



**Healthy Workplace
Participatory Program**

A toolkit for advancing *Total Worker Health*®

IDEAS STEP 7

Evaluate Interventions





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Champion Preparation

To do:

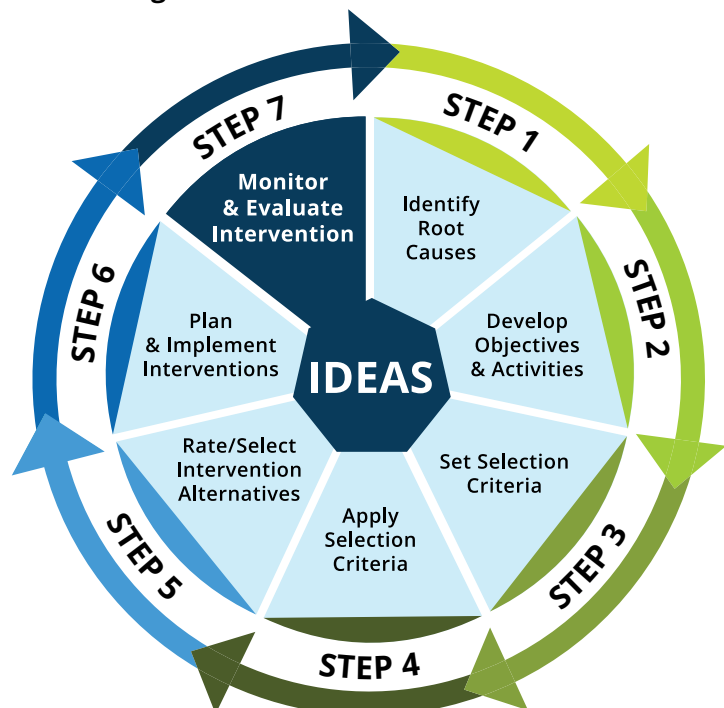
1. **Watch:** Step 7 Training video: Evaluate Interventions (*See Key Resources*)
2. **Review:** Planning Guide for Evaluating Interventions
3. **Review:** Understanding Process and Outcome Evaluation Measures

To know:

The goal of IDEAS Step 7 is to develop an evaluation plan and timeline for each component of the approved intervention.

The Steering Committee is responsible for overseeing the evaluation of interventions.

- The Steering Committee may delegate responsibility for the evaluation activities, but they should monitor progress towards the effectiveness criteria.
- It is highly beneficial to involve key Design Team members in evaluation activities.



Key resources for evaluation planning:

- IDEAS Steps 3 and 4 worksheets (*from Design Team*)
- Step 7 Training video: Evaluate Interventions <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/generate-solutions/monitor-and-evaluate.aspx>
- A sample Evaluation Planning Template is available on the HWPP IDEAS Step 7 Monitor and Evaluate Interventions page: <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/generate-solutions/monitor-and-evaluate.aspx>
- CDC Worksite Health Promotion Evaluation page <https://www.cdc.gov/workplacehealthpromotion/model/evaluation/index.html>
- OSHA Evaluating Safety and Health programs page <https://www.osha.gov/shpguidelines/program-evaluation.html>

Planning Guide for Evaluating Interventions

1. **Review the worksheets from IDEAS Steps 4B and 4C to identify the evaluation measures (KPI's or Selection Criteria) for the proposed intervention activities.**

2. **Develop a plan to evaluate the interventions.**

Determine who should be involved in intervention evaluation.

- Identify who should be involved in creating the evaluation plan.
- Identify who can assist with designing data collection tools, and leading data collection activities.



3. **Use the Evaluation Planning Template** (*See Key Resources*) to list the evaluation measures and how they will be assessed.

- a) Prioritize evaluation activities based on the intervention implementation plan created in IDEAS Step 6.
- b) Plan methods to evaluate each intervention activity.
- c) Develop data collection tools and instruments. You may need to develop surveys quickly if you plan to measure changes in attitudes and behavior BEFORE and AFTER implementing specific intervention activities.

4. **Establish a plan for how you will collect and review data on the implementation process and the intervention results. Use this information to refine the intervention activities.**

- a) Decide who will oversee evaluation activities, how and when the data will be reviewed and communicated.
- b) Communicate potential concerns or changes with the Design Team and continue using an organization-wide integrated participatory health promotion program.

Understanding Process and Outcome Evaluation Measures

Process evaluation: How you monitor implementation effectiveness

Having a written evaluation plan will help to assure that the proper data will be collected, at the right time, from the right people, and reviewed appropriately. A plan will also document who is responsible for specific tasks.

Based on the key considerations generated in Step 6, the Steering Committee will monitor:

- how close the estimates were on resources needed, costs and funding, and potential obstacles,
- communications and training, and
- key personnel responsible for the intervention itself.

A strong evaluation plan includes multiple levels of data collection, including “process evaluation” and “outcome evaluation” measures.

Process evaluation answers questions such as:

Are the intervention activities being implemented as planned? If not, why not?

Are there adequate resources allocated to support the intervention?

Is the intervention reaching the intended audience? If not, why not?

Are the people who will be affected by the implementation (e.g. changes in work procedures, or equipment) satisfied, or are there unanticipated problems that need to be solved?

Is additional training or communication needed for things to run more smoothly?

Process evaluation methods don’t need to be very formal, but they do need to be planned.

The implementation team (if different from the Steering Committee) should maintain contact with the people who are implementing various activities of the intervention.

- **Example:** Schedule meetings or regularly speak with supervisors and workers to ask how things are going.

Set up a system to “count” or quantify what is done and who is on the receiving end of what is done (e.g. numbers of training presentations, numbers of participants, etc.).

- **Example:** Use an electronic sign up system for training events to create a record of events and registrants.

Set up a system to capture feedback for improvement from people the intervention is intended to reach.

- **Example:** Collect brief evaluation surveys following training events. Use process evaluation data to refine the implementation so the activities are well-accepted and reach the intended audience. Be prepared to respond quickly and adapt the intervention if there are unexpected obstacles or unintended consequences.

Outcome evaluation: How you measure intervention impact

Outcome evaluation answers questions such as:

- *Does the intervention seem to be having the intended benefits related to the major safety, health, and well-being concern?*
- *Are there any unintended consequences that are a cause of concern?*

Outcome evaluation should include measures of **short-term** and **long-term** results.

- **Short-term** measures assess the immediate results of the intervention activities. These are important indicators that some initial changes are taking place as a result of the intervention.
 - **Examples:** changes in knowledge, attitudes, behaviors. These are typically measured using surveys.
- **Long-term** measures assess the health-related outcomes of the immediate changes. Changes in health and safety outcomes can take a year or longer to observe.
 - **Examples:** Fewer injuries, reductions in lost time, improved scores of health and well-being. These are typically measured by company data such as healthcare utilization data, workers' compensation claims, and other kinds of administrative data at the organization level.

Use outcome evaluation data to confirm whether the intervention components are or are not having the desired effect. Be sure to recruit the assistance of someone with evaluation training when you are planning specific evaluation methods.

Tips when using outcome evaluation data

Changes in reported health status or health conditions take time to achieve. Even though your target measures may not change quickly, there may still be positive impacts.

- Be sure to collect plenty of “short-term” measures to give an opportunity to assess and document positive changes.

Sometimes, large swings in outcomes measures are due to factors other than your intervention.

- Statistics on health and injury rates can fluctuate due to chance, making it hard to detect differences due to an intervention.
- Grouping statistics in multi-year time increments (e.g. three years at a time) can provide a more stable and reliable look at trends in health and safety impacts.
- Someone trained in epidemiology can assist with data analysis and interpretation.
- Again, collecting “short-term” measures can help you detect immediate impacts to behavior and other changes in the organization.

Don’t underestimate the power of organizational culture and climate for supporting positive health and safety behavior. These are important outcomes to measure.

- If workers perceive that their co-workers and managers value health, safety and well-being, they will tend to value it too.

Use evaluation data to generate awareness and support for your intervention.

- Develop communications to promote the successes of the intervention at every stage. Frequent communication can help people feel more engaged and motivated to be part of something positive.
- Develop progress reports about the intervention to promote both the intervention and the overall Healthy Workplace Participatory Program.



IDEAS Step 7 – Evaluation Plan

TO BE COMPLETED BY STEERING COMMITTEE WITH INPUT FROM DESIGN TEAM

Health/Safety/Well-being Objective:				
Intervention Activity <u>##</u> :				
Evaluation Plan for Each Key Performance Indicator*	Process (How, When, Who)	Current Status of Evaluation & Date	Results of Evaluation Activity Implications for Future Action Plans	
[Example – Flex-time policy Measurement: Survey 75% awareness in first year; 50% or more satisfied]	[Jane Smith – by Oct 19 Add question to annual employee survey to measure satisfaction with new flex-time policy]			

* Tip: Refer to the short-term and long-term effectiveness measures outlined in IDEAS Steps 3 and 4 Worksheets as the basis for the planned evaluation activities. Be sure to capture “process” measures to evaluate implementation and participation.

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