

I(A). VENDOR MANAGEMENT

- GOAL:** To provide on site technical assistance to 50% of the Program's authorized vendors.
- METHODOLOGY:** The WV WIC Program's Regional Authorization Project will conduct site visits for four (4) of the State's eight (8) WIC regions during each fiscal year. Site visits will also be made to additional vendors throughout the state as specific problems or technical inadequacies are identified.
- EVALUATION:** The WV WIC Program's Regional Authorization Project results in our making on site visits to every active vendor at least once every two years. Visits for routine monitoring purposes will also be made as needed. While it might be possible that the four (4) regions visited during a particular fiscal year may not meet the 50% goal the number of vendors visited during the preceding year or following fiscal year will exceed this goal.
- STATUS:** During federal Fiscal Year 2007, all vendors in four of the eight WIC regions were visited prior to re-authorization. This number of visits was 252 of the 393 vendors on the program. The goal of providing on site monitoring to 50% of the Program's authorized vendors was exceeded. This is an on-going goal.

I(B). VENDOR MANAGEMENT

- GOAL:** To investigate 5% of the Program's authorized vendors for compliance with federal regulations.
- METHODOLOGY:** The investigator, under the direction of the unit supervisor, manually selects vendors for "compliance buys" based upon participant and local WIC office complaints and high risk reports generated from the computer system. All complaints and/or reports are evaluated according to the severity of the possible infractions to the program. By completing these investigations we hope to establish completion of our 5% goal of investigating vendors. Past documentation has supported this method as an acceptable method to reach our goal due to the numbers of complaints and computer "hits" on the high risk report.
- EVALUATION:** The evaluation process will consist of monitoring our "compliance buys" sales during the year in order to keep up or maintain the 5% requirement. Calculations will be completed from both manual reports and computer generated reports and measured against the

current number of authorized vendors.

STATUS: Our records indicate that we have completed 24 investigations to date during Fiscal Year 2007. The investigations were conducted due to designations as high risk vendors, as a result of participant complaints, or random buys. We had 401 vendors at the beginning of fiscal year 2007. Therefore, we have exceeded our 5% goal. This goal is ongoing.

I(C). VENDOR MANAGEMENT

GOAL: Provide excellent, consistent and accessible technical training to all WIC vendors within a two year cycle.

METHODOLOGY: Hold training sessions in each of the eight WIC local agency regions within a two year cycle and monthly training sessions at the State WIC Office using a detailed power point presentation, training videos and printed materials.

EVALUATION: The evaluation of the effectiveness of the training is completed by the use of evaluation forms at the end of each training session. The evaluation form allows for 5 responses. 1 represents Poor, 2 represents Fair, 3 represents Good, 4 represents Average and 5 represents Excellent. The Evaluation Form also allows space for comments

STATUS: The comments received were both favorable and instructive in regards to thoroughness of information given and ability of the trainer to respond to any question posed by the vendor audience. Interactive training is an ongoing process to assure vendors receive this type of training once in a two year cycle. Regional training has proven to be very helpful and popular with the vendors as the trainer provides several training opportunities at different sites within their regional area. We will continue to provide interactive training on a monthly and quarter calendar period to meet the training needs of our vendor population. Evaluation forms will be continued being used and will be helpful in determining if changes in the training presentation needs to be made. This is an ongoing goal and will be carried on again in 2008.

I(D). VENDOR MANAGEMENT

GOAL: Develop on-line internet training modules for WV WIC authorized vendors to afford vendors another method of receiving their yearly training.

METHODOLOGY: Utilize the Department of Health and Human Resource's WebCt contract for purposes of WIC. WebCT is a computer program specifically designed for instructors to deliver lessons, tests, assignments, and as a way to communicate to their respective students.

The Department of Health and Human Resources began utilizing this form of training three years ago, and have developed numerous WebCT training courses. WIC became involved with this project on May 20, 2004, after we attended an off-site training course with the department, and an educator from an area college, in order to demonstrate the system and provide training for course development. Prior to this date, space was allotted on the server for the WIC program in order to begin developing a course during the May 20th training. .

We anticipate piloting a web based training program in the fall of 2007. After reviewing the effectiveness of the "on line" training, we will determine which vendors will utilize the on-line training. A pre-survey questionnaire is in development so we can determine the working background (WIC experience) of each student prior to completing the training.

EVALUATION: The process is currently in development.

STATUS: Develop of training module on WebCT has been started. Vendors continue to rely on unit sponsored live training in order to complete their annual training requirement. Goal is on-going for FY 2008.

I(E). VENDOR MANAGEMENT

GOAL: Develop on-line system to allow capable vendors to enter shelf prices online

METHODOLOGY: Work with IT department and State Contractor to develop this website. The system should be secure and the data can be downloaded into an excel spreadsheet which can be entered into VACE.

EVALUATION: The State of Virginia has this system in place now. We visited their State and believe this system will help our program. The system will be relatively inexpensive

STATUS: This process is in the early stages of development and is expected to be available for vendor utilization in Fiscal Year 2008.

II. (A). NUTRITION SERVICES

GOAL: Improve the quality of life and wellness (body, mind, and spirit) of WIC participants and WIC employees through innovative promotion of healthy lifestyle behaviors.

METHODOLOGY: Support WIC staff members as role models for healthy behaviors. Provide participants access to education tools, information and support for behavior change. Collaborate with like minded, creative partners with similar goals. Plan strategic interventions that focus on constant communication, messages and strategies among partners.

EVALUATION: Use baseline data on weight status for children and women. Pre and post surveys on fruit and vegetable consumption.

STATUS: With using Motivational Interviewing techniques learned in FY 04 and 05, a revision of the nutritionist monitoring and feedback tool has been completed in order to evaluate individual skills and feedback in order to effectively reach this goal.

Through various training opportunities, nutritionists have learned strategies for enhancing a client's readiness to adopt a healthier lifestyle.

In FY 2006/07, the WV WIC Program has begun working with partners as part of our State Nutrition Action Plan to promote fruits and vegetables.

In FY 2007/08, the WV WIC Program will continue partnership with State Nutrition Action Plan Nutrition Network. WV WIC will provide recipes and snack ideas to WIC participants to promote fruit and vegetables consumption. Public Service Announcements will be provided in partnership with SNAP initiatives.

This goal is on-going.

II (B). Nutrition Services

GOAL: Provide additional funds to local agencies that will allow breastfeeding peer counselors to visit local hospitals and physician practices in order to keep mother's breastfeeding longer.

- METHODOLOGY:**
1. Provide additional funding from State WIC Office to local WIC agencies specifically for breastfeeding peer counselors by January 2007, so the increased peer counselor services in the hospitals and physician practices can be provided in all areas.
 2. Promote the importance of breastfeeding to health care professionals through our Keeping Abreast Newsletter, posters, banners, displays as well as coalition building.
 3. Provide training opportunities for staff and peer counselors in updated breastfeeding promotion, support, and management skills throughout the year
 4. Provide one-on-one contacts for breastfeeding counseling as well as group breastfeeding education class.
 5. Promote the importance of breastfeeding in the public through:
 - World Breastfeeding Week (Month) activities in August
 - Recognition and certification to all breastfeeding WIC participants in August.
 - Network with the Immunization Program through letters to new parents.
 6. Visit WIC clients at the hospital after giving birth in a timely manner to educate and support them while initiating breastfeeding.

Evaluation: Measure rates of breastfeeding initiation and duration among the WV WIC population using computer-generated reports.

Measure participant breastfeeding initiation during hospital visits.

Status: Funds were provided in 2007 for peer counselor hours.
This goal is completed.

III(A). MANAGEMENT INFORMATION SYSTEMS

GOAL: Replacement of computer equipment in accordance with state agency five year plan.

METHODOLOGY: Current state MIS standards require that a program's computer equipment remain under a three-year-warranty at all times. The STORC application is a LAN-based system within each clinic site. Each clinic site works independently and does not rely on phone connectivity to enable staff to consistently serve clients. It does, however, rely on operational equipment within the clinic site.

Equipment no longer covered under warranty will be the first priority to be replaced.

EVALUATION: The replacement of the equipment is critical to provide uninterrupted service to our WIC clients resulting in a marked improvement in speed of the STORC application and failure rate should be lowered. The five-year computer equipment replacement plan was submitted to the regional office in July 2001 for their approval. During this FY, funding permitting, the state agency will be replacing the equipment which is listed on the plan for 2007.

STATUS: All Field computers that are used for STORC to provide immediate services to clients were replaced. All switches used for clinic operations were also replaced. In addition, due to bids coming in lower than expected, Communication computers and State Office computers were also replaced.

This goal is on-going.

III(B). MANAGEMENT INFORMATION SYSTEMS

GOAL: To develop, install a Statewide WAN (Wide Area Network) connecting the State WV WIC office directly with the local agencies.

METHODOLOGY: WV WIC networking personnel will work with WV DHHR/MIS & Cisco Router Company (State secured router provider) staff to develop use of 56 KBS lines already installed and active in each of the permanent WIC Sites. WV WIC will secure a contractor to install and connect routing equipment (must be Cisco). Hardware and Software upgrades will be necessary to complete this project.

EVALUATION: Interconnecting each site will allow the state WV WIC Program to connect and correct problems more efficiently and timely. This will also allow for a statewide E-Mail Connectivity.

STATUS: The WV WIC WAN infrastructure currently consists of seven T-1 lines, two ISDN, two 56k Frame-Relay, and thirty-nine Broadband (DSL/Cable modem) connections.

We are in the process of replacing the two 56k Frame-Relay with Cable or DSL which will result in a faster connection at a lower monthly rate. This goal is ongoing.

III(C). MANAGEMENT INFORMATION SYSTEMS

GOAL: Implementation of the CDC Peds and PNSS Surveillance new data fields and definitions, design and implementation of the Income Calculator, feasibility and implementation of Automated Growth Charts.

METHODOLOGY: WV WIC MIS Staff will be reviewing system implications for the above revisions, developing a time frame for all revisions and making the necessary coding changes needed. Policy changes and training will need to be completed, prior to code being implemented. Not all revisions will be implemented at the same time.

EVALUATION: All system changes will be tested and discussed with other state WIC office Staff prior to implementation. Once approved and completed, code will be sent to sites for pilot testing prior to full implementation. Time frame for these enhancements/modifications will be as follows: CDC Peds and PNSS Surveillance new Elements - Fall 2003; Income Calculator - Fall 2003; Growth Charts - Summer 2004

STATUS: Income calculator is being dropped at this time due to being part of the SAM consortium.

IV. (A). ORGANIZATION AND MANAGEMENT

GOAL: No goals in 2008.

V. (A). NUTRITION SERVICES AND ADMINISTRATION

GOAL: No goals in 2008.

VI. (A). FOOD FUNDS MANAGEMENT

GOAL: No goals in 2008.

VII(A). CASELOAD MANAGEMENT

GOAL: Promote WIC in faith based organizations.

METHODOLOGY: As part of the federal initiatives for fiscal year 2006, the West Virginia WIC program will continue to promote WIC in faith based organizations.

We have found the best way to work with these organizations, is to go through area faith-based schools for children under the age of five, and

day care programs in local churches. Local agencies will continue to be responsible to attempt at least one visit PER faith-based school and EACH church with a day care program during fiscal year 2007, by either reading to the children and providing outreach material to their parent(s), or by speaking with parents in the local church or church sponsored organization about the importance of good nutrition or early reading.

A new outreach tool was developed in FY 2006 to be utilized in church bulletins (attachment A-1). Each local agency will distribute these marketing cards to a faith-based organization quarterly as outlined in their yearly outreach plan. In addition, faith-based organizations or groups will be contacted annually by utilizing the state developed *Dear Pastor* letter to encourage and support collaborative partnerships (attachment A-2).

EVALUATION: Evaluation will be completed after the end of the fiscal year 2007 by reviewing the agencies outreach report.

STATUS: With Operational Assistance Funds, a new logo, letterhead and envelopes were developed which permitted each local agency to mail Dear Pastor letters throughout FY 2007. Local agencies mailed letters to all churches contained in the WV Church Directory listed on www.worshiphere.org/WV/WestVirginia.htm. In addition, Local agencies did complete visits to faith-based schools and daycare programs for nutrition-themed Read Aloud events.

The response has varied widely between agencies. In the eastern panhandle and northeastern parts of the state, successful partnerships with the faith-based community are evidenced by WIC representation at local ministerial association meetings, donations to clinics from youth church groups, and distribution of WIC information from faith-based food banks. Unfortunately, forging faith-based partnerships in the southern and western parts of the state have been more difficult. This may be attributed to smaller churches which are harder to access or do not have the capacity to contribute to community needs.

This goal will be continued by invitation from the faith-based community through: 1) nutrition-themed read aloud events in faith-based daycares and preschools; 2) participation in church-sponsored community events/services; 3) distribution of WIC outreach material with other community services (i.e. food and clothing banks); or 4) face-to-face contact with the pastor and/or parents.

VII (B). CASELOAD MANAGEMENT

GOAL: Comply with the WV WIC Five-Year Outreach Plan of *Building Relationships (2006-2011)*

METHODOLOGY: Review the state outreach plan each year with local agencies during the directors' meetings in order to provide guidance for each local agency's annual outreach plan and calendar of events.

The state has a strong social marketing campaign which has increased community awareness of WIC benefits. Beginning in FY 2007, the WV WIC Program will begin a grassroots marketing campaign to increase community investment; getting communities to believe in WIC's mission versus just knowing what we do and where we are located. The state office will meet with administrators of other state agencies to facilitate referral agreements and coordination of services. An outreach tool, Partners in Growing Healthy Kids referral form, has been developed to specifically elicit referrals from other programs and providers. Our gift card program, providing new certified participants with a storybook, will be continued as a way to measure referrals as well.

Local agencies will be responsible to develop a calendar of events, as part of their annual outreach plan, which will be posted in each office. This calendar should reflect at least two presentations within the community to foster partnerships.

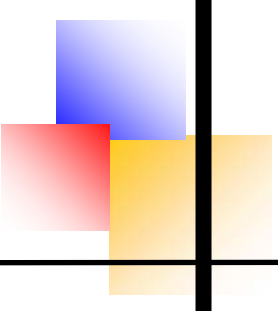
EVALUATION: Evaluation will be completed after the end of the fiscal year by reviewing agency outreach plans and reports as well as the number of written formal or verbal agreements the state agency develops that foster referrals and collaboration, or permit the sharing of participant information, with other programs/providers. The state agency will determine if the number of referrals has increased from other programs/providers by use of the *Partners in Growing Healthy Kids* referral form (attachment C-1), return of *gift cards* (attachment C-2), or *verification of pregnancy referral*.

STATUS: Every local agency submitted an annual outreach plan which included area specific strategies for obtaining the state goals and objectives included in FY 2007 WV WIC State Plan as well as the five-year state outreach plan. Outreach calendar of events were posted in each clinic or posted on staff schedules to support involvement by all employees, and ensure the agency remained focused on the overall goals of outreach.

Operational Assistance Funds (OAF) allowed for additional staff hours or new hires to implement the grassroots marketing campaign with Community Outreach Liaisons in fourteen counties. During a campaign evaluation meeting in June 2007, all local agencies agreed that WIC's community image has improved as a result of grassroots marketing. Our *gift card* and *coupon flyer* program, providing new participants with a storybook at certification, has been a success. Every agency has witnessed an increase in referrals as measured with these tools. Partners find these referral methods easy since they can order these items directly from the state office (via our website or outreach order forms), and distribute to potential participants from their office. Unfortunately, the *Partners in Growing Healthy Kids* referral form has not been effective based on the low number of referrals. The *verification of pregnancy* referral is popular with local health departments and women care centers.

The state office is currently participating in development meetings for a memorandum of understanding with the WV Department of Education, Head Start, WV Birth to Three, and Division of Early Care and Education. This MOU is intended to improve identification of children 0-5 who need or qualify for early childhood services. In addition, the Outreach OAF allowed the state office to host a collaborative roundtable discussion with other offices within the WV Department of Health and Human Services. Representatives from WVCHIP, Head Start, Family Assistance, Child Protective Services, and Early Care and Education participated with a continued commitment to assist with strategic planning for increased service integration and coordination.

This goal will be ongoing for FY 2008 for development of a strategic plan for increased service integration and coordination with other programs serving the maternal and child population.



WV WIC Five Year Plan Outreach Plan (2006-2011)

Building Relationships

Historical Data

In April of 2003, six focus groups were administered in order to understand public attitudes and opinions towards the WIC Program among households enrolled in, or eligible for WIC, and to assess and evaluate advertising concepts in order to increase WIC enrollment, and to determine the most effective messages, messengers, and communication methods in educating WIC eligibles about program specifics.

Two of the focus groups were held in Clarksburg, WV, two in Beckley, WV, and two in Charleston, WV.

A total of 60 individuals participated in these sessions-39 adult heads of household who are eligible but not currently participating and 21 adult heads-of-household who are currently enrolled in the WV WIC Program. The individuals classified as eligible are previous WIC members who discontinued enrollment.

The key findings from RMS Strategies Executive Summary May 2003 Report were:

- A majority of women know and realize the importance of nutrition during pregnancy and for young children,
- Most women first learn about the WIC Program through either the local DHHR office their doctor's office, or friends and relatives,
- Overall, both eligibles and enrollees realize the benefits of the WIC Program and are grateful for their assistance,
- Many of the women have mixed emotions when it comes to completing the food diaries or journals. Some said they were beneficial; however, most fail to see the need and admit to falsifying their diaries. Many complete their food diary the day of their appointment.
- While the enrollees enjoy the nutritional classes, many of the eligibles would like to see the classes enhanced including more practical and everyday situations.
- Although all the food vouchers are beneficial, the vouchers for formula are valued more than the vouchers they receive when their child is two years old.
- Enrollees mentioned that when new products are added to the WIC Program, they would like the store informed prior to adding the product(s) to the vouchers. They often encounter problems when a new product has not yet been keyed into the system.

- WIC stores and debit cards are two items many of the participants would like to see implemented in West Virginia.
- While WIC Directors perceive themselves as meeting the needs of women and children in their areas, most know this is not the case. Many of the clients needs fall outside the realm of WIC.
- Eligibles are less likely to enroll in WIC because they perceive vouchers as less valuable and useful after children reach the age of one, and they have transportation constraints.
- Most admit WIC does have a stigma among the general public. However, the enrollees “get over it” while the eligibles say it is embarrassing.
- Although most do not view the WIC logo favorably, they believe it to be irrelevant to families joining the program.
- According to eligibles the most effective messages are “WIC Helps You Help Your Family” and “WIC Works. Let us Help”. While enrollees believe “WIC is more than free food” is the most important message.
- Advertising Concept 2, “WIC gives you food and so much more”, which features WIC program benefits, is most likely to increase awareness among women in West Virginia about the WIC Program.
- The best way to communicate to pregnant women who are eligible for WIC is to advertise and get information inside the doctor’s office.
- Dental courses for children, child care, and fruits and vegetables are among the wish list for enrollees and eligibles.

In light of these findings, a social marketing plan was developed called “WIC Helps You Help Your Family”. In addition, on some promotional items, we also used another popular message of “WIC Give You Food and so much more”. The goal of the campaign was to advertise **all** the benefits of WIC, in order to remind participants of the program’s benefits after the draft value decreases, and to advertise the income guidelines more, in order to help reduce the embarrassment felt by participants, and to introduce new families to WIC.

Plan:

The five-year plan (2005-2010) is to run the television commercial once again in 2006, since the commercials are still fresh, and the message has not been overused.

Also in 2006, and in subsequent years, continue to provide an adequate supply of promotional material with the income guidelines to eligible families and the community at large, in order to alleviate stigma for our families, and continue to build new relations within communities and with families by increasing the number of basic presentations that we provide in the community.

In order to achieve this goal of increased presentations and more community involvement, funds will need to be appropriated during these five years for additional hours, or the hiring of community liaisons in order to achieve this five year goal.

VII(C). CASELOAD MANAGEMENT

GOAL: Adopt the best practice of partnering with Department of Labor “One-Stop Career Centers”

METHODOLOGY: As indicated earlier this fiscal year, WV will follow the example of FNS in developing referral procedures between local WIC agencies and One-Stop Career Centers. The state agency will present a PowerPoint presentation to the Workforce Investment Act Board of Directors to educate these administrators about our services. Each director of the Workforce West Virginia One-Stop Career Centers will be issued a packet of information (letter, brochure, poster, referral forms and material order form) either by mail or a visit from the state WIC agency representative.

The local agencies will visit each Workforce West Virginia One-Stop Career Center during FY 2007, to provide outreach material as well as assess the progress of this partnership.

EVALUATION: Evaluation will be completed by reviewing the agencies quarterly outreach reports.

Completion of presentation and mailing

STATUS: The state agency was unable to complete a PowerPoint presentation to the Workforce Investment Board of Directors to educate these administrators about WIC services. Scheduling issues prevented access and capacity for this presentation in the agenda since meetings only occur quarterly. However, the local agencies completed visits to the Workforce West Virginia One-Stop Career Centers. The state office completed a workshop at the Workforce WV Annual Conference which was attended by center directors.

WIC outreach material is now available in all centers, and center contact information is readily available to all WIC employees in our referral resource directory.

This goal is complete.

VIII (A). CERTIFICATION, ELIGIBILITY AND COORDINATION OF SERVICES

GOAL: Increase by 2%, during FFY 2007, the number of Medicaid recipients who are participating in WIC

METHODOLOGY: Through the use of state WIC and Medicaid enrollment data, the state office will identify specific counties serving a low percentage of WIC eligible Medicaid recipients. This analysis will be used to target outreach efforts with providers who offer services to these populations.

Mass mailing of WIC flyers (attachment D-1) will be distributed to Medicaid recipients via the WV Medicaid Program (RAPIDS), childhood immunization, and newborn packets. Each flyer will contain a coupon that can be redeemed for a storybook upon the participant's certification. The number of coupons returned as well as overall caseload compared to WIC eligible Medicaid recipients will be used to measure our success.

EVALUATION: STORC and Medicaid reports will be generated again in October 2007 in order to evaluate our efforts. Our baseline figures, generated October 2005, indicated that statewide we are serving 61% of the WIC eligible Medicaid recipients. Target counties will be the two counties in each agency (for a total of 16 counties statewide) serving the lowest percentage of the WIC eligible Medicaid population.

STATUS: Operational Assistance Funds were secured to allow for targeting under-participating counties in seven of our eight local agencies. This has increased participation in four of the seven agencies. It is evident that the agencies that experienced caseload growth were those that increased current staff hours versus hired new staff to complete outreach in target counties. This may be a result of new hires requiring more training, being less comfortable in "selling" WIC to communities, or having very limited hours because of temporary employee status.

It should also be noted that two of the three agencies that did not experience caseload growth are the largest within the state. The large geographic area and dense population contribute to more providers to contact as well as the need to access more participants for significant caseload growth.

The state office and Medicaid developed a database which provides contact information for every pregnant woman and child 0-4 who are receiving Medicaid, food stamps and TANF each month. The state office completes a match with active WIC caseload for the month to delete Medicaid recipients who are accessing the Program. Beginning June 2007, local agencies receive a report of pregnant women and children 0-4 who are adjunctly eligible, but not participating in WIC to facilitate direct

contact with these families. Community Outreach Liaisons are contacting these families via phone or letter.

This goal will be ongoing in light of the adjunctly eligible database only being in operation for one month. It would also be beneficial to continue utilizing Community Outreach Liaisons to contact these families. WV WIC will also target providers in cities with populations of 10,000 or more, and containing a hospital with delivery services since these locations are most likely to contribute the most significant caseload growth.

IX. FOOD DELIVERY/FOOD INSTRUMENT ACCOUNTABILITY & CONTROL

GOAL: No goals in 2008.

X. MONITORING AND AUDITS (New Goal)

GOAL: Assess, review and revise the External Monitoring tools for WV WIC State Program.

METHODOLOGY: Review and evaluate federal & state policies and procedure. Compare and evaluate current external monitoring tool with the policies and procedure. The final results will be developed into a group of questions incorporated into a draft external monitoring tool. The draft tool will be used by the monitors for 6 months to 9 months, during regularly scheduled external monitors are planned.

EVALUATION: To monitor compliance with Federal & State regulations. Also by informal interviewing with LA Directors to identify if LA needs for assessment and evaluation are being met.

XI. CIVIL RIGHTS (New Goal)

GOAL: Provide on-line training in Civil Rights policy.

METHODOLOGY: Since annual training is required, an easily accessible program will improve compliance with the requirement. A training program will be written, technical assistance will be solicited from FNS, and the program will be posted on-line. It will be accessed through a free training website which will retain the user identification and score of the student.

EVALUATION: Tracking the number of employees taking the training will be automated, and a report will be created that will show which

employees are not in compliance so corrective action can be taken. The quality of program will be evaluated by sets of questions incorporated throughout the training. The score of the individual will be retained and is accessible in a report. This will be used to evaluate knowledge, skills, satisfaction, and areas needing improvement.

STATUS:

The program has been written in first draft, and comments have been solicited from FNS. Programmers will begin preparing the needed software following this, and we anticipate the training will be accessible for use by the end of FY 08.