Evaluating the Massachusetts Working on Wellness (WoW) Program Implementation: Successes, Challenges, and Recommendations for Improvement

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**Survey Development, Launch & Data Collection**

<table>
<thead>
<tr>
<th>Successes</th>
<th>Challenges</th>
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</thead>
<tbody>
<tr>
<td>Collaborative process</td>
<td>Benchmarking of questions</td>
</tr>
<tr>
<td>Unique skill sets &amp; expertise of team</td>
<td>The timeframe for developing survey questions was short</td>
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<tr>
<td>Comprehensive survey design</td>
<td>Interpretation of results</td>
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<td>Evidence-based questions</td>
<td>Gathering location information</td>
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<td>Survey was easy to complete</td>
<td>Confusion = increase in work</td>
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<tr>
<td>TAs effectively encouraged survey participation</td>
<td>Organizations needed more time before launching surveys</td>
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<tr>
<td>Good response rates</td>
<td>Organizations needed more time for survey administration</td>
</tr>
<tr>
<td>Subsequent organizations had a better understanding</td>
<td>Paper surveys were not cost effective</td>
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<tr>
<td>Efficient, timely updates and work flow</td>
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</table>

**Report Development, Testing & Delivery**

<table>
<thead>
<tr>
<th>Successes</th>
<th>Challenges</th>
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</thead>
<tbody>
<tr>
<td>Reports to employers were meaningful &amp; impactful</td>
<td>Difficult to report meaningful results to smaller organizations</td>
</tr>
<tr>
<td>Ability to merge expectations to find common ground</td>
<td>Report development was labor intensive</td>
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<tr>
<td>Reports were generated and delivered on time</td>
<td>The timing of reports and coordinating efforts</td>
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<tr>
<td>The evaluation team was accessible</td>
<td>Customization of reports for smaller organizations</td>
</tr>
<tr>
<td>Organizations were amenable</td>
<td>Needed more time for quality control of reports</td>
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<td></td>
<td>Some discrepancies in data</td>
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</tbody>
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**Employer Recruitment**

### Successes:
- Utilizing existing networks
- Strategic plan for use of social media and marketing
- Webinars
- Deadline extensions
- Mid-course changes made to the website and webinars
- New and creative ideas
- Increased event attendance after changes in outreach efforts

### Challenges:
- Number of recruits fell short of goals
- Unclear recruitment plan
- Cold calling strategy
- Significant time to build relationships
- Unclear expectations
- Homogeneous networks
- Short time period
- Lengthy approval process
- Delayed social media outreach
- Clients needed more support
- Timing of launch

**Planning & Collaboration between Program Delivery & Evaluation Teams**

### Successes:
- Clearly defined tasks and goals
- Collaborative partnership with dedicated, skilled team members
- Frequent, transparent, positive communication
- Regularly scheduled meetings
- Clearly defined roles
- The use of an online platform

### Challenges:
- Initial planning phase was relatively short
- Scheduling planning time for such a large team
- It takes time to build a team

**Source of Evaluation Data**

UMass Lowell evaluators conducted group interviews with team members from AW and HRiA to assess the WoW program at three different points in the process: after recruitment of the 1st cohort; after reports were delivered to the 1st cohort; and at the start of recruiting the 3rd cohort.

**Program Recommendations**

- Designate a team member to take the lead on the recruitment plan and better coordinate efforts
- Make program expectations and commitment clearer to participating organizations
- Build in more time to recruit organizations and plan more optimal launch dates for subsequent cohorts
- Utilize a more targeted and individualized approach recruiting organizations
- Develop a marketing plan for social media
- Improve the content of webinars
- Leverage relationships with existing companies to recruit new organizations
- Better assess how survey questions correspond with benchmarks for data analysis
- Provide organizations with better guidance and interpretation of survey results
- Modify the onboard survey to gather information and reduce staff effort
- Improve communication with organizations from the start regarding the magnitude of the program
- Allow more time for data collection so organizations have more time in the buy-in phase
- Refine program schedules to address timing and staff resources
- Allow more time for report generation and quality control

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