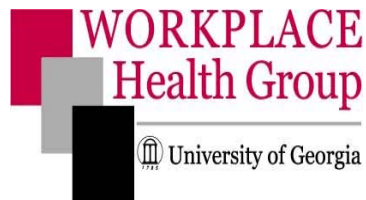


Lessons Learned from a Worksite Environmental Intervention Project: Building Capacity to Sustain Healthy Actions

MG Wilson, DM DeJoy, RZ Goetzel,
RJ Ozminkowski, E Chung Roemer
H Bowen



Project Team

- Cornell University Institute for Health and Productivity Studies – Washington, DC
- The Medstat Group – Ann Arbor, MI
- University of Georgia – Athens, GA
- National Business Group on Health – Washington, DC

Project Objective

Assess the feasibility and effectiveness of complementing individual risk reduction programs with **moderate** and **intensive** environmental interventions directed at overweight and obesity prevention in the workplace.

Moderate vs. Intensive

- **Moderate** - Environmental interventions that are readily generalizable and sustainable in worksites
- **Intensive** - Environmental interventions that reflect a significant level of organizational commitment and engagement

Study Design

- Quasi-experimental – treatment vs. control, pre vs. post (3 data points – baseline, year 1, year 2)
- 12 participating sites
- Intervention sites – matched/randomly assigned to moderate and intensive
- Other company sites in US providing benchmark/comparison data

Purpose

- Describe the capacity building process and strategies we used in this project
- Share some lessons learned that may translate to other organizations

Capacity Building

Considerable discussion on capacity building:

- Robinson, K., et al., *American Journal of Health Promotion*, 2007
- Schuh, R.G., et al., *Evaluation and Program Planning*, 2006
- Park, K.O., et al., *Journal of Occupational and Environmental Medicine*, 2004
- Heath, S., et al., *Promotion & Education*, 2001
- different levels of capacity building

Capacity Building - Characteristics

- Partnerships
- Participation
- Leadership support
- Empowerment
- Resources
- Infrastructure

Capacity Building Throughout Our Participatory Intervention Process

Advisory committees

Intervention Development

Intervention Implementation

Intervention Refinement

Intervention Evaluation

Advisory Committees

- Project advisory team
- Cross-discipline team

Advisory Committee Capacity-building Characteristics

- Partnerships – corporate
- Leadership support
- Infrastructure – cross discipline team

Development:

Formative Research Activities

- Meetings with Corporate Management
- Surveys of key informants (at each site)
 - Leading by Example Questionnaire (LBE)
 - Open-ended survey
- Focus Groups (at each site)
- Interviews with Site-level Leadership (Management)
- Environmental Assessment (EAT) (at each site)

Development Capacity-building Characteristics

- Participation
- Leadership support
- Partnerships - sites

Surveys of Key Informants

Success

- Leadership support
- Incentives
- Access
- Promotion
- Integrate with existing processes / networks

Challenges

- Time constraints
- Workload
- Perception of benefits
- Access

Participation

- Incentives
- Leadership support
- Easy participation/access
- Promotion

Communication

- Multiple sources and coordinated
- Presentations
- Email
- website

Focus Group Findings - Physical Activity Options

- Competitions (e.g., pedometers)
- General physical activity education
- Create a safe walking area on-site
- Designate company time to exercise (e.g., flex-time)
- Start or increase off-site fitness center reimbursement
- Have health promotion personnel conduct stretching sessions in control rooms
- Install cardio equipment in control rooms (e.g., treadmills, stationary bikes, stair climbers)
- Encourage more bike usage on-site

Focus Group Findings - Nutrition and Weight Management Options

- Education about how to cook healthy meals (demonstrations in control rooms – tasting!)
- Label vending, cafeteria, and/or control room take-out menus with nutrition information
- Change vending and/or cafeteria to healthier options
- Policy change – require Dow sponsored events to serve healthy food
- Have a healthy mobile food cart (on-site or at gate)
- Prepared healthy meals to take home at night after shift
- Differential pricing for vending/café

Implementation - Moderate

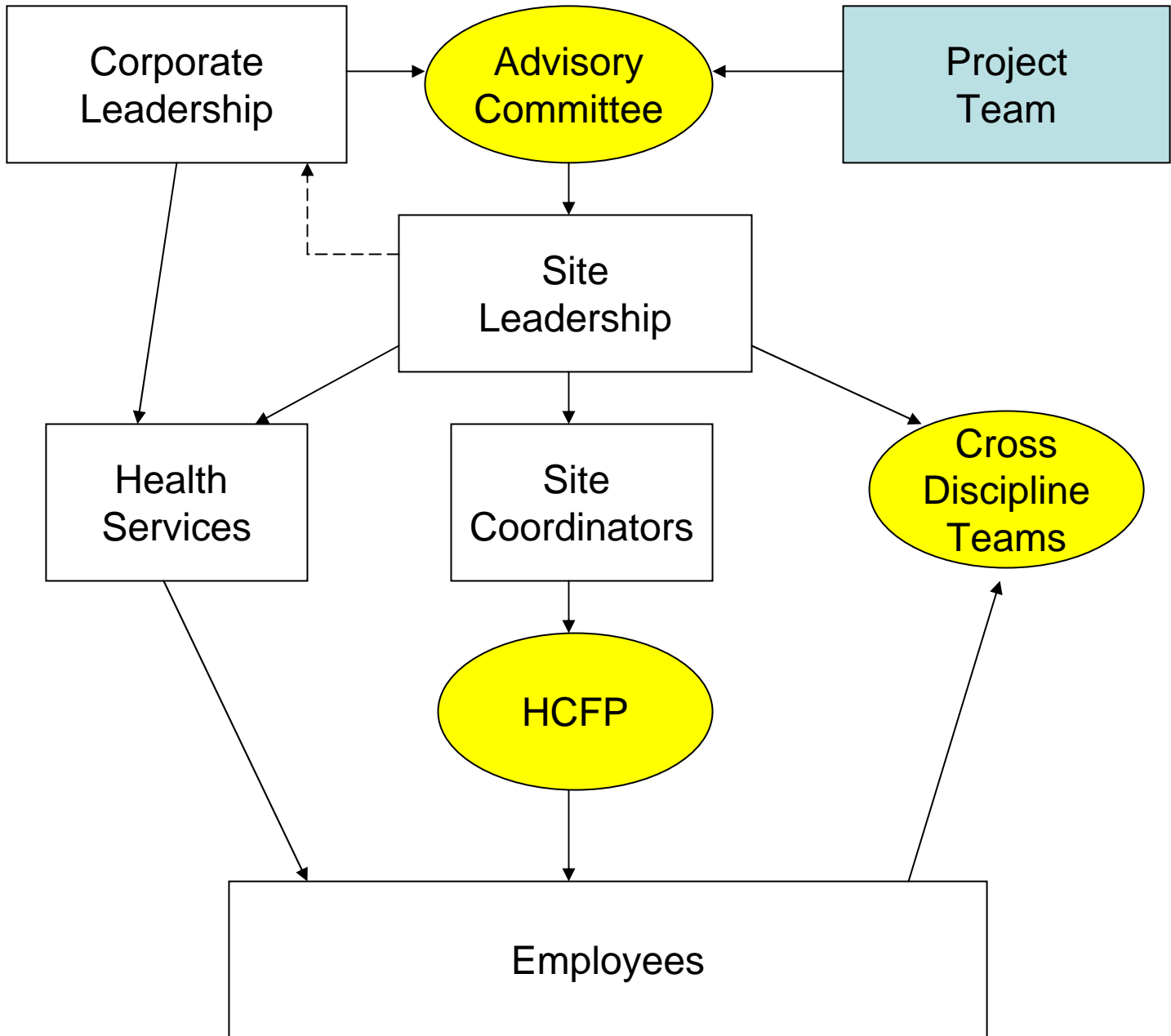
- Healthy choices in vending machines
- Healthy choices in cafeterias
- Healthy food at company meetings
- Target messages: Message saturation
- Walking paths
- Site based recognition / success stories

Implementation - Intense

- Site goals
- Work group alignment with site goals
- Leadership training
- Reporting goals and progress to top management
- Recognition and rewards
- Healthy culture focal points

Implementation Capacity-building Characteristics

- Leadership support
- Resources
- Empowerment
- Infrastructure



Refinement - Process evaluation components

- Leadership survey
- Environmental assessment
- Cross-discipline team survey
- Healthy culture focal point survey
- Employee survey
- Site coordinator interview

Refinement Capacity-building Characteristics

- Infrastructure
- Empowerment
- Resources

Site Grades & GPA's

	Moderate Intervention				Intense Intervention				
Evaluation Tools	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9	Site 10	Site 11	Site 12
EAT	B	C	B	C	B	A	C	A	A
LBE	B	C	C	C	A	A	A	B	B
Cross Discipline Survey	B	C	A	C	C	A	B	A	B
Healthy Culture Focal Point	B	B	A	I	B	A	A	C	C
Employee Satisfaction Survey	A	B	I	B	A	A	B	I	I
GPA	3.2	2.4	3.3	2.3	3.2	4.0	3.2	3.3	3.0

Note: "I" indicates incomplete data due to a low response rate (n < 3) and is not included in the GPA

Evaluation

- Advisory committee input
- Organizational data collection mechanisms
- Results feedback for site management and senior management
- Results feedback for recognition and rewards

Evaluation

Capacity-building Characteristics

- Leadership support
- Infrastructure
- Participation

Lessons Learned

- Partnerships take time – building trust takes time
- Compromise, compromise, compromise – the key to success
- To the extent possible, use existing organizational structures / processes
- Absent members of group can be the most influential

Lessons Learned

- Support throughout organization important – not just at top
- Get used to intervention by remote control
- Interventions should be developed within culture – in some cases, in spite of the culture
- Anticipate unanticipated turbulence

Contact Information:

Mark Wilson

Workplace Health Group

University of Georgia

mwilson@uga.edu