

Webinar 3: Evaluating your Workplace Mental Health Initiative

Thrive in your Workplace | 2020

Agenda

- I. What is Program Evaluation?
- II. Six Steps for Program Evaluation
- III. Challenges and Tips for Evaluation
- IV. Sample Evaluation Plans
- V. Tools and Resources

Objectives

By the end of this webinar, participants will be able to:

- Understand program evaluation and its role in workplace mental health innovation
- Apply concepts from the *Framework for Program Evaluation for Public Health*
- Identify appropriate metrics for workplace mental health initiatives
- Access tools and templates to get started tracking your impact



“Effective evaluation is not an ‘event’ that occurs at the end of a project, but is an ongoing process which helps decision makers better understand the project; how it is impacting participants, partner agencies and the community; and how it is being influenced/ impacted by both internal and external factors.”

- W.K. Kellogg Foundation Evaluation Handbook

What is program evaluation?

Program evaluation is “a systematic way to collect information about the characteristics, activities, and results of a program in order to make decisions about the program.”
- Northwest Center for Public Health Practice.



Evaluating a program helps to:

- determine whether it is functioning as intended
- meet objectives
- identify areas for improvement



Why do we do evaluations?

- To gain insight about a program and its operations and processes
- To improve practice
- To assess effects
- To build capacity



Center for Disease Control *Framework for Program Evaluation*



Framework for Program Evaluation provides high-quality evaluation guidance



- Summarizes the essential elements of program evaluation
- Clarifies steps in program evaluation
- Introduces standards for effective program evaluation
- Addresses misconceptions regarding the purposes and methods of program evaluation

6 easy steps to begin an evaluation



1. Engage stakeholders
2. Describe the program
3. Focus the evaluation design
4. Gather credible evidence
5. Justify conclusions
6. Share lessons learned



Step 1: Engage key stakeholders to gain support

Key stakeholders can include people who are:

- affected by your program (e.g. your employees)
- involved in implementing the program or conducting the evaluation (e.g. Human Resources or others identified by leadership to champion efforts)
- invested in using the results of the evaluation to inform future programming (i.e. other internal staff members, leadership)



Step 2: Describe the program

- Define the need your program aims to meet, the expected effects of your intervention, associated activities and resources
- Review and affirm the program model with stakeholders to ensure it is accurate in representing the various components before moving forward

A logic model is a popular way to visually depict the relationship between program activities and intended effects

| Objective | Inputs (resources) | Activity (tasks) | Outputs (product) | Outcomes (desired results) | Indicator (data source) |
|--|---|--|--|---|---|
| Increase employee knowledge about depression and services via the Employee Assistance Program by December 2020 | <ul style="list-style-type: none"> Program manager IT support Graphic designer Email templates Posters | <ul style="list-style-type: none"> Hold town hall meeting to introduce new mental health campaign Distribute emails with information about depression / EAP Hang posters about depression / EAP in break room | <ul style="list-style-type: none"> # of employees attend town hall # employees open weekly emails # calls to EAP # employees receive depression treatment from EAP | <ul style="list-style-type: none"> Employees have increased knowledge about depression and how to access resources at work Increase in productivity related to decreased sick time for mental health issues | <ul style="list-style-type: none"> Employee survey Employee records |



Step 3: Focus the evaluation design

Consider the following questions:

- What is the purpose of the evaluation?
 - determine the effectiveness of the program
 - resources and time needed to implement
 - provide support for future funding
- How will the results of the evaluation be used?
 - make changes to program
 - expansion
 - monitor progress to outcomes



A friendly pop quiz

1. What is evaluation?
2. Why do we need to do this?
3. How do I get started?



Pop quiz: Answers

1. What is evaluation?

An organized way to collect evidence and information about a program to make data informed decisions about that program

2. Why do we need to do this?

Because you want to know if what you are doing is working! It can also help improve your program and build support to continue the work

3. How do I get started?

- Identify your decision makers and figure out what they want to do
- Determine what your program is doing to achieve that goal
- Develop questions to help determine if it is working

Step 4: Gather credible evidence

Identify and collect *indicators* using survey or existing data.

Indicators refers to measurable information that can be used to determine if a program is being implemented as planned and achieving intended outcomes:

- **Process objectives** describe the activities/services/strategies that will be delivered.
- **Outcome objectives** specify the intended effect of the program in the target population or end result of a program. Outcome objectives can be short term, intermediate, and long term.

Common Workplace Mental Health outcome indicators

| Type | Indicator Category | Measured in terms of... |
|---------|----------------------------|--|
| Process | Program participation | # of people who participate in workplace mental health initiative |
| Process | Knowledge | Changes in knowledge about mental health |
| Outcome | Worker Productivity | Changes in Absenteeism and Presenteeism |
| Outcome | Healthcare Spending | Medical/pharmacy costs, quality of care |
| Outcome | Mental and physical health | Reduced symptoms of stress, depression and anxiety based on health assessments |

Possible Data Collection Strategies

| Qualitative | Quantitative |
|---------------------------------------|----------------------------|
| Surveys | Focus groups |
| Participant assessments | Observations |
| Cost- benefit analysis | Case Study |
| Statistical analysis of existing data | Interviews |
| Record and document review | Record and document review |

Step 5: Justify your conclusions



Conduct data analysis to determine your program's impact:

- Descriptive statistics
- Frequencies: How often a response or status occurs
- Mean, median, modes
- Distribution: Minimum, Maximum, Groups
- Cross-tabulations: Relationship between two or more variables

Step 6: Disseminate results



- Raise awareness—let others know what you are doing
- Inform—educate the community
- Engage—get input/feedback from stakeholders on important results
- Promote—‘sell’ your outputs and results

Common evaluation challenges and tips

| Challenge | Tip |
|---|--|
| Organization does not feel prepared to conduct an evaluation | Use the skills in this webinar to demonstrate how great your program is! |
| Staff has differing expectations of program activities and outcomes | Engage your stakeholders early and often during the evaluation |
| Low response rates for surveys | Market the evaluation and consider offering incentives for participation |
| Lack of organizational focus on evaluation | Include evaluation as part of the initial planning to maintain engagement |
| Selecting the wrong indicators for your program | Ensure the evaluator and team are clear on program activities and what they hope to accomplish |

Sample Evaluation Plans

Evaluating a Manager Training: Logic Model

| Objective | Input | Activities | Outputs | Outcomes |
|---|---------------------|---|---|---|
| Increase managers' abilities to identify mental health concerns and direct employees to resources | Trainer | Schedule meeting with trainer | # managers who sign up for training | Managers have increased knowledge and confidence about MH issues and where to refer employees |
| | Training curriculum | Reach out to managers via email announcing training | # managers who attend both sessions of training | Employees report that their managers support MH at work |
| | | Conduct 2 session training | | Reduced absences related to MH |

Evaluation Plan: Manager Training

| Evaluation Questions | Indicators | Data collection | Analysis | What does this mean? |
|--|--|--|---|---|
| Did managers' knowledge and confidence increase after training? | % of managers who demonstrate increased knowledge / confidence | Pre/post survey after training, 3 month follow up survey | Compare scores pre/post, determine change | Higher % means increased knowledge and confidence |
| Did managers conduct conversations and referrals with employees? | # conversations with employees about MH/ # EAP referrals | Post survey/ 3 month follow up, EAP utilization data | Count | An increase in conversations and referrals improves MH and efficacy of intervention |
| Did employees feel more supported by their managers? | % of employees who feel supported | Pre/3 month follow up survey for employees | Compare scores pre/post | Employees feeling more supported shows efficacy of program |
| Did absences related to MH decrease? | # days employee absent | Timesheet logs | Compare scores | Fewer days absent shows efficacy of program |

Evaluating your Access to Care Program: Logic Model

| Objective | Input | Activities | Outputs | Outcomes |
|---|----------------------|--|----------------------------------|--|
| Increase employees' access to in-network mental health providers via telemedicine | Health plan | Procure telemedicine partner | Type of mental healthcare visits | Employees are satisfied with the mental health care they receive |
| | Data analysis staff | Conduct compliance training | # of mental healthcare visits | Improved clinical outcomes |
| | Benefits team | Launch email campaign for employees about benefits and health plan | # employees open emails | Decreased wait time for appointments |
| | Telemedicine partner | | | Decreased mental healthcare costs |

Access to Care: Evaluation Plan

| Evaluation questions | Indicators | Data collection strategy | Analysis | Findings |
|---|--|------------------------------------|--------------------------|--|
| Were employees satisfied with the program? | % of employees satisfied with participation/ total | Employee survey | Ratio | Higher % is better |
| Did telemedicine connect employees to care quickly? | <ul style="list-style-type: none"> • % employees with MH concern • % of appointments within 1 week | Telemedicine records | Ratio | Look for higher # employees connected |
| Did employees experience quality care? | % treated employees with reduced symptoms | Telemedicine / health plan records | Compare to care as usual | Comparable or better than treatment as usual |
| Did telemedicine lower costs? | Avg. cost of telemedicine episodes | Telemedicine / health plan records | Compare to care as usual | Lower cost with quality care is better |

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Webinar 8: Addressing Burnout in the Workplace

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Webinar 10: Creating a Vicarious Trauma Informed
Workplace

Tools & Resources

- [CDC Approach to Program Evaluation](#): Includes step-by-step evaluation guidance, including worksheets and tools, and examples of other program evaluations.
- [The Community Toolbox](#): An online resource for those working to build healthier communities and bring about social change, including an introduction to program evaluation.
- [Northwest Center for Public Health Practice](#): Program evaluation guides including self-paced learning modules and sample evaluation tools.
- [Institute for Healthcare Improvement](#): Provides educational information and practical improvement tips, including guidance on selecting / measuring process and outcome measures.
- [The Right Direction](#): Free educational initiative created to raise awareness about depression in the workplace, promote early recognition of symptoms and reduce the stigma surrounding mental illness. Includes implementation guidance and concise overview of evaluation, including examples of evaluation plans for workplace mental health initiatives.

References

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- Centers for Disease Control and Prevention. (2018). Evaluation Brief: Analyzing Quantitative Data for Evaluation. Accessed from: <https://www.cdc.gov/healthyyouth/evaluation/pdf/brief20.pdf>
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