

# Massachusetts Prevention and Wellness Trust Fund

## Advisory Board Meeting

September 10th, 2015

1:00 – 3:00

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Division of Prevention and Wellness  
Massachusetts Dept. of Public Health

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# Worksite Wellness Program Update

- Program vendor: Health Resources in Action in collaboration with AdvancingWellness
- Evaluation vendor: UMass Medical School and UMass Lowell
- Members from each of the 4 teams in collaboration with DPH have been meeting weekly throughout the summer to design program and plan for launch

# Working on Wellness Overview

## ■ Program elements

- **Ongoing technical assistance** and capacity building support from people with extensive experience working with businesses on worksite wellness
- A **cohort model** that provides businesses with a learning community – they learn from each other as well as from the experts
- **Seed funding** to support the launch and sustainability of the program.
- **Training curriculum** that prepares small businesses for eligibility for the wellness tax credit.

# Program Development Cycle



# Evaluation

- Data collection tools under development

Data Collection Tool	Description
<b>Employer Post Acceptance Survey</b>	• Gathers data on workforce demographics and current data collection practices.
<b>Needs &amp; Interests Survey</b>	• Helps identify the most important health issues and/or interests of employees.
<b>Environmental Audit</b>	• Helps assess the culture of health in the business and how well that culture supports employee health and wellbeing.
<b>Employee Satisfaction Survey</b>	• Gathers employee perceptions of quality and relevance of employer wellness program activities, stage of change measures, and barriers to change.
<b>Employer Satisfaction Survey</b>	• Gathers employers' perceptions of quality and relevance of Working on Wellness training and support services.
<b>Focus Group Guide</b>	• Qualitative assessment of service delivery, program implementation barriers, and employee participation. Focus groups with HRiA and Advancing Wellness staff.

**\*Working on IRB and APCD applications\***

# Branding

Developed Mark and  
Tag Line



MASSACHUSETTS  
**WORKING *on***  
**WELLNESS**  
*Partnering for a healthy workforce*

Branding guidelines  
now available

Colors & Font styles  
made to align with  
PWTF logo

**PREVENTION**  
**& WELLNESS**  
**TRUST FUND**

# Website Launch

[www.maWOW.org](http://www.maWOW.org)

- Application
- Staff information
- Program features
- FAQs
  - eligibility criteria
  - employer expectations
- Wellness blogs
- Secure log-in for participants
  - Case studies
  - Course modules
  - Online forum

The screenshot shows the homepage of the Massachusetts Working on Wellness website. At the top, there is a dark blue navigation bar with links for 'About Us', 'Contact', and 'SIGN IN'. Below this is the 'WORKING ON WELLNESS' logo, which includes a circular icon and the tagline 'Partnering for a healthy workforce'. A search bar is located to the right of the logo. A green navigation bar contains links for 'Home', 'Worksite Wellness', 'How it Works', 'Our Approach', and 'Questions?'. Below the navigation bar are three main action buttons: 'Get Informed' (with a person and gear icon), 'Apply Now' (with a pencil icon), and 'Stay Connected' (with a group of people icon). The main content area features a large image of a woman smiling in a kitchen setting. To the right of the image is a section titled 'Safe and healthy employees:' followed by a numbered list of five points. Below the image and list are two orange buttons: 'Attend Informational Webinar' and 'Newsletter Sign-Up'. At the bottom, there are three columns of text, each starting with a link to a blog post: 'Partnering for a Healthy Workforce', 'Worksite Wellness for Small Businesses', and 'The State of Worksite Wellness in Massachusetts'. Each column includes a date and a brief summary of the article's content.

About Us Contact SIGN IN

MASSACHUSETTS  
**WORKING ON WELLNESS**  
Partnering for a healthy workforce

Search...

Home Worksite Wellness How it Works Our Approach Questions?

Get Informed

Apply Now

Stay Connected

**Safe and healthy employees:**

1. Are good for business and improve the bottom line
2. Create a happier, less stressful, and more prosperous business environment
3. Do better at their jobs and contribute more
4. Miss less work and are more productive
5. Enjoy their jobs more, reducing turnover costs

Attend Informational Webinar

Newsletter Sign-Up

**Partnering for a Healthy Workforce**  
August 12, 2015  
It's all connected. A recent study by the Vitality Institute and supported by the Robert Wood Johnson Foundation (RWJF) found that the health of emplo... [Continue reading...](#)

**Worksite Wellness for Small Businesses**  
August 10, 2015  
Large businesses, non-profits and government organizations have been experiencing the benefits of wellness programs for decades. But only recently hav... [Continue reading...](#)

**The State of Worksite Wellness in Massachusetts**  
August 05, 2015  
More and more worksites in Massachusetts are investing in the health of their employees! Worksite Wellness Programs are becoming more common as emplo... [Continue reading...](#)

Working on Wellness is a collaboration among the MA Department of Public Health, Health Resources in Action and Advancing Wellness, with funds provided by the Prevention and Wellness Trust Fund as established by Chapter 224 of the Acts of 2012.

# Recruitment

Recruiting up to 350 businesses (75 businesses in Cohort 1)

Group	Recruiting	Start	End
Cohort 1	Aug-Sept 2015	October 2015	July 2016
Cohort 2	Feb- Mar 2016	April 2016	January 2017
Cohort 3	Aug-Sept 2016	October 2016	June 2017

End dates reflect the end of the program development cycle, but some evaluation activities will continue through early Fall.

Many resources will be publicly available during and after the program.

# Recruitment Strategies & Materials

***Email Notification:*** Businesses and business organizations received an email notification introducing them to Working on Wellness.

- Email sent to Mass in Motion & P WTF Communities

***Informational Webinar:*** All businesses interested in applying are required to attend one of five informational webinars.

The screenshot shows a registration form for a webinar titled "Working on Wellness - Informational Webinar". At the top, there is a logo for "MASSACHUSETTS WORKING ON WELLNESS" with the tagline "Partnering for a healthy workforce". Below the logo, the webinar title is displayed. The form includes a section for selecting a date and time, with a dropdown menu showing "Thu, Sep 3, 2015 1:00 PM - 2:00 PM EDT" and a link to "Show in My Time Zone". A welcome message follows, stating "Welcome to Working on Wellness!" and "Choose one of the four webinars to learn about the Working on Wellness initiative, find out if you are eligible to apply, and have all your questions answered!". The registration form contains several required fields: "First Name\*", "Last Name\*", "Email Address\*", "City\*", "State/Province\*" (with a dropdown menu), "Job Title\*", and "Organization\*". Below these fields, there is a disclaimer: "Webinar organizers are prohibited from soliciting confidential personal information (credit card information, social security numbers, etc.) in the registration form. This questionnaire is not intended to handle sensitive data." Further down, there are fields for "Industry\*" (with a dropdown menu) and a question: "If your industry was not listed above, what type of industry is your business?". There are also two questions about how the user heard about Working on Wellness, each with a dropdown menu. At the bottom of the form, there is a "Register" button and a disclaimer: "By clicking this button, you submit your information to the webinar organizer, who will use it to communicate with you regarding this event and their other services." The footer of the page contains copyright information: "©1997-2015 Citra Systems, Inc. All rights reserved." and links to "View the GoWellness Privacy Policy" and "To review the webinar organizer's privacy policy or opt out of their other communications, contact the webinar organizer directly." A final disclaimer states: "Safeguarding your email address and webinar registration information is taken seriously at GoWellness. GoWellness will not sell or rent this information."

# Next Steps

- Review of applications and acceptance into Cohort 1
  - Application deadline: September 30<sup>th</sup>
  - Program Start Date: October 2015
- Finalize acceptance/rejection process
- Build data collection tools into Working on Wellness Website
- Finalize program materials (e.g., learning modules)
- Begin Cohort 1!

# Distribution of Seed Funding

## Second Installment

**\$2,000 - \$7,000**

upon submission of a completed WWAP, amount varies based on strength and quality of components proposed

## First Installment

**\$2,000**

upon completion of part one of the Worksite Wellness Action Plan (WWAP)

## Third Installment

**\$1,000**

to participate in final evaluation activities

### Worksite Wellness Action Plan Components



# **“Working on Wellness” Evaluation**

Or?

## **Incentives in Workplace Wellness Programs: Pros and Cons**

# “Working on Wellness” Evaluation

One level: examine employer and program features that might predict program “success” (i.e., changes in employees’ health behaviors)

Broad range of workplace characteristics:

- Size of workforce (company)
- Region (Boston/central/western), urban/rural
- Sector (service/manufacturing/transportation & utilities)
- Number of shifts in operation
- Unionized?
- Safety risks; Quality of occupational health & safety program

# “Working on Wellness” Evaluation (2)

Wellness program characteristics include:

- Demonstrated support/enthusiasm of top management?
- Number of informational pieces distributed
- Content of information and activities
  - Correspond to employees’ expressed needs & interests?
- Number of in-person activities
- Activity schedule
  - On work time/personal time?
  - Correspond to employee shifts?
- Financial incentives?
- Fidelity of program delivery w/r/t employer’s written wellness action plan

# The Role of Financial Incentives

Incentivization assumes that the obstacle is lack of motivation, rather than external or structural barriers (e.g., neighborhood features)

Qualitative study of diet and exercise in low-wage workers revealed numerous factors at work:

- Food environment
- Psychosocial stressors
- Physically demanding work
- Scheduling; Time pressure at work and away (multiple jobs/ responsibilities)

# The Role of Financial Incentives (2)

Some evidence that they increase program participation  
/ behavior change

- Impact appears to be modest and short-term [multiple studies]
- Better program design may have an equal impact [Bloch 2006; Taitel 2008]
- The effect of incentives may be confounded by other program features [Terry 2013; Kim 2012]
- Incentives may not be equally effective with all [Kim 2011: *initial motivation*] [Terry 2013: *gender, age*]

# The Role of Financial Incentives (3)

Some evidence that incentives decrease internal/  
long-term motivation

- Employees may come to depend on the reward, revert to old behaviors after incentives end [Cochrane 2011; WELCOA 2005]
- May reduce program activity that is not directly rewarded, on the part of employer and/or employee [WELCOA 2005]
- Negative vs positive incentives: May have unintended consequences, e.g., rewarding unhealthy habits

**Privacy & coerciveness concerns**

# The Role of Financial Incentives (4)

- One cost of those short-term benefits = potential increase in socioeconomic disparities
- Low SES associated with obesity, smoking, etc., as well as with higher disease rates.
  - Low SES jobs: more physical effort/fatigue, less job control, etc.
  - WHP programs often have less “reach” with lower SES employees
    - E.g., white-collar employees may have more time flexibility both during and outside the work day
  - Higher-SES employees (already healthier) are more likely to participate and to gain health & economic benefits

# Questions

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& WELLNESS  
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