

Implementation Module 5.1 Transcript

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Welcome to the Fifth Step of the Development Cycle: Implementation.
Let's start with an overview.

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Congratulations! You have methodically worked through the first four steps of the Worksite Wellness Development Cycle and now have a plan. In the Implementation step you will learn how to put into place the Wellness Interventions you identified in the planning section of the Worksite Wellness Action Plan.

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You have done a lot of work to get to this step. You have the infrastructure, employee and organizational data and a goal, objectives and interventions for your first priority area. Now it's time to put it all into action. That is what the Implementation step is all about.

In this step you think through and fully develop your interventions. You use evidence-based best practices. You consider your employees and their varying learning styles. You support each intervention with its own project plan so you identify all the resources required to succeed.

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In this module you will develop and implement the wellness interventions that support your first priority area, goal and its objectives.

By the end of the module you will be able to:

- Define implementation;
- Describe the various types of wellness interventions and considerations for implementation;
- List examples of evidence-based interventions for priority areas including smoking cessation, weight management, heart health, stress management, physical activity and medical self-care;
- Use the Intervention Worksheet and Project Plan to fully develop your Worksite Wellness Action Plan and implementation approach

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So what do we mean by implementation?

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Implementation is the act of putting the interventions from your Worksite Wellness Action Plan into action.

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When it comes to putting your plan into action, success is in the details. You need to develop each of the interventions you selected in the Planning step in enough detail to identify all the resources needed to successfully implement the intervention. Ideally, you'll also be documenting how it is implemented in a manner that will make it easy to replicate at a later date.

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Let's review common priority areas and look at examples of appropriate interventions for them.

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Imagine that your worksite was on the right side of the street, and your employees frequent the shopping center across the street on the left. How would they get there?

According to the Institute of Medicine, it is unreasonable to expect that people will change their behavior easily when so many forces conspire against such change. That's why it is important to seek out evidence-based interventions and layer on multiple approaches to address each priority area.

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This chart shows you common priority areas and examples of multiple approaches to implement. We've encouraged you to focus first on one priority and its supporting goal, objectives and interventions. Specifically we've encouraged you to choose one awareness and education program, one behavior change program and one worksite policy or environmental support.

If smoking is a priority for your organization, your awareness and education program might be the use of quit posters to educate employees about the benefits of tobacco-free living. Your behavior change program might be the offer of quit programs to help employees build skills to live tobacco-free for life. And, you might support tobacco-free employees and those trying to get there with a tobacco-free worksite policy.

This is an example of focusing on one priority area – smoking – and layering multiple interventions. Research has shown that a combination of multiple approaches is most effective in helping people change behavior.

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From the Working on Wellness website, you can access the Healthy Workplaces Toolbox. The Healthy Workplaces Toolbox is an online searchable database filled with links to helpful resources.

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Additionally, you will want to reference the Environmental Support Guidance Document we provided you in the Assessment Step. It is an inventory of worksite policies, environmental supports and programs you might consider implementing at your worksite.

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Are you ready to roll up your sleeves and implement some interventions? The Intervention Worksheet and Project Plan will guide you through execution. Let's take a look at the Intervention Worksheet and Project Plan.

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The Intervention Worksheet and Project Plan is designed to help you think through your interventions in detail and answer the important questions. It will help you take your interventions from evidence-based ideas to comprehensive programs, policies and activities for your employees. And it will set you up for success because it guides you through the program design process.

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Take a moment and download the Intervention Worksheet and Project Plan document. It will be helpful for you to have this as a reference during this module. The Intervention Worksheet and Project Plan is

divided into sections to easily capture the detail of your intervention design and development. Let's look at the sections more closely starting with the Intervention Worksheet.

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For several sections of the Intervention Worksheet you transcribe key information from your Worksite Wellness Action Plan. This includes:

- The intervention name
- The goal the intervention addresses
- The objectives - you may have more than one objective for your number one goal
- The type of intervention – remember, there are three types: awareness and education programs; behavior change programs; worksite policies and environmental supports
- And lastly, the target audience for the intervention

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Other sections of the Intervention Worksheet require you to look and think deeper about the program you are developing:

- What are you going to do? What intervention are you launching?
- Why are you doing it? Describe the priority area you are addressing and the data that supports it.
- When will you implement it? Specify the schedule you have in mind for the intervention.
- What results do you expect? Describe the results you expect including outcomes, benefits and other measures of success.
- How will you evaluate it? Indicate how you will evaluate the intervention including your tracking process and types of evaluation measurements.

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The Intervention Worksheet also prompts you to think about other essential details including:

- The all-important total intervention budget. How much do you have to spend on this intervention?
- Internal and external clearance and consent requirements. What permissions do you need and from whom?
- The use of incentives if you decide to use them. What are they and what will employees have to do to earn them?
- Program maintenance. How will you sustain your efforts?

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The Intervention Project Plan is designed to help you breakdown the elements on the Intervention Worksheet into specific projects, manageable tasks, and timelines. It is perfect to use with your Wellness Committee for dividing up the work because there may be more than one project plan for an intervention. It is important to record each task, the person responsible for it and when it will be completed. Describe how you will evaluate the task. Document the budget line item including materials, equipment, space, Wellness Champion and Committee time, promotion and all in-kind resources. Note the type of communications required for the task. You may need to recruit participants, provide ongoing communications and more.

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Now, let's look at how XYZ Inc.'s Wellness Committee approached their Intervention Worksheets and Project Plans. From the Resource Tab, download XYZ Inc.'s Sports League and StairWELL Intervention Worksheets and Project Plans.

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Based on their top priority to increase the amount of physical activity being done by employees, XYZ developed this objective: By June 1, 2018, 50% of employees will engage in at least 30 minutes of physical activity 5 days a week. Taking into account the top employee interest of a sports league, XYZ determined a softball league would drive employee participation. Donna, the Wellness Champion, identified a local business league in Worcester. XYZ devoted \$2,300 to it and they expect that employees will benefit from an increase in physical activity, enhanced teamwork and collaboration. Look at the project plans associated with the softball league. This initiative required Intervention Worksheets and three Project Plans. One for the league, coach and team, one for the spring training program, and one for opening day.

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Another objective based on XYZ's top priority was to identify and implement at least one policy or environmental support to improve opportunities for physical activity during the workday by September 1, 2018. XYZ chose to implement a StairWELL initiative combined with a team competition. The Wellness Committee identified the Centers for Disease Control and Prevention's StairWELL initiative as a best practice while doing their community scan. The Wellness Committee modeled their program after the one at the CDC. Additionally, the Wellness Committee added a team competition for the winter months to provide employees the opportunity to be more active during the workday. This intervention required a project plan for the StairWELL upgrade and the team competition. Take a look at how XYZ managed these two projects and how they split up the tasks among the committee members.

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Let's look at other important considerations for implementation.

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Leadership support and involvement is the most important success factor of your Wellness Initiative. Be sure to keep leadership informed and involved with regular communication of your progress and results. Look for ways to incorporate leaders in program announcements and kickoffs. And of course, use your Wellness Sponsor when communicating to management.

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In developing and implementing your interventions, use the Intervention Project Plan to define the roles of your committee members for each intervention. Use your organization's project management tools and the expertise of your committee members to accomplish the tasks in the timeframe required. In addition to your committee members, be sure to reach out to other departments such as facilities, HR, marketing, or other resources in the company who have skill sets that may be needed for a successful implementation. Conduct quarterly process reviews to determine what's working and areas for improvement.

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Look for ways to link your wellness initiative to existing programs to enhance your interventions. If you are developing a stress management initiative look to your health plan and employee assistance program (EAP) for tools and resources and incorporate them into your intervention. If you are working on a tobacco cessation program look to your health plan for existing quit programming and quit aid options to incorporate into your intervention. The more you link to other programs, the more robust your interventions become and the more entrenched the wellness initiative becomes in your organization.

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Your community can be a true asset to your wellness initiative. Remember how XYZ Inc. partnered with a local Worcester softball league to increase physical activity among employees? Look deep into your community for partnership opportunities, existing health programs and resources to enhance your wellness interventions and the health of your community at large. This is especially important for smaller organizations that may have a more limited budget.

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There are many budgetary considerations. Identify all the resources required for your interventions including personnel, materials, equipment, promotion, space, incentives and in-kind resources.

Track your expenses closely including direct costs such as out-of-pocket expenses and indirect costs such as labor. Then document these based on a per participant basis and a per employee basis.

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Remember to incorporate evaluation all along the way. Include process measures such as participation and satisfaction. Ask for general feedback on the way it is being delivered, the time of day, and format.

Also include outcome measures such as changes to health status indicators such as blood pressure, Body Mass Index or incidence of smoking.

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"A dream written down with a date becomes a goal. A goal broken down into steps becomes a plan. A plan backed by action makes your dreams come true." Greg S. Reid. As you can see from this quote, a goal, action steps and timelines are key to the success of your wellness plan. Remember to incorporate timing into your Wellness Intervention Worksheets and Project Plans. It's all about making your wellness plan a dream come true.

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In this module you learned a definition of implementation, the various types of wellness interventions and considerations for implementation. You also learned examples and sources of evidence-based interventions for priority areas and how to use the Intervention Worksheet and Project Plan to fully develop your Worksite Wellness Action Plan and implementation approach

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The next steps are for The Wellness Champion and Wellness Committee to develop and implement interventions. The Wellness Champion and Wellness Committee will think through and complete *Intervention Worksheet and Project Plan or Plans* for the interventions that support your number one priority area, goal and its objectives.

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Congratulations! This concludes Module 1, the first module in Implementation. In the next module, you will learn how to develop and execute a marketing communications plan for your wellness initiative. See you there! To continue to the next module, click “Mark Complete” below.