

**Division of Community Nutrition**  
*FFY 2022 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.

| <b>Objectives</b>   | <b>Target Date</b> | <b>Responsible Team(s)</b>  | <b>Progress</b> |
|---|--------------------|-----------------------------|-----------------|
| 1. Ensure sufficient staffing resources exist in order to meet federal vendor management requirements as contingent upon funding resources. | Annually           | Vendor                      |                 |
| 2. Ensure the accuracy of all federal reporting requirements via Crossroads related to vendor management.                                   | Annually           | Vendor<br>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.   | 9/2022             | Vendor                      |                 |

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|--------------------------------------|--------|--------|--|
| 9. Conduct Annual Retailer Training. | 9/2022 | Vendor |  |
|--------------------------------------|--------|--------|--|

**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<br>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              |          |

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|---|--------|--------------|--|
| 4. Fully implement Vendor Portal in Crossroads. | 9/2022 | Vendor<br>IT |  |
|---|--------|--------------|--|

**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-** Strengthen the knowledge, skills and abilities of all nutrition services staff to ensure a competent workforce.

| <b>Objectives</b>   | <b>Target Date</b> | <b>Responsible Team(s)</b>             | <b>Progress</b> |
|---|--------------------|--|-----------------|
| 1. Develop a Crossroads MIS training plan for local agency staff  | 9/2022             | Training<br>Nutrition                  |                 |
| 2. Provide training sessions to all WIC staff members via distance learning.  | Quarterly          | Nutrition                              |                 |
| 3. Develop training plan to implement DBE/BF platform for local agency staff.   | 9/2022             | Nutrition<br>Training<br>Breastfeeding |                 |
| 4. Review and update appropriate continuing education opportunities based on job function and education level for local agency staff. | Annually           | Nutrition<br>Training                  |                 |

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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. Standardize local agency staff roles and responsibilities to be in alignment with the Nutrition Services Standards.  | 9/2022      | Nutrition           |          |
| 2. Identify electronic (mobile friendly), appropriate and effective nutrition education materials for local agency use. | Ongoing     | Nutrition           |          |
| 3. Establish expectations and outcomes for high risk participants and develop a manual of high risk protocols.          | 9/2022      | Nutrition           |          |
| 4. Identify community partners and providers at the local agency level to strengthen referral systems.                  | 9/2022      | Nutrition           |          |

**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. Update DI Preceptor Training.                 | 9/2022      | Nutrition           |          |
| 3. Reformulate the DI Advisory Committee.        | 9/2022      | Nutrition           |          |

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|--|----------|-----------|--|
| 4. Maintain RD exam 80% passage rate for graduates within one year of first attempt. | Annually | Nutrition |  |
| 5. Establish a workgroup for mandated minimum degree requirements                    | 9/2022   | Nutrition |  |

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

| <b>Objectives</b>   | <b>Target Date</b> | <b>Responsible Team(s)</b> | <b>Progress</b> |
|---|--------------------|----------------------------|-----------------|
| 1. Allow local agencies to redirect local breastfeeding funds to Peer Counselors (including salary realignments).   | Annually           | Breastfeeding<br>Fiscal    |                 |
| 2. Provide continuing education to BFPCs  | Quarterly          | Breastfeeding              |                 |
| 3. Provide continuing education to DBEs   | Bi-annually        | 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. Develop state-wide training plan to educate newly hired WIC and Breastfeeding Coordinators with Management Curriculum.                                     | 9/2022             | Breastfeeding              |                 |

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|   |        |                                  |  |
|---|--------|----------------------------------|--|
| 6. Develop standardized BFPC EWP and a lactation career advancement plan              | 9/2022 | Breastfeeding<br>Human Resources |  |
| 7. Develop standardized breastfeeding attrition prediction tool (BAPT) for new staff. | 9/2022 | Breastfeeding                    |  |

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

| <b>Objectives</b>  | <b>Target Date</b> | <b>Responsible Team(s)</b> | <b>Progress</b> |
|--|--------------------|----------------------------|-----------------|
| 1. Manage the Virginia Breastfeeding Advisory Committee (VA-BAC).  | Annually           | Breastfeeding              |                 |
| 2. Consult with the Office of Health Equity (OHE) to develop a plan to incorporate an equity lens and mirror into the VA-BAC Codes of Conduct. | 9/2022             | Breastfeeding<br>OHE       |                 |

**F. Goal 6** – Engage in an on-going Quality Improvement (QI) initiative to continuously improve staff procedures and the nutrition services participants receive.

| <b>Objectives</b>   | <b>Target Date</b> | <b>Responsible Team(s)</b> | <b>Progress</b> |
|---|--------------------|----------------------------|-----------------|
| 1. Completed and conduct a yearly participant survey to obtain quantitative and qualitative data. | 9/2022             | 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.

| <b>Objectives</b>  | <b>Target Date</b> | <b>Responsible Team(s)</b>      | <b>Progress</b> |
|--|--------------------|---------------------------------|-----------------|
| 1. Maintain User Group charter and monitor M & E contractor.                                     | Ongoing            | Management Team<br>OIM<br>XRUGP |                 |
| 2. Facilitate and provide support to the XR UG in the daily function of managing the XRS system. | Annually           | Management                      |                 |
| 3. Review and admit new SAs to the XRUG.   | Ongoing            | Management                      |                 |
| 4. Analyze and implement changes to the XR system.   | Ongoing            | Management                      |                 |

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

| <b>Objectives</b>  | <b>Target Date</b> | <b>Responsible Team(s)</b>         | <b>Progress</b> |
|--|--------------------|------------------------------------|-----------------|
| 1. Ensure processes and procedures achieve 100% reconciliation with Crossroads, EBT Processor and State Accounting System. | Annually           | OFHS Business<br>Technical Support |                 |

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

| Objectives  | Target Date | Responsible Team(s) | 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. | Ongoing     | Technical Support<br>Operations<br>Nutrition<br>OIM |          |
| 4. Evaluate usability and utilization of Crossroads Vendor Portal to submit program applications.   | 9/2022      | Technical Support<br>Vendor<br>OIM                  |          |
| 5. Ensure routine completion and documentation of Crossroads security and system audit compliance.  | Annually    | Technical Support<br>OIM                            |          |

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**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 too address current end user’s needs. | Annually          | Technical Support                 |          |
| 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<br>Operations<br>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 Date | 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. | Ongoing     | 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     | SBS                 |          |

**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<br>Nutrition<br>Training and Outreach<br>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 Date | Responsible Team(s) | Progress |
|--|-------------|---------------------|----------|
| 1. Evaluate the effectiveness of the current funding formula and explore options for updating. | 9/2022      | 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     | SBS<br>Technical Support |          |
| 2. Minimize FNS 798 changes and document the rationale for such.                              | Monthly     | SBS<br>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     | SBS                 |          |

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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<br>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<br>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 Date | Responsible Team(s)                 | Progress |
|--|-------------|-------------------------------------|----------|
| 1. Review current policies and modify plan to address participation level. | Annually    | Management<br>Training and Outreach |          |
| 2. Engage local agency in plans to address participation level             | Ongoing     | Management<br>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.   | 9/2022      | Training<br>Operations |          |
| 2. Update local agency materials to match unified statewide brand in order to engage stakeholders and increase enrollment, positive perception and brand recognition. | 9/2022      | Training               |          |
| 3. Identify outreach and retention barriers among medical providers and referral organizations and agencies.  | 9/2022      | Training               |          |

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

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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.

| <b>Objectives</b>   | <b>Target Date</b> | <b>Responsible Team(s)</b> | <b>Progress</b> |
|---|--------------------|----------------------------|-----------------|
| 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 | Ongoing            | 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<br>SBS |          |

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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  | Ongoing   | 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.

| <b>Objectives</b>   | <b>Target</b> | <b>Responsible Team(s)</b> | <b>Progress</b> |
|---|---------------|----------------------------|-----------------|
| 1. Ensure 100% compliance of completing training courses related to Civil Rights. | Annually      | Training                   |                 |