**Healthier U Logic Model**

**Overview Model**

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Direct Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leadership by state government</td>
<td>• Develop project framework and interventions through joint labor-management teams</td>
<td>• Satisfaction with process and activities</td>
<td>• Sustained labor-management engagement</td>
<td>• Improved health outcomes</td>
</tr>
<tr>
<td>• Leadership by labor representatives</td>
<td>• Create conditions that support participation</td>
<td>• Culture of wellness</td>
<td>• Sustained culture of wellness</td>
<td>• Decreased state employee health care costs</td>
</tr>
<tr>
<td>• Engagement and collaboration of labor and government</td>
<td>• Recruit participants</td>
<td>• Motivation and participation</td>
<td>• Sustained participation in wellness activities</td>
<td>• Spillover effects (to nonparticipants)</td>
</tr>
<tr>
<td>• Staff resources</td>
<td>• Implement interventions</td>
<td>• Other wellness behaviors</td>
<td>• Decreased health risks/Improved health status</td>
<td>• Statewide adoption of model</td>
</tr>
<tr>
<td>• External partners and resources</td>
<td>• Reinforce wellness activities</td>
<td>• Program improvements based on formative evaluation</td>
<td>• Decreased health care costs</td>
<td>• National recognition of model</td>
</tr>
<tr>
<td>• Research evidence</td>
<td>• Evaluate initiative</td>
<td>• Awareness of initiative by outside audiences</td>
<td>• Increased productivity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Promote initiative to increase visibility and support</td>
<td></td>
<td>• Adoption of workplace wellness model by others</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Use of summative evaluation results</td>
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</table>
## Detailed Model

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Direct Outcomes</th>
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<th>Long-term Outcomes</th>
</tr>
</thead>
</table>
| **Leadership by State Government Offices** | *Develop project framework and interventions through joint labor-management teams*  
- Form pre-design team to identify members of design team.  
- Form Design & Engagement team and Advisory Committee  
- Select specific interventions  
- Plan implementation  
- Develop communication strategy  
*Create conditions that support participation*  
- Identify and address environmental and policy barriers  
*Recruit participants*  
- Employ communication strategies (e.g., pep rallies, Boosters)  
- Use labor organizing strategies  
- Offer incentives (but not “pay for play”)  
*Implement interventions:*  
- Implement primary interventions (such as biometric screenings, on-site health promotion, etc.)  
- Implement large interventions (such as Thrive, by Kaiser)  
- Recruit Healthier U Boosters and implement smaller booster interventions  
*Reinforce wellness activities*  
- Connect participants with wellness activities in their communities  
*Evaluate initiative*  
- Conduct process evaluation  
- Provide feedback for program improvement  
- Conduct outcome evaluation  
*Promote initiative to increase visibility and support*  
- Hold public events  
- Disseminate findings to policy and research audiences | **Satisfaction**  
- Labor-management team satisfaction with process  
- Management satisfaction with process  
- Union satisfaction with process  
- ↑ Positive attitudes toward role of union in the workplace by management and employees  
**Culture of wellness**  
- ↓ Environmental and policy barriers  
- ↑ Employee knowledge of wellness behaviors  
- ↑ Positive attitudes toward engaging in wellness behaviors  
- ↑ Sense of community through shared culture of wellness  
**Motivation and participation**  
- ↑ Employee knowledge of individual health status  
- ↑ Intrinsic motivation to engage in wellness behaviors  
- Higher levels of employee participation and retention than typical workplace wellness programs  
- Employee participation that matches employee demographic profile  
**Other wellness behaviors**  
- ↑ in employee wellness behaviors at work but outside of wellness program activities  
- ↑ in employee wellness behaviors outside of workplace  | **Sustained labor-management engagement**  
- Increased participation in union activities  
- Labor-management collaboration on other issues  
**Sustained culture of wellness**  
- Active promotion of culture of wellness by site leadership  
- Increase in number of employees with positive attitudes toward wellness and feelings of shared community  
- Institutionalization of environmental and policy scans to avoid creation of barriers  
- Continued use of formative evaluation results for program improvement  
**Sustained participation in wellness activities**  
- Overall  
- Proportionate to employee demographic profile  | **Improved health outcomes**  
- Overall  
- In ways that reduce health inequities (or, at a minimum, do not increase inequity)  
**Decreased state employee health care costs**  
- ↓ need for pharmaceuticals  
- ↓ need for hospitalization  
- ↓ need for other high-cost interventions (e.g., dialysis)  
**Adoption of model**  
- Statewide adoption of model  
- National recognition of model  
**Use of summative evaluation results**  
- Contributions to knowledge about workplace wellness  
- Adoption of workplace wellness model by other State offices  
- Wellness personnel hired by each agency for program oversight. |
### Activities-Outputs Table

<table>
<thead>
<tr>
<th>Activities</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Develop framework and interventions through joint labor-management teams</em></td>
<td>• Meeting minutes and attendance lists&lt;br&gt;• Intervention plans&lt;br&gt;• Communication strategy document&lt;br&gt;• Number of labor/management members consistently participating on committees.</td>
</tr>
<tr>
<td>• Form Design and Engagement Team and Advisory Committee&lt;br&gt;• Select specific interventions&lt;br&gt;• Plan implementation&lt;br&gt;• Develop communication strategy</td>
<td></td>
</tr>
<tr>
<td><em>Create conditions that support participation</em></td>
<td>• Environmental scan&lt;br&gt;• Policy scan&lt;br&gt;• Plan for addressing barriers</td>
</tr>
<tr>
<td>• Identify environmental and policy barriers&lt;br&gt;• Address barriers</td>
<td></td>
</tr>
<tr>
<td><em>Recruit participants</em></td>
<td>• Number and type of communication strategies&lt;br&gt;• Number and type of labor organizing strategies&lt;br&gt;• Reach of strategies (number of employees contacted)</td>
</tr>
<tr>
<td>• Employ communication strategies (e.g., pep rallies, Boosters)&lt;br&gt;• Use labor organizing strategies&lt;br&gt;• Offer incentives (but not “pay for play”)</td>
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<tr>
<td><em>Implement interventions</em></td>
<td>• Number and type of interventions implemented&lt;br&gt;• Number of people participating&lt;br&gt;• Number of Healthier U Boosters recruited&lt;br&gt;• Number and type of booster activities&lt;br&gt;• Number of people participating in booster activities, if available</td>
</tr>
<tr>
<td>• Implement primary interventions (such as biometric screenings, on-site education and health promotion, etc.)&lt;br&gt;• Implement large interventions (such as Thrive, by Kaiser)&lt;br&gt;• Recruit Healthier U Boosters and implement booster interventions</td>
<td></td>
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<tr>
<td><em>Reinforce wellness activities</em></td>
<td>• Number of community contacts&lt;br&gt;• Number of wellness activities identified</td>
</tr>
<tr>
<td>• Connect participants with wellness activities in their communities</td>
<td></td>
</tr>
<tr>
<td><em>Evaluate initiative</em></td>
<td>• Evaluation design documents&lt;br&gt;• Feedback briefings (process evaluation)&lt;br&gt;• Interim briefings (summative evaluation)&lt;br&gt;• Evaluation reports</td>
</tr>
<tr>
<td>• Conduct process evaluation&lt;br&gt;• Provide feedback based on evaluation findings for program improvement&lt;br&gt;• Conduct outcome evaluation</td>
<td></td>
</tr>
<tr>
<td><em>Promote initiative to increase visibility and support</em></td>
<td>• Number and type of public events held&lt;br&gt;• Number of people attending&lt;br&gt;• Number and venue of articles published&lt;br&gt;• Number and venue of presentations delivered</td>
</tr>
<tr>
<td>• Hold public events&lt;br&gt;• Disseminate evaluation findings to policy and research audiences</td>
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