

**GOALS AND OBJECTIVES
INDIANA WIC PROGRAM
FISCAL YEAR 2021**

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.
5. Ensure all vendors participate in required training regarding WIC policies and procedures and receive ongoing technical assistance.

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 and improving caseload, and ensuring consistency in WIC service provision across the state.

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, financial, and nutrition and client services, and breastfeeding management evaluations.
2. Provide Local Agency WIC Programs access to, and education about, how to use data reports, and ensure state-level monitoring of local agency caseloads.
3. Provide guidance and 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. Ensure Local Agency WIC staff have access to utilize Medicaid, SNAP, and local community outreach lists so that eligible pregnant women, infants, and children may be made aware of the program.
6. Assess, track and provide technical assistance to local agencies surrounding their inventory management.
7. The state WIC office will provide a new employee checklist to local agencies that includes all required and available trainings so local agencies can ensure staff are adequately prepared to serve clients and will adhere to policy.

Means for Evaluation:

Objective 1: will be measured by evaluation of the local agency performance using the local agency 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 client retention rate
6. Breastfeeding initiation and duration rates
7. Breastfeeding DLA report

Functional Area: Organization and Management, Nutrition Services.

[Cross-reference: 7CFR 246.11; 7CFR 246.19]

Action Plan:

1. Routinely review Local Agency WIC Programs' statewide data ranking, and identify ways to improve performance outcomes.
2. Design, approve and provide evidence-based Nutrition education materials and funds to support the improvement of associated benchmarks within local agencies.
3. Promote smoking cessation referrals to address the state initiative of reducing infant mortality.
4. Provide referrals to lactation consultants and Peer Counselors to support and increase breastfeeding duration and fully breastfeeding categories.
5. Increase and maintain caseload by monitoring the number of participants who redeemed WIC 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, and the Breastfeeding DLA report annually.

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 training 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. Annual Indiana WIC Education and Training Conference, one session per year.
 - b. Infant Mortality Summit, one session per year.

- c. Clinic Services Training, online modules.
 - d. Nutrition Education Orientation, online modules.
 - e. One-day Coordinator Nutrition Orientation, individual.
 - f. One-day Coordinator Finance Orientation.
 - g. One-day Vendor Training for New Coordinators.
 - h. Civil Rights, online module.
 - i. Universal Precautions, online module
 - j. See Goal V for list of Breastfeeding trainings
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 agency nutrition education activities and materials by ensuring an objective and consistent review and approval process, and guidance on how to effectively evaluate outcomes and 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 and associated tasks.

Objective 3: Monitor all NSA grant expenditures to ensure sound 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 a 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, and the timeliness and effectiveness of those 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.

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 and high-risk populations are provided with necessary services so that they may effectively utilize the benefits provided through 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 2021 based on the 12-month average (October 1 through September 30) caseload from FY20.
2. Provide technical assistance to local agencies to assist them in improving and maintaining caseload.

3. Adjust funding levels according to caseload growth/reduction and local agency performance.
4. Seek approval for marketing plan projects that encourage public awareness of WIC to eligible women, infants, and children.
5. Increase education and information provided on the ISDH WIC Web site, and the INWIC Mobile App.
6. Expand and refine the social marketing outreach program.
7. 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.
8. 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 20 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 fully breastfeeding infants 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, Aug. 2013]

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, the Nutrition and Clinic Services management evaluations, by self-review.

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, Aug. 2013]

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 local agency pump logs, inventory logs, and pump training attendance sheets.

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, Aug. 2013]

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. Five-day Lactation Specialist Training, dependent on USDA Mentorship Grant funding.
 - c. Quarterly Breastfeeding educational webinars.
 - d. Breastfeeding orientation checklist for new CPA's and PC's.
 - e. Breast pump training
 - f. The IABLE Outpatient Breastfeeding Champion course
 - g. Quarterly Peer Counselor Support Groups containing breastfeeding education and problem solving opportunities.
 - h. New CPA Breastfeeding training.
 - i. Breastfeeding Coordinator training to all newly assigned breastfeeding coordinators and current staff who have not attended in the past 5 years.
 - j. Lactation Management Courses annually for all staff that works with breastfeeding mothers. Implemented the IABLE Outpatient Breastfeeding Champion course 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, Aug. 2013]

Action Plan:

1. The state WIC office will host quarterly Breastfeeding Coordinator meetings.
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, Aug.2013]

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.
5. Promote with prenatal and postpartum clients the use of the Indiana WIC Breastfeeding Telehealth Mobile App for remote access to WIC breastfeeding staff support and services.

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 Childhood obesity rates for WIC participants.

Assessment: Improve childhood obesity through educating and promoting the redemption of the cash value benefit (CVB) in the WIC food package for children. Healthy People 2020 sets forth the objective to reduce the proportion of two to five year olds who are considered obese down from 10% to 9.4% of the population. In addition, the Healthy People 2020 goals set forth to increase the contribution of fruits and vegetables in the diets of the population aged two years and older up from 0.53 cups to 0.93 cups of fruit and from 0.76 cups to 1.16 cups of vegetables equivalents per 1000 calories respectively.

Objective 1: Improve percentage of children enrolled in the Indiana WIC program who have redeemed the Cash Value Benefit (CVB) allotted to them in their assigned food package.

Functional Area: Nutrition Services, Food Delivery, Information Systems and Food Funds Management

[Cross Reference: Healthy People 2020, Healthy, Hunger Free Kids Act of 2010]

Action Plan:

1. Continue emphasizing how EBT drastically improves the WIC shopping experience.
2. Encourage clients to download and utilize the IN WIC mobile application that will enable WIC clients to have a more efficient and informed shopping experience. The app tells the client the benefits they have used and those they can still redeem. It also provides a scanner function to help clients identify items included in their food packages.
3. Work with local WIC agencies to educate, support and train staff to promote the benefits of fruit and vegetable consumption in children and within families.
4. Track local WIC agencies regarding their CVB redemption rates, and provide technical assistance and education to help them increase their rates.
5. Utilize available data within the INWIC system to identify local agency redemption rates and communicate those rates to local agency Coordinators through the monthly Benchmark report.
6. Provide technical assistance, connection to Steering Committee representatives, and education to help local agency Coordinators increase CVB redemption in their agencies.
7. Utilize the INWIC Steering Committee to provide training and discussion on fruit and vegetable consumption for children and families in the WIC program.
8. Encourage the Steering Committee members to make this initiative a priority for FY21.
9. Have the Steering Committee develop ideas and strategies, alongside all local agencies Coordinators, to improve these rates statewide.

Means of Evaluation:

Objective 1: will be measured by the completion of action plan components.

Objective 2: Continue to develop and strengthen relationships with local farmers, community health agencies, and nutrition programs to coordinate efforts to increase fruit and vegetable consumption for young children.

Functional Area: Caseload Management

[Cross Reference: 7 CFR 246.4 (a)(8), Nutrition Services Standards, USDA August 2013]

Action Plan:

1. Ensure local agencies include outreach specific to this objective in their outreach plans and activities.
2. Encourage local agency staff to be targeted and specific in their outreach efforts in order to promote collaboration and consistent messaging around the importance of fruit and vegetable consumption for children.

Means of Evaluation:

Objective 2: will be evaluated through monitoring local agency outreach plans.

Objective 3: Provide mediums in which local agencies can utilize online and digital nutrition education resources, and encourage the use of those resources with clients in order to supplement clinic-based education.

Action Plan:

1. Provide education and support to local WIC agencies to encourage the use of WIChealth.org and other evidence-based online nutrition education for clients.
2. Work with the INWIC system and the new INWIC app to explore and incorporate nutrition education components into these already existing systems.

Functional Area: Nutrition Services, Information Systems
[Cross Reference: Nutrition Services Standards, USDA, Aug. 2013]