

**GOALS AND OBJECTIVES
INDIANA WIC PROGRAM
FISCAL YEAR 2018**

GOAL I: The State Agency will ensure program integrity utilizing data generated by the WIC electronic benefit transfer (EBT) system.

Assessment: Through EBT data and auditing, the State Agency staff will ensure that vendor quality assurance standards will be maintained at the highest levels.

Objective 1: Monitor WIC vendor integrity using EBT data and inventory audits.

Functional Area: Vendor and Farmer Management, Food Delivery/Food Instrument/Cash-Value Voucher Accountability and Control.

[Cross-reference: 7 CFR 246.12]

Action Plan:

1. Track average and not-to-exceed (NTE) prices and set accordingly based on Conduent's EPPIC EBT redemption information and by using 3 Sigma's INWIC management information system (MIS) SQL databases to query and review information.
2. Utilize EBT reports in EPPIC and SQL databases to investigate WIC client fraud.
3. Utilize EBT reports in EPPIC and SQL databases to investigate WIC vendor fraud.
4. When EBT data suggests that WIC vendor fraud may be occurring, conduct compliance investigations and inventory audits to reduce vendor fraud and terminate fraudulent vendors.

Means for Evaluation: Objective 1 will be measured by successful completion of each Action Plan component as determined by task completion, EBT reports, and compliance investigation and inventory audit results.

GOAL II: The State WIC Agency will ensure consistent quality of Local Agency WIC Program services and management.

Objective 1: Assist Local Agency WIC Programs in maintaining caseload and improving Program services.

Functional Area: Organization and Management.

[Cross-reference: 7CFR 246.19]

Action Plan:

1. Review each Local Agency WIC Program biannually in all areas including vendor reviews, financial reviews, and nutrition and client services reviews.
2. Provide Local Agency WIC Programs access to data reports and monitor caseload.
3. Assess Local Agency WIC Program *Publicity and Outreach Plans* to facilitate reaching all potential applicants and high-risk populations.
4. Assess Local Agency WIC Program projects to educate and train staff on providing quality participant-centered services to WIC participants.
5. Provide Local Agency WIC staff Medicaid and SNAP outreach lists so that eligible pregnant women, infants, and children may be recruited.

Means for Evaluation:

Objective 1: will be measured by evaluation of the local agency performance using the program area reviews, participant surveys, budget applications, and INWIC caseload reports.

Objective 2: Assist Local Agency WIC Programs in evaluating standardized performance measures for program improvement.

1. Nutrition Education Compliance
2. Cash-Value Benefit (CVB) Redemption Rate for Households with Children
3. Childhood Obesity Rate
4. Smoking Rates in Pregnant Women
5. WIC Retention Rate
6. Breastfeeding Initiation and Duration Rates
7. Percentage of Pregnant Women Who Attended Breastfeeding Class

Functional Area: Organization and Management, Nutrition Services.
[Cross-reference: 7CFR 246.11; 7CFR 246.19]

Action Plan:

1. Review Local Agency WIC Programs Statewide data ranking and identify ways to improve performance outcomes.
2. Designate Nutrition Education materials and funds to support the improvement of benchmarks within local agencies.
3. Promote smoking cessation referrals to address the state initiative of infant mortality.
4. Provide referrals to lactation consultants and Peer Counselors to support and increase Breastfeeding duration.

5. Increase and maintain caseload by monitoring the number of participants who picked up their benefits.
6. Provide local agency staff in-services to improve program management.

Means for Evaluation:

Objective 2 will be measured by evaluation of the local agency benchmark rates quarterly.

GOAL III: The State Agency will ensure that Local Agency WIC Programs maintain integrity and quality assurance standards for nutrition education, clinic operations, business service operations, vendor management compliance, and program administration in compliance with state and federal policy.

Assessment: To improve the quality of WIC services provided by the Local Agencies to WIC participants in the areas of nutrition, clinic services, and program management, the State Agency will increase technical assistance to Local Agency WIC Programs through training and on-site visits.

Objective 1: Increase technical assistance and support to Local Agency WIC Programs to assist them in maintaining and improving quality services.

Functional Area: Nutrition Services Administration; Nutrition Services; Vendor Management; Caseload Management; Certification and Eligibility, and Civil Rights.
[Cross-reference: 7 CFR 246.11 (c) and (d), 246.12.3(xi)]

Action Plan:

1. Provide the following training sessions for local agency staff:
 - a. Infant Mortality Summit, one session per year.
 - b. Clinic Services Training, online modules.
 - c. Nutrition Education Orientation, online modules.
 - d. One-day Coordinator Nutrition Orientation, individual.
 - e. One-day Coordinator Finance Orientation.
 - f. One-day Breastfeeding Coordinator Training, two sessions per year.
 - g. Five-day Lactation Specialist Training, one session per year.
 - h. Peer Counselor Support Group education, ten per year.
 - i. Breastfeeding Orientation to all new CPAs, three per year.
 - j. One-day Vendor Training for New Coordinators.
 - k. Civil Rights, online module.
 - l. Universal Precautions, online module
2. Ensure Local Agency WIC Programs receive timely and updated state and federal policies and procedures, information system updates, and programmatic changes.
3. Provide technical assistance to all local agencies in the areas of nutrition education, clinic services, epidemiology, finance, breastfeeding, vendor and information system support.

Means of Evaluation: Objective 1 will be evaluated based on completion of the Action Plan components.

Objective 2: Support local agencies nutrition education activities and materials by creating new state approval and evaluation of effective outcomes processes.

Functional Area: Nutrition Services.

[Cross-references: 7 CFR 236.11 (d) (2)]

Action Plan:

1. Revise the current materials evaluation form to assist local agencies with assessing nutrition education items before submitting to the state for approval.
2. Establish a committee to quarterly review nutrition education materials and activities local agencies have submitted for approval.
3. Assist the local agencies with evaluating the effectiveness of the materials and activities for healthy behavior change and positive outcomes.
4. Provide a new state approved list of nutrition education materials to local agencies.

Means of Evaluation: Objective 2 will be measured by successful completion of each Action Plan component as determined by task completion.

Objective 3: Monitor all NSA Expenditures to ensure fiscal management.

Functional Area: Nutrition Services Administration, Organization, and Management.

[Cross-reference: 7 CFR 246. 13]

Action Plan:

1. Approve annual budgets from all Local Agencies.
2. Perform monthly monitoring of Local Agency expenditures through Financial Analysis Spreadsheet.
3. Perform annual financial reviews of all Local Agencies.
4. Revise budgets throughout the fiscal year to assure proper allocation and expenditure of funds.
5. Provide on-site WIC finance training to all new WIC Coordinators.
6. Provide ongoing technical assistance to Local Agencies regarding budgets, expenditures, and fiscal issues.

7. Monitor asset tracking procedures, provide access to the state asset tracking system as needed and ensure ongoing inventory updates from Local Agencies.

Means of Evaluation: Objective 3 will be evaluated based on the completion of the Action Plan components.

Goal IV: The State Agency will ensure that all potential WIC participants within Indiana have access to services and are aware of Program benefits and accessibility.

Assessment: Increasing and maintaining caseload is a priority. The State will develop outreach strategies to inform potential participants of the services and benefits of the Indiana WIC Program. Steps will be taken to ensure minority populations are provided with necessary services so that they may effectively utilize the Indiana WIC Program.

Objective 1: To increase participation rates at all local agency clinics.

Functional Area: Caseload Management, Organization, and Management.
[Cross-reference: 7 CFR 246. 7]

Action Plan:

1. Assign local agencies caseloads for FY 2018 based on a 12-month average (October 1 through September 30) caseload.
2. Provide technical assistance to local agencies to assist them in maintaining caseload.
3. Adjust funding levels according to caseload growth or reduction.
4. Seek approval for marketing plan projects that encourage public awareness of WIC to eligible women, infants, and children.
5. Provide a WIC exhibit at appropriate health fairs and conferences.
6. Increase education and information provided on the ISDH WIC Web site.
7. Expand and refine the social marketing outreach program.
8. Improve the Medicaid Outreach Process by revising the WIC MIS programming code, migrating this process into INWIC, and adding contact information of pregnant women on Medicaid to the list of potentially eligible participants for the WIC services.
9. Continue to implement the WIC MIS system changes that will allow additional resources for the maintenance and increase of agency caseloads.

Means of Evaluation: Objective 1 will be measured by the percentage of caseload growth or reduction in FY 18 by participant category and race/ethnicity.

Objective 2: Expand services to target special population groups.

Functional Area: Certification and Eligibility, and Civil Rights.

[Cross-references: 7 CFR 246.7(m); 246.7(c)(ix); 246.8(c)(3)]

Action Plan:

1. Continue to develop and distribute bilingual (Spanish and Burmese) outreach, nutrition education, and operational materials for use in WIC clinics.
2. Continue to encourage local agencies to hire bilingual (Spanish and Burmese) staff to meet the need for more effective communication and provide second Nutrition Education class contacts.
3. Contract with Language Training Center (LTC) to provide American Sign Language and foreign language interpretation and Propio for over the phone interpreting and tools for language identification.

Means of Evaluation: Objective 2 will be evaluated based on an increase or reduction in minority caseload by category and race/ethnicity.

GOAL V: The State Agency will provide breastfeeding promotion and support activities to increase the proportion of exclusivity and duration of mothers who breastfeed their babies.

Assessment: Healthy People 2020 National Health Promotion and Disease Prevention sets forth the objective of increasing to at least 81.9% the proportion of mothers who breastfeed their babies in the early postpartum period and to at least 60.6% the proportion who continue breastfeeding for six months, and 34.1% for one year. Furthermore, 46.2% of infants will be exclusively breastfed until three months of age and 25.5% will be exclusively breastfed through six months of age.

Objective 1: Provide culturally appropriate breastfeeding promotion and educational materials.

Functional Area: Nutrition Services, Organization, and Management.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. WIC clinics will provide culturally appropriate breastfeeding materials. At least one promotional and instructional material will be offered at all times. Other WIC approved videos, booklets, and pamphlets may be available for classes and individual instruction.

Means of Evaluation: Objective 1 will be measured through local agency visits by self-review and/or Breastfeeding Committee members within their assigned region.

Objective 2: Provide breastfeeding supplies as needed to promote duration rates.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. WIC clinic staff will be trained on the proper use of breast pumps.
2. Breast pumps and supplies will be distributed and accounted for according to policies and procedures.

Means of Evaluation: Objective 2 will be measured by the completion of the Action Plan component.

Objective 3: Provide training and continuing education to WIC staff on breastfeeding promotion and support.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. Provide the following training sessions for local agency staff:
 - a. Peer Counselor training to all newly hired peer counselors before they begin acting as WIC peer counselors.
 - b. Quarterly Peer Counselor Support Groups containing breastfeeding education and problem solving opportunities.
 - c. Developed a mandatory, independent Breastfeeding training for all new CPA's.
 - d. Breastfeeding Coordinator training to all newly assigned breastfeeding coordinators and current staff who have not attended in the past 5 years.
 - e. Lactation Management Courses annually for all staff that works with breastfeeding mothers. Implemented The Milk Mob training for new staff working with breastfeeding clients. CPA staff is encouraged to attend a 5-day course in addition to remain current on evidence-based lactation practice.

Means of Evaluation: Objective 3 will be measured through the sign-in sheets and evaluations provided at the training sessions and maintained on file.

Objective 4: Provide technical assistance on improving local breastfeeding services.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. Encourage the hiring and/or attainment of the IBCLC credential among WIC professionals.
2. Encourage the Local Agency Breastfeeding Coordinator to attain the IBCLC credential.

Means of Evaluation: Objective 4 will be measured by the completion of each Action Plan component.

Objective 5: Utilize Peer Counselor services to promote exclusive breastfeeding and increase breastfeeding duration among participants.

Functional Area: Organization and Management, Nutrition Services, and Nutrition Services Administration.

[Cross-references: Healthy People 2020, Breastfeeding; the USDA Midwest Region Policy Memo #91-6 dated January 30, 1991. WIC Nutrition Services Standards, USDA, Nov. 2001]

Action Plan:

1. Peer Counselors will make contact with prenatal participants to encourage breastfeeding and offer peer support.
2. Increase presence of Peer Counselors in the hospital.
3. Offer early and frequent support to the breastfeeding postpartum mother.
4. Refer to the Local Agency Breastfeeding Expert for problems beyond the scope of the Peer Counselor.

Means of Evaluation: Objective 5 will be measured by the completion of each Action Plan component and BFC will audit PC charting/documentation periodically.

Goal VI: Improve Child Retention

Objective 1: Improve percentage of children participating in WIC after their first birthday.

Strategy: Promote the benefits of WIC EBT.

- Continue emphasizing how EBT drastically improves the WIC shopping experience.
- Procure a mobile application that will enable WIC clients to scan food items to determine whether they are WIC eligible. App will also tell them what benefits they have already used and which they can still redeem. These functions will be possible due to the app interfacing with WIC's authorized product list (APL) and management information system (MIS).

- Work with WIC authorized retailers to improve their systems and processes related to EBT. These include allowing WIC transactions in self-checkout lanes, encouraging stores currently using stand-beside equipment to integrate EBT into their cash register systems, and ensuring prices and WIC eligibility is clearly displayed on items on their shelves.

Strategy: Demonstrate and effectively convey monetary value of sticking with WIC even when not receiving formula.

- Developing written materials that demonstrate the monetary value of a child's food package and how it amounts to significant annual savings to a family. Existing funding is sufficient and materials can be utilized this year and beyond.

Strategy: Explore participation in National WIC Association's (NWA) outreach campaign.

- NWA has developed a national outreach campaign focused on child retention within the WIC program. They have different components available for States to purchase. NWA materials are historically top notch and fairly priced. The options will be weighed against what Indiana is currently pursuing on its own and whether we think the material would be effective at accomplishing our goals.
- Benefits are that NWA has a deep understanding of WIC and its challenges so we would not have to explain WIC to a marketing firm before a campaign is designed. Having the materials already created would be a significant advantage. Economies of scale would also be an advantage as the price is being spread out amongst the nation as opposed to being solely on Indiana.

Strategy: Continue to develop and strengthen relationships with pediatrician's offices and other medical providers.

- Ensuring physicians and other medical professionals understand the value of WIC and how WIC can help promote preventative healthcare for their patients is essential. Healthcare reimbursement models are trending toward penalized admittance or repeat visitors. Making sure their patients continue WIC participation through age 5 would decrease the likelihood of kids having to see physicians outside of annual well-child visits.
- Educate physicians regarding how utilizing WIC benefits is more convenient than ever thanks to Indiana's recent transition to EBT.

Functional Area: Food Delivery Systems, Information Systems, and Food Funds Management.

[Cross Reference: Healthy, Hunger-Free Kids ACT of 2010]