

Division of Community Nutrition
FFY 2019 Virginia State Plan – Goals and Objectives

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I. Vendor Management

Vendor management includes all those activities associated with selecting, authorizing, training, monitoring, and investigating authorized stores for the purpose of reducing fraud and abuse in the WIC Program food delivery system.

- A. Goal 1** – Implement the most cost effective strategies to comply with federal regulations related to Vendor Management.

Objectives	Target	Responsible Team(s)	Progress
1. Ensure sufficient staffing resources exist in order to meet federal vendor management requirements as contingent upon funding resources.	9/2019	Vendor	
2. Ensure the accuracy of all federal reporting requirements via Crossroads related to vendor management.	9/2019	Vendor Technical Support	
3. Comply with federal requirement for “In Store” promotions.	Annually	Vendor	
4. Conduct quarterly retail advisory committee meetings.	Quarterly	Vendor	
5. Send out quarterly retail newsletters via electronic means.	Quarterly	Vendor	
6. Perform reviews on vendors identified as high risk.	Annually	Vendor	
7. Monitor retailer enablement progress.	As needed	Vendor	
8. Implement the results of the Peer Group study.	9/2019	Vendor	

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B. Goal 2 – Ensure that 50% vendor’s costs to the Program meet federal cost-neutrality requirements.

Objectives	Target Date	Responsible Team(s)	Progress
1. Comply with USDA requirements to annually monitor redemption levels of authorized stores to ensure none qualify as above 50% vendors.	Quarterly	Vendor Technical Support	
2. Terminate any stores that qualify as above 50% vendors.	As needed	Vendor	

C. Goal 3 – Work with contractor to implement e-WIC services that are customer responsive in meeting the operational processing requirements of authorized retailers. (Both integrated and stand beside solutions)

Objectives	Target Date	Responsible Team(s)	Progress
1. Provide technical assistance to EBT Processor to ensure an effective retailer enablement plan for vendors.	Annually	Vendor	
2. Update as needed workflow and operational procedures to reflect e-WIC processing requirements.	As Needed	Vendor	
3. Assist in completing user acceptance testing and certification of point of service and third party processor applications.	As Needed	Vendor	
4. Fully implement Vendor Portal in Crossroads.	9/2019	Vendor IT	
5. Fully implement ACH payment system within Crossroads.	9/2019	Vendor IT	

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II. Nutrition Services

Nutrition services represent the full range of activities performed by a variety of staff to operate a WIC Program, such as participant assessment and screening, nutrition education and counseling, breastfeeding and health promotion, food package prescriptions, and health care referral

A. Goal 1- Assess the knowledge, skills and abilities (KSAs) of all nutrition services staff (Central Office and Local Agency)

Objectives	Target Date	Responsible Team(s)	Progress
1. Update WIC 101 course.	9/2019	Training Nutrition	
2. Assess recently updated CPA training.	9/2019	Training Nutrition	
3. Develop statewide anthropometric and hematological training plan.	9/2019	Nutrition	
4. Develop a Crossroads MIS training plan for local agency staff.	9/2019	Nutrition Training	
5. Identify appropriate and effective continuing education opportunities based upon job function and education level for local agency staff.	Annually	Training Nutrition	
6. Provide training sessions to all WIC staff members via distance learning.	Monthly	Training, Nutrition	
7. Strengthen open lines of communication	Ongoing	Nutrition	

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between local agencies and state WIC office.			
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B. Goal 2 – Establish nutrition services priorities and develop, implement, evaluate and promote nutrition services plans that include all elements within the Nutrition Services Standards

Objectives	Target Date	Responsible Team(s)	Progress
1. Review policies and procedures in relation to nutrition services and Crossroads, focusing on the creation of guidelines for acceptable continuing nutrition education.	9/2019	Nutrition	
2. Standardize local agency staff roles and responsibilities to be in alignment with the Nutrition Services Standards.	9/2019	Nutrition	
3. Reassess and realign the Crossroads User Roles to be in synchronization with job responsibilities.	9/2019	Nutrition	
4. Identify appropriate and effective nutrition education materials for local agency use.	Ongoing	Nutrition	
5. Establish expectations and outcomes for high risk participants and develop a manual of high risk protocols.	9/2019	Nutrition	
6. Strengthen the referral systems with respect to postpartum depression and substance abuse.	9/2019	Nutrition	

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C. **Goal 3** – Strengthen and promote the Dietetic Internship (DI) program to internal and external stakeholders

Objectives	Target Date	Responsible Team(s)	Progress
1. Update the DI Policies and Procedures Manual.	Annually	Nutrition	
2. Develop a DI Preceptor Manual and Training session.	8/2019	Nutrition	
3. Manage the DI Advisory Committee.	Annually	Nutrition	
4. Maintain the 5 year passage rate of interns on the RD exam by utilizing the various methods of exam preparation resources.	Annually	Nutrition	
5. Collaborate with other programs in Northern VA and Maryland to offer joint classes and shared resources.	Annually	Nutrition	
6. Create, implement and evaluate a virtual open house for the DI program.	5/2019	Nutrition	

D. **Goal 4** – Ensure that the WIC Peer Counselor Program is operational within each local agency.

Objectives	Target Date	Responsible Team(s)	Progress
1. Allow local agencies to redirect local breastfeeding funds to Peer Counselors (including salary realignments).	Annually	Breastfeeding Fiscal	
2. Provide training for Breastfeeding Peer Counselors via distance learning.	Quarterly	Breastfeeding	

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3. Provide training sessions for Breastfeeding Coordinators via distance learning.	3/2019 and 9/2019	Breastfeeding	
4. With input from the Breastfeeding WCAC committee, review and update breastfeeding policies and procedures to align with USDA Nutrition Services Standards.	Annually	Breastfeeding	
5. Identify appropriate breastfeeding education materials for local agency use.	Annually	Breastfeeding	
6. Utilize the intranet training page to identify appropriate resources for breastfeeding continuing education.	Annually	Breastfeeding Nutrition Training	
7. Develop standardized BFPC EWP and a lactation career advancement plan.	4/2019	Breastfeeding Human Resource	
8. Train all CPAs on the Breastfeeding Attrition Prediction Tool (BAPT)	9/2019	Breastfeeding	

E. Goal 5 – Ensure utilization of Breastfeeding Advisory Committee.

Objectives	Target Date	Responsible Team(s)	Progress
1. Manage the Virginia Breastfeeding Advisory Committee (VBAC).	Annually	Breastfeeding	

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2. Develop a strategic plan for recruitment and retention of VBAC participants using an equity lens.	6/2019	Breastfeeding	
3. Collaborate with Division of Child and Family Health to support the Maternity Center Breastfeeding-Friendly designation program.	Bi-Annually	Breastfeeding	

F. Goal 6 – Ensure that WIC operations provide participant-centered services in an environment that communicates respect and is conducive to the achievement of positive health outcomes.

Objectives	Target Date	Responsible Team(s)	Progress
1. Develop an onsite Customer Service training plan for local agency staff.	9/2019	Training	

G. Goal 7 – Engage in an on-going Quality Improvement (QI) initiative to continuously improve staff procedures and the nutrition services participants receive.

Objectives	Target	Responsible Team(s)	Progress
1. Maintain a QI program that enhances and strengthens the effectiveness of nutrition services.	Ongoing	Nutrition	
2. Conduct a yearly participant survey to obtain quantitative and qualitative data.	Annually	Nutrition Outreach	

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III. Information Systems (IS)

This section, Information Systems (IS), involves the planning, documentation, security/confidentiality and production of the necessary reports relating to program operations through the utilization of automated data processing services at the State and local level.

A. Goal 1 – Work with the multi-State Consortium to develop and implement a User Group for the Crossroads MIS system.

Objectives	Target	Responsible Team(s)	Progress
1. Maintain User Group charter and monitor M & E contractor.	Ongoing	Management Team OIM	
2. Manage and monitor M & E Contractor for maintenance of the Crossroads application.	Annually	PMO	
3. Continuously improve XR UG governing processes to ensure efficiency.	Ongoing	Management PMO	
4. Facilitate and provide support to the XR UG in the daily function of managing the XRS system.	Annually	PMO	
5. Review and admit new SAs to the XRUG.	Ongoing	Management	
6. Obtain funding for the XR PMO	9/2019	Management PMO	
7. Analyze and implement changes to the XR system.	Ongoing	Management	

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B. Goal 2 – Support the WIC EBT (E-WIC) solution for the Crossroads MIS system.

Objectives	Target	Responsible Team(s)	Progress
1. Ensure processes and procedures achieve 100% reconciliation with Crossroads, EBT Processor and State Accounting System.	Annually	OFHS Business Technical Support	

C. Goal 3 – Identify post implementation enhancements for Crossroads.

Objectives	Target Date	Responsible Teams	Progress
1. Document recommended changes/enhancements for Crossroads. Prioritize changes for review post implementation.	Annually	All	

D. Goal 4 – Improve customer’s ability to access and utilize internet-based WIC information and services.

Objectives	Target Date	Responsible Team(s)	Progress
1. Identify additional functionality that could be integrated into the Division website to meet Program goals.	Annually	All	
2. Continue to upgrade internet site to be more user friendly. Review webpage statistics and identify opportunities for improvements.	Annually	All	
3. Implementation of Crossroads Participant Portal to enter application information, schedule appointments and check food balance benefits.	9/2019	Technical Support Operations Nutrition OIM	

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4. Evaluate usability and utilization of Crossroads Vendor Portal to submit program applications.	9/2019	Technical Support Vendor OIM	
5. Analyze the automated linkage between WIC Health and Crossroads. Submit Change Request.	9/2019	Training and Outreach OIM PMO	
6. Evaluate data integration between Crossroads APL Central Application to manage UPCs and store visits.	9/2019	Technical Support OIM Vendor	
7. Evaluate M & E of I-phone application for store visits, UPE collection and compliance review.	9/2019	Technical Support Vendor	
8. Upgrade database and O/S on UAT and production servers.	9/2019	Technical Support OIM	
9. Ensure routine completion and documentation of Crossroads security and system audit compliance.	Annually	Technical Support OIM	

E. Goal 5 – Ensure that all critical reporting needs and requirements are met in a timely and accurate manner.

Objectives	Target Date	Responsible Team(s)	Progress
1. Enhancement of current ad hoc reports using SSRS (SQL Server Reporting System) in Crossroads to address current end user's needs.	Annually	Technical Support	

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2. Maintain a schedule for routine ad hoc reports.	Updated as needed	Technical Support	
3. Routine MIS and EBT data mining to identify any inconsistencies, errors missing field, completeness, validity and integrity.	Ongoing	Technical Support	
4. Daily monitoring of Auto Dialer app. To ensure the call responses.	Ongoing	Tech Support Operations OIM	

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IV. Organization & Management

Organization and management involves the procedures for the documentation of staff time at the State level devoted to the various Division functions, the evaluation and selection of local contractors, the evaluation of local contractor standards and data, as well as disaster planning.

A. Goal 1 – Ensure a seamless delivery of WIC services in the event of a declared disaster.

Objectives	Target	Responsible Team(s)	Progress
1. Conduct drill of policies and procedures related to continuity of operations.	Annually	All	

B. Goal 2 – Improve access to WIC services by utilizing alternative service providers, as applicable.

Objectives	Target Date	Responsible Team(s)	Progress
Investigate the feasibility of utilizing alternative service providers in the improvement of access to WIC services.	9/2019	Management	

C. Goal 3 – Codify policies and procedures of the Virginia WIC Program to support and expedite Program operations.

Objectives	Target Date	Responsible Team(s)	Progress
1. Update State Regulations with Policy updates as applicable to codify policies into Virginia code.	As needed	Management	

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D. Goal 4 – Ensure the consistent application and documentation of all Time & Effort (T&E) reporting within the Virginia WIC Program.

Objectives	Target Date	Responsible Team(s)	Progress
1. Analyze monthly local agency time and effort reports to determine key indicators of potential reporting problems.	Monthly	OFHS Business Unit	

E. Goal 5 – Maintain a current and accurate profile of available Virginia WIC Program materials and resources.

Objectives	Target Date	Responsible Team(s)	Progress
1. Maintain a stock of program materials at warehouse and fulfillment contractor.	Annually	Operations Nutrition Training and Outreach Vendor	

F. Goal 6 – Employ a Division-wide approach to address fraud and abuse prevention efforts.

Objectives	Target Date	Responsible Team(s)	Progress
1. Ensure the comprehensive compliance plan is fully implemented.	Annually	All	

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V. NSA Expenditures

NSA expenditures involve the process of allocating, documenting and monitoring the distribution of administrative funds to local agencies, including the monitoring of nutrition education costs, and State and local agency direct/indirect costs.

A. Goal 1 – Ensure the consistent application and effective review of funding formulas.

Objectives	Target	Responsible Team(s)	Progress
1. Evaluate the effectiveness of the current funding formula and explore options for updating.	9/2019	Management	

B. Goal 2 – Effectively manage all WIC Program funds.

Objectives	Target Date	Responsible Team(s)	Progress
1. Monitor reconciliation between Crossroads, EBT Processor, and the State Accounting System.	Monthly	OFHS Business Technical Support	
2. Minimize FNS 798 changes and document the rationale for such.	Monthly	Business Technical Support	

2. Goal 3 – LA will manage budgets consistent with SWO policy.

Objectives	Target Date	Responsible Team(s)	Progress
1. Provide Monthly report to local agencies for review and analysis of WIC spending.	Monthly	OFHS Business	

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VI. Food Funds Management

Food funds management involves monitoring food cost containment measures and procedures related to infant formula and other food items, the monitoring and management of State Agency funding sources, and the accurate reporting of participation figures.

A. Goal 1 – Maximize rebate dollars through rebate contracts.

Objectives	Target Date	Responsible Team(s)	Progress
1. Ensure 100% compliance with program requirements to purchase prescribed formula.	Annually	Vendor Technical Support	

B. Goal 2 – Monitor food expenditures in order to contain costs.

Objectives	Target Date	Responsible Team(s)	Progress
1. With WIC EBT implementation, analyze data available regarding food purchases to make additional cost containment changes in managing the food fund expenditures.	Annually	All	

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C. Goal 3 – Utilize effective cost dispersion methods.

Objectives	Target Date	Responsible Team(s)	Progress
1. Establish and monitor billing process to Department of Medical Assistance Services (DMAS) for exempt formulas and medical foods.	Ongoing	Technical Support Nutrition	
2. Ensure timely collection of DMAS funds for special formula issuance to eligible WIC participants receiving Medicaid.	Ongoing	Technical Support	

D. Goal 4 – Ensure the fiscal integrity of the WIC Program based upon policy compliance.

Objectives	Target Date	Responsible Team(s)	Progress
1. Correct any identified corrective actions from Management Evaluations.	Annually	All	

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VII. Caseload Management

Caseload management involves identifying the target population and special populations within it, implementing strategies to enroll that potential population and utilizing caseload effectively to reach the desired population.

- A. Goal 1** – Follow a documented plan to ensure consistency in the State’s application of its resources to WIC participants.

Objectives	Target	Responsible Team(s)	Progress
1. Review current policies and modify plan to address participation level.	Annually	Management Training and Outreach	
2. Engage local agency in plans to address participation level	Ongoing	Management Training and Outreach	

- B. Goal 2** – Maximize limited financial resources to identify, locate, and attract targeted WIC populations.

Objectives	Target Date	Responsible Team(s)	Progress
1. Create opportunities to decrease the number of inactive enrollees.	9/2019	Outreach Operations	
2. Update local agency materials to match unified statewide brand in order to engage stakeholders and increase enrollment, positive perception and brand recognition.	9/2019	Outreach	
3. Identify outreach and retention barriers among medical providers and referral organizations and agencies.	9/2019	Outreach	

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4. Maintain a comprehensive and cohesive digital media presence.	Ongoing	Outreach	
5. Expand services to targeted special population groups.	Ongoing	Outreach	

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VIII. Certification & Eligibility

The review of certification, eligibility and coordination of services involves the process of determining and documenting participant eligibility (income eligibility as well as nutritional risk determination, standards and criteria), and the coordination of certification activities with other health services.

- A. Goal 1** – Ensure that all WIC participants are informed of their rights, responsibilities and rules while participating in the VA WIC Program.

Objectives	Target Date	Responsible Team(s)	Progress
1. Maintain sufficient inventory of all required participant supplies and materials.	Ongoing	All	
2. Develop and implement WIC Participant application to assist with the grocery shopping experience	9/2019	All	

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IX. Food Delivery / Food Instrument (FI) Accountability & Control

Food delivery/food instrument (FI) accountability and control involves the production, issuance, and monitoring of automated and manual food instruments through retail systems and the delivery of WIC Program foods by non-retail methods, i.e. home delivery and direct distribution.

A. Goal 1 – Ensure compliance with all State and Federal accountability guidelines regarding food benefit issuance and reconciliation.

Objectives	Target	Responsible Team(s)	Progress
1. Ensure 100% accountability of all food benefits issued.	Annually	All	
2. Comply with 120 day closeout period.	Annually	Technical Support OFHS Business Unit	

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X. Monitoring/Audits

Monitoring and audits involves the State Agency efforts to review local agency activities on an ongoing and timely basis, and to track all audits involving WIC Program activity.

A. Goal 1 – Improve compliance with WIC Program policies and procedures.

Objectives	Target	Responsible Team(s)	Progress
1. Generate and review quarterly summary reports of STAR findings and corrective action measures to WIC Program management.	Quarterly	Management Operations	
2. Strengthen collaboration between DCN and Office of the Commissioner	9/2019	Management	

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XI. Civil Rights

Civil rights involves the training of State and local staff on issues, rules and regulations related to Civil Rights, public notification of nondiscrimination requirements, the monitoring of local agencies and clinics for compliance with Civil Rights regulations and rules, the collection of relevant racial / ethnic information and procedures for handling Civil Rights complaints.

A. Goal 1 – Ensure that all WIC personnel receive current Civil Rights training materials and information.

Objectives	Target	Responsible Team(s)	Progress
1. Ensure 100% compliance of completing training courses related to Civil Rights.	8/2019	Training and Outreach	