



Worksite Health 101

Program Evaluation

National Healthy Worksite Program

Webinar Agenda

- Introduction
 - Toye Williams, MSPH, CDC Contractor (Carter Consulting, Inc.)
- Background
 - Laurie Cluff, PhD
- Strategies
 - James Hersey, PhD, MA, MS
- Q & A



NHWP Program Evaluation



Learning Objectives

Understand the following:

- Program evaluation as part of a comprehensive worksite health program
- Definition of program evaluation
- Deciding on the program evaluation focus
- Designing a program evaluation
- Key evaluation areas and metrics for worksite health



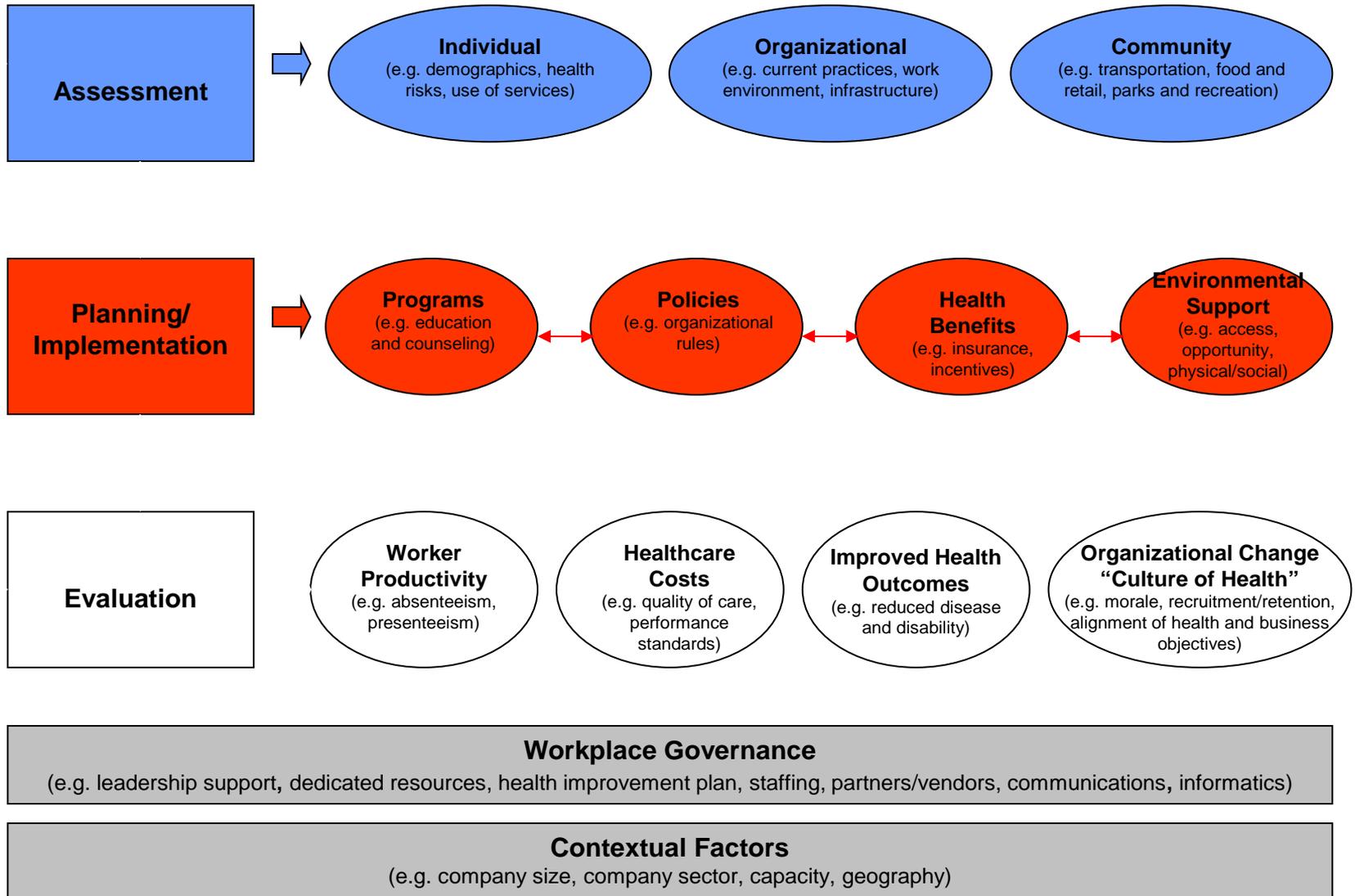
Program Evaluation

In this section:

- Definition of program evaluation
- Purpose of program evaluation in worksite health
- Key types of program evaluation
 - Process Evaluation
 - Outcome Evaluation
- Key areas for program evaluation in worksites



CDC Workplace Health Model



What is Program Evaluation?

- Evaluation is an examination and assessment of a program to improve its effectiveness
- Evaluation/Evaluation design should be considered at all stages of program development
- Types of program evaluation measurements
 - **Process Evaluation**
 - What are we doing?
 - How well are we doing it?
 - **Outcomes Evaluation**
 - Are our efforts making a difference in the short, mid-, and long-term
- Evaluation is NOT (always) research

Purpose for Program Evaluation

Helps develop clarity and consensus about the program –
What is it and what is it trying to accomplish?

- Accountability
 - Documents the success of your program
 - Defines the value of the program
- Organizational Learning and Improvement
 - Identifies areas of program that are working well **AND** areas that are not (and why)
 - Provides data for program improvement
 - Drives benefit plan design (changes) considerations

Process Evaluation

- Focuses on activities and outputs that will drive the desired outcomes
 - Examples: Walking program implemented; Vending machine changes made; no-tobacco policy put in place
- Examines
 - Steps and activities taken in implementing a program
 - How well the program was carried out (what was and was not done)
 - How faithful implementation was to the “Gold Standard” intent
 - Problems and barriers encountered
- Is most useful earlier in a program, but yields benefits if done on an ongoing basis

Key Process Evaluation Questions

- **What program activity was implemented?**
 - Stage of development- is it too early to expect the specific program component to have occurred?
- **How much did it cost?**
 - Allocation and use of resources (e.g., staffing a fitness center or purchasing pedometers)
 - Were adequate resources provided?
- **Who did it impact?**
 - Look at participants and participation rates
- **Was it implemented the way you planned?**
 - Quality of the program (e.g., number of sessions)
 - Tracking participant satisfaction of program

Outcome Evaluation

Outcomes: The desired changes that the program will accomplish

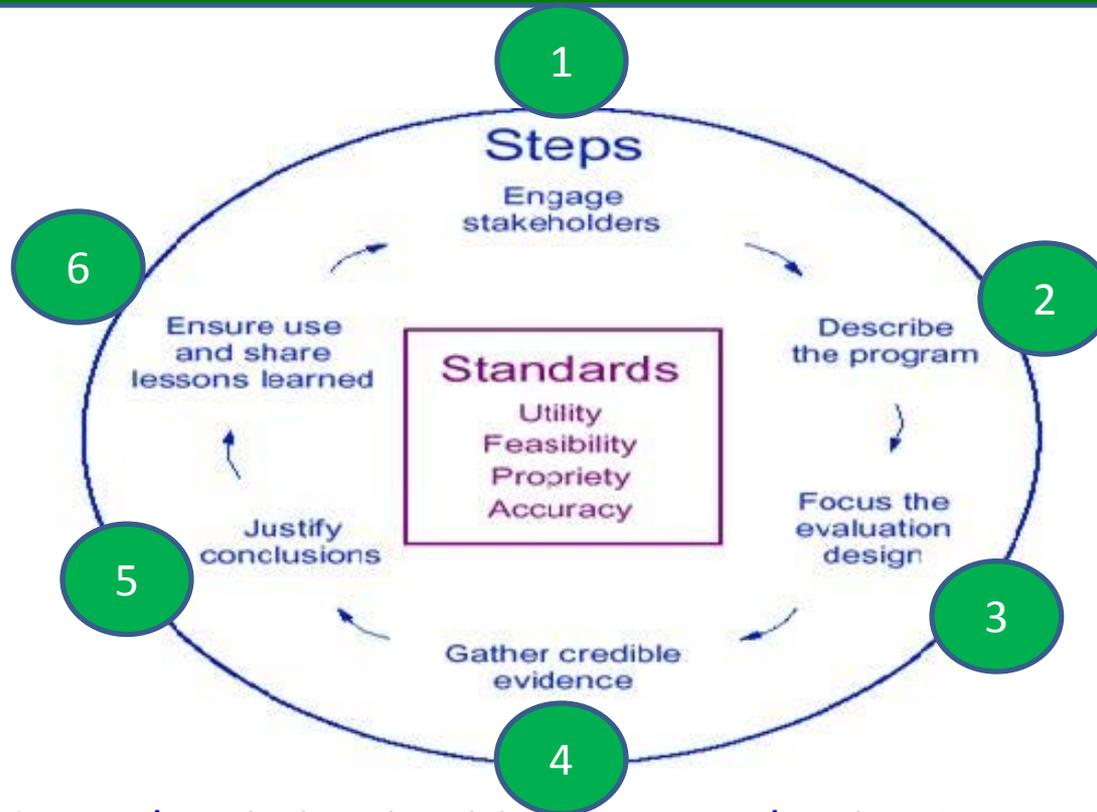
- Short-Term and Intermediate Measures
 - “Drivers” that lead to long-term outcomes
 - Improvement in health behaviors
 - Increased readiness to change
- Long-Term Measures
 - Reduced incidence of chronic disease
 - Lower health care costs
 - Improved productivity and reduced absenteeism
 - Fewer disability claims

Key Areas for Outcome Evaluation in Worksites

- Employee Productivity
 - Absenteeism
 - Presenteeism
- Healthcare Costs
 - Quality of Care
 - Insurance premium and top diagnostic code costs
- Health Outcomes
 - Reduced incidence of chronic disease
- Organizational Change (culture of health)
 - Employee satisfaction and morale



CDC Evaluation Framework



- www.cdc.gov/workplacehealthpromotion/evaluation
- CDC Framework for Program Evaluation in Public Health - <http://www.cdc.gov/mmwr/preview/mmwrhtml/rr4811a1.htm>

Designing A Program Evaluation

Things to consider:

- Who wants the results and what do they need them for?
- How long has the program been underway?
 - Evaluation should be considered at every stage of the program
- What is the program focus of the evaluation?
 - What are the goals of the program?
 - Short and long-term outcomes?
 - Are they measurable?
 - How will they be evaluated?
 - Define your evaluation tools, timing, and process before the program begins
- How will results be communicated, and to whom?

Program Evaluation

In this section:

- Key decisions in designing the evaluation
- Selecting key areas to measure
 - Selecting data sources and indicators to use
 - Baseline and follow-up process measures
 - Baseline and follow-up outcome measures
- Defining how you will measure success
- Establishing baseline data and benchmarks for the areas to be measured

Importance of Baseline Data

Allows comparison against baseline over time to measure program success

- To ensure a baseline
 - Design evaluation plan **before** the program begins
 - Collect process and outcome measures at the beginning of the program to establish baseline (even if change in outcomes are not expected for a while)

Establishing Baseline Data

Examples of Baseline Measurement

- Current program awareness (short-term)
 - Current % of employees who are aware of worksite health program
- Readiness to change (mid-term)
 - Current % of employees who are ready to change or make healthy changes
 - Employee's intent and optimism about making changes
- Current health status of employees (long-term)
 - Current % of employees who use tobacco
 - Current % of employees who have hypertension

Baseline Data and Benchmarks

Evaluate data against risk factor and organizational benchmarks

- Against national, state, county data
 - BRFSS (Behavior Risk Factor Surveillance System)
 - County Health Rankings (www.countyhealthrankings.org)
 - CDC Health ScoreCard
- Against industry norms
 - Health Plan Book of Business (BOB) for specific risk factors
- Year-one data compared to identical follow-up data
 - Total population
 - Repeat participants only

Key Areas for Program Evaluation

Employee Productivity

- Absenteeism
 - Amount of sick time / leave taken by employees
- Presenteeism
 - Attending work but not functioning at an optimal level of productivity due to illness or a chronic health condition

Key Areas for Program Evaluation

Improved Health Outcomes

- Health Screening Data
 - Clinical measurements (blood pressure, cholesterol)
- Health Assessment Data
 - Health status (presence of chronic disease)
 - Health behaviors (tobacco use)
 - Preventative exam compliance
- Year-over-year Comparison
 - Total employee population
 - Repeat participants only



Key Areas for Program Evaluation

Aggregate Claims Data / Trends

- Pharmaceutical Claims
 - Prescription drug usage
 - Data by volume and cost
- Use of medical system
 - Primary care visits
 - Preventive care utilization
 - Urgent care/Emergency room
- Major medical
 - Top diagnosis codes
 - Inpatient/Outpatient visits and costs

Key Areas for Program Evaluation

Organizational Change

- Changes made to organizational structure and interventions
 - Policy and environmental support implementation
 - Recruitment / Retention Rates
- Aligning health and business objectives
- Changes in employee morale
 - Organizational Climate Surveys
 - Satisfaction Surveys
 - Focus Groups



Program Evaluation Summary

- Program evaluation is a critical part of a comprehensive worksite health program
- Data from program evaluation can drive continuous program improvement
- Baseline data is critical in showing progress over time
- Use multiple data sources/indicators to document program success and areas for improvement



Contact Information

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CDC Worksite Health Promotion Resources

www.cdc.gov/WorkplaceHealthPromotion

www.cdc.gov/NationalHealthyWorksite/

CDC Home
Centers for Disease Control and Prevention
Your Online Source for Credible Health Information

Workplace Health Promotion

The workplace and the health of the workers within it are inextricably linked. Ideally, workplaces should not only protect the safety and wellbeing of employees but also provide them opportunities for better long-term health and enhanced quality of life. Effective workplace programs, policies, and environments which are health-focused and worker-centered have the potential to significantly benefit employers, employees, their families, and communities. This site is a toolkit for workplace health protection and promotion. It provides information, tools, resources, and guidance to practitioners interested in establishing or enhancing workplace health and safety programs.

Recommendations and Guidelines

A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage
Developed in collaboration with the Centers for Disease Control and Prevention (CDC), the Purchaser's Guide translates clinical guidelines and medical evidence, providing large employers with the information they need to select, define, and implement preventive medical benefits such as colorectal cancer screening and tobacco use treatment.

Workplace Health Toolkit Model
A coordinated approach to workplace health promotion results in a organized and comprehensive set of programs, policies, benefits, and environmental supports designed to meet the health and safety needs of all employees. This toolkit involves a stepwise process that includes assessment, planning, implementation, and evaluation of workplace health activities.

Contact Us:
Centers for Disease Control and Prevention
1600 Clifton Rd
Atlanta, GA 30333
800-CDC-INFO (800-232-4636)
TTY: (888) 232-6348
24 Hours/Every Day
cdcinfo@cdc.gov

CDC Home
Centers for Disease Control and Prevention
CDC 24/7: Saving Lives. Protecting People.™

National Healthy Worksite Program

Become a Healthy Worksite

- Program Overview**
Program Overview and information on CDC's Role. How CDC is creating sustainable workplace health programs. Other FAQ Resources...
- Resources**
CDC and program resources as well as Regional, State, and County Health and Workplace Health Resources
- Training**
Worksite health training for non-health professionals to assist in the delivery of a comprehensive, evidence-based wellness program
- Toolkits**
Assessment Tools, Implementation Guides, Tools, and other Resources...
- Connect With Others**
Get Connected by Joining the L@S@V@ Working Groups, and connecting to other NHWP program workites and Success Stories
- Case Studies**
Documented lessons learned and outcomes from Program Participants

Program News

- Worksite Health 101 Training Manual** (PDF - 4.352KB)
- Webinar: The Case for Worksite Health, Leadership and Culture** June 19, 11-2:30 p.m. EDT Making the Case (PDF - 1.356KB) Leadership and Culture (PDF - 993KB)
- Webinar: Aging in the Workforce** July 19, 1-2:00 p.m. EDT Register
- Webinar: Assessment and Data Collection** Sept. 12, 1-2:30 p.m. EDT Register
- Webinars: More Information** Click here. [News Archives](#)

Questions?
E-mail: NationalHealthyWork@cdc.gov

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Million Hearts™
Get Involved

NHWP Communities
Local and State Resources, Training Opportunities, Participating Employers and Contacts.

National Center for Chronic Disease Prevention and Health Promotion
Division of Population Health



NHWP
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Continuing Education Credit Redemption

- **IACET CEU:** The CDC has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 1760 Old Meadow Road, Suite 500, McLean, VA 22102. The CDC is authorized by IACET to offer **0.2** ANSI/IACET CEU's for this program.
- **CECH:** Sponsored by the Centers for Disease Control and Prevention, a designated provider of continuing education contact hours (CECH) in health education by the National Commission for Health Education Credentialing, Inc. This program is designed for Certified Health Education Specialists (CHES) and/or Master Certified Health Education Specialists (MCHES) to receive up to **1.5 total** Category I continuing education contact hours. Maximum advanced level continuing education contact hours available are **0**. CDC provider number **GA0082**.
 - Evaluation link: www.cdc.gov/tceonline/