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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 Date	Responsible Team(s)	Progress
1. Ensure the accuracy of all federal reporting requirements via Crossroads related to vendor management.	Annually	Vendor Technical Support	
2. Comply with federal requirement for “In Store” promotions.	Annually	Vendor	
3. Conduct quarterly retail advisory committee meetings.	Quarterly	Vendor	
4. Send out quarterly retail newsletters via electronic means.	Quarterly	Vendor	
5. Perform reviews on vendors identified as high risk.	Annually	Vendor	
6. Monitor retailer enablement progress.	As needed	Vendor	
7. Implement the results of the Peer Group study.	9/2024	Vendor	
8. Conduct Annual Retailer Training.	Annually	Vendor	
9. Explore the feasibility of additional WIC authorized retailers.	As needed	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 Electronics Benefits Transfer (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. Develop a project plan for potential implementation of online shopping.	12/2023	Vendor	

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

Objectives	Target Date	Responsible Team(s)	Progress
1. Develop a Crossroads Management Information Systems (MIS) training plan for local agency staff	9/2024	Training Nutrition Operations	
2. Provide training sessions to all WIC staff members via distance learning.	Quarterly	Nutrition	
3. Review and update appropriate continuing education opportunities based on job function and education level for local agency staff.	Annually	Nutrition Training	
4. Provide training & continuing education through the relaunch of the in-person WIC Annual Conference.	10/2023	Training Nutrition Breastfeeding	

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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.	9/2024	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.	9/2024	Nutrition	
4. Identify community partners and providers at the local agency level to strengthen referral systems.	9/2024	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. Maintain the Dietetic Internship (DI) Advisory Committee.	Ongoing	Nutrition	
2. Maintain Registered Dietician (RD) exam 80% passage rate for graduates within one year of first attempt.	Annually	Nutrition	

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3. Coordinate the resumption of in-person DI program activities	Ongoing	Nutrition	
4. Investigate expansion of DI program to other MARO state agencies	Ongoing	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 Breastfeeding Peer Counselors (BFPCs) (including salary realignments).	Annually	Breastfeeding Fiscal	
2. Provide continuing education to BFPCs	Quarterly	Breastfeeding	
3. Develop state-wide training plan to educate newly hired WIC and Breastfeeding Coordinators with Management Curriculum.	9/2024	Breastfeeding	
4. Develop statewide lactation training plan	9/2023	Breastfeeding	
5. Initiate the WIC Breastfeeding Strategic Plan	9/2024	Breastfeeding Management	

F. Goal 5 – Engage in an on-going Quality Improvement (QI) initiative to continuously improve staff procedures and the nutrition services participants receive.

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Objectives	Target Date	Responsible Team(s)	Progress
1. Complete the annual participant survey to obtain quantitative and qualitative data.	Annually	Nutrition Outreach	

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 Date	Responsible Team(s)	Progress
1. Maintain User Group charter and monitor Maintenance and Enhancement (M & E) contractor.	Ongoing	Management Team OIM XRUGP	
2. Facilitate and provide support to the Crossroads User Group in the daily function of managing the Crossroads system.	Annually	Management	
3. Review and admit new State Agencies to the Crossroads User Group.	Ongoing	Management	
4. Analyze and implement changes to the Crossroads system.	Ongoing	Management	

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

Objectives	Target Date	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 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. Continue to upgrade internet site to be more user friendly. Review webpage statistics and identify opportunities for improvements.	Annually	All	
2. Develop a project work plan with timelines for : a. Implement system fixes related to Portal functionality	3/2024	Technical Support Operations Nutrition OIM	

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<ul style="list-style-type: none"> b. Implement scheduling functionality c. Determine feasibility of scanned document collection through portal 			
3. Evaluate utilization of Crossroads Vendor Portal to submit program applications.	3/2024	Technical Support Vendor OIM	
4. 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	
2. Maintain a schedule for routine ad hoc reports.	Ongoing	Technical Support	
3. Routine MIS and EBT data mining to identify any inconsistencies, errors missing field,	Ongoing	Technical Support	

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completeness, validity and integrity.			
4. Daily monitoring of Auto Dialer application to ensure the call responses.	Ongoing	Technical 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 Date	Responsible Team(s)	Progress
1. Conduct drill of policies and procedures related to continuity of operations.	Annually	All	

B. Goal 2 – 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	

C. Goal 3 – 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	

D. Goal 4 – Maintain a current and accurate profile of available Virginia WIC Program materials and resources.

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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	

E. Goal 5 – Ensure and develop a Program-wide approach to address fraud and abuse prevention efforts.

Objectives	Target Date	Responsible Team(s)	Progress
1. Ensure the comprehensive compliance plan is developed.	9/2024	Management Operations Vendor	

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F. Goal 6 – Modernize the WIC Program.

Objectives	Target Date	Responsible Team(s)	Progress
1. Determine feasibility of a healthcare provider portal.	9/2024	Management	
2. Maintain and expand the WIC Nutrition floating contract staff program.	9/2024	Management	
3. Evaluate the effectiveness of re-opening of the WIC clinics in-person services through a hybrid approach consistent with USDA guidance.	8/2024	Management	
4. Develop and implement a peer shopping program.	9/2024	Management	
5. Create post-shopping text message survey for participants.	9/2024	Management Vendor	

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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.	9/2024	Management (Local Agency/State Office/OFM)	

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 Food Nutrition Services (FNS) 798 changes and document the rationale for such.	Monthly	OFHS Business Technical Support	

2. Goal 3 – LA will manage budgets consistent with State WIC Office (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 Date	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.	9/2023	Training Operations	
2. Update local agency materials to match unified statewide brand in order to engage stakeholders and increase enrollment, positive perception and brand recognition.	9/2023	Training	
3. Identify outreach and retention barriers among medical providers and referral organizations and agencies.	9/2023	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	

C. Goal 3: Decrease the percentage of program potential eligible participants

Objectives	Target Date	Responsible Team(s)	Progress
1. Develop a data sharing agreement (DSA) with the Department of Medical Assistance Services (DMAS)	9/2023	Management Nutrition	
2. Identify a local agency to pilot a data matching project.	9/2023	Management	
3. Create the timeline and action steps for the project	12/2023	Management Nutrition Operations	
4. Develop coordinated messages for utilization by VDH, DMAS and the Managed Care Organizations (MCOs) through print, broadcast and social media platforms	12/2023	Management Nutrition Operations	
5. Conduct the pilot project	4/2024	Nutrition Operations	
6. Evaluate and assess the effectiveness of the pilot.	6/2024	Management Nutrition Operations	

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7. Conduct the project statewide	9/2024	Management Nutrition Operations	
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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 Mobile Participant application to assist with the grocery shopping experience	9/2024	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	

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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 State Technical Assistance Review (STAR) findings and corrective action measures to WIC Program management.	Quarterly	Management Operations Nutrition	
2. Strengthen collaboration between Department of Community Nutrition (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.

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