

Massachusetts WIC Program Fiscal Year 2022 Goals & Objectives

ADMINISTRATION & MANAGEMENT

The overall Administration & Management goal is to provide leadership within the WIC Nutrition Program to maximize the quality and effectiveness of WIC service delivery across Massachusetts. The primary objectives for FY22 are:

- I. To continue progress toward full funding—as provided for in the 1993 Massachusetts Childhood Hunger Relief Act—by improving program infrastructure, management and participant access to services.**
 - A. Continue to maintain and enhance Eos to incorporate necessary modifications, including new requirements, enhancements and other state IT projects to improve service access, nutrition education, operations, health-related programming and evaluation, and data for nutrition and health surveillance.
 - B. Continue to support WIC EBT to reduce to the stigma of WIC participation at the retail vendor level and increase WIC's knowledge about participant food purchases.
 - C. Continue to monitor and enhance local program nutrition services and program performance, emphasizing quality as integral to program operations and excellent participant services.
 1. Monitor the performance management system to engage in effective quality improvement at local programs, emphasizing health and operations outcome measures.
 2. Review and improve local program productivity to increase and maintain participation, ensure effective, efficient program operations, and improve outcomes.
 3. Monitor and evaluate local WIC programs, providing technical assistance and taking follow up action, as needed.
 - D. Continue to support and strengthen participant-centered nutrition service delivery through the provision of ongoing training and technical assistance to local program staff.

E. Assist in attaining statewide assigned service level of 117,516 participants.

1. Utilize the Caseload & Funding Allocation Methodologies—including the annual WIC Needs Assessment and standards for clinic location, staffing and other program operations—to allocate caseload and related support funding to local programs and continue to reflect community needs.
2. Continue social marketing activities, including the use of Facebook, Geofencing, Twitter, Instagram and content marketing, to maximize program participation as part of the ongoing statewide multicultural public awareness campaign in support of local program outreach and continued expansion of access to WIC.
3. Facilitate coordination of WIC participant services—emphasizing cross referrals and outreach activities at the state and local levels and utilizing local program community coordinators—with other program services in the Nutrition Division, other programs in the DPH Bureaus of Family Health & Nutrition and Community Health Access & Promotion, Immunization, and Lead Poisoning Prevention as well as the Departments of Transitional Assistance, Early Education, Agricultural Resources, and Children and Families and the Division of Unemployment Assistance. Include community nutrition programs serving the maternal and child health populations such as Head Start, Early Intervention and Maternal and Child Health Nutrition.
4. Coordinate data sharing to improve outreach and referrals between WIC and other Bureau of Family Health & Nutrition programs, other DPH maternal and child health programs, and with the MassHealth/Medicaid, SNAP and school meal programs.
5. Continue to strengthen WIC relationships with clinicians and managed care plans, the MassHealth/Medicaid Program, and statewide child care, welfare and immigrant organizations to provide opportunities for increased referrals to WIC and coordinated, comprehensive health care for participants.

F. Continue analysis, policy development, cost containment and monitoring of the implementation of and any updates to the federal Food Package Rule.

1. Continue to collaborate with other states in the New England & Tribal Organization (NEATO) to monitor the infant formula rebate contract, with effective dates from October 1, 2021 to September 30, 2024.

- G. Continue to focus on customer service at local WIC programs to address participant recruitment and retention issues and enhance access to services.
 - 1. Utilize Participant Satisfaction and other survey results and ensure satisfaction survey is conducted annually.
 - 2. Provide technical assistance to local WIC programs on staff deployment, site hours and location and other clinic management issues.
 - 3. Utilize the Operations Workgroup and WIC Vendor Advisory Council to ensure participant satisfaction with the WIC shopping experience.
 - 4. Continue to monitor the WIC shopping experience through the WIC Participant Survey and make changes to the vendor policies and procedures, as needed.
 - 5. Continue to provide support for technologies to increase participant retention such as appointment reminders via text and smart-phone compatible WIC-approved food app.
- H. Continue to enhance The Learning Center (TLC) programming to ensure standard application of policies and procedures and quality services at local programs.

II. To enhance communication with participants, local programs and other WIC constituencies to ensure participation and community centered services.

- A. Solicit input from, and exchange of information with, local programs to ensure continuation of effective working relationships between local programs and the state office.
 - 1. Continue task forces, work groups and regular Local Program Business Meetings.
 - 2. Include local programs in nutrition service initiatives, social marketing activities, quality improvement, and other initiatives and projects.
- B. Utilize the statewide WIC Advisory Council and other groups to provide a forum for ongoing review, advice and informational activities and promote a positive image and greater public awareness for the Program.

1. Coordinate planning for and implementation of WIC Advisory Council meetings to secure input on WIC operations and provide a supportive voice within the community.
 2. Implement Council recommendations as appropriate and provide staff support in development and communication of Council activities
- C. Continue working with the Vendor Advisory Council to gain input on improvements and revisions to vendor management systems and activities.
- D. Maintain the WIC Medical Advisory Board to attain clinical input on WIC operations and a supportive voice within the medical community.
- E. Sponsor a biannual statewide WIC training conference for local and state staff, advocates and interested individuals.
- F. Maintain a list serve and newsletter for all local agency staff to enhance communication between the state office and the WIC workforce.
- G. Ensure full utilization of two-way texting to keep families engaged in WIC for the duration of their eligibility.

III. To assure the effective management of the state office staff.

- A. Continue to evaluate state office and program unit structure and assignment of responsibilities to maximize operational efficiency and effectiveness. Revise as necessary.
- B. Continue collaboration with, and coordination among, program units to ensure information sharing and the integration of activities.
- C. Carry out annual performance evaluations for all state office managers and staff, and review and upgrade state office management and staff positions as possible.
- D. Hire staff in alignment with the Department's Human Resources policy and Diversity and Inclusion guidance to fill funded vacancies as they occur.
- E. Continue All Staff Meetings to foster communication and highlight activities and achievements.

IV. To participate in Bureau of Family Health & Nutrition planning processes and project activities and in Departmental cross-cutting initiatives.

- A. Engage in routine Bureau Leadership meetings to ensure ongoing communication and sharing among MCH-serving programs and services.
- B. Participate in Bureau and Departmental Racial Equity taskforces, workgroups and learning sessions.

V. To direct and coordinate issue and policy analysis on state and federal WIC issues, providing technical assistance, as needed.

- A. Track, review, and assess state and federal policies, regulations, legislation, and funding, as they affect WIC.
- B. Respond to inquiries from state and federal administrators, legislatures, DPH, the public and other parties concerning WIC and nutrition issues.

VI. To provide leadership to—and participate in—WIC Program educational, informational, policy, and other activities at the national and regional levels.

- A. Attend and contribute to USDA Northeast Regional Office (NERO) meetings including WIC Directors, Nutrition Coordinators, Breastfeeding Coordinators and Special Formula calls.
- C. Engage routinely with the National WIC Association, via service on the Board or Committees and by participation in webinars and national conferences.

FISCAL

The overall Fiscal goal is to maximize utilization of available funds and ensure timely and accurate receipt, disbursement and accounting of all funds used to support program services throughout Massachusetts. The primary objectives for FY22 are:

I. To monitor and project food costs and participation in conjunction with other program units to provide optimal nutritional benefits at a reasonable cost.

- A. In light of the continued uncertain economic climate, track monthly food expenditures, funds, infant formula rebates, and participation and adjust components to assure maximum participation within funding parameters. Make projections using available data tracking systems.
- B. Maintain enhanced automated food cost and participation projection programs.
- C. Collaborate with other program units to develop WIC participation projections.
- D. Develop and present projections reflecting potential changes in food costs, inflation, participation, and funding by looking at detailed food redemption data.
- E. Prepare reports that summarize fiscal year food cost experience in aggregate and by food type, place the experience in the context of previous experience, forecast food costs, and highlight monitoring issues for the future.
- F. Continue to balance food costs with participant food choices.
 - 1. Collaborate with other program units on formula and food package development issues and changes.
 - 2. Work with other program units to administer, analyze, and report on the annual Participant Satisfaction Survey.
 - 3. Collaborate with Nutrition Services, Operations and Systems to follow food item activities and cost containment strategies in other states, implementing and integrating appropriate changes, as needed.

II. To manage federal grants and ensure proper, timely disbursement of funds for services.

- A. Continue to monitor transfer and reconciliation of the draw down of federal funds.
- B. Continue to prepare timely and accurate 798 reports and other reports for federal grants.
- C. Provide technical assistance to vendors regarding billing policies and procedures and monitor billing.

III. To maintain and enhance local program purchase of service system for continuity and quality of nutrition and program services and other operations.

- A. Collaborate with DPH Purchase of Service (POS), DPH Accounting Office, Executive Office of Health & Human Services (EHS) and other program units to continue the use and enhancement of Enterprise Invoice Management (EIM) for all local programs.
 - 1. Provide follow-up contact with all local programs to ascertain appropriate and timely submittal of invoices, amendments requests, and any additional information required by EHS.
 - 2. Facilitate good working relationship with EHS and local programs in regard to continued EIM issues.
- B. Collaborate with other program units to monitor the performance contracting measures for local programs, emphasizing health and management outcomes.
- C. Collaborate with all units to develop and implement SFY22 contract amendments.
 - 1. Maintain, update, and run Caseload Allocation with data from the annual Needs Assessment and monthly Total Caseload Management (TCM).
 - 2. Coordinate with Operations, Nutrition Services, and Systems on local program budget issues such as site locations, staffing patterns, salary levels, office and computer equipment, and programming.

3. Establish preliminary contract amounts for each local program based on assigned caseload, the funding methodology, and one-time special needs.
 4. Participate in budget negotiations with each local program.
 5. Finalize contract amounts for each local program within the parameters of total state and federal funding.
- D. Provide technical assistance to local programs on financial and contractual issues affecting WIC services, as needed. Conduct fiscal in-services for local program managers, focusing on accurate budget preparation, effective and appropriate use of resources, funds accountability, and contractual processes.
- E. Work with DPH POS to ensure WIC contractors continue to meet the requirements for local program contracts.
- F. Approve, monitor, and analyze state FY22 local program contract budgets, obligations and expenditures.
1. Maintain and utilize computerized budget and expenditure reports and analyses of local program budgets and expenditures by programmatic category. Review data with, and make recommendations to, Nutrition Services, Operations and Systems.
 2. Conduct state FY22 local program staffing survey each quarter. Provide data to program review team and fiscal review staff for use in local program contract negotiations.
 3. Conduct fiscal reviews of local program contracts as required in the USDA/FNS/NERO Expenditure Validation Review per OMB Super Circular requirements. Coordinate reviews with program management evaluations.
- G. Monitor the completeness and accuracy of time studies. Provide technical assistance, as needed.
- H. Solicit input from and exchange information with local programs through meetings of local program work groups and other committees.

IV. To collaborate with other program units to implement full funding and the Massachusetts Childhood Hunger Relief Act.

- A. Provide resources and strategies to enhance fiscal activities to accommodate participant needs.

- B. Continue to participate in planning, initiatives, and other activities.
- V. To participate in Bureau of Family Health & Nutrition planning processes and project activities and in Departmental cross-cutting initiatives.**
- VI. To collaborate with Systems, other WIC units, BFHN Office of Data Translation unit, other DPH programs, and external partners on utilization of WIC data.**
 - A. Provide updated Needs Assessment information to local WIC agency executives, program directors and other interested individuals.
 - B. Assist with any data requests, as needed.
 - C. Facilitate any Public Record Request that are received, ascertaining those responses are given in the timeframe required by law.
- VII. To collaborate with other program units on the organization, management, implementation, and review of ongoing operational activities and projects.**
 - A. Collaborate with Systems and other program units to upgrade Eos to incorporate any new and necessary modifications and enhancements. Track, monitor, and modify, actual and planned expenditures for computer programming, equipment, and software.
 - B. Collaborate with Systems and other units to implement enhanced document storage capabilities at the state office as well as the local programs. This will involve the purchase of the needed software licenses as well as scanners and other needed equipment.
 - C. Review the centralized ordering of materials and supplies to ensure it continues to meet the needs of the Program as well as facilitate the timing of purchases and payment in accordance with the requirements of Department of Public Health (DPH) and the Office of the Comptroller.
 - D. Collaborate with other program units on preparation and distribution of fact sheets, publications, and other informational materials.

VIII. To manage the infant formula rebate contract and related processes in collaboration with other program units.

- A. Liaison with the New England and Tribal Organizations (NEATO) members to manage and implement the infant formula rebate contract with Abbott Laboratories, effective October 1, 2021, to September 30, 2024.
- B. Analyze new federal regulations and guidelines, develop, and implement new or revised policies, procedures, and reports, and modify tracking systems, as needed.
- C. Maintain the account billing system for infant formula rebate and tracking methodology for receipt and expenditure of these dollars for federal and state reporting purposes – reporting expenditures based on receipts of rebate funds.
- D. Collaborate with Nutrition Services to monitor issuance of standard contract, non-contract, and exempt formulas on an ongoing basis.
- E. Collaborate with Operations to monitor vendor prices on contract infant formula and prepare analysis of infant formula purchase trends.
- F. Work with Nutrition Services and Operations to monitor the introduction of any new products to the manufacturer's infant formula product line and identify the impact on rebate revenues and changes to rebate products. Develop work plans and manage changes impacting WIC units, as needed.

IX. To participate in planning and implementation of any statewide WIC training conference.

X. To maintain internal systems for recording and projecting state office fiscal activities and modify, as necessary.

- A. Work with DPH Budget, POS and Accounting offices to continue monthly analyses of expenditures and allocations, adjusting budget and operations, as necessary.
- B. Maintain automated WIC accounting system.
- C. Coordinate with Systems in maintaining property management and inventory control procedures.

- D. Enhance written operating procedures for state office fiscal contracting and purchasing activities and include in the Program Manual (PM) as needed.

XI. To coordinate state office administration activities.

- A. Coordinate state office personnel activities.
- B. Coordinate state office space, phone needs, and maintenance issues.

XII. Monitor all lease agreements.

- A. Coordinate all lease issues with DPH Central Services and the landlord at The Learning Center, ensuring that space is ready for implementation of new lease effective January 1, 2022, to December 21, 2032. This may involve the ordering and purchasing of new equipment, moving and possible temporary storage cost, and recycling cost among others.
- B. Coordinate all lease issues regarding space for the Distribution Center. Current lease expires April 15, 2022. Will work with DPH Central Services to secure a possible extension to lease for an additional 5 years.

XIII. Collaborate with other units to analyze, develop policy, plan, and act on any proposed changes to the Food Package Rule.

- A. Monitor all costs associated with the implementation of adding new food and benefits that may be required as a part of any Revised Food Package Rule.
- B. Perform analysis of cost containment for adding new foods or making any food package changes, as needed.

NUTRITION SERVICES

The overall Nutrition Services goal is to improve the nutritional health of women, infants and children through the delivery of culturally appropriate, effective, high-quality nutrition services. The primary objectives for FY22 are:

I. To oversee the delivery of nutrition services that are responsive to WIC participants.

- A. Provide consultation and technical assistance to the local program management team, senior nutritionist, program director, and nutrition staff in the planning, provision, and evaluation of nutrition services. Provide technical assistance in partnership with formal training opportunities for new senior nutritionists.
- B. Coordinate activities of the Nutritionists' Work Group to solicit input and feedback from and exchange information with local program staff for the planning, provision, and evaluation of WIC nutrition services.
- C. Provide local programs with technical assistance to expand and strengthen participant-centered nutrition assessment, counseling, and education as well as provide culturally appropriate nutrition services utilizing emotion-based techniques to enhance positive behavior outcomes.
- D. Ensure that motivational interviewing training and technical assistance are available regularly to local programs.
- E. Collaborate with The Learning Center (TLC) to provide new staff training to nutritionists, senior nutritionists and CPAs; continuing education opportunities including online training modules; orientation to programmatic and service delivery changes; and technical assistance related to specific nutrition service components identified as part of the Local Program Evaluation (LPE) process.
- F. Develop educational activities, training materials, and collaborative tools to promote healthy weight through nutrition education and physical activity initiatives for WIC participants.
- G. Coordinate activities of the Nutrition Education Task Force to develop creative ideas, strategies, and tools that are culturally appropriate and participant-centered to facilitate active and meaningful learning by WIC participants. Review and revise existing nutrition education materials to reflect local program needs and emotion-based participant-centered services. Evaluate the design, translation, and dissemination of nutrition education materials (both print and

online) to maximize participant access and minimize waste.

- H. In collaboration with TLC, develop and offer training opportunities to promote staff cultural competency and ability to identify culturally-specific health beliefs, nutrition practices and other key elements among various ethnic groups and communities in Massachusetts.
- I. In collaboration with TLC, develop and offer training opportunities for nutrition staff on advanced nutrition topics.
- J. Ensure equitable access to WIC services by improving language and images in nutrition education materials and participating in the activities of the Diversity and Inclusion Task Force.
- K. Provide local programs with support in the statewide implementation of the WIC Developmental Monitoring Program, and evaluate project application and outcomes to determine program effectiveness.
- L. Support the implementation and ongoing facilitation of *The Happiest Baby* parent discussion groups, either in person or virtual, at local WIC programs to support parental understanding of baby behavior and its impact on feeding.
- M. Provide ongoing training and technical assistance to local program staff on the use of Eos. Integrate feedback from Eos users and state staff for recommendations for improvements to the health and nutrition components of the system (Eos 2.0).
- N. Update and revise the Nutrition Services sections of the Program Manual (PM) in response to pertinent new federal regulations, FNS instructions and guidance, updates to Massachusetts WIC service standards, and any new state initiatives or guidance. Provide technical assistance to local program nutrition staff on state policies, procedures, reports, and materials, as needed.
- O. Support local agencies in recruiting quality nutrition staff.
- P. Provide local program staff, state office nutrition staff, and internal and external partners with monthly updates (*Research Bytes*) on published scientific findings relevant to the health, well-being, and nutrition education of WIC participants.
- Q. Support maintenance of nutrition credentials and knowledge of current nutrition science through a variety of continuing education opportunities and reimbursement support for credential renewal.

- R. Expand the WICSmart online nutrition education system for low-risk children and older infants, support telephone counseling as an option for follow-up WIC nutrition appointments, optimize the incorporation of telehealth into WIC clinic operations, and provide continued technical assistance to local programs to better meet the needs of participants through alternatives to traditional nutrition education methods.
- S. Promote safe sleep practices among WIC participants and ensure that safe sleep guidance is incorporated in to breastfeeding promotion efforts.
- T. Support local programs engaged in the Good Food Project initiative through technical assistance, continued resource development, and ongoing training opportunities, including virtual cooking demonstrations.
- U. Provide technical assistance and consultation to local programs on formulas and monitor special formula issuance and redemption monthly.
- V. Collaborate with TLC to update the special formula component of new staff training.

II. To enhance state and local program breastfeeding promotion, and support efforts to improve breastfeeding rates and duration among new WIC mothers.

- A. Monitor state and local program breastfeeding initiation, duration and exclusivity rates and trends. Breastfeeding data is captured through the Eos administrative data set. Baseline data for breastfeeding initiation is 78.1%, breastfeeding at 3 months is 43.8% (14.3% exclusively) and breastfeeding at 6 months is 33.7% (12.2% exclusively). A state target rate of 48% for breastfeeding at 3 months is one of the five metrics monitored for our Top Five performance monitoring system.
- B. Provide technical assistance and consultation to local programs and monitor the implementation of breastfeeding promotion and support activities.
- C. Manage the implementation of the Loving Support Enhanced Breastfeeding Peer Counseling grant activities to support, enhance, and expand local program breastfeeding peer counselor services.
- D. Provide orientation to new local program breastfeeding coordinators in their role as managers of the Peer Counselor program.
- E. In collaboration with the WIC Breastfeeding Promotion Task Force, develop and

implement breastfeeding education activities and materials to promote and support breastfeeding among WIC participants.

- F. Collaborate with TLC to provide basic and advanced breastfeeding trainings for local program staff.
- G. Collaborate with TLC to maintain training and nutrition education components of the WIC TLC website.
- H. Collaborate with TLC to provide Secrets of Baby Behavior training to all WIC staff and Happiest Baby to selected WIC staff to promote parental understanding of normal newborn behavior and positive feeding outcomes.
- I. Continue to communicate and collaborate with health care providers, the medical and public health communities, and other partners in promoting WIC as a breastfeeding program.
- J. Continue to align Massachusetts WIC nutrition education materials and counseling guidance with the Baby-Friendly Hospital Initiative standards for prenatal breastfeeding education and immediate postpartum breastfeeding support.
- K. Provide technical assistance and consultation on breastfeeding promotion and support to BFHN, other programs within DPH, and other state and local agencies as requested.
- L. Participate in the Massachusetts Breastfeeding Coalition, the Massachusetts Baby-Friendly Hospital Collaborative, the Vital Village Network, and, funding permitting, the MotherBaby Summit to implement statewide strategies to promote and support breastfeeding.
- M. Collaborate with different divisions within DPH as well as other external partners to support hospitals through technical assistance and training in achieving the Baby-Friendly Hospital designation, actively promoting WIC as a key resource in the process.
- N. Support maintenance of breastfeeding credentials and knowledge of current lactation management practices through a variety of breastfeeding continuing education opportunities and reimbursement support for credential renewal.
- O. Manage systems for maintaining electric breast pump loan programs at local WIC programs including hospital grade breast pumps to WIC mothers of very low birthweight infants who cannot access them through health insurance.

- P. Plan integration of the WIC Breastfeeding Curriculum in to related breastfeeding training for nutrition staff and peer counselors. Collaborate with the Marketing Unit to maintain the social media platforms developed as part of the USDA Campaign "Learn Together. Grow Together" which was conducted in collaboration with the University of Nevada, Reno (UNR).
- Q. Implement and support the WIC and Regional IBCLC Demonstration Project to provide clinical supervision of peer counselors.

III. To monitor the provision of quality nutrition services through implementation of quality assurance systems.

- A. Collaborate and coordinate with Operations and Policy, Marketing & Training Units to:
 - 1. Evaluate 50% of local programs to assess compliance with Massachusetts WIC Program Service Standards. Monitor statewide findings from evaluations.
 - 2. Conduct a Local Program Evaluation (LPE) Survey to obtain feedback from staff on the LPE process.
 - 3. Review and revise service standards and the LPE process, procedures, and forms.
 - 4. Provide training, consultation, technical assistance, and follow-up to all local programs as needed.
 - 5. Review, plan and implement local program staff deployment strategies to assist in maximizing efficiency of program operations and services.
- B. Collaborate with other program units to implement and monitor the Massachusetts WIC performance management system for local programs, emphasizing nutrition goals and health and management outcome measures.
- C. Collaborate and coordinate with Systems, Fiscal, the Office of Data Translation, and other appropriate programs in BFHN on the: 1) PRAMS (Pregnancy Risk Assessment Monitoring System) survey; 2) distribution of WIC System nutrition reports and sharing of the biennial Participant & Program Characteristics Report; 3) analyses of longitudinal pediatric and pregnancy data collected via Eos queries; and 4) collection and analysis of the Participant Satisfaction Survey. Increase data sharing among local WIC programs as well as with BFHN.

IV. In collaboration with other program units, oversee the availability and utilization of WIC food benefits.

- A. In collaboration with Operations and Fiscal, monitor food package issuance to aid in food cost management activities and monitor the use of contract and special formula to ensure maximum rebates and optimal coordination with MassHealth. Provide technical assistance to local programs as needed.
- B. In collaboration with Operations and Systems, coordinate activities necessary to implement changes in WIC food items, food packages, special medical formulas, types of formula, and product packaging. Inform local program staff, participants, and medical providers of changes to ensure appropriate nutrition services. Provide technical assistance to local programs as needed.
- C. In collaboration with Operations and Systems, participate in policy development, planning, report design, data analysis, mobile application (WICShopper) design, and any additional action steps required for ongoing utilization of the WIC Card and efforts to improve utilization of WIC benefits by participants.

V. To collaborate with other programs and health care providers to ensure the provision of quality nutrition services and referrals.

- D. Collaborate with birth hospitals, community health centers, Growth & Nutrition, Early Intervention, the Massachusetts Department of Children and Families, and Head Start Program nutrition staff to ensure coordinated nutrition services and referrals.
- E. Collaborate and integrate with maternal and child health programs within BFHN and other DPH programs and services, such as breastfeeding, perinatal health and home visiting, oral health, diabetes, birth defects prevention, violence and injury prevention, substance use, wellness promotion, and obesity prevention initiatives.
- F. Collaborate and coordinate with other health and social service providers and programs, such as the Department of Transitional Assistance, UMass Extension Nutrition Education Program, and Project Bread to provide coordinated nutrition and health services, education materials, and referral information.
- G. Collaborate with other program units and the Massachusetts Department of Agricultural Resources in the planning and provision of the Farmers' Market Nutrition Program.

- H. Plan and facilitate meetings of the WIC Medical Advisory Board to obtain clinical input on WIC nutrition services and a supportive voice within the medical community. Implement and communicate Board recommendations as appropriate.
- I. Collaborate with other program units to strengthen WIC relationships with clinicians and the MassHealth/Medicaid Program to provide opportunities for increased coordination of health care, referrals, and nutrition services.
- J. Collaborate with other FNS programs to achieve mutual nutrition education goals.
- K. Collaborate with Operations, Systems, Policy, Marketing & Training, and BFHN staff on the planning, implementing, monitoring and evaluation of nutrition performance standards of the MCH Block Grant.
- L. Collaborate with colleges, universities, dietetic internships, and local WIC programs in the training, placement, and recruitment of nutrition students; provide mentorship and oversight to students and interns placed at the State WIC Office.
- M. Collaborate with the Massachusetts Act Early Team to plan and facilitate regional meetings for public health staff (WIC, EIP, Head Start, DCF) and early childhood providers to promote CDC's Act Early Campaign and to provide regional support to attendees.

VI. To collaborate with other program units and agency partners on the organization, management, implementation and review of ongoing service delivery activities and projects.

- A. Collaborate with other program units to implement full funding and appropriate sections of the Massachusetts Childhood Hunger Relief Act.
- B. Continue to participate in utilization of Caseload & Funding Allocation Methodologies, including standards for staffing, siting and other program operations, as needed.
- C. Collaborate with other program units to review local program contracts and amendments with regard to local program staffing, salary levels, and budgeting for nutrition services, making recommendations as needed. Participate in local program contract negotiations and discussions.
- D. Solicit input from and exchange information with local programs through Local

Program Training & Business Meetings, Local Program Work Group meetings, and the Training Advisory Group. Participate in WIC Advisory Council and Vendor Advisory Council meetings.

- E. Collaborate with other program units in the preparation and distribution of fact sheets and other informational materials.
- F. Collaborate with other WIC and DPH units on the review, approval, implementation, and monitoring of research studies involving the WIC Nutrition Program.
- G. Collaborate with other program units and other states in the region to implement and monitor the infant formula rebate contract.
- H. Collaborate with other program units to update and distribute the WIC time study and the WIC Participant Survey.
- I. Collaborate with Policy, Marketing & Training, and Operations to develop content for the Massachusetts WIC website, Facebook page, Twitter and Instagram feeds, Pinterest boards as well as Search Engine Optimization (SEO) articles.
- J. Participate in Bureau of Family Health & Nutrition (BFHN) planning processes, project activities and Departmental cross-cutting initiatives.
- K. Collaborate with the Department of Transitional Assistance and the Department of Agricultural Resources to support the implementation of the Healthy Incentives Program (HIP).
- L. Collaborate with MassHealth and the Bureau of Community Health and Prevention to implement the nutrition component of the ACO Flex Services initiative.
- M. Collaborate with Coordination to enhance the delivery of nutrition services and referrals to participants who are experiencing homelessness.
- N. Collaborate with Coordination to increase the capacity of local programs to provide information and referrals related to substance use for participants and caregivers.
- O. Collaborate with other WIC and DPH units on activities related to the racial equity initiative, including the areas of procurement, staff support and recruitment, data analysis and program development and implementation.

- P. Collaborate with other WIC units to increase the capacity of local programs to increase awareness of adverse childhood experiences and to provide trauma-informed WIC services.

OPERATIONS

The overall goal of Operations—consisting of Local Program Operations, Health & Human Service Coordination, and Vendor Systems—is to assure the provision of appropriate, quality services to all WIC participants from initial contact at the local program level through to cost efficient, effective and user-friendly food delivery at local retailers. The primary objectives for FY'22 are:

I. To support quality, participant-centered services.

- A. Collaborate with other program units on the review of pertinent new federal regulations, FNS instructions and guidance, and development and implementation of new or revised policies, procedures and reports. Update Program Manual (PM), as needed, and submit revisions for USDA approval.
- B. Collaborate with Fiscal, Nutrition Services, and Policy, Marketing & Training to provide technical assistance to local programs on state policies, procedures—especially quality assurance—reports, and materials, as needed. Provide technical assistance and follow-up on issues with local programs, as needed.
- C. Collaborate with other program units to develop and implement state FY'22 contract amendments for local WIC programs.
 - 1. Participate in contract negotiations and discussions on issues such as caseload, sites, staffing patterns, staff deployment, performance management targets, and salary levels for local program budgets.
- D. Solicit input from, and exchange information with, local programs through Local Program Training & Business Meetings, Local Program Workgroup, Operations Workgroup, Reopening Ad Hoc Committee, and other committees. Participate in the WIC Advisory Council, Medical Advisory Board, WIC Vendor Advisory Council, WIC Training Advisory Group, and Community Coordinator meetings.
- E. Collaborate with Administration and Management, Fiscal, Nutrition Services, and Policy, Marketing & Training to visit local programs bi-annually to enhance communications and promote state staff visibility at local programs.
- F. Identify and implement strategies to enhance family engagement efforts to support WIC program planning and improve the participant experience.

II. To increase participant access to WIC services.

- A. Focus on customer service and continue to provide technical assistance to local programs on the establishment of new sites, relocation of sites, hours of operation, and staff deployment.
 - 1. Collaborate with Nutrition Services on use of a staff deployment tool to assist local programs in maximizing efficiency of program operations and services.
 - 2. Collect and monitor participant access to services during non-standard clinic hours, including lunchtime, evenings, and Saturday hours.
 - 3. Collaborate with Nutrition Services, Systems and Policy, Marketing and Training to ensure access to WIC services for applicants submitting an online application.
- B. Collaborate with Nutrition Services to ensure WIC services are accessible and tailored to diverse populations.
- C. Collaborate with Nutrition Services to develop protocols and policies to bring WIC services to eligible populations residing in homeless shelters.
 - 1. Provide WIC's Homeless Policy to local agencies to share with the homeless shelters and to ensure that shelters are informed about the policy for accommodating homeless WIC participants, according to federal regulations.
- D. Collaborate with Nutrition Services to develop a system and protocols for contacting recently certified participants to solicit feedback on their overall certification appointment (intake, nutrition, and benefits) and shopping experience. Provide consultation and technical assistance response to identified challenges or issues.
- E. Coordinate with Fiscal to continue to offer services for individuals with limited English proficiency who require interpreter services to ensure access to WIC certification processes.
- F. Collaborate with Nutrition Services to ensure the use of Teletask for automated appointment reminders, missed appointment notifications, and real time, two-way conversational text messaging at all local programs.
- G. Coordinate with Systems to ensure participant services by maintaining systems for participants to set their PIN for WIC Cards and change/unlock

their PIN for existing cards remotely.

III. To enhance, assist, monitor, and evaluate the provision of quality participant services.

- A. Collaborate and coordinate with other program units to monitor and evaluate at least 50% of local programs to assess compliance with Massachusetts WIC Program service standards. Provide consultation and technical assistance responsive to identified needs.
- B. Revise the Local Program Evaluation (LPE) protocols and provide training to local program staff regarding the LPE process.
- C. Provide technical assistance to local programs conducting a self-evaluation.
- D. Provide technical assistance to any local programs that do not achieve a compliance score of 94% as part of their FY'22 contractual obligation to satisfactorily meet the Massachusetts WIC's performance standards. Facilitate the resolution of outstanding program deficiencies.
- E. Collaborate with other program units to maintain a database of findings resulting from the local program evaluations.
- F. Respond to participant inquiries and complaints. Work with local programs to resolve issues.
- G. Collaborate with other program units to develop, analyze and report on the Participant Satisfaction Survey, including recommendations for enhancement of program services.
- H. Coordinate activities of Operations Workgroup to solicit input and feedback, exchange information with local program staff for planning, provision, and evaluation of WIC services. The Operations Workgroup will identify barriers to participation; develop effective strategies to keep participants connected to the program and increase enrollment in the program for the duration of their categorical eligibility.
- I. Coordinate with The Learning Center to ensure training modules support uniform application of policies and procedures and provide standards for quality assurance.
- J. Collaborate with Nutrition Services, Systems, Policy, Marketing, & Training to provide opportunities for best practice sharing at local program level.

IV. To collaborate with other program units to maintain performance management outcomes.

- A. Collaborate with Nutrition Services to support the performance management system and provide technical assistance applying Plan-Do-Study-Act (PDSA) cycles, testing new change ideas on a small scale and sharing what is learned in reaching performance measure targets.
- B. Provide guidance to the community coordinators on utilizing the Plan, Do, Study, Act (PDSA) model to evaluate new outreach initiatives designed to enhance programs' ability to meet caseload-related goals as part of performance management.
- C. Monitor the performance management system to improve program operations and service delivery at local programs, emphasizing health and management outcome measures. Provide quarterly and annual results to local programs to help identify specific barriers or strategies for improvement.
- D. Review and improve local program productivity to increase and maintain participation, ensure effective, efficient program operations, and improve outcomes.

V. To building coordination and referral networks within DPH and with other state agencies.

- A. Facilitate coordination of WIC participant services—emphasizing cross referrals and outreach activities at state and local levels—with Head Start/Early Head Start, Department of Children and Families (DCF), Department of Early Education & Care (EEC), Department of Elementary and Secondary Education (DESE), Department of Housing and Community Development (DHCD), Division of Transitional Assistance (DTA), Division of Unemployment Assistance (DUA), and maternal and child health services in other DPH bureaus and programs such as the Refugee and Immigrant Health Program, HIV, AIDS, and Substance Abuse, Childhood Lead Poisoning Prevention Program (CLPPP), Immunization, and Violence and Injury Prevention.
- B. Collaborate with other program units to maintain memorandums of agreement between the Department of Public Health/WIC and the Division of Transitional Assistance, and MassHealth, to share and/or receive applicant/participant data.

1. Collaborate with MassHealth/Medicaid to maintain a system for coordination, a data-sharing agreement, and a procedure for obtaining names and addresses of women and children not currently enrolled, but potentially eligible for WIC.
 2. Collaborate with the Division of Transitional Assistance (DTA) and Systems to maintain an exchange of data between WIC and the Supplemental Nutrition Assistance Program (SNAP) to increase participation in these programs.
 3. Continue quarterly text message outreach to SNAP and MassHealth members, who are pregnant or less than five years of age, to inform them of their adjunctive eligibility for WIC benefits.
 4. Collaborate with Childhood Lead Poisoning Prevention Program to analyze trends and identify the incidence of elevated lead values among the WIC population by city/town or service area.
 5. Collaborate with MIP and utilize the MIIS Registry to assess immunization data for WIC participants.
 6. Continue to collaborate with the Massachusetts Head Start Association and individual Head Start Grantee agencies to monitor the Memorandum of Agreement (MoA) to ensure the coordination of care for families enrolled in both the WIC and Head Start/Early Head Start programs.
- C. Collaborate with Nutrition Services to continue to strengthen WIC relationships with clinicians and managed care plans statewide.
1. Continue to liaison with clinicians and provide technical assistance to local programs to enhance their professional relationships with clinicians.
 2. Continue to strengthen contacts with medical associations and managed care plans, especially in regard to outreach and referrals.
- D. Maintain and enhance WIC's relationship with the MassHealth/Medicaid Program to provide opportunities for increased referrals to WIC and coordinated, comprehensive healthcare for participants.

1. Provide MassHealth with updated information regarding WIC benefits and eligibility criteria.
 2. Participate in Massachusetts Health Care Training forums, consisting of representatives of Managed Care Organizations that provide services to MassHealth members.
 3. Continue quarterly text message outreach to new MassHealth members who are pregnant or less than 5 years of age to inform them of their adjunctive eligibility for WIC.
 4. Coordinate with MassHealth to ensure that Medicaid is the primary payer of special or prescription formulas for individuals enrolled in both WIC and Medicaid.
- E. Collaborate with Domestic Violence Screening, Care, Referral, and Information Program (DVSCRIP) to maintain and support domestic violence screenings at local WIC programs.
- F. Continue to liaison with statewide agencies—including DCF, EEC, DTA, DHCD, and DESE—to enhance the awareness of WIC services to potential eligible families.
- G. Maintain liaison with organizations involved in immigration and public assistance issues to obtain updated information and assess its potential impact on WIC participants. Inform WIC staff about changes in immigration and public assistance policies affecting WIC participants and disseminate information, as appropriate, to immigrant groups to encourage utilization of WIC services.
- H. Continue to provide and update information and income eligibility requirements regarding SNAP, TAFDC, Boston Healthy Start Initiative, Department of Revenue (DOR) Child Support Enforcement, and MassHealth/Medicaid to local programs for distribution to WIC applicants and participants.
- I. Continue collaboration with the Secretary of State - Elections Division to carry out federal motor voter registration regulations at local programs.
- J. Collaborate with the Department of Public Health's Division of Health Access - Oral Health to disseminate pertinent information from the Perinatal Oral Health Guidelines for women and children.
- K. Collaborate with Nutrition Services, Childhood Lead Poisoning Prevention

Program, and medical providers on strategies to ensure accuracy of information given to WIC participants on lead poisoning screening and prevention.

- L. Continue to collaborate with the Boston Public Health Commission's Childhood Lead Poisoning Prevention Program (CLPPP) to ensure that children without appropriate lead screening or with elevated lead levels residing within the City of Boston are contacted by a CLPPP case manager to ensure appropriate medical and abatement services.
- M. Collaborate with Nutrition Services to continue to monitor statewide the use of non-invasive hemoglobin screening at all local programs.
- N. Collaborate with industry representatives to ensure the equipment to perform non-invasive hemoglobin screenings is available and appropriately utilized. Coordinate training on appropriate procedures for performing non-invasive hemoglobin testing.
- O. Collaborate with Nutrition Services to continue the Referral and Family Support Project to strengthen the referral process and ensure participants are accessing social service referrals.
 - 1. Explore funding opportunities to expand the Family Support Coordinators at local WIC agencies to improve the WIC program referral system and support participant access health and human service programs.
 - 2. Facilitate quarterly meetings to exchange information with and solicit input from Family Support Coordinators.
 - 3. Provide trainings and in-services to enhance professional skills.

VI. To conduct outreach, in-reach and coordination activities.

- A. Perform technical assistance and training activities with local program community coordinators.
 - 1. Facilitate quarterly meetings to exchange information with and solicit input from community coordinators.
 - 2. Provide community coordinators with updated resource/contact lists and suggestions for local coordination activities, providing assistance as needed.

3. Monitor the web-based Community Coordinator Database System designed for community coordinators to manage outreach contacts and activities.
 4. Replace the Coordination & Outreach Manual (COM) to incorporate relevant Coordination and Outreach information in the Program Manual.
 5. Collaborate with The Learning Center (TLC) staff to revise and enhance the community coordinator new staff training.
 6. Provide in-services for community coordinators for ongoing skill building.
 7. Identify retention activities to strengthen the communication with WIC participants about their eligibility with particular focus on current enrollment status and recertification.
 8. Continue to support and provide technical assistance to community coordinators with outreach and in-reach activities.
 9. Prepare and disseminate coordination updates to local WIC programs and other interested parties.
- B. Continue to enhance coordination efforts with organizations providing services to migrant workers and Native Americans and provide information and technical assistance to community coordinators for follow up at the community level.
 - C. Continue to enhance coordination with DTA regional staff to ensure referral services to WIC are strengthened.
 - D. Collaborate with other program units to update and distribute the Clinician Booklet which highlights pertinent information for outreach to healthcare providers. Continue to provide technical assistance to community coordinators on building and maintaining provider relationships.
 - E. Collaborate with Policy, Marketing, and Training to provide updates to the WIC website.

VII. To collaborate with Systems, other WIC units, Bureau of Family Health & Nutrition, BFHN Office of Data Translation, other DPH programs, and external partners on utilization of WIC data.

- A. Collaborate with other units to review, evaluate and enhance current reports, and develop new reports, as needed.
- B. Collect and analyze WIC administrative data to determine patterns in participation and redemption and to develop strategies to improve operational outcomes.
- C. Collaborate with Nutrition Services, Systems, and Bureau of Family Health & Nutrition staff to complete the MCH Block Grant report and application for FY22.
- D. Collaborate with other WIC and DPH units on review and approval of research and other studies utilizing confidential WIC Program data.
- E. Collaborate with the Massachusetts Center for Birth Defects Research and Prevention conducting outreach to women who have children with birth defects and invite them to participate in the National Birth Defects Prevention Study.
- F. Collaborate with Systems to review and respond to data requests from local programs and other agencies or organizations.

VIII. To support the attainment of the Massachusetts Department of Public Health (MDPH) Immunization Program goal: age-appropriate immunization for 90% of WIC infants and children.

- A. Collaborate with the Massachusetts Immunization Program (MIP) to ensure newly hired WIC staff have access to the Massachusetts Immunization Information System (MIIS) Registry to view immunization histories of WIC participants and to provide assessments, education, and referrals.
- B. Monitor local program immunization rates for the percent of children up-to-date with the 4-3-1-3 series at 24 months.
- C. Collaborate with other program units, the Division of Health Access, medical providers, and the MDPH Immunization Program to provide training and resources to local programs to assist with planning and implementing immunization activities. Monitor activities and provide technical assistance, as needed.
- D. Distribute monthly immunization status reports to local programs and the MDPH Immunization Program.

- E. Prepare and disseminate immunization updates to local WIC programs and other interested parties.
- F. Maintain liaison and development activities with immunization partners such as the MDPH Immunization Program, Massachusetts Immunization Action Partnership (MIAP), and the Massachusetts Chapter, American Academy of Pediatrics.

IX. To maintain benefit and participant accountability systems.

- A. Provide technical assistance to local programs on developing and maintaining quality assurance systems.
- B. Maintain systems for provision and tracking of WIC Card inventory at local programs. Provide follow-up with local programs, as needed.
- C. Collaborate with DPH Legal Counsel, Office of State Auditor (OSA) Bureau of Special investigations (BSI) and local programs on the investigation and resolution of any potential participant fraud cases. Revise and implement procedures, as necessary.
- D. Monitor correspondence for receiving and responding to complaints of WIC participants and vendor fraud.
- E. Maintain and enhance systems and tools to improve benefit redemption rates for full value of WIC food, and/or formula prescriptions.
- F. Monitor and respond to social media postings (Facebook, Craigslist, and several smartphone applications (apps) for potential WIC formula or foods exchanged for cash or other items.

X. Collaborate with Help Desk staff to answer, document, and triage local program calls on benefits and program issues.

- A. Resolve problems or make appropriate referrals to other program units.
- B. Document Operations Unit's calls and solutions to problems.
- C. Provide technical assistance on program and benefit issues, as necessary.

XI. To monitor vendors through application of computer-assisted analysis and program compliance surveillance, inventory audits, identify high-risk vendors, investigate 5% of all high-risk vendors, and take action on identified program

non-compliance through warnings, sanctions, and disqualifications.

- XII. Collaborate with DPH Legal Counsel and local programs on the investigation and resolution of any potential vendor fraud cases. Revise and implement procedures, as necessary.**
- XIII. To review new federal vendor regulations, revise or develop new policies and procedures for statewide implementation, and update policies, as needed.**
- XIV. To identify authorized vendors annually or within six months after authorization, to determine whether or not the vendors are above-50-percent vendors, utilizing appropriate vendor supplied documentation of gross food sales and redemption data from SNAP and WIC sales and exclude them from the program.**
- XV. Collaborate and coordinate with other program units to monitor and evaluate at least 50% of local programs to assess vendor compliance with MA Program service standards. Provide consultation and technical assistance responsive to identified needs.**
- XVI. Provide technical assistance to local programs on accessing and completing the Local Program Site Visit Review forms for Food Vendors and Pharmacies electronically for submission to the Vendor Unit. Provide the vendor or pharmacy with an electronic copy of the site visit review.**
- XVII. To enhance, assist and evaluate local program operations and participant services with regard to retail stores to improve the participant retail experience.**
 - A. Continue to utilize the Vendor Training Module to assist local programs in vendor management operations.
 - B. Participate in The Learning Center (TLC) training sessions to review and update training modules to ensure the uniform application of policies and procedures and provide standards for quality assurance.
 - C. Collaborate with the retail vendor community, local program staff, and participants to enhance customer service satisfaction for WIC participants.
 - D. Collaborate with retailers to increase the ability of WIC participants to use self-checkout to complete their WIC purchases.
 - E. Collaborate with the National WIC Association, CDP/FIS and retail store staff

to work on potential processes and requirements for a phased approach that will ultimately allow on-line ordering and curbside pick-up and delivery options for WIC participants to complete their WIC purchases.

- F. Collaborate with Washington State WIC to apply for the Gretchen Swanson Nutrition Center Online Ordering Grant. The goal of this project is to work toward establishing recommendations for the implementation of processes that allow WIC participants to use online ordering with online transactions or in-person transactions to receive their groceries
- G. Collaborate with Systems and other units to continue to follow-up on WIC Card retail transactions that present challenges/issues to ensure appropriate resolutions for participant redeeming benefits
- H. Continue to enhance guidance and support to local program staff with regard to retail store training procedures.
- I. Coordinate activities of the Operations Workgroup to develop creative and innovative solutions to improve participant/vendor experiences, improve vendor training conducted by local programs promoting customer service, and improve gaps in training participants on how to purchase their WIC benefits.

XVIII. To continue to promote program relationships and communications with the WIC retail store vendor community.

- A. Solicit input from and exchange information with the retail vendor community and associations, including chain store contacts, the Massachusetts Food Association, and the WIC Vendor Advisory Council.
- B. Continue Vendor staff visibility throughout the retail vendor community, through ongoing networking with appropriate associations, retail stores, and assistance to local programs.
- C. Maintain cooperative working relationships with the Latino retail vendor community.
- D. Maintain the WIC retail vendor newsletter that includes upcoming events, federal and state information, positive news, and highlights of program and retail vendor activities. Collaborate with other program units on the preparation and distribution of fact sheets and other informational materials.

- E. Maintain enhanced retail vendor training, including sessions conducted in Spanish, on the WIC Vendor Agreement, WIC Card processing, WIC approved foods, and minimum inventory requirements.
- F. Ensure consistency in retail vendor training by requiring retailers to utilize all applicable vendor materials as part of their staff training protocol.
- G. Collaborate with Policy, Marketing and Training to provide updates to the retailer section of the DPH WIC website.
- H. Collaborate with Systems to enhance vendor participation and streamline the vendor application process by providing the retailers with the ability to complete and submit the Vendor Application electronically.

XIX. To monitor and coordinate cost containment issues in collaboration with other program units.

- A. Monitor pricing of WIC food items at WIC retail stores in collaboration with other program units.
- B. Review and analyze new federal regulations and guidelines on cost containment issues.
- C. Implement cost containment strategies for WIC food items and/or prescriptions in response to food cost inflation and/or budget constraints. Make changes to the WIC Food Guide, as necessary. Monitor implementation of cost containment strategies in other states, as needed.
- D. Collaborate with Fiscal to track existing and develop new cost management strategies by utilizing information from the food cost projection system and related systems.
- E. Continue collaboration with other states in the New England & Tribal Organization (NEATO) regarding Abbott Laboratories infant formula rebate contract services with effective dates from October 1, 2021 to September 30, 2024. Assist Fiscal and Nutrition in implementing and monitoring the contract.
- F. Collaborate with other program units on revisions to approved food items, food prescriptions, and new types of formula, can sizes, and other food cost initiatives.

- G. Provide training and other required activities to ensure implementation of approved revisions.

XX. In collaboration with other program units, oversee the availability of WIC foods and food prescriptions.

- A. In collaboration with Nutrition Services and Systems, implement revisions to WIC foods and food prescriptions, as needed.
- B. In collaboration with Nutrition Services, monitor food prescription issuance to aid in food cost management activities.
- C. In collaboration with Fiscal and Nutrition Services, monitor use and availability of contract and non-contract infant formula to ensure maximum rebates.
- D. Review and evaluate eligible WIC foods for incorporation into the Massachusetts WIC Approved Food List. Collaborate with other program units to coordinate activities necessary to implement changes.

XXI. To collaborate with other program units to implement full funding and the Massachusetts Childhood Hunger Relief Act.

- A. Continue to participate in utilization of Caseload & Funding Allocation Methodologies, including standards for staffing, sites, and other program operations, as needed.
- B. Track active caseload of each local program to assess monthly progress towards assigned caseload. Prepare charts for presentation of information to local program staff, WIC Advisory Council, and other interested parties.
- C. Track and monitor monthly caseload trends for programs with adjunctive eligibility, identified as MassHealth, TAFDC, and SNAP.
- D. Track and monitor trends from Online Applications, including quarterly MassHealth and DTA texting initiatives.
- E. Work with other units to focus on customer services and address recruitment, retention, service, and operational issues at the local program level.

XXII. To collaborate with other program units on the organization, management, implementation, and review of ongoing and new activities and projects.

- A. Work with Systems and other program units to upgrade Eos to incorporate necessary modifications, including new requirements and enhancements and other state IT initiatives, to improve service access, nutrition education, vendor management, operations, health-related programming and evaluation, and data for nutrition and health surveillance.
- B. Participate in Bureau of Family Health & Nutrition planning process and project activities and in Departmental cross-cutting initiatives.

XXIII. Collaborate with USDA, the National WIC Association and other states WIC Programs (through the EBT Users Group meetings) to track current trends in EBT delivery approaches.

XXIV. To collaborate with Administration & Management on disaster preparedness.

- A. Review local program Continuity of Operations Plans (COOP) to ensure plans address a variety of possible emergency situations and local program emergency response including preparedness, response, and recovery of services as well as minimize disruption of WIC services.
- B. Provide consultation and technical assistance to local programs to plan for continued WIC services (essential functions and operations) to participants and/or potentially eligible individuals with the threat of an impending or actual emergency.
- C. Update and revise the sections of the Program Manual (PM) Disaster Preparedness chapter and Continuity of Operations Plans (COOP), as needed.
- D. Collaborate with all Units to implement administrative and participant-facing procedures to ensure ongoing access to WIC services and benefits in times of emergency or disaster.

POLICY, MARKETING & TRAINING

The overall goal of Policy, Marketing & Training—consisting of cross-unit federal, state and local policy work, marketing, collaboration with Community Coordination, and The Learning Center (TLC)—is to increase participation in the WIC Nutrition Program through sound and effective policy, public awareness activities, community-based coordination, and the provision of training and development activities to new and existing local program staff. The primary objectives for FY22 are:

I. To collaborate with Administration & Management, Operations, Nutrition Services, Fiscal, and Systems to implement full funding and appropriate sections of the Massachusetts Childhood Hunger Relief Act.

- A. Maintain the statewide WIC Advisory Council to provide a forum for ongoing review, advice, and advocacy to the Program, and to promote a positive image and greater public awareness on behalf of WIC.
- B. Continue with social marketing activities as part of ongoing public awareness campaigns to maximize program participation.
- C. Collaborate with Systems and Bureau of Family Health & Nutrition (BFHN) Office of Data Translation to conduct and analyze the WIC Needs Assessment to assess community service needs.
- D. Collaborate with Administration & Management, Operations, and Fiscal to utilize WIC Needs Assessment information in the Caseload Allocation Methodology and policy decisions.
- E. Collaborate with other program units to develop and implement state FY22 contract and local program amendments. Participate in discussions on local program issues.
- F. Conduct a public hearing to review the annual state plan.

II. To direct, coordinate, and conduct issue and policy analyses on state and federal WIC issues, program operations and activities, providing technical assistance, as needed.

- A. Monitor and assess state and federal policies, legislation, and funding as they affect WIC policy, operations, and activities.
- B. Respond to inquiries from state and federal administrations, legislatures,

DPH, the public, and other parties concerning WIC.

- C. Collaborate with other program components to develop and update WIC fact sheets for significant program activities.
- D. Participate in other WIC educational and informational activities at the national level.

III. To support quality, participant centered services.

- A. Solicit input from and exchange information with local programs through Local Program Business Meetings, Local Program Work Group meetings, and other committees.
- B. Collaborate with other program units and local WIC programs to focus on customer service and to address participant recruitment and retention issues.
- C. Provide local program nutrition staff with continued support and training on Motivational Interviewing techniques.

IV. To maintain the statewide WIC Multicultural Public Awareness Campaign to support outreach and expand access to, and participation in WIC.

- A. Develop new items, including materials for specific populations, to complement existing GOOD FOOD and A WHOLE LOT MORE materials and incorporate social marketing themes to assist local outreach activities.
- B. Update other program materials, incorporating the GOOD FOOD and A WHOLE LOT MORE theme and reinforcing program image.
- C. Continue WIC's social media efforts driving the public to the Mass WIC online pre-application on mass.gov/wic.
- D. Continue to coordinate with DPH Vital Records and Statistics on the monthly 'newborn mailing' of WIC and immunization information to new Massachusetts parents.
- E. Continue to coordinate and streamline printing, ordering, and inventory processes to increase efficiency and effectiveness.
- F. Provide technical assistance and support to other program units on

multimedia efforts, as needed.

V. To conduct outreach and coordination activities.

- A. Perform liaison and technical assistance activities with local program community coordinators.
 - 1. Participate in quarterly meetings to exchange information with, and solicit input from, community coordinators.
 - 2. Collaborate with Operations to improve effectiveness of meetings.
- B. Provide training and technical assistance to new and experienced community coordinators.
 - 1. Collaborate with Operations to revise and enhance community coordinator new staff training.
 - 2. Provide in-services for community coordinators for ongoing skill building.
- C. Collaborate with other program units to update and distribute the healthcare provider outreach kit, as well as to provide technical assistance to community coordinators on building and maintaining provider relationships.
- D. Prepare and maintain local program fact sheets including funding, sites, staff and participant statistics.

VI. To insure proper and timely disbursement of materials and supplies to local programs.

- A. Work with other program units on centralized ordering and inventory of materials and supplies, ensuring use of approval processes.
- B. Collaborate with fiscal and other program units to maintain efficient distribution activities at the Northborough location.
- C. Maintain communication channels with the WIC Distribution Center to ensure availability of materials and supplies.

VII. To collaborate and coordinate on program, outreach and media activities within DPH and the Bureau of Family Health & Nutrition.

- A. Collaborate and coordinate with DPH and BFHN staff on media service

needs and joint initiatives, providing technical assistance, as needed.

VIII. To collaborate with MassIT and the Communications Team at DPH on the maintenance of the new Mass.gov website.

- A. Continue to work with EHS to keep updated information and materials on the Mass WIC website.
- B. Continue to collaborate and coordinate with Nutrition Division staff on improvements and updates to the Massachusetts WIC website, www.mass.gov/wic.

IX. To collaborate with other program units on the organization, management, implementation, and review of ongoing operational activities and projects.

- A. Collaborate with Systems and other program units to upgrade Eos to incorporate necessary modifications, including new requirements and enhancements, and other State IT projects.
- B. Collaborate with other program units to analyze and provide comments on changes to WIC federal policy.
- C. Work with other program units to implement and monitor the performance management system to improve program management and service quality at local programs, emphasizing health, and management outcome measures.
- D. Collaborate with Nutrition to plan and promote MassWIC social media initiatives.
- E. Collaborate with other program units to produce the WIC newsletter.
- F. Collaborate with EHS Web team and other units to respond to inquiries received through the mass.gov website.
- G. Collaborate with other units to monitor the impact of the WIC Card on the redemption of WIC foods.

X. To participate in the Bureau of Family Health & Nutrition planning processes and project activities and in Departmental cross-cutting initiatives.

XI. To continue to implement new staff training curricula at The Learning

Center (TLC), and plan and design additional training events for FY22.

- A. Collaborate with Operations, Nutrition Services, Systems, and Fiscal to continue to review and revise the new staff training curriculum, training modules and lesson plans to incorporate new program policies and initiatives, as needed.
- B. Conduct regularly scheduled training sessions for all new local program staff to enable the majority, if not all new local program staff, to complete their new staff training before the end of their probationary periods (generally 3 months).
- C. Continue to provide each local program with an evaluation tool providing feedback to local program managers which assesses the comprehension and performance of the trainees.
- D. Continue to provide, and update as needed, the New Staff Training (NST) Guidelines so that new staff understand and are aware of the expectations for NST attendees prior to attending training. Review with staff on-site during day one welcome and announcements.
- E. Continue to implement other training sessions to enable local program staff to receive additional training on specific issues as identified by local program staff, supervisors, local program evaluation team, and TLC trainers.
- F. Refer management staff to the Management and Leadership training platform to further assist local program managerial staff in strengthening and developing their leadership skills.
- G. Collaborate with other units of the WIC state office, state agencies, educational institutions, and training organizations to provide inservices for local program and state office staff for knowledge and skills development and to provide CEUs.
- H. Collaborate with the Nutrition Unit to provide 'Secrets of Baby Behavior' training to all WIC staff to promote understanding of normal newborn behavior and how it relates to infant feeding. Continue working and collaborating on the development of a 'Healthy Weight' training curriculum and module for both nutritionist and paraprofessional staff.
- I. Continue collaborating with the ongoing 'Introduction to Motivational

Interviewing' training as well as half day 'Counseling Workshop' using prerecorded sessions with clients.

- J. Continue to collaborate with Texas WIC utilizing their Breastfeeding Management program training for all Nutrition staff, until such time as we are allowed to train larger size groups.

XII. To collaborate with Nutrition Services to update CPA I & II modules, as needed, to incorporate any changes in policies and procedures in the provision of nutrition education and services to be used as training resources.

- A. Use the CPA I and CPA II modules as training tools along with semi-annual in-services and on-the-job training to prepare nutrition assistants for CPA I status and then to advance to CPA II.
- B. Work with local program senior nutritionists to ensure that the on-the-job training components of CPA I & CPA II curriculum are completed in a timely manner.

XIII. Work collaboratively with Systems, Nutrition Services, Operations, and Ciber to maintain the training components of Eos.

- A. Coordinate with Ciber to maintain the training database in order to have more flexibility in developing/revising the training curriculum and database, as needed.
- B. Work with Ciber, Nutrition Services, Operations, and System units to continue to provide local program staff with all the Eos trainings needed for their specific job responsibilities.
- C. Continue to coordinate with Ciber and the project management team regarding identified training issues that need to be resolved.

XIV. To continue to work with the TLC Training Advisory Group (TAG) to identify training needs of local WIC program staff, and to revise, develop, and implement training programs to meet those needs.

- A. Collaborate with other program units to assess and identify training needs through local program self-evaluations, local program evaluations, and other quality assurance activities conducted and to provide training to address those needs.

- B. Work with TAG to plan and implement a trainings needs/assessment survey and to provide training on those topics that are listed as high priority.
- C. Continue to review, update and maintain the WIC Library and TLC website.
- D. Continue to provide exit interviews for all staff who would like to participate and provide feedback to increase understanding about the high turnover rate at WIC.
- E. Continue to facilitate the local program staff per diem pool by accepting applications from staff and sharing them with local programs seeking per diem staff.

XV. To enhance existing computer and information systems for TLC.

- A. Collaborate with Systems to upgrade TLC software programs, as needed.
- B. Collaborate with Operations, Nutrition Services, Systems, and Fiscal Units to develop web based online training and enhance communication methods.

XVI. Provide and promote online learning for local program staff.

- A. Continue to provide online customer service training and leadership and management modules to local program staff.
- B. Provide opportunities for local program staff to attend training webinars on topics that are relevant to their job responsibilities.
- C. Continue to offer as many CPA 1 & CPA 2 classes in virtual settings as practical to allow staff who want to be involved yet are limited by the commute and the time it takes to travel to TLC an opportunity to participate.
- D. Continue to offer Lunchtime Learning Lounge monthly sessions on a virtual basis to give staff an opportunity to participate, learn and explore topics of interest in an easier virtual platform during their lunchtime break right in the comfort of their offices.

XVII. To promote WIC as a career choice for nutrition professionals.

- A. Collaborate with Nutrition Services, appropriate agencies, and educational institutions to promote WIC as a career choice.
- B. Continue to post vacancy announcements and make appropriate referrals to local and state WIC programs when appropriate.
- C. Continue to encourage staff to participate in the Per Diem Pool by making sure that all staff are aware of the pool when they come to New Staff Training and then make sure staff who are leaving have the opportunity to fill out the per diem form if they would like to continue working for WIC in some capacity.
- D. Continue to guest lecture virtually at Framingham State University both in the spring and fall to promote WIC as a career choice.

XVIII. Collaborate with Fiscal, Division of Capital Assets Management (DCAM), and any other required program units to ensure adequate leased space for operations, the completion of repairs, upgrades, and maintenance of the leased facility for The Learning Center and the Northborough Distribution Center operations, as needed.

- A. Collaborate with DCAM on site selection for the WIC Learning Center.
- B. Integrate Systems staff into the Northborough facility

XIX. Participate in new initiatives and other special projects, as needed.

- A. Oversee and coordinate University of Nevada Reno Breastfeeding Grant activities.
 - 1. Direct and coordinate the statewide breastfeeding social media campaign.
 - 2. Work with the six pilot programs to implement the breastfeeding campaign
 - 3. Complete the grant final report and make recommendations for future actions

SYSTEMS

The overall goal of Systems -- consisting of Eos Operations and Maintenance, Desktop and Network Support, Help Desk, and Field Services -- is to provide timely and accurate data on WIC participants, food benefits, and funds to facilitate quality nutrition services, program management, accountability and planning. Computer systems that are used to accomplish this goal include: the EHS Virtual Gateway platform, DPH Network Area Storage system, WIC Eos System, WIC Direct System, Central Database System, Vendor Management System, The Learning Center LAN, The Learning Center Training Systems, and the Local Program LANs. The primary objectives for FY22 are:

- I. To upgrade Eos to incorporate necessary modifications, including new requirements and enhancements.**
 - A. Coordinate with other program units for requirements, timelines, and rollout schedules.
 - B. Confirm that upgrades are accomplished in coordination with other program units.
 - C. Coordinate with TLC staff and MIS project teams on the continued upgrade of TLC training systems for Eos.
 - D. Identify and incorporate any upgrades to interfaces with Virtual Gateway, Massachusetts Immunization Program, and WIC Direct.
 - E. Coordinate with Operations on any modifications to DPH race/ethnicity data collection standards for federal reporting purposes.
 - F. Coordinate with Eos maintenance provider to monitor and modify, if necessary, protocols and procedures for emergency and routine maintenance tasks.
 - G. Collaborate with Eos maintenance provider and Virtual Gateway team to ensure the stability of the Eos hosting platform.
 - H. Upgrade DEV, ST, QA and Prod EHS environment versions of WebLogic and Oracle databases.
 - I. Begin planning for the implementation of Eos 2.0, a complete upgrade of the look and feel of Eos as well as the system architecture.

- J. Begin the planning for and implementation of document storage software called OnBase which will allow for digital upload and storage of participant documents in Eos.

II. To maintain smooth operation of all WIC systems, including software and equipment at local programs, the state WIC office, The Learning Center, and at EHS.

- A. Review daily processing and output of all WIC systems to ensure that state office and local program processing needs are met.
- B. Manage Help Desk operations. Provide Help Desk assistance to local program staff regarding daily operation procedures and support of computer systems. Provide immediate technical support and resolution of calls.
- C. Monitor and maintain communication links between local programs and state office.
- D. Provide technical and application support to local program and state office staff.
- E. Prepare local program sites for installation, upgrade, replacement, maintenance, and movement of hardware and software as required for new and relocated sites.
- F. Modify programs and systems documentation, as needed.
- G. Maintain inventory of state WIC office and local program IT equipment and provide information to Fiscal unit.
- H. Monitor overnight operations of the Eos production system.
- I. Review Help Desk hours, including coverage on Saturdays and during evenings, based on number of sites open and call volume during these times.
- J. Collaborate with EHS to implement new production jobs and to test disaster recovery procedures.

III. To maintain Eos and associated WIC computer systems in collaboration with other program units.

- A. Collaborate with other program units on necessary changes to satisfy state or federal requirements.
- B. Collaborate with other program units on updates and revisions to system tables, including food prescriptions, food categories and subcategories, income, zip code, and risk, as needed.
- C. Collaborate with Operations vendor staff on any enhancements to VMS.
- D. Collaborate with TLC staff and IT project teams on any update to TLC training systems.
- E. Upgrading the reporting environment to support the most recent version of the report designer software.
- F. Upgrade reporting environment versions of WebLogic and Oracle database to match current EHS production.

IV. To maintain and upgrade hardware and software at the state office, TLC, and local WIC programs.

- A. Update local program computer equipment inventory at every visit and ensure that inventory for all equipment is not older than 2 years.
- B. Ensure that local programs WAN equipment is running at peak performance.
- C. Ensure that local programs maintain proper internet bandwidth.
- D. Upgrade computer hardware and software at TLC and state office, as required.
- E. Replace obsolete equipment at local programs as necessary. Ensure that proper procedures are followed for disposal of obsolete equipment.
- F. Upgrade DPH and local program application, operating system, and hardware security where appropriate.
- G. Plan, implement, and monitor expenditures for computer hardware and software.
- H. Provide integration advice and policy for local program LAN administrators, as needed.

- I. Support and maintain users and equipment at TLC and state office.
- J. Build and maintain a disaster recovery site at TLC for Eos reporting.
- K. Increase the use of Internet mail by local programs.
- L. Configure and rollout new Windows 10 desktops and laptops at the local programs.
- M. Upgrade WAN equipment at the local programs.

V. To participate on DPH, EHS and MassIT committees to set technology standards for the Department.

- A. Collaborate with DPH, EHS, and MassIT personnel for department wide email.
- B. Collaborate with DPH, EHS and Verizon on the use of Virtual Private Networks (VPN) within WIC.
- C. Collaborate with DPH, and EHS personnel for continued development of the Unified Process methodology of software development.
- D. Participate in the DPH and EHS IT Program Management Office (PMO) for software development and deployment governance.

VI. To develop and maintain systems and operational documentation.

- A. Develop and maintain user guides and technical documentation including the documentation in the Online Documentation Library and documentation for the WIC Eos system.
- B. Update the Program Manual (PM), as necessary.

VII. To collaborate with other program units, local programs, DPH bureaus, other Massachusetts agencies, USDA/NERO, and Centers for Disease Control & Prevention (CDC) to provide data extraction and reports from the WIC databases.

- A. Collaborate with other program units on evaluation of at least 50% of local programs, providing site visit reports, self-evaluation reports, technical assistance, and consultation responsive to identified needs.

- B. Develop, analyze, and provide data and reports for local programs and other agencies and individuals.
- C. Collaborate with other program units on issues involving local program contracts and capacity for program and nutrition services.
- D. Collaborate with Operations, Nutrition Services, and BFHN Office of Data Translation to bring in-house the datasets associated with Pregnancy & Pediatric Nutrition Surveillance System (PNSS and PedNSS) or similar data and reports.
- E. Collaborate with the BFHN Office of Data Translation to support and provide WIC data for the WIC Needs Assessment, PRAMS, PELL and various research projects, as needed.
- F. Collaborate with Nutrition Services on extraction of data and completion of questionnaires for the biennial Participant & Program Characteristics Report.
- G. Collaborate with other program units on programming and reports regarding participant recruitment and retention as well as benefit redemption issues at the local program level.
- H. Collaborate with other program units on maintenance and monitoring of the WIC Card processor contracts.
- I. Collaborate with other program units to develop and implement data sharing initiatives with related programs, including SNAP, MassHealth and other BFHN programs, to improve coordination and referrals.
- J. Work with Operations and Nutrition Services regarding data necessary to monitor and evaluate utilization of Medicaid as the primary payer of special or prescription formulas for persons enrolled in both WIC and Medicaid.

VIII. To represent Massachusetts WIC and Systems at meetings and conferences and to exchange technical expertise relevant to the operation and interests of Massachusetts WIC, DPH, NERO, other states' WIC programs, USDA, and other entities.

- A. Participate in Local Program Training & Business, Local Program Work Group, and other task force and work group meetings.

- B. Coordinate IT project teams comprised of staff from Systems and other program units.
- C. Participate in meetings and technical seminars organized or required by USDA/NERO.
- D. Collaborate with USDA and other states' WIC Programs through the EBT Users Group meetings to track current trends in EBT delivery approaches.
- E. Collaborate with other states on technical issues, as needed.

IX. To collaborate with other program units on the organization, management, implementation, and review of ongoing operational tasks and projects.

- A. Participate in BFHN planning processes and activities and in Departmental cross cutting initiatives.
- B. Collaborate on planning and implementation of the annual statewide WIC training conference.
- C. Collaborate with other program units to review and enhance Caseload & Funding Allocation Methodologies analysis, as needed.
- D. Collaborate with other program units to implement and maintain the revised performance contracting system, emphasizing health and program management outcomes.
- E. Collaborate with Fiscal, Operations, and Nutrition Services on planning, developing and implementing food package changes and food cost containment strategies.
- F. Participate in analysis, policy development, planning and implementation of cost containment strategies.
- G. Participate with other program units to monitor and implement system changes for the infant formula rebate.
- H. Maintain systems for the infant formula rebate contract and provide data for modification and auditing of the contract, as needed.
- I. Make updates to systems and documentation resulting from changes to infant formula and other food packages.

X. To ensure that administrative and personnel tasks are completed in a timely and accurate manner.

A. Administration:

1. Prepare System Unit components of State Plan Review and Goals & Objectives.
2. Submit reports and other documents in accordance with USDA guidelines.

B. Personnel & Staff Development:

1. Perform EPRS and Technical Pay reviews in accordance with DPH, EHS, and Commonwealth of Massachusetts policy and procedures.
2. Complete hiring of vacant Systems personnel slots, as necessary.
3. Evaluate Systems staffing, adjusting resources, as needed.
4. Provide appropriate training opportunities for IT personnel to maintain and improve technical skills.

XI. To review pertinent new federal regulations, FNS Instructions and guidance, and develop and implement new or revised policies, procedures and reports, as needed.

XII. To continue to support the issuance of electronic food benefits in Eos and WIC Direct.

- A. Develop new reports regarding redemption of benefits and vendor activities utilizing data made available from WIC Direct.
- B. Enhance security for transferring files from WIC Direct to Eos.
- C. Maintain and support the Massachusetts APL and ensure its accuracy and availability.
- D. Provide helpdesk support to approximately 75,000 participant households who utilize the WIC Card to redeem WIC food benefits.