MISSOURI WIC STATE PLAN - SECTION 1
2019 GOALS AND OBJECTIVES

I: Vendor Management

GOAL 1: Maintain program integrity for authorized retailer management.

GOAL 1, OBJECTIVE 1: By September 30, 2019, improve the efficiency of the retailer monitoring process and assure compliance with United States Department of Agriculture (USDA) requirements.

Strategy:
1. Identify any areas where revisions are needed to improve efficiency in the scheduling of local agency (LA) and retailer monitoring visits and the Electronic Benefits Transfer (eWIC) implementation schedule.

Activities:
   a. Coordinate retailer monitoring with the LA monitoring schedule to maximize efficient use of staff resources.
   b. Schedule retailer monitoring visits by geographical location to maximize travel resources and reduce travel time between retailers.
   c. 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, desk audits, and redemption files.

GOAL 1, OBJECTIVE 2: By December 31, 2018, research and implement revisions to the retailer authorization and monitoring process to ensure compliance with Missouri and USDA eWIC requirements.

Strategy:
1. Identify areas of needed eWIC revisions for Missouri WIC retailers and implement those revisions.

Activities:
   a. Participate in eWIC meetings and trainings conducted by the WIC state agency (SA), USDA, other agency, or contractor.
   b. Review and revise monitoring tools to ensure the inclusion of eWIC requirements and sales transactions.
   c. Utilize test eWIC cards to ensure the correct identification of authorized WIC food items at retailers.
d. Provide a copy of the eWIC Retailer Manual to all authorized retailers to ensure they are aware of any changes to program requirements and compliance as it relates to eWIC in Missouri.
e. Research and submit for approval an amendment to the current WIC Retailer Agreement to include eWIC requirements and procedures.
f. Ensure that retailers in the pilot counties have a finalized amendment to their WIC Retailer Agreement to include eWIC requirements and procedures.
g. Participate in WIC retailer coordinator meetings and training conducted in the Mountain Plains Regional Office (MPRO), other regions, or by USDA. Send appropriate WIC staff to cover the tracks offered.
h. Conduct meetings with WIC retailer stakeholders at least quarterly to ensure information regarding compliance and changes to requirements is provided.

GOAL 2: Improve eWIC retailer readiness for implementation in Missouri.

GOAL 2, OBJECTIVE 1: By December 31, 2018, assist in the development of additional resources and training for retailers to ensure their ability to meet program requirements related to eWIC.

Strategy:
1. Collaborate with the implementation and banking processor contractor to develop materials or informational resources that would benefit retailers in preparation for eWIC.

Activities:
   a. Assist in the development of eWIC information for retailers on the Missouri eWIC website.
   b. Coordinate with SA staff and the implementation and banking processor contractor regarding eWIC printed materials for retailers.
   c. Participate in phone and face-to-face meetings with retailers to provide information regarding the pilot and statewide implementation of eWIC.

Strategy:
2. Ensure that retailers have current equipment and operating specifics for eWIC.

Activities:
   a. Coordinate with SA staff, quality assurance (QA) contractor, and the implementation and banking processor contractor regarding eWIC information and statewide implementation rollout schedule for retailers and the point of sale providers.
   b. Ensure retailers have access to the electronic format of the Missouri Approved Product List (APL) during testing, pilot, and statewide implementation.
c. Coordinate with the implementation and banking processor contractor regarding certification of retailers’ point of sale equipment and determine required point of sale system upgrades.
d. Assist in the identification of retailers without an integrated system.

GOAL 3: Develop and maintain an APL for the Missouri eWIC program.

GOAL 3, OBJECTIVE 1: Prior to the beginning of the eWIC pilot, an APL of Missouri WIC approved food items will be developed.

Strategy:
1. Identify Universal Product Code (UPC) and Product Look Up (PLU) food codes of WIC approved food items for inclusion in the APL.

Activities:
a. Coordinate with retailer stakeholders on the submission of UPCs and PLUs for new, potential, and approved food items.
b. Coordinate with retailer stakeholders on the mapping of UPCs of new, potential, and approved fresh produce for inclusion in the APL.
c. Conduct onsite visits to retailers to gather UPCs and PLUs of WIC new, potential, and approved food items.
d. Coordinate with nutrition group on WIC eligible food items, and APL maintenance in the Missouri WIC Information Network System (MOWINS).
e. Participate in MOWINS testing activities, WebEx, face-to-face meetings, and training.
f. Identify any potential errors and notify data group of findings.
g. Import and enter received and gathered UPC and PLU codes into MOWINS.

II: Nutrition Services

GOAL 1: Improve nutrition services provided in Missouri WIC.

GOAL 1, OBJECTIVE 1: By September 30, 2019, improve the WIC certification process by creating a more participant-centered approach.

Strategy:
1. Using the WIC Nutrition Services Standards and the Participant Centered Services State Assessment (Altarum report), implement a new nutrition assessment model.

Activities:
a. Implement the nutrition assessment tool that was developed and piloted with LA staff in federal fiscal year (FFY) 2018.
b. Develop and implement a documentation tool and template to improve consistency of documentation.
c. Incorporate the new nutrition assessment and documentation tools into training for local professional staff and revise policy and guidance provided to LAs.
d. Revise the role and responsibilities of LA paraprofessional staff to improve service delivery flow and interaction between WIC staff and participants.

GOAL 1, OBJECTIVE 2: By September 30, 2019, ensure that nutrition and breastfeeding education, training, and resources provided are updated and evidence-based.

Strategy:
1. Provide education and resources to LA staff to ensure nutrition and education needs of migrant farmworkers and their families, refugees, and homeless persons are met.

Activities:
   a. Provide session at the Missouri WIC conference on trauma informed care that illustrates the signs of stress that migrant farmworkers, refugees, and homeless individuals may face and how WIC staff can respond to those participants.
   b. Review all nutrition handouts to ensure they meet the educational needs of LAs and consider accommodations for various cultures and languages, including those of migrant farmworkers, refugees, and homeless individuals.
   c. Design the “WIC for Families” webpage to be multilingual.

2. Provide education and resources to LA staff to raise the awareness about the dangers of using drugs and other harmful substances during pregnancy and lactation.

Activities:
   a. At the 2018 Missouri WIC conference in October, have a general session on substance abuse and treatment, including the impact of opioids and hold a breakout session on opioid use during pregnancy and lactation.
   b. Revise the required substance abuse handout with updated information, including the risk of opioid use during pregnancy and lactation.

3. Provide education and networking opportunities for SA nutritionists to ensure staff are knowledgeable on current evidence-based nutrition information.

Activities:
   a. Send two (2) WICNS registered dietitians to the April 2019 Missouri Academy Dietetic Association Annual Meeting in Columbia.
   b. Send one (1) nutritionist to the mid-year and annual Association of State Public Health Nutritionists (ASPHN) meetings 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.
c. Participate in the Missouri Public Health Association (MOPHA) meeting in September 2019 and develop a poster presentation to show services from the Missouri WIC program.

d. Send three (3) SA nutritionists to the National WIC Association Education and training conference in April 2019.

GOAL 1, OBJECTIVE 3: By September 30, 2019, continue statewide marketing campaign to raise awareness, drive enrollment, improve perception of the WIC program, and promote eWIC.

Strategy:
1. Develop an integrated marketing and educational campaign through various methods.

Activities:
   a. Develop a digital campaign using Facebook, Instagram, YouTube, and Google display network to reach eligible participants.
   b. Grow participation in WIC and expand collaboration of services by using radio public service announcements, email marketing, and display advertisements to potential WIC participants, retailers, early childhood centers, and other community partners.
   c. Revise current Welcome to WIC video series to educate current WIC participants on how to use their eWIC card and to promote eWIC to eligible participants.

GOAL 1, OBJECTIVE 5: By September 30, 2019, continue making enhancements to the MOWINS to address changes consistent with USDA nutrition services requirements.

Strategy
1. By September 30, 2019, continue to identify changes needed in MOWINS to ensure nutrition data is collected according to USDA standards.

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

GOAL 1, OBJECTIVE 6: By September 30, 2019 improve the use of special formula in the Missouri WIC program.

Strategy
1. Improve the use of special formula in the Missouri WIC program by streamlining the approval process and providing LA staff with training and resources.

Activities:
b. Develop an e-Learning training on use of special formulas and the approval process for WIC Competent Professional Authority (CPAs) and nutritionists.

GOAL 2: Improve maternal, infant, and child nutrition health status of participants in the Missouri WIC program.

GOAL 2, OBJECTIVE 1: By September 30, 2019, 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 71.1% (2017 state WIC MOWINS reports) to 72.5% by September 30, 2019.
- Increase in the percent of infants participating in WIC who are breastfed at least six (6) months from 18.3% (2017 state WIC MOWINS reports) to 20.5% by September 30, 2019.

Strategy:
1. Enhance breastfeeding support and promotion within WIC through training, partnerships, and LA and SA staff development using evidence-based strategies.

Activities:
   a. Continue training LA staff by providing WIC Basic Breastfeeding training for all LA staff, breastfeeding coordinator training, breastfeeding peer counseling (BFPC) training, and BFPC coordinator 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 LAs that have met the qualifications to become a “Breastfeeding Friendly WIC Clinic” and continue working with other WIC agencies to implement the criteria.
   d. Offer the 18 Hour Basic Breastfeeding Course for WIC staff and health care professionals. This course is a requirement for agencies implementing the breastfeeding WIC clinic criteria.
   e. Expand the BFPC program statewide by having the state breastfeeding coordinator and BFPC coordinator promote the program at district meetings to agencies that do not currently participate.
   f. Increase the number of Missouri “Breastfeeding Friendly Worksites” in collaboration with the Missouri Breastfeeding Coalition. Continue promoting through LAs and health departments to plan events to recognize employers who meet the criteria from 523 to 600.
   g. Increase the number of Missouri “Show-Me 5” Hospitals from 14 to 18 to encourage hospitals to implement the “Ten Steps to Successful Breastfeeding” of the Baby Friendly Hospital Initiative.
h. Collaborate with the Missouri Breastfeeding Coalition to host the fourth annual Mother/Baby Summit.

i. Increase the number of Missouri “Breastfeeding Friendly Childcare” providers in collaboration with the Missouri Breastfeeding Coalition. Through continued support from LAAs and health departments, increase the number of child care providers from 77 to one hundred 100 by planning events to recognize child care providers who meet the criteria.

j. Send the state breastfeeding coordinator to the United States Breastfeeding Committee National Breastfeeding Coalitions Conference in August 2019.

k. Send the state breastfeeding coordinator, nutrition coordinator, and BFPC coordinator to USDA required training on the new WIC breastfeeding and BFPC training curriculum.

III. Information Systems

GOAL 1: Prepare for implementation, pilot, and statewide rollout of eWIC.

GOAL 1, OBJECTIVE 1: Ensure SA staff has the knowledge necessary for successful eWIC implementation.

Strategy:
1. Attend training and meetings to continue to learn about eWIC.

Activities:
   a. Attend monthly WIC Electronic Benefit Transfer (EBT) technical conference calls, as well as smart card WIC SA semi-monthly calls as scheduled.
   b. Attend EBT user group/National WIC Association (NWA) Technology and Program Integrity meetings as scheduled.
   c. Attend EBT Next Gen Conference as scheduled in November 2018.

2. Ensure all resources are prepared for eWIC.

Activities:
   a. Work with the Management Information System (MIS), Maintenance and Operations (M&O) contractor, implementation contractor, and QA contractor to continue testing the smart card interface between the eWIC system and MOWINS.
   b. Create new WIC Operations Manual (WOM) policies and update existing WOM policies to be applicable for eWIC.
   c. Train MOWINS help desk staff on how to resolve eWIC issues.
   d. Ensure all SA staff attend implementation training provided by the contractor for eWIC.
e. Ensure that the Annual Planning Document Update (APDU) is submitted in a timely manner to Food and Nutrition Services (FNS).
f. Determine the order of EBT rollout for the state.

**GOAL 1, OBJECTIVE 2:** Begin user acceptance testing User Acceptance Testing (UAT) of eWIC.

**Strategy:**
1. Begin UAT of eWIC to ensure MIS, interface, and eWIC processor work concurrently.

**Activities:**
   a. Work with M&O, implementation, and QA contractors to ensure that the UAT team is prepared for eWIC testing.
   b. Assign UAT tasks.
   c. Complete all testing including regression testing.
   d. Prepare Go-No-Go report for USDA review.

**GOAL 1, OBJECTIVE 3:** Ensure all preparation has been completed to enable the eWIC pilot.

**Strategy:**
1. Ensure the pilot is ready to begin in February 2019.

**Activities:**
   a. Keep LAs updated on developments to ensure they are ready for pilot.
   b. Assist implementation contractor with training pilot LAs in eWIC procedures.
   c. After receiving USDA approval of the Go-No-Go report, work with M&O and implementation contractors to determine necessary steps to begin the pilot.
   d. Implement the pilot.
   e. Evaluate the pilot and prepare Go-No-Go report for USDA review.

**GOAL 1, OBJECTIVE 4:** Ensure preparation has been done to enable the eWIC statewide rollout.

**Strategy:**
1. Ensure statewide rollout is ready to begin in June 2019.

**Activities:**
   a. Notify affected LAs.
   b. Train LAs in eWIC procedures.
GOAL 2: Sustain MOWINS.

GOAL 2, OBJECTIVE 1: Work with MOWINS users to provide assistance in daily functions.

Strategies:

1. Identify problems, and determine if there are any feasible work-arounds.

Activities:

a. Work with the enhancement contractor to maintain MOWINS.
b. Review help desk call log to identify areas of interest or concern.
c. Provide WIC updates to educate LAs on current MOWINS issues.
d. Arrange for MOWINS training sessions with SAs and LAs based on requested items.

2. Work with the Missouri M&O contractor and the EBT processor contractor to determine any changes to MOWINS needed in order to prepare for and implement EBT.

Activities:

a. Prioritize eWIC enhancements.
b. Analyze results from the database to ensure that releases function as needed for eWIC with input from the UAT team.
c. Coordinate with SUG to have selected enhancements and corrections implemented.

3. Continue to identify and eliminate defects in MOWINS.

Activities:

a. Identify potential defects in MOWINS. Report the issue to the SUG and Change Control Work Group (CCWG) and determine what is necessary to correct the issue.
b. Participate as a member state of the Executive Steering Committee (ESC) 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.
c. Participate as a member of the SUG, ESC, and CCWG and attend in- and out-of-state meetings in order to represent Missouri in the development of SUG solutions, improvement of process efficiencies, identification of goals, and implementation of strategies to meet the goals.

GOAL 3: Maintain program integrity of MOWINS.
GOAL 3, OBJECTIVE 1: By September 2018, initiate training for LA and SA staff to ensure their understanding of MOWINS.

Strategy:
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 especially with regard to eWIC.
c. Update current web-based training information.
d. Ensure release notes are provided for each release and are easily accessible on the website.
e. Update training and training materials as needed when new releases cause changes to MOWINS clinic application.

GOAL 4: Expand reporting capabilities to WIC users.

GOAL 4, OBJECTIVE 1: Provide easier access to create ad hoc reports from MOWINS data.

Strategy:
1. Update WIC users on Catch Intelligence Universe and the ad hoc reporting features available.

Activities
a. Identify steps necessary to grant access to MOWINS data for ad hoc reports.
b. Develop training material for users.
c. Work with UAT task force group to identity problems or suggestions for improvement.
d. Update necessary documents related to Crystal Reports to include the universe feature.

IV: Organization and Management

GOAL 1: Support LAs in evaluating caseload capacity and developing outreach and retention plans.

GOAL 1, OBJECTIVE 1: Examine current outreach activities within LAs (e.g., Head Start partnerships) and assist LAs in implementing a variety of strategies for recruitment and retention.
Strategy
1. Create multiple opportunities to meet with LAs and retailers to share program updates, answer questions, and address issues.

Activities:
   a. Meet quarterly with the Missouri WIC Association board to share information and solicit input on program issues.
   b. Attend quarterly statewide Public Health System Meetings to share information and solicit input on program issues.
   c. Prepare and conduct a presentation at a quarterly statewide Public Health Systems meeting on caseload retention, nutrition service delivery, and Missouri WIC projects.
   d. Participate in meetings at least annually with LA staff in the department districts to share information and listen to issues and concerns facing LAs.
   e. Meet at least semi-annually with the Missouri WIC Retailer Committee to address retailer-related issues and solicit input.

Strategy:
2. Conduct customer service and team building activities and training to improve communication among internal staff, LAs, retailers, and other stakeholders.

Activities:
   a. Conduct a customer service training for SA staff during at least one (1) WIC full staff meeting. The topic selected will be applicable to all SA staff and designed to improve staff communication with LAs and retailers.
   b. Develop a monthly update communication for SA staff to provide an opportunity for coordinated communication about ongoing and upcoming projects across program units.

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

Strategy:
1. By October 31, 2018, Angela Oesterly and Lisa Ivy will participate in the MPRO WIC Directors meeting in St. Louis, Missouri. The WIC director, Assistant Bureau Chief, and any other staff (e.g., vendor coordinator, assistant WIC director, and nutrition coordinator) will attend as requested.
2. By March 31, 2019, participate in the NWA Leadership Conference in Washington, DC. Send the WIC director, assistant WIC director, and nutrition coordinator to attend the conference.
3. By May 31, 2019, participate in the 2019 NWA Annual Conference. Send a minimum of four (4) WIC staff to attend the conference and cover the four (4) training tracks offered.
4. By September 30, 2019, send Rita Arni to the NWA Board Meetings to represent the MPRO SAs. There are four (4) required quarterly Board Meetings during the year. Rita
will also attend NWA conferences held in conjunction with NWA Board Meetings to serve in Board Member Capacity, not to be included as one of the MO WIC SA staff attending.

5. Send appropriate staff (e.g., director, retailer manager, operations manager, and nutrition manager) to USDA training, as requested by USDA.

**GOAL 2:** Identify and address opportunities for improvement in WIC activities within the SA.

**GOAL 2, OBJECTIVE 1:** Identify opportunities for measurable improvement of WIC SA and LA activities.

**Strategy:**

1. Continue the development of a Continuous Quality Improvement (CQI) process.

**Activities:**

a. Conduct monthly meetings of the CQI team.
b. Employ evidence-based CQI methods for improving public health systems.
c. Revise a WIC-specific template to outline the process for conducting and reporting on a Plan-Do-Study-Act (PDSA) cycle addressing identified areas for improvement.
d. With input from CQI team representative of staff from every unit, continue to identify areas of improvement for increasing efficiency and effectiveness across the WIC SA.
e. Implement the CQI process and report outcomes to WIC SA staff at full staff meetings.

**Strategy:**

2. Analyze and apply data from the Department of Social Services (DSS) to estimate potential caseload by area and provide reports to local agencies regarding percent of potentially eligible individuals served.

a. Collaborate with DSS to obtain routine reports identifying the number of individuals receiving income-based services by county.
b. Utilize data to compare caseload trends (e.g., Medicaid, TANF, SNAP, WIC).
c. Prepare periodic reports to provide to LAs detailing caseload trends by county to identify areas for improvement.

**V. Nutrition Services and Administration (NSA) Expenditures**

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

**GOAL 1, OBJECTIVE 1:** 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.
VI. Food Funds Management

GOAL 1: Manage food funds to maximize effectiveness.

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

Strategies:
1. Monitor food package costs, inflation, and caseload.
   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.

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.
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. Compare data obtained with WIC participants to determine individuals to target for outreach activities.
   b. Create materials to send for targeted outreach audience.
   c. Obtain a monthly report from the Department of Social Services of new MO HealthNet recipients who meet income eligibility criteria for WIC.