming relationships; Foster an environment in community that responds to the changing needs of our members while being faithful to the core values of our founding story; and Engage in our diverse cultures, working together toward a more human society.”

The first L’Arche home was founded in 1964 by Jean Vanier, who was a philosopher, writer, and a religious and moral leader. Appalled at the denigrating state of institutions (asylums) that housed individuals with disabilities and mental illness, Vanier invited two men with disabilities to share his home in Trosly, France. This simple gesture grew into a movement spanning 152 communities in 37 countries on 5 continents. Vanier describes the goal of L’Arche as “listening to persons with disabilities, welcoming them and living with them in a covenant…to help them discover the meaning and purpose of their lives.” While similar to the Independent Living Movement in its response to institutionalization, the goals of L’Arche do not have strictly political agendas.

L’Arche as a whole relates to disability by encouraging inclusivity. In a society divided by what L’Arche critiques as competition and selfishness, inclusion symbolizes transformation. In L’Arche USA, there are 18 L’Arche communities established as independent entities. Each community is governed separately.

L’Arche Chicago offers opportunities for assistants and core members to learn, grow, and pray, redefining success as an attitude of inclusion and a pace determined by relational quality. With a 1:2 staff to individual ratio, L’Arche Chicago’s homes “inspire change in a spirit of friendship.” Other group homes in Illinois have more than 6 individuals per house, limited opportunities for neighborhood integration, and a 1:8 staff-individual ratio. At L’Arche Chicago, daily routines of people with IDD include working, volunteering, and pursuing leisure activities in their community. Individuals with IDD living in the homes have coordinated personal healthcare, personalized employment options, and social networks of their own volition. Everyday meals are shared celebrations,
opportunities for relationships that resemble family. L’Arche Chicago makes all this possible for the lifetime of each core member.

OUTCOMES FOR COMMUNITY LIVING ARRANGEMENTS

Due to the variety of CILA types and service models, measuring common outcomes across CILAs is a challenge. For example, while the IL Department of Human Services collects data on documentation, spending expenditures, and quality management, these metrics do not capture change within the people that live in the CILAs. Examples of individual-level outcomes for those living in CILAs include quality of life, adaptive behavior, physical and social integration, as well as self-determination and independence.

Definitions for “quality of life” have evolved from general feelings of well-being to having multiple domains with associated indicators. Some studies describe “quality of life” as community presence, choice, competence, respect, and community participation. One article even suggested that “presence of spirituality” be a separate domain of quality of life, with categories of a) having faith, b) using prayer, and c) attributing meaning to disability. Community integration as a core indicator of quality of life largely contributes to social inclusion of participants after deinstitutionalization. L’Arche Chicago views success as “being with” others, which speaks to the importance of social inclusion.

“It’s more important to care about people than to worry about what we have and what we need… [L’Arche Chicago] is like a “safe-haven from a world that is so busy all the time.” –L’Arche Chicago Assistant

As the research base on outcomes for CILAs continues to shape the field of IDD, L’Arche Chicago remains distinct, both as a model of care and a home where change happens, and the outcomes and impact measured should reflect this unique approach. L’Arche Chicago’s impact can be captured by mapping out the outcomes that occur as a result of the interactions both in and out of the homes, also known as a theory of change.
A theory of change is a roadmap of expected change that incorporates input from various stakeholders to produce a map of how change happens. It takes into account the assumptions behind each step throughout this process towards change, as well as mini-steps or preconditions that help us get there. The activities associated with each step explain how we will produce the outcomes necessary to reach the next step.

Creating a theory of change has 6 stages, namely:

1. **Identifying long-term goals**

2. **Backwards mapping to connect the preconditions or requirements necessary to achieve that goal, and explaining why these preconditions are necessary and sufficient**

3. **Identifying basic assumptions about the context**

4. **Identifying the interventions that the initiative will perform to create the desired change**

5. **Developing indicators to measure outcomes to assess the performance of the initiative**

6. **Writing a narrative to explain the logic of the initiative**

In order to develop a Theory of Change (ToC), grounded in existing evidence and the voices and experiences of the core members, assistants, and L’Arche staff members, IMPACT conducted a comprehensive literature review, conducted Focus Group Discussions (FGDs) with core members and assistants, interviewed board members, and held two participatory mapping meetings with staff. The mapping meetings and ToC workshops accomplished multiple stages.
IMPACT designed data collection protocols with informed consent guidelines. Recruitment of participants for both the FGDs and phone interviews was informed by L’Arche Chicago’s director of development. Questions were aimed at understanding the changes participants experienced during their involvement with L’Arche Chicago and what changes they sought to implement in the future (e.g. for core members and assistants: What is something you learned since coming to live at L’Arche Chicago?). Distinctions were made for the line of questioning for core members, assistants, and board members due to the different nature of their involvement with L’Arche Chicago.

Two 1.5 hour focus group discussions were held in 2 of the homes with 6 core members and 6 assistants. All FGD participants went through an informed consent process (See Appendix A), adapted for individuals with IDD when applicable. The FGDs were audio recorded and transcribed. Four half-hour phone interviews were held with individual L’Arche Chicago board members. There was an oral consent process, prior to the interview, which included consent to audio record or take notes. The recordings and notes were transcribed. The data were aggregated into common themes based on qualitative theming codes (See Appendix B) and used to inform the L’Arche staff workshops.

The first half-day workshop held had 5 leadership staff and one board member. The second half-day workshop included 2 leadership staff from the first workshop. There were 22 participants in total. See Figure 1 for reference to the ToC stages and activities:

**Outcomes** are the expected changes that occur as a result of what happens.

(Grantcraft © 2018)
The goal of the workshops was to determine which long-term outcomes would result from L’Arche Chicago’s work. Outcomes are the expected changes that occur as a result of what happens. In this theory of change, the timeline for expected impact varies with situational components of what activities were pre-existing. Long-term outcomes are traditionally time-limited to 4-6 years. Here, the long-term outcomes may encompass activities that continue indefinitely (i.e. leading full, healthy, meaningful lives).

Feedback from the first stage included statements with words such as “presence, independence, responsiveness, growth, need for clarity, longevity, and patience.” Final codes from FGDs, interviews, and the first ToC workshop included (but were not limited to): community, individual growth, physical health, relationships, spirituality, and cooperation. From these themes, we arrived at the following long-term outcomes:

1. The community will value the gifts of people with disabilities and value difference

2. L’Arche Chicago core members will lead full, healthy, meaningful lives

3. L’Arche Chicago assistants holistically understand themselves and others

4. L’Arche Chicago will foster spaces for interfaith expression

Each outcome addresses a different population: the broader community of Oak Park/River Forest and Chicago, core members, assistants, and L’Arche Chicago as an organization.
Each long-term outcome in this theory of change was coupled with two key components: assumptions and preconditions. Assumptions are existing conditions or resources necessary for L’Arche Chicago’s success. Preconditions are intermediate outcomes that must be met in order for long-term outcomes to be achieved. Both assumptions and preconditions are needed to achieve the long-term outcome. During this stage, assumptions were discussed to gather evidence for which preconditions would be selected. For instance, the Oak Park/River Forest community lacks of exposure to people with IDD. This gives direction when developing preconditions. The precondition provides a path to address the lack of exposure by addressing opportunities for core members to participate in community events and functions. In the theory of change map, assumptions are not included to emphasize the flow of impact from strategies L’Arche Chicago currently employs, to preconditions that feed into long-term outcomes, and finally the mission and impact anticipated.

Each precondition is paired with an indicator, something measurable that gauges whether change is indeed happening. Each path within the theory of change cascades towards fulfilling the change L’Arche Chicago endeavors to inspire. See Figure 2 for reference to components of a theory of change:

For stages 2 and 3, the goal of the second part of the first ToC workshop was to arrive at what preconditions would contribute to the long-term outcomes. Naming assumptions within each long-term outcome, IMPACT guided participants to consider how the preconditions would “communicate” the why behind the what. Participants recorded their input on flip charts with long-term outcomes as headings. Since preconditions could address multiple long-term outcomes, participants identified multiple pathways. These pathways were synthesized into a preliminary theory of change between stages 3 and 4. At the second ToC workshop, IMPACT presented a visualization of the long-term outcomes and preconditions and asked participants for feedback and modification.
PHASES 4 AND 5: IDENTIFYING INTERVENTIONS
AND DEVELOPING INDICATORS

For stage 4, strategies were incorporated into the model developed during the first three stages. Strategies were adapted from L’Arche Chicago’s description of “impact” on its website: integration into our neighborhoods, a unique model of care, uniquely trained staff assistants, and a community of faith. L’Arche will refine these strategies as they move forward in their strategic visioning process. For stage 5, feedback from L’Arche administrative staff was used to identify measurable indicators. Prior to the second workshop, L’Arche Chicago staff were provided with pre-work exercises (See Appendix C) designed to encourage a SMART (specific, measurable, attainable, relevant, time-limited) framework. Included with the ToC is a chart with indicators and data collection methods. The indicators define how the outcomes will be measured. Data collection methods provide a way to track indicators. See Figure 3 on the next page for the final theory of change map.
Figure 3

L’ARCHE CHICAGO THEORY OF CHANGE

STRATEGIES

INTEGRATION INTO OUR NEIGHBORHOODS

A UNIQUE MODEL OF CARE

UNIQUELY TRAINED STAFF ASSISTANTS

A COMMUNITY OF FAITH

PRECONDITIONS

CORE MEMBERS INCREASE ENGAGEMENT AND INTEGRATION INTO THE BROADER COMMUNITY

L’ARCHE CHICAGO PROMOTES A MODEL OF BEST PRACTICES FOR SERVING PEOPLE WITH ID

CORE MEMBERS HAVE ACCESS TO RECREATIONAL AND ENTERTAINMENT SPACES IN THE COMMUNITY & USE THEM IF THEY DESIRE

LONG TERM OUTCOMES

THE COMMUNITY WILL VALUE THE GIFTS OF PEOPLE WITH DISABILITIES AND VALUE DIFFERENCE

L’ARCHE CHICAGO CORE MEMBERS WILL LEAD FULL, HEALTHY, MEANINGFUL LIVES

MAKES KNOWN THE GIFTS OF PEOPLE WHO HAVE INTELLECTUAL DISABILITIES, REVEALED THROUGH MUTUALLY TRANSFORMING RELATIONSHIPS.

FOSTER AN ENVIRONMENT IN COMMUNITY THAT RESPONDS TO THE CHANGING NEEDS OF OUR MEMBERS WHILE BEING FAITHFUL TO THE CORE VALUES OF OUR FOUNDING STORY.

ENGAGE IN OUR DIVERSE CULTURES, WORKING TOGETHER TOWARD A MORE HUMAN SOCIETY.

MAKE KNOWN THE GIFTS OF PEOPLE WHO HAVE INTELLECTUAL DISABILITIES, REVEALED THROUGH MUTUALLY TRANSFORMING RELATIONSHIPS.

FOSTER AN ENVIRONMENT IN COMMUNITY THAT RESPONDS TO THE CHANGING NEEDS OF OUR MEMBERS WHILE BEING FAITHFUL TO THE CORE VALUES OF OUR FOUNDING STORY.

ENGAGE IN OUR DIVERSE CULTURES, WORKING TOGETHER TOWARD A MORE HUMAN SOCIETY.
PHASE 6: NARRATIVE

In the final stage of developing a theory of change, IMPACT assessed the logic of the narrative. Specific outcomes, assumptions, preconditions, and indicators were evaluated for continuity and relevance. Theory of change components from stages 1 through 5 are outlined below:

LONG-TERM OUTCOME 1: The community will value the gifts of people with disabilities and value difference

“Exposure to people with intellectual disabilities (ID). I think often people don’t have that …people with intellectual disabilities are often…passed over or ignored…seeing a place where, as much as possible, we’re trying to live mutually, seeing that and getting that exposure…is important.” - FGD Participant

A. Assumptions

1. The Oak Park/River Forest community offers a platform for expressing “gifts”

2. The lack of valuing gifts/difference by the Oak Park/River Forest community comes from a lack of exposure to people with IDD

B. Preconditions:

1. Core members increase engagement and integration into the broader community

2. Core members access community recreational and entertainment spaces of their choosing

3. L’Arche Chicago promotes a model of best practices for serving people with IDD

WHAT ARE THE GIFTS OF CORE MEMBERS?

“As a central and integral part of L’Arche communities, people with developmental disabilities all have gifts that the community as a whole seeks to promote and share. These gifts include, but are not limited to, vulnerability, openness, love, and acceptance.”

(Thulberry et al. 2014)
**LONG-TERM OUTCOME 2: L’Arche Chicago core members will lead full, healthy, meaningful lives**

“Community living, intentional communities are not unique to L’Arche Chicago, but the vast majority of housing options are group homes or institutions or nursing homes…It’s a very different ethic that drives how these individuals interact and share life together. Not perfect, not magical, but very different.” - Interview participant

A. Assumptions:

1. Core members can live full, healthy, meaningful lives when they are supported to do so

2. Barriers to independence contribute to the challenges people with IDD face when setting or achieving goals

B. Preconditions:

1. Core members have adequate supports to meet health accessibility needs as they change over their lifetime

2. Core members have adequate supports to meet socioemotional needs as they change over their lifetime

3. Core members display leadership on their individual goals and in the life of their community
THE VALUE OF DIFFERENCE

“Do we have to be alike to live together? Differences in belief, in motivation, in age. Unity is something precious. It’s precious because it’s rare. It’s rare because it’s hard. Unity is about differences woven together.”

(Stephan Posner, International Leader, L’Arche © 2018)

LONG-TERM OUTCOME 3: L’Arche Chicago assistants holistically understand themselves and others

“It’s a bit of an adjustment…living in a home where folks move slower, there’s a different emphasis on enjoying being together rather than getting a project done or deadline completed.” – FGD participant

A. Assumptions:
1. Assistants represent a fraction of the broader community and become the first point of exposure within the community to persons with IDD
2. Holistic understanding is not innate and is learned
3. Holistic understanding contributes to the impact L’Arche Chicago has on the people who live in the homes

B. Preconditions:
1. Assistants become skilled/trained leaders in their profession (as an assistant or otherwise)
2. Assistants gain opportunities for action and reflection
3. Assistants demonstrate increased value of difference
4. Assistants have increased support during their tenure
LONG-TERM OUTCOME 4: L’Arche Chicago will foster spaces for interfaith expression

“To be honest with your heart, and genuine.” – FGD participant

“[Living at L’Arche is] a ritual that’s really grounding….There are a lot of routines in [L’Arche]…it’s really grounding to slow down” – FGD participant

A. Assumptions:

1. Part of L’Arche Chicago’s background is rooted in spiritual practices (e.g. praying, attending worship centers, blessings and affirmations)

2. Not all assistants and core members adhere to a single faith or faith at all. It is important to acknowledge these differences in order to cultivate shared values of belonging

B. Preconditions:

1. Core members and assistants are supported in exploring personal spiritual values

2. Spiritual well-being in the homes transforms relationships both inside (core members/assistants) and outside the homes (broader community)
INDICATORS AND DATA COLLECTION METHODS

Developing indicators to measure outcomes allows L’Arche Chicago to assess the performance of its initiatives. Indicators are paired with program activities and data collection methods. Each precondition is paired to an indicator for which existing and/or novel activities are deemed appropriate.1 Input from the second ToC workshop (including SMART pre-work) was incorporated with feasibility as a priority. A table of indicators and data collection methods is shown below. Due to scope of this technical assistance project, specific data collection methods are determined by what existing systems are in place (i.e. tracking databases). Data collection methods highlighted in green require creating a new system to track data and/or modifying existing systems. L’Arche Chicago can continue to adapt the data collection methods to what is most feasible during the timeline for each precondition.

1 Activities may include pre-existing procedures/structures L’Arche Chicago participates in.

<table>
<thead>
<tr>
<th>Preconditions</th>
<th>Indicator</th>
<th>Data Collection Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a. Core members increase engagement and integration into the broader community</td>
<td># of core members with at least 1 opportunity per month for regular community accompaniment</td>
<td>Monthly meeting tracker adapted from core member personal plan</td>
</tr>
<tr>
<td></td>
<td># and % of core members who identify important relationships</td>
<td>Monthly meeting tracker adapted from core member personal plan</td>
</tr>
<tr>
<td>1b. Core members access community recreational and entertainment spaces of their choosing</td>
<td># of core members who initiate recreational activities in a year</td>
<td>Monthly meeting tracker adapted from core member personal plan</td>
</tr>
<tr>
<td></td>
<td># of recreational spaces accessed over the year (disaggregated by initiation or group activity)</td>
<td>Monthly meeting tracker adapted from core member personal plan</td>
</tr>
<tr>
<td></td>
<td># and % of accomplishments met that align with activities core members anticipated</td>
<td>Monthly meeting tracker adapted from core member personal plan</td>
</tr>
</tbody>
</table>
1c. **L’Arche Chicago promotes a model of best practices for serving people with ID**

- # and type of events where L’Arche Chicago shares its model of care during the year + # of event attendees
- # of people reached through social media/marketing online outreach in year 20XX
- L’Arche Chicago applies for 1 research and evaluation grant in FY XX
- # of L’Arche Chicago staff who pursue opportunities on local advocacy/advisory boards
- L’Arche Chicago develops media/marketing strategy in FY 20

### Data Collection Methods

- Outreach tracker
- Social media/website analytics
- Grant tracker
- Staff survey
- Existence of media/marketing strategy

### 2. **L’Arche Chicago core members will lead full, healthy, meaningful lives**

<table>
<thead>
<tr>
<th>Preconditions</th>
<th>Indicator</th>
<th>Data Collection Method</th>
</tr>
</thead>
</table>
| 2a. Core members have adequate supports to meet health accessibility needs as they change over their lifetime | # & % of completed referrals made by health assessments  
% of core members who receive annual check-ups  
By 2020, L’Arche Chicago begins process of developing an accessible home | Medical administration records tracker  
Medical administration records tracker  
Existence of plans made for accessible home |
| 2b. Core members have adequate supports to meet socioemotional needs as they change over their lifetime | # & % of core members who access at least 1 mental health support (therapist, specialist, friend) visit per month  
# of incident reports filed monthly (disaggregated by type) | Monthly meeting tracker adapted from core member personal plan  
Incident report tracker |
2c. Core members exhibit self-determination in their goal setting

<table>
<thead>
<tr>
<th>Precondition</th>
<th>Indicator</th>
<th>Data Collection Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core member personal plan</td>
<td># and % of core members who set achievable goals</td>
<td>Core member personal plan</td>
</tr>
<tr>
<td>Core member personal plan</td>
<td># and % of core members who meet set goals or annual progress points</td>
<td>Core member personal plan</td>
</tr>
</tbody>
</table>

3. L’Arche Chicago assistants holistically understand themselves and others

<table>
<thead>
<tr>
<th>Precondition</th>
<th>Indicator</th>
<th>Data Collection Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>3a. Assistants become skilled/trained leaders in their profession</td>
<td>% of current assistants who are fulfilled in their role at L’Arche</td>
<td>Staff survey or reflection meetings</td>
</tr>
<tr>
<td>3a. Assistants become skilled/trained leaders in their profession</td>
<td>% of past/current assistants who are satisfied with their current career trajectory</td>
<td>Staff survey or reflection meetings</td>
</tr>
<tr>
<td>3a. Assistants become skilled/trained leaders in their profession</td>
<td># &amp; % of assistants who show improvement on personal/professional goals</td>
<td>Staff adaptation of personal plan</td>
</tr>
<tr>
<td>3a. Assistants become skilled/trained leaders in their profession</td>
<td># and % of assistants who engage in role accompaniment at least once per month</td>
<td>Monthly meeting tracker adapted from staff member personal plan</td>
</tr>
<tr>
<td>3a. Assistants become skilled/trained leaders in their profession</td>
<td># and types of careers held by alumni assistants</td>
<td>Alumni survey</td>
</tr>
<tr>
<td>3b. Assistants gain opportunities for action and reflection</td>
<td># of assistants who attend annual retreat</td>
<td>Retreat sign-in</td>
</tr>
<tr>
<td>3b. Assistants gain opportunities for action and reflection</td>
<td># &amp; % of assistants who report lower levels of burn out symptoms following the annual retreat</td>
<td>Annual retreat survey</td>
</tr>
<tr>
<td>3c. Assistants demonstrate increased value of difference</td>
<td># and % of assistants who demonstrate consistently high or increased knowledge and changed attitudes toward ID</td>
<td>Staff survey or reflection meetings</td>
</tr>
<tr>
<td>3c. Assistants demonstrate increased value of difference</td>
<td># of assistants who report that L’Arche contributed to their understanding of ID</td>
<td>Exit interview</td>
</tr>
</tbody>
</table>
3d. Assistants have increased support during their tenure

| % of assistants who feel supported by L'Arche Chicago in their role
| # & % of assistants who attend individual retreats
| # of L'Arche Chicago staff alumni who remain actively involved with current homes (disaggregate by involvement/participation type) | Staff survey or reflection meetings
| Monthly meeting tracker adapted from staff member personal plan
| Alumni database |

4. L'Arche Chicago will foster spaces for interfaith expression

<table>
<thead>
<tr>
<th>Preconditions</th>
<th>Indicator</th>
<th>Data Collection Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>4a. Core members and assistants are supported in exploring personal spiritual values</td>
<td># of core members and assistants who wanted and were able to initiate faith-based practices (e.g. prayer, worship, celebration, local religious organizations) in a year</td>
<td>Staff adaptation of personal plan and core member personal plan</td>
</tr>
<tr>
<td># and % of assistants and core members who are satisfied with spiritual practices observed in the home</td>
<td></td>
<td></td>
</tr>
<tr>
<td># &amp; % of assistants report increased value and respect for spiritual diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of % of core members and assistants that meet with a spiritual director in a month</td>
<td></td>
<td></td>
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<tr>
<td># of community-sponsored events (i.e. Volunteer days, parades, etc.) Spiritual life committee participates in annually</td>
<td></td>
<td></td>
</tr>
<tr>
<td># and type of events L'Arche Chicago holds or participates in to share its model of spirituality + # of people reached</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff surveys, reflection meetings</td>
<td></td>
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<tr>
<td>Staff surveys, reflection meetings</td>
<td></td>
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</tr>
<tr>
<td>Sign-in and/or Monthly meeting tracker adapted from core member personal plan</td>
<td></td>
<td></td>
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<tr>
<td>Event tracker</td>
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<td>Event tracker</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONCLUSION AND NEXT STEPS

The included theory of change provides a structured implementation model and contributes to the continued development of systems to track progress on expected outcomes. Finalization of selected indicators and the establishment of tracking methods is needed to produce data measuring progress on expected outcomes. Next steps for L’Arche Chicago include selecting appropriate strategy development and data systems and/or creating tools (i.e., surveys for self-report measures) to accompany this theory of change.

“New people don’t know me, I don’t know them…you welcome them, get to know them…tell [them] how you feel, what’s your name, and where you’re from.”-FGD Participant

As the literature has shown, people with IDD are often pushed to the margins of society. Through inclusion of difference, L’Arche Chicago invites each person to belong, in the home, their neighborhood, city, country and world.29

“…Tell them how you feel, what’s your name, and where you’re from.”

(Focus Group Participant)
APPENDIX A: SAMPLE INFORMED CONSENT

Social IMPACT Research Center
Participant Consent to Participate in Research

Project Name: Measuring the impact of lived experience and the communities on L’Arche Chicago, mapping outcomes

WHO? We are visiting from Heartland Alliance Social IMPACT Research Center to ask YOU some questions about L’Arche!

WHY? You live in a L’Arche home and know best what is happening at L’Arche. We want to know what you think about your home and how you are involved in your community. Your answers will help us understand L’Arche’s impact.

WHAT? We want to have a conversation with you! We will ask some questions about your life at L’Arche. Mostly, we want to know how your life has changed since coming to L’Arche and how you feel about being here. Please be as honest as you can; your answers will help us understand what L’Arche is doing and how L’Arche can improve.

Are there risks? There are some risks in participating, but not a lot. Some topics might be hard to talk about. If this happens, we will find people who can help and support you. All of your answers will be private, so please be as honest as you can about how you feel. Your name will not be written down or connected with your answers. What is said in here, stays in here!
### APPENDIX B: SAMPLE QUALITATIVE THEMES

<table>
<thead>
<tr>
<th>QUOTES</th>
<th>PRELIMINARY CODES (LUMPED/SPLIT)</th>
<th>PRELIMINARY CODES (LUMPED/SPLIT)</th>
<th>FINAL CODES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The “assistants showed me how to use transportation when I first moved in, now I know how to do it…it was a little hard at first, but now I know how.”</td>
<td>NOW I KNOW/ADAPTATION</td>
<td>NOW I KNOW/PUBLIC TRANSIT/HELP/ AUTONOMY</td>
<td>AUTONOMY</td>
</tr>
<tr>
<td>“Had the worst diet in college when I had to cook for myself…I appreciate being fed…and the opportunity to cook for others.”</td>
<td>DIET/HEALTHY/OTHERS</td>
<td>PHYSICAL HEALTH/COMMUNAL MEALS/ SOCIALISING</td>
<td>HEALTH</td>
</tr>
<tr>
<td>Sometimes…I love how it’s a ritual that’s really grounding….and there are a lot of routines in it…it’s really grounding…to slow down”</td>
<td>RITUAL/GROUNDING/SLOWING DOWN/REFLECTION</td>
<td>RITUAL/GROUNDING/ROUTINE/SLOW DOWN</td>
<td>VALUES</td>
</tr>
<tr>
<td>To be honest with your heart, and genuine.”</td>
<td>GENUINE</td>
<td>HONESTY</td>
<td>RELATIONSHIP</td>
</tr>
<tr>
<td>“It’s a bit adjustment coming from university life…moving from that to living in a home where folks move slower, there’s just a different emphasis on enjoying being together rather than getting a project done or deadline completed.”</td>
<td>SLOWING DOWN/BEING TOGETHER/PROCESS NOT COMPLETION</td>
<td>EFFICIENCY TO SLOWER PACE/ADJUSTMENT</td>
<td>RELATIONSHIP</td>
</tr>
</tbody>
</table>
Please take some time to fill in this pre-work to the best of your ability in preparation for our September 20, 2018 meeting. This worksheet is designed to help you brainstorm and come prepared to our meeting. In our first meeting, we thought through long-term outcomes, which are the end goal of what we hope to accomplish. Several steps need to happen before we get to those long-term outcomes—we call these preconditions or intermediate outcomes. For each precondition, we will need specific indicators to measure our growth towards those steps (i.e. is this working?)

SMART Objectives Worksheet

**What is SMART?**
- **Specific** (having a very clear description of what you will accomplish)
- **Measurable** (your objectives will be measured by whether or not they are accomplished/amt. of change)
- **Achievable** (can realistically be accomplished)
- **Relevant** (logically linkable themes in Mandate)
- **Timely** (a date is set for when your objective will be accomplished)

**Example**

Imagine: Joan is running the Chicago Marathon. If she has 6 months to plan, what would she need to do to be in shape for the event?

**Specific:** Be able to run 26.2 miles by MM/DD/YYYY, starting at 3 miles on MM/DD/YYYY

**Measurable:** Increase 1 mile a week for the next 6 months.

**Achievable:** Joan has an hour before and after work.

**Relevant:** Running 1 mile a week for approximately 6 months is roughly 24+ miles by the end of 6 months.

**Timely:** By MM/DD/YYYY, Joan will run 1 more mile than the week before.

1. **Change Idea:** Core members gain greater access and utilization of recreation and leisure in the community.

   a. **SMART Change:**

      i. By 2020 (Timely), core members (Specific) will have a map of local recreation venues available/accessible (Relevant) to them and visit each site once (Measurable/Achievable) prior to creating a list of 3 (Specific/Measurable) “go-to’s.”

      ii. By 2020 (Timely), core members choosing to participate (Specific) in recreation and leisure activities (Relevant) will determine at least one opportunity (Measurable/Achievable) to engage in that activity each week (Measurable/Achievable).


6 Alba et al., 2008


8 L'Arche International © 2018; Available here.

9 Ibid.

10 Association Jean Vanier © 2018; Available here.

11 L'Arche International © 2018; Available here.


13 L'Arche Chicago, 2018; Available here.

14 As of May 2017, Cook County has 1,056 CILAs serving approximately 10,000 individuals, over a third of all CILAs in Illinois. OAG developed from IL DHS information; Available here.

15 Powers and colleagues (1996) describe self-determination as “an acquired behavioral disposition characterized by self-directed, goal oriented.”

16 M. Burghardt, 2016; Gibson, 2006; Hughes, 2007; Hughes & Paterson, 1997; Price & Shildrick; 2002


19 According to Illinois Department of Human Services, “CILA (Community-Integrated Living Arrangement) sites shall be located to enable individuals to participate in and be integrated into their community and neighborhood.” (210 ILCS 135/) Community-Integrated Living Arrangements Licensure and Certification Act; Available here.

20 Schalock et al., 2008

21 FGD participant.

22 Focus group/Interview participant

23 "A theory of change takes a wide view of a desired change, carefully probing the assumptions behind each step in what may be a long and complex process. Articulating a theory of change often entails thinking through all the steps along a path toward a desired change, identifying the preconditions that will enable (and possibly inhibit) each step, listing the activities that will produce those conditions, and explaining why those activities are likely to work.” Grantcraft © 2018.

24 The Center for Theory of Change, Inc.

25 Theoryofchange.org, 2018; Available here.

26 L'Arche Chicago © 2018; Available here.


29 L’Arche Chicago ©2018; Available here.

Artwork on page 2: Kim and Mike by Michael Marino 2014.

Image on page 4

Image on page 5

Image on page 6

Artwork on page 7: Kim and Mike by Michael Marino 2014.

Image on page 8

Image on page 9

Images on page 10: top, second from top, second from bottom, bottom

Image on page 11

Artwork on page 12: Mixed Media Painting of the L'Arche Logo by Barbara Labbé Gaddy

Image on page 15

Image on page 16

Image on page 17

Artwork: Paper Cranes #AsIAm L'Arche International Series
The Social IMPACT Research Center (IMPACT), a Heartland Alliance program, conducts applied research for nonprofits, foundations, advocacy groups, governments, coalitions, and the media to help them measure, inform and grow their social impact. IMPACT also regularly reports on key poverty trends to equip decisionmakers with sound data to inform public policy. Visit www.socialimpactresearchcenter.org to learn more.

Heartland Alliance for Human Needs & Human Rights—the leading anti-poverty organization in the Midwest—believes that all of us deserve the opportunity to improve our lives. Each year, we help ensure this opportunity for nearly one million people around the world who are homeless, living in poverty, or seeking safety. Visit www.heartlandalliance.org to learn more.

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