

**MISSOURI WIC STATE PLAN- SECTION 1
2017 GOALS AND OBJECTIVES**

I: Vendor Management

GOAL 1: Maintain program integrity for authorized retailer management.

GOAL 1, OBJECTIVE 1: By September 30, 2017, improve the efficiency of the retailer monitoring process and assure compliance with USDA requirements.

Strategy:

1. Identify any areas where revisions are needed and implement those revisions to monitoring tools to improve retailer monitoring.

Activities:

- a. Research and implement the electronic submission of retailer monitoring forms.
- b. Ensure all retailer monitoring visits are completed by August 15th. Coordinate retailer monitoring with the Local Agency (LA) monitoring schedule to maximize efficient use of staff resources.
- c. Schedule staffs' retailer monitoring by geographical location to maximize travel resources and reduce travel time between retailers.
- d. Perform additional on-site revisits to ensure retailers are maintaining competitive pricing, sufficient WIC inventory and are allowing only WIC approved foods to be sold by a review of WIC sales receipts.
- e. Participate in any WIC Vendor Coordinator meetings and/or training conducted in the USDA Mountain Plains Region or another USDA Region. Send appropriate WIC staff to cover the tracks offered.
- f. Conduct meetings with WIC retailer stakeholders at least quarterly to ensure information regarding compliance and changes to requirements is provided.

GOAL 1, OBJECTIVE 2: By July 30, 2017, research and implement revisions to the retailer authorization and monitoring process to ensure compliance with Missouri and USDA eWIC requirements.

Strategy:

1. Identify areas where revisions are needed and implement those revisions regarding eWIC in Missouri.

Activities:

- a. Participate in eWIC meetings and/or trainings conducted by the state office, USDA, other agency or contractor.

- b. Identify and revise monitoring tools to include eWIC requirements and sales transactions.
- c. Revise the WIC Retailer Manual to include any changes to program requirements and/or compliance as it relates to eWIC in Missouri.
- d. Research and submit for approval an amendment to the current WIC Retailer Agreement to include eWIC requirements and procedures.
- e. Ensure that retailers in the pilot counties have a finalized amendment to their WIC Retailer Agreement to include eWIC requirements and procedures.
- f. Research and identify revisions to compliance buy monitoring visits as they relate to eWIC and include those revisions in the Compliance Buy contract that goes into effect October 1, 2017.

GOAL 1, OBJECTIVE 3: By September 30, 2017, improve the efficiency of the retailer food price submission process.

Strategy:

- 1. Identify areas of improvement for the submission of approved food item prices by retailers.

Activities:

- a. Provide instructions and technical assistance to retailers regarding submitting food item prices in an electronic format.
- b. Identify any areas where revisions are needed and implement those revisions to improve retailer efficiency and compliance.

GOAL 2: Maintain training resources and materials for authorized retailers.

GOAL 2, OBJECTIVE 1: By September 30, 2017, revise and/or develop additional resources and training for retailers to ensure their ability to meet requirements for the Missouri WIC program.

Strategy:

- 1. Revise face-to-face presentations and web-based educational materials to include updated information regarding program requirements and the WIC approved food list.

Activities:

- a. Update current electronic and web-based training information for retailers as needed to include changes to the program.
- b. Develop new website information sheets for retailers showing changes to the selection criteria and minimum stocking requirements.
- c. Update current electronic Missouri WIC Retailer Formula and Food Reference Guide as needed.

GOAL 3: Improve WIC retailer readiness for eWIC implementation in Missouri.

GOAL 3, OBJECTIVE 1: By May 1, 2017, develop additional resources and training for retailers to ensure their ability to meet program requirements related to eWIC.

Strategy:

1. Assist in the development of eWIC information for retailers on the Missouri eWIC website.

Activities:

- a. Coordinate with state staff and the eWIC implementation contractor regarding eWIC information for retailers and the point of sale WIC transactions.
- b. Provide information, training and technical assistance to the LAs and state staff regarding eWIC implementation and problems being encountered by retailers.
- c. Coordinate with state staff on researching and implementation of a UPC reader application for use by LAs, state staff, WIC participants and retailers.

GOAL 4: Develop an APL (Approved Product List) for the Missouri eWIC program.

GOAL 4, OBJECTIVE 1: By January 1, 2017, have an APL of WIC approved foods for UAT testing.

Strategy:

1. Identify WIC approved foods and gather necessary UPC and PLU food codes for the APL for the testing of the APL for eWIC.

Activities:

- a. Participate in UAT testing activities, meetings and training.
- b. Enter received and gathered UPC and PLU codes into MOWINS.

GOAL 4, OBJECTIVE 2: By July 1, 2017, have an APL of WIC approved foods for Missouri.

Strategy:

1. Revise and update the UPC and PLU food codes for the APL.

Activities:

- a. Perform additional on-site visits and work with wholesalers to update UPC and PLU food codes for the APL.
- b. Enter new and revised UPC and PLU codes into the APL and MOWINS.
- c. Develop online access to the Missouri APL for authorized retailers.

- d. Research the use of mobile devices and online submission of UPC and PLU data on the WIC website by state staff.
- e. Research National UPC database to assist in the development and maintenance of the Missouri APL.

II: Nutrition Services

GOAL 1: Improve nutrition services provided in Missouri WIC.

GOAL 1, OBJECTIVE 1: By September 30, 2017, improve the WIC certification process by creating a more participant centered approach.

Strategy:

1. With local and state agency staff, using the NSS staffing standards and the Participant Centered Services (PCS) State Assessment (Altarum report) develop a strategic plan to ensure quality nutrition services in WIC.

Activities:

- a. Contract with an outside agency that has experience with WIC to facilitate the review, provide training and plan the implementation process.
- b. Contract with an outside organization to conduct focus groups of WIC participants and local agencies to determine barriers to participation in WIC and how to improve the overall experience.
- c. Form a task force of local and state staff to develop policies and training, and determine how to implement at the local agency level.
- d. Conduct a visit to another state similar to Missouri which has demonstrated a good certification model, sending state and local agency staff to observe and utilize new methods.
- e. Develop and implement a nutrition assessment tool that can be used to provide meaningful and relevant nutrition education and counseling in the most efficient way possible.
- f. Develop a participant-centered services (PCS) resource library and webpage.
- g. Better utilize paraprofessional staff to improve service delivery flow and interaction between WIC staff and participants to enhance participant access, families' experience and increase child retention.

GOAL 1, OBJECTIVE 2: By September 30, 2017, provide training opportunities to local and state agency staff to ensure that the education provided to participants is evidenced-based.

Strategy:

1. Provide professional development opportunities for local agency (LA) staff.

Activities:

- a. Provide an ongoing comprehensive documentation training for WIC CPA/nutritionists.

- b. Provide an advanced nutrition course for WIC CPA/nutritionists.
- c. Encourage LA registered dietitians to participate in the Academy of Nutrition and Dietetics Certificate of Training in Childhood and Adolescent Weight Management and/or the Certificate of Training in Adult Weight Management.

2. Create and manage WICNS e-learning training courses and events.

Activities:

- a. Integrate training curricula with the Learning Management System (LMS) tracking data base.
- b. Develop an e-Learning formula training for WIC Nutritionists and CPAs.
- c. Continue to manage online training registration process.

3. Provide education and networking opportunities for state agency (SA) nutritionists.

Activities:

- a. Send four (4) state WICNS registered dietitians to the April 2017 Missouri Academy Dietetic Association Annual Meeting in Columbia and develop a poster presentation showing nutrition activities in the Missouri WIC program.
- b. Send two (2) registered dietitians to the 2016 Academy of Nutrition and Dietetics Food and Nutrition Conference in Boston, Massachusetts to learn the latest nutrition research and health outcomes and to network with other RDs in community health.
- c. Participate in the mid-year Association of State Public Health Nutritionists (ASPHN) meeting by sending one (1) state nutritionist and the annual meeting by sending two (2) nutritionists to hear updates from federally funded public health nutrition programs, learn about emerging nutrition health issues, and about ASPHN's public health nutrition workforce development projects which affect WIC nutritionists.
- d. Participate in the Missouri Public Health Association (MOPHA) Meeting in September 2017 and develop a poster presentation to show services from the Missouri WIC program.
- e. Send two SA registered dietitians to participate in the Academy of Nutrition and Dietetics Certificate of Training in Childhood and Adolescent Weight Management and/or the Certificate of Training in Adult Weight Management.

GOAL 1, OBJECTIVE 3: By September 30, 2017, transform how Missouri WIC provides outreach and marketing when communicating with the public, WIC applicants and participants.

Strategy:

- 1. Develop a marketing campaign for the Missouri WIC Program using various methods, including social media.

Activities:

- a. Expand the purchase of WIC specific ads (e.g. Facebook ads, Pinterest, etc.).
- b. Develop a Facebook 101 training for local agencies (LAs).
- c. Expand collaboration of service to build awareness and perceived value of the WIC Program among family members, community leaders, and other service providers

- (e.g. grocery store campaign, Head Start collaboration, child care providers, food banks, etc.)
- d. Expand an alternative social media campaign to target English and Spanish speaking participants through mobile engagement/texting, Instagram, on-line music apps, Pinterest, etc.
 - e. Faciliate website design project.
 - f. Evaluate the outcome of the WIC specific ads purchased.
 - g. Expand client services through technology, such as online scheduling and phone apps.

GOAL 1, OBJECTIVE 4: By September 30, 2017 revise the Missouri WIC approved food list to provide more food options to WIC participants.

Strategy:

1. Develop the new WIC approved food list (Effective: October 1, 2016 – September 30, 2017).

Activities:

- a. Conduct a survey on WIC approved food items and booklet (style, format, & size) among local WIC providers.
- b. Compile feedback on the WIC approved food list and share the summary reports with state and local WIC provider staff.
- c. Revise WOM policies as needed.

GOAL 1, OBJECTIVE 5: By September 30, 2017, continue making enhancements to the Missouri WIC Network Information System (MOWINS) to address changes consistent with USDA nutrition services requirements.

Strategy

1. By September 30, 2017, continue to identify changes needed in MOWINS to assure nutrition data is collected according to USDA Standards.

Activities:

- a. Continue working with the SPIRIT SAM Super Users Group to prioritize and fix problems.
- b. Review risk factors and revise when USDA makes changes.

GOAL 1, OBJECTIVE 6: By September 30, 2017 improve the special formula approval process.

Strategy

1. By use of technology, streamline the current formula approval process.

Activities:

- a. Design an on-line special formula request submission application with ITSD.
- b. Provide training and guidance to LA staff and revise WOM policies as needed.
- c. Evaluate the application by surveying LA staff.

GOAL 2: Improve Maternal, Infant and Child Nutrition Health Status of Participants in the Missouri WIC Program.

GOAL 2, OBJECTIVE 1: By September 30, 2017, increase breastfeeding initiation and duration rates within the Missouri WIC program, as measured by an:

- Increase in the percent of infants participating in WIC who are “breastfed ever” from 69.2% (2015 State WIC MOWINS Reports) to 72% by September 30, 2017.
- Increase in the percent of infants participating in WIC who are breastfed at least six months from 16.8% 2015 (State WIC MOWINS Reports) to 20% by September 30, 2017.

Strategy:

1. Enhance breastfeeding support and promotion within WIC through training, partnerships, and local and state agency staff development using evidence-based strategies.

Activities:

- a. Continue training local WIC staff through “Using Loving Support to Grow and Glow in WIC” training, Breastfeeding Coordinator training and Breastfeeding Peer Counseling (BFPC) training.
- b. Host three (3) regional peer counseling networking opportunities in locations around the state to enhance skills and encourage communication among local BFPC agencies.
- c. Provide recognition to agencies that have met the qualifications to become a “Breastfeeding Friendly WIC Clinic” and to continue working with other WIC agencies to implement the criteria.
- d. Offer the 18 Hour Basic Breastfeeding Course for WIC staff and healthcare professionals. This course is a requirement for agencies implementing the Breastfeeding WIC Clinic Criteria.
- e. Provide an advanced breastfeeding/IBCLC Preparation Course at no cost to local WIC agency staff and health care providers.
- f. Expand the BFPC program statewide by having three (3) additional local WIC providers offer BFPC services.
- g. Increase the number of Missouri “*Breastfeeding Friendly Worksites*” in collaboration with the Missouri Breastfeeding Coalition. Continue promoting through local WIC agencies and health departments to plan events to recognize employers who meet the criteria from three hundred (300) to five hundred (500).
- h. Increase the number of Missouri “Show-Me 5” Hospitals from ten (10) to eighteen (18) to encourage hospitals to implement the “*Ten Steps to Successful Breastfeeding*” of the Baby Friendly Hospital Initiative.
- i. Increase the number of Missouri “Breastfeeding Friendly Childcare” providers in collaboration with the Missouri Breastfeeding Coalition. Through continued support from local WIC agencies and health departments, increase the number of child care

providers from thirty five (35) to seventy (70) by planning events to recognize child care providers who meet the criteria.

III. Information Systems

GOAL 1: Continue to improve the Missouri WIC Information Network System (MOWINS)

GOAL 1, OBJECTIVE 1: By September 30, 2017, identify needed enhancements and work with the enhancement contractor to eliminate defects in MOWINS.

Strategies:

1. Work to make performance (speed) improvements to MOWINS.

Activities

a. Work with enhancement contractor, Executive Steering Committee and SPIRIT Users Group (SUG)/Change Control Work Group (CCWG) to evaluate MOWINS and complete architecture changes.

2. Identify needed enhancements to MOWINS to improve the functioning of the system.

Activities:

- a. Maintain an Internet-based form (and supporting database) for local agencies and state staff to enter suggestions for enhancements.
- b. With input from the LA SuperUsers and MOWINS Task Force, analyze results from the database to determine enhancements that are requested and are feasible.
- c. Prioritize enhancements.
- d. Enter enhancements in JIRA software.
- e. Coordinate with SUG to have selected enhancements implemented.
- f. Test enhancements to MOWINS with the SuperUsers before pushing to entire state.
- g. Host and attend meeting to implement SPIRIT architecture changes after the contractor Custom Data Processing (CDP) has completed the research on architecture changes.

3. Continue to identify and eliminate defects in MOWINS.

Activities:

- a. Identify potential defects in MOWINS. Report the issue to the SUG/CCWG and determine what is necessary to correct the issue.
- b. Coordinate with contractor and SUG/CCWG to ensure defects are eliminated. Develop prioritized list of defects to ensure those that are most urgent are worked on first. Reprioritize as necessary.
- c. Participate as a member of the ESC and attend in- or out-of-state meetings of the group in order to represent Missouri issues and needs, provide overall direction for the

application enhancements and defect fixes and work with USDA on issues of common concern to ensure the base application (SPIRIT) is working for all states that have transferred it.

- d. Participate as a member of the SUG, ESC and CCWG and attend in- or out-of-state meetings in order to represent Missouri in the development of SUG solutions, improvement of process efficiencies, identification of goals and implementation strategies to meet the goals.

GOAL 2: Prepare for Implementation of Electronic Benefits Transfer (eWIC)

GOAL 2, OBJECTIVE 1: By September 30, 2017, complete Request for Proposal (RFP) and other documents required to implement eWIC.

Strategies:

1. Complete the documents necessary to initiate the contracted resources needed for implementation through statewide roll-out.

GOAL 2, OBJECTIVE 2: By September 30, 2017, complete necessary technology changes needed for MOWINS.

Activities:

- a. Work with the enhancement contractor and EBT processor to test the smart card interface between the eWIC system and MOWINS.
- b. Establish UAT procedures for SuperUsers to test the interface.

GOAL 2, OBJECTIVE 3: By September 30, 2017, finalize the development of resources needed for the eWIC Implementation project.

Strategies:

1. Establish the eWIC resource task group to work on resource items.

Activities:

- a. Determine needs of new resources and develop as needed.
- b. Determine card acquisition strategy.
- c. Determine pin pad acquisition and distribution schedule to LAs.
- d. Determine the size of new food list and layout.
- e. Develop new WIC ID folder.
- f. Determine method for card management.

GOAL 2, OBJECTIVE 4: By September 30, 2017, assure SA staff has the knowledge necessary for successful eWIC implementation.

Strategies:

1. Attend trainings and meetings to continue to learn about eWIC.

Activities:

- a. Attend user group/NWA Technology and Program Integrity meetings as scheduled.
- b. Attend FNS EBT smart card conference calls as scheduled.
- c. Attend EBT Next Gen Conference as scheduled.

GOAL 2, OBJECTIVE 5: By September 30, 2017, assure preparation has been done to enable the eWIC pilot and statewide rollout. The pilot is tentatively planned to start in August 2017 with statewide rollout tentatively scheduled for 2018.

Strategies:

1. Assure Pilot is ready to begin in August 2017.

Activities:

- a. Keep pilot agencies and retailers updated on developments to ensure they are ready to be pilots.
- b. Train pilot agencies and retailers in e-WIC procedures.
- c. Implement pilot.
- d. Evaluate pilot and determine when statewide rollout can commence.

Strategies:

2. Assure statewide rollout is ready to begin in 2018 after FNS has approved pilot and we can move forward with the rollout.

Activities:

- a. Determine the order of rollout for sections of the state.
- b. Notify affected local agencies and retailers.
- c. Train local agencies and retailers in e-WIC procedures.
- d. Evaluate pilot to ensure an effective statewide implementation.

GOAL 3: Maintain program integrity of MOWINS

GOAL 3, OBJECTIVE 1: By September 30, 2017, develop additional resources and trainings for LA and SA staff to ensure their understanding of MOWINS.

Strategies:

1. Revise training and educational materials, including face-to-face and web-based, to include updated resources and information.

Activities

- a. Review MOWINS website and identify items to be added, updated, or archived.
 - b. Develop additional website resources such as fact sheets, hot topics and FAQs to assist with use of the system.
 - c. Update current web-based training information.
 - d. Ensure release notes are provided for each release and are easily accessible on the website.
2. Identify needed enhancements to MOWINS to improve the functioning of the system.

Activities:

- a. Determine the best method for offering face-to-face training options. Coordinate with SA and LA staff to determine how often these trainings should be held.
- b. Develop face-to-face training for MOWINS.
- c. Provide on-going MOWINS training opportunities for LA and SA staff.

IV: Organization and Management

GOAL 1: Improve customer service to local agencies, vendors and other stakeholders.

GOAL 1, OBJECTIVE 1: Maintain regular communication with local agencies and retailers.

Strategies:

1. Establish a WIC Advisory Board, whose purpose would be to provide the State Agency with Local Agency and participant input and recommendations on proposed new or revised policies and procedures.

Activities:

- a. Present the WIC Advisory Board purpose and responsibilities to LAs at District and MWA meetings.
 - b. Hold elections for initial board representatives.
 - c. By March 2017, meet quarterly with the Advisory Board.
2. Create multiple opportunities to meet with local agencies and retailers to share program updates, answer questions and address issues.

Activities:

- a. Meet quarterly with the Missouri WIC Association board and the DHSS Director's Advisory Council for Local Public Health to share information and solicit input on program issues.
 - b. Conduct or participate in at least annual meetings with local agency staff in the Department Districts to share information and listen to issues and concerns facing local agencies.
 - c. Meet at least quarterly with the Missouri WIC Vendor Committee to address vendor-related issues and solicit input.
3. Conduct regular planning and team building meetings/conferences/training to improve staff communication skills with agencies, retailers and other stakeholders.

Activities:

- a. Conduct a team building training for state WIC staff during at least one upcoming quarterly WIC staff meeting. The topic selected will be applicable to all state WIC staff and contain immediately usable content to improving staff communication with local agencies and retailers.
- b. Explore using other media (i.e.,- blog, newsletter) to enhance communication between the state and local agencies.

GOAL 1, OBJECTIVE 2 : WIC State Agency staff will participate in regional/national WIC-related meetings and conferences to improve program knowledge and operations that assure USDA requirements are met.

Strategies:

1. By October 31, 2016, participate in the Mountain Plains Region WIC Directors meeting in South Dakota. Send the WIC director and any other staff (e.g., vendor coordinator, nutrition coordinator, etc.) as requested.
2. By March 30, 2017, participate in the NWA Leadership Conference in Washington, DC. Send the WIC Director and Nutrition Coordinator to attend the conference.
3. By May 31, 2017, participate in the 2017 NWA Annual Conference. Send four (4) WIC staff to attend the conference and cover the four training tracks offered.
4. By September 30, 2017, send the WIC Director to the NWA Board Meetings to represent the MPRO State Agencies. There are 4 required quarterly Board Meetings during the year.

V. Nutrition Services and Administration (NSA) Expenditures

GOAL 1: Continually evaluate administrative services provided to LAs in Missouri.

GOAL 1, OBJECTIVE 1: By September 30, 2017, update fiscal policies to provide guidance to the LAs and assure compliance with USDA requirements.

Strategies:

1. Identify those policies with frequent inquiries.

Activities:

- a. Meet with Administrative Technical Assistance (TA) Staff quarterly to prioritize revision of policies.
- b. Revise and share policies with TA staff.
2. Develop training on policy changes for LAs when needed.
 - a. Deliver training in person at district level meetings.
 - b. Deliver training via WebEx and conference calls.

GOAL 1, OBJECTIVE 2: Monitor NSA expenditures to assure sound fiscal management.

Strategies:

1. Conduct monthly reviews of NSA expenditures through the online invoicing system.
2. Provide technical assistance to LAs regarding budgets and expenditures.
3. Create a distribution list for all LA financial staff to expedite communications surrounding the online invoice system and other financial information.

GOAL 1, OBJECTIVE 3: Improve equipment request procedure and inventory maintenance.

Strategies:

1. Develop an online equipment request form by November 30, 2016.

2. Deliver WIC inventory procedure presentations to the LAs at least annually.

GOAL 2: Improve Program Integrity procedures for the WIC Program.

GOAL 2, OBJECTIVE 1: By September 30, 2017, reduce the number of Lost/Stolen Redeemed violations by 2%.

Strategies:

1. Educate the LAs on program integrity issues and proper procedures for managing violations.
2. Investigate and process fraud reports within a 72 hour period.

VI. Food Funds Management

GOAL 1: Manage food funds to maximize effectiveness.

GOAL1, OBJECTIVE 1: Continually monitor and analyze food costs.

Strategies:

1. Monitor food package costs, inflation and caseload.
2. Monitor food instrument redemption rates
 - a. Analyze trends in non-redemption.
 - b. Work with LAs to increase redemption rates of food instruments.
3. Coordinate with other fiscal units in the Department to review projections of food costs.

GOAL 2: Assure appropriate use of funds by continuing to investigate food instruments that are voided and redeemed.

GOAL 2, OBJECTIVE 1: Decrease the number of double issuances that occur

Strategies: Determine causes and potential solutions to reduce occurrences.

Activities:

- a. Identify the main causes of double issuances.
- b. Develop solutions to prevent the occurrence of these issuances.
- c. Require investigation of each occurrence.
- d. Clarify policy regarding when to reissue food instruments.

VII. Caseload Management

GOAL 1: Increase participation in the Missouri WIC Program.

GOAL 1, OBJECTIVE 1: Partner with the Department of Social Services to increase referrals to the Missouri WIC Program.

Strategies:

1. Obtain contact information for pregnant women and children under the age of five (5) who meet income eligibility criteria for WIC.

Activities:

- a. Obtain contact information for all pregnant women and children under five who currently receive MO HealthNet benefits with income under 185% Federal Poverty Level (FPL).
 - b. Compare data obtained with WIC participants to determine individuals to target for outreach activities.
 - c. Create materials to send for targeted outreach audience.
 - d. State agency will mail outreach materials and provide the LAs with the number of individuals contacted through outreach efforts.
2. Partner with the Department of Social Services to continuously obtain information on new MO HealthNet recipients who meet income eligibility criteria for WIC.

Activities:

- a. Obtain a weekly report from the Department of Social Services of new MO HealthNet recipients who meet income eligibility criteria for WIC.
- b. Compare data obtained with WIC participants to determine individuals to target for outreach activities.
- c. State agency will mail outreach materials and provide the LAs with the number of individuals contacted through outreach efforts.
- d. Continue partnership with the Department of Social Services and explore development of electronic referrals to WIC ongoing.