



HFNJ GRANTEE AND APPLICANT TOOLKIT

TOOLKIT: LOGIC MODEL

OVERVIEW

The logic model illustrates your project in an easy-to-read format that ties together the relationship between your objectives, activities, measures for data collection, and the outcomes. It outlines how you plan to achieve your goals and the impact you hope your project will have. The Healthcare Foundation of New Jersey (HFNJ) requires submission of a logic model as part of your application and with subsequent reports. This toolkit provides details on creating and updating your logic model, and a sample of a completed chart.

I) The Purpose of the Logic Model

Logic models are excellent tools to guide the planning and implementation of a project. By creating the chart collaboratively with your organization's team and updating it throughout the project's life, you will be able to articulate proposed impact and monitor the project's success. Our purpose in requiring a logic model is to help grantees build impactful projects, and identify and create a pathway for continuous learning and improvement as the project progresses.

The logic model you submit with your grant application should answer two essential questions: “*what is the impact that you hope to have through the activities of your project,*” and “*how will you demonstrate that change has taken place?*” Your chart should be specific to the project for which you are requesting funding and the period of funding. It should be clear in its use of specific, realistic outcome metrics or measures.

Brevity is key. A logic model should be a condensed, succinct outline of your project and its proposed outcomes.

II) The Parts of the Logic Model

1) Objectives. The specific, achievable, and measurable goals you hope to achieve in your project. We ask that you limit your proposal to four objectives.

2) Activities. In the first column under the objective, you will list each of the activities your organization will complete to achieve the objective. Please note that a logic model is not a full workplan – it does not have to be an exhaustive list of each task that has to be completed.

3) Expected Deliverables and Change Outcomes. The measurable changes you expect will happen because of your activities. Each numbered activity should have a corresponding outcome. There are two equally important types of outcomes: **Deliverables** (also called “process outcomes”) show specific events that happened (e.g., “new employee hired,” “MRI machine purchased”). **Change Outcomes** demonstrate impact (e.g., “monthly home visits increased from 400 to 600,” “65% increase in patient knowledge”). A good logic model includes both process outcomes and change outcomes.

4) Assessment/Measurement. How you will measure and evaluate your project is one of the most important pieces of your proposal. While HFNJ is realistic about the level of evaluation nonprofit organizations can conduct with limited budgets, we are firm believers that every grantee can find a data collection method that demonstrates the **changes in knowledge, behavior, attitudes and skills that your project will create**. Your logic model should include both the methods you will use, as well as listing the distinct measures (the tools) you will utilize.

Some commonly used evaluation methods include:

1. Observation of subjects: i.e., field studies, skill tests/exams.
2. Interviewing subjects or key players: i.e., one-on-one conversations (in-person, phone, mail, email); focus groups; questionnaires/surveys/checklists, scales.
3. Pre/post intervention surveys.
4. Use of existing data and/or statistics from past studies, records, census information, etc.

5) Results. When filling out your logic model during the application, leave this section blank. You will fill in this section when creating your interim and final project reports.

6) Additional Explanations. As previously noted, applicants should keep the text within the main body of the logic model as succinct as possible. However, we recognize that in some cases it will be necessary to add further elaboration to help a reader understand your project. We have provided a space in each section to provide added context on any part of your logic model, if needed.



- > The first page contains instructions, which you can feel free to delete before sending in your completed logic model. Remember to fill in the top of the first page of the chart, including your project’s name and date completed. (Your logic model may go through many revisions during the application process, and you will be utilizing it again for reports. Including the date greatly aids us in keeping the files organized.)
- > Set concrete, realistic goals on the impact you hope your project will have, as this will help you more easily evaluate how your project is proceeding in interim and final reports. HFNJ engages in no-fault evaluation. Our intent is not to penalize grantees for failing to meet ambitious goals, but rather to encourage you to quantify the positive impact of your project.
- > The quality of thought that goes into your logic model is far more important to HFNJ’s staff and trustees than the length. Pick several specific areas in which you will be able to make and measure a change.
- > Applicants should carefully consider having a data analysis method in mind for each evaluation method listed. Do not list something if you do not have the capacity and time to actually analyze the data. Organizations that collect great deals of data often find out later that it is prohibitively time consuming to analyze. We would prefer that organizations collect high quality data that will drive decision-making, rather than collecting a lot of data that will go unused.
- > We recommend doing your logic model from right to left, starting with outcomes and working backwards to activities. This allows you to ensure that your activities are the right ones to result in your desired outcomes. Make sure there is a corresponding measurement for each outcome.
- > When your application is under consideration for a grant, your Program Officer will work with you to refine the chart, and this is typically an iterative process.

**Healthcare Foundation of New Jersey
Sample Grantee Logic Model**

[COVID-19 Prevention Project – XYZ Health Center]

[Report completed July 31, 2023]

Objective 1: Establish new center-wide COVID-19 infection prevention protocols.			
Activities	Expected Deliverables and Change Outcomes	Assessment/Measurement	Results (For Interim and Final Reports)
1a. Conduct research on current best practices in COVID-19 infection prevention	1a. Enhanced organizational knowledge of the policies, equipment, and procedures needed to ensure client and staff safety	1a. Memo on research findings	1a. Research was completed by Jan. 15, 2021.
1b. Develop written protocols for COVID-19 control	1b. Creation of procedures to help people operate safely under a COVID-19 environment	1b. Protocols document	1b. The protocols were developed and approved by management on Jan. 22, 2021.
1c. Develop training curriculum for nursing staff	1c. Nurses will acquire the knowledge to safely and appropriately treat patients	1c. Training curriculum document	1c. The written training curriculum was finalized on Jan. 30, 2021.

Objective 2: Hire nurse training consultant.			
Activities	Expected Deliverables and Change Outcomes	Assessment/Measurement	Results (For Interim and Final Reports)
2a. Identify, vet, and hire appropriate training consulting	2a. On-boarding a consultant with the expertise necessary to teach the training curriculum to the nursing staff	2a. Signed consultant contract	2a. Three consultants/agencies were considered and interviewed for the job. ABC Nurse Training Associates signed consultant contract on March 8, 2021.

Objective 3: Conduct training of nursing staff.			
Activities	Expected Deliverables and Change Outcomes	Assessment/Measurement	Results (For Interim and Final Reports)
3a. Conduct five training sessions for nursing staff in April and May, 2021	3a. 100% of nursing staff will complete at least 4 training sessions, and 80% will complete all five sessions	3a. Attendance records	3a. Five training sessions were delivered in April and May, 2021. 95% of nursing staff attended at least 4 sessions, and 85% completed all sessions.
3b. Assess nurses' knowledge level of protocols	3b. 100% of nursing staff demonstrate knowledge of COVID-19 protocols upon program completion, and 90% will retain knowledge 3 months later	3b. Online testing module will be utilized immediately after program completion and 3 months after completion	3b. 100% of nursing staff demonstrated knowledge of protocols on tests administered in May, and 95% demonstrated retained knowledge.

Objective 4: Implement and monitor improved COVID-19 protocols.			
Activities	Expected Deliverables and Change Outcomes	Assessment/Measurement	Results (For Interim and Final Reports)
4a. Conduct weekly scan of nursing staff to ensure implementation of COVID-19 safety protocols	4a. 50% drop in weekly infections among nursing staff and 30% drop in weekly infections among patients within 3 months of establishment of new protocols	4a. Weekly report on implementation of COVID-19 protocols	4a. Within two months of the protocols going into effect, infections among staff were down 30% and infections among patients down 25%. However, the spread of a new variant in subsequent months saw infections rise back to baseline levels.
4b. Nurse training consultant will conduct visits to the facility at 3 months and 6 months after training and evaluate if COVID-19 protocols are being implemented	4b. Facility evaluations will demonstrate continued staff compliance with new COVID-19 protocols	4b. Consultant evaluation report on implementation	4b. 3 month post-implementation evaluation report demonstrated nursing staff continued to adhere to new protocols.