

**Nebraska WIC Program
Five-Year Joint Goals
FY 2022 – 2026
(Updated for FFY2024 Annual Plan)**

The following joint goals were developed during our 2021 state/local agency strategic planning process.

1. Data Goal: Identify and use data consistently to drive evidenced-based and participant-centered decisions within WIC
2. Modernize Services Goal: Develop flexible options for participants and modernize services
3. Outreach, Recruitment, Retention Goal: Revive the value of WIC through outreach, recruitment and retention.
4. Breastfeeding Goal: By September 30, 2026, the percentage of WIC infants who are breastfed at 6 months of age will be greater than or equal to 35%.

The Nebraska WIC Program Mission Statement

“To make a positive difference in the nutrition and health of families and individuals by providing services in a professional and respectful manner.”

FFY 2024 Action Plan – Nebraska WIC Program

Data Goal: Identify and use data consistently to drive evidence-based and participant-centered decisions within WIC.

STATE – BASELINE & PROGRESS DATA		
	Annl. training & resources provided for new Directors (Y/N)	Standard set of data reports available (Y/N)
Year 1: 2021 Baseline	N	N
Year 2: 2022 Progress	N	N
Year 3: 2023 Progress	N	N
Year 4: 2024 Progress		
Year 5: 2025 Final		

Five-Year Measures:

- 1) Participant centered methods will be used to determine demographic characteristics
- 2) Training resources will be available for new LA directors on WIC reports and data
- 3) Accessible, meaningful data will be available before the next 5-year needs assessment and used to drive goal development

Strategy 1: Develop capacity, tools and resources for the State & LAs to create and use WIC data and reports.

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
Hire a WIC SA BSA to complete WIC IT functions.	State WIC Director	Oct 2021	<i>2022--BSA hired 8/16/21; Agency and WIC training provided</i>	SA BSA hired and trained-- Met
Implement enhanced Data Direct & train State staff to produce reports for SA & LAs.	State Agency	March 2022 September 30, 2022	<i>2022--Procuring contract with CDP for Data Mart Reporting; Work order in place with IS&T;</i>	Data direct available to use at SA level— Met

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
			CDP scheduling installation TBD by 9/30/22. 390 funds application submitted to support strategy. 2023 —Data Mart installed, tested. SA staff trained	
Identify common program reports needed and provide access for LA's to use for program management. (Convene Data Committee by 12/22 8/23 to develop plan for reporting)	State Agency & Data Committee	May 2022 September 2023 September 2024	2022—Not started 2023 —Collecting information from SA staff and LAs about reports and data requested and needed; Data Committee meeting to identify needs	Standard set of reports available for LA's

Strategy 2: Develop methods to ensure data entered into the Journey System is accurate and of high quality.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
Prioritize data fields and determine baseline measurements of data entered i.e. race/ethnicity fields, PEDS/PNSS and other priority fields to determine accuracy and amount of missing data. <ul style="list-style-type: none"> Investigate using PedNSS & PNSS data entry requirements for 	MCH Epi, WIC IT & Data Committee, Nutr. Coord., Clinic Svc Coord.	Sept 2022 April 2024 September 2024	2022—Not started 2023 —Not started	List of data fields to track for accuracy Processes for staff to self-check for accuracy of data Reports available for monitoring data quality Priority data fields in Journey are

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
<p>Journey quality assurance. Identify priority fields to provide training for accurate data entry.</p> <ul style="list-style-type: none"> • Provide training on Standard definitions for data entered into priority Journey Fields to improve accuracy. 				<p>identified to use in developing training</p> <p>Journey data field training completed</p>
<p>Identify effective participant-centered (PC) ways to ask sensitive questions and eliminate inaccurate and missing data. (Determine who else may be responsible to complete this step)</p>	SA/LA Workgroup	Sept 2022 April 2024	2022—Not started 2023—Not started	<p>Questions asked in a more participant centered manner while meeting data collection requirements</p> <p>Tools and methods available for asking for data in a PC manner.</p> <p>All staff will be trained in participant centered race and ethnicity assessment.</p>
<p>Develop SA procedure for updating the referral lists in Journey, including process and timeline to ensure lists are useful and up to date.</p>	State Staff (Clinic Svcs Coord)	Sept 2023 Jan 2024	2022—Not started 2023 – Not started Referral lists and Outreach Organizations were updated in Journey during 2023 to reflect changes.	Procedure & timelines for updated referral list finalized

Strategy 3: Design a WIC data and reporting system that lays a foundation for requesting and using WIC data for evidenced based/Participant Centered Services decisions.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
Provide annual training for LA WIC Directors on requesting and using data for decision-making.	State Staff	Sept 2022 Sept 2024	2022—390 funds applied for to support this strategy	Training developed and provided
Review the WIC Program Data Request Form and modify as necessary to help LA's develop data questions.	MCH Epi, WIC IT	Nov 2021 March 2023 December 2024	2022—Not started 2023 —form reviewed and not changed in 2023; will reconsider once standard reports have been developed	Form developed and distributed
Map WIC client survey questions to show how they will be used and assure they are necessary	State WIC	June 2022 June 2024	2022—Not yet started 2023 —participating in national survey so cannot determine questions but mapping to goals is in process	Each survey questions maps to one or more defined goals
Calculate a baseline measure for each planned objective/goal in state plan to evaluate outcomes.	State WIC & MCH Epi	Oct 2021 Oct 2022	2022—measures added for 2023 planning 2023 —all measures have been developed; data for staff retention strategy added	Baseline measures calculated and included in state/local plan

Strategy 4: Use Technology for a Better WIC Experience funds to support this Data Goal.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
Develop a plan to use Technology for a better WIC experience funds to support this data goal	State Staff	April 2023	2022-NEW strategy added 2023 —4 projects included and in process, including texting, participant portal, language and culturally appropriate	Plan for use of funds in place-- Met

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<i>educational materials and enhanced data systems.</i>	
Evaluate plan for using funds and adjust as needed	State Staff	September 2023	<i>2022 -New strategy 2023—each project is in process, quarterly 908 reports submitted with updates</i>	Plan updated in October 2023 FNS 908 Quarterly reports submitted during the project reflecting project changes
Complete reporting requirements for 390 funds	WIC Director & Grants Accounting	September 2023 and 2024	<i>2022 -New strategy 2023—each project is in process, quarterly 908 reports submitted</i>	FNS 908 Quarterly reports submitted during the project and final report submitted upon completion

Modernized Services Goal: Develop flexible options for participants and modernize services.

STATE – BASELINE & PROGRESS DATA		
	Increase in annual avg. enrollment	Increase in annual avg. redemption
Year 1: 2021 Baseline	39,373	52%
Year 2: 2022 Progress	40,386	56%
Year 3: 2023 Progress	40,087	55%
Year 4: 2024 Progress		
Year 5: 2025 Final		

Five-Year Measures:

- 1) Increase in the utilization of the Journey participant portal
- 2) Increase in enrollment
- 3) Increase in utilization of benefits

Strategy 1: Streamline the enrollment process

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
Research options to ease the enrollment process	Work group with SA/LA staff	Ongoing/as needed	2022 – State applied for technology grant funds. 2023--Tech for a Better WIC Experience grant funds to be used for phase 2 of the participant portal, text messages and better data for program management; planning in process for ways to use Modernization funds	Completed list of possible options and ways to use these options to ease enrollment
Participate in MPUG work to	SA	Q1-4 2022	2022 – State staff participated	MPUG task order for a portal and

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
develop a system participant portal		Q1-4 2023; Q 1-2 2024	<p><i>in the development and design of the participant portal. State staff conducted interviews to gather feedback from participants at clinics and local agency staff both at clinics and during LA workgroup meetings.</i></p> <p>2023-- State staff continued to participate in design and UAT of the portal. It was difficult to have LA staff participate in testing as UAT was almost continuous for 10 months.</p>	Completion of portal testing
Develop procedures for proper use of the Journey portal to ensure consistency for all NE WIC participants	SA	Q4 2022 Q1-2023 Q4 2023 to Q-3 2024	<p><i>2022- A workgroup consisting of state and local agency staff was formed in June to provide help in identifying and revising procedures affected by the portal.</i></p> <p>2023-- on hold as portal is undergoing major builds and repeated testing.</p>	LA use of platform over time after implementation
Complete implementation and staff training of Journey Portal for consistent use	SA/LA	Q1 Q2-2023 Q2-2024	<p><i>2022 – Implementation of portal and training moved to Q2 or Q3 2023</i></p> <p>2023--Pilot of portal and</p>	Statewide implementation

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
			<i>training moved to 2024</i>	
Evaluate participant portal (develop method for evaluating) to determine effectiveness and acceptance	SA with input from LAs	One year post implementation/as needed	<i>2022-Not started 2023-Not started</i>	Have data from staff on effectiveness and use of participant portal
Client/Participant Feedback (survey) to gauge effectiveness of enrollment process using the participant portal	LAs	One year post implementation/as needed	<i>2022-Not started 2023- not started</i>	Have data from participants on effectiveness and use of participant portal
Address feedback to improve use of participant portal	SAs, LAs,	As/if needed	<i>2022-Not started 2023-Not started</i>	Process for using participant portal is improved based on needs of clinics/participants
Develop text message appointment reminders to improve & streamline communications with WIC Participants	Clinic Svc Coord; DBA; Help Desk; IT; Contractor	Q1 – Q4 2023	<i>2023 – Appointment reminder text messages developed; coding completed and process put in place with contractor.</i>	Improve communication and streamline LA WIC staff duties.
Pilot appointment reminder text messages	Clinic Svc Coord; DBA; Help Desk; IT; Contractor	Q4 2023: August 2023	<i>2023 – Plans for pilot are underway. Training for pilot clinics scheduled for August 2023; Pilot anticipated to be conducted in August & September 2023.</i>	Assure communication with WIC participants and procedures surrounding test messages for LA processes are effective.
Implement appointment reminder text messages statewide to improve participant retention.	Clinic Svc Coord; DBA; Help Desk; IT; Contractor;	Q4 2023 & Q1 2024	<i>2023 – Not Started; Implementation will be staggered beginning in September through December 2023.</i>	Improve reminder systems for WIC participants to increase retention.

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
	LA's			
Investigate ways to improve/streamline WIC appointments using the ARPA waivers published Spring 2023 and USDA Guidance on streamlining certification	SA with input from LAs	August 2023	2023 –ARPA waiver elected and procedures sent to USDA July 2023; training for LAs completed July 31, 2023; Implementation August 10, 2023	Process for providing services to WIC participants will be streamlined.

Strategy 2: Expand the use of WIC Shopping Tools

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
Research available tools to assist participants while shopping	Workgroup with SA/LA staff	October 2022-2023	2022-Not started 2023 -New contract with JMPA has been procured for WICShopper for the next 4 years. As of 2023, there are no other app options with the same features and level of service as WICShopper available in the market.	List of possible options (currently using WIC Shopper)
Obtain client/participant feedback to evaluate & increase usefulness of shopping tool	LAs	On-going/as needed (once a year or every other year)	2022-Not started 2023 -Not started yet. After the completion of the participant survey, we will discuss doing a survey for WICShopper.	Amassed feedback from participants
Explore options for expanding the use of our	SA w/ LA input	On-going/as needed	2022-Not started 2023 -WICShopper does	Gathered list of options

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
WIC shopping tool			<i>have a couple of features that we are currently not using. However, these features would require WICShopper to connect to our MIS, which is something we do not want to do. Also, these features are similar to other features available via the online portal.</i>	
Implement changes from participant feedback/explored options	SA and tool developers	As needed, after feedback collection	2022-Not started 2023-See note above about the WICShopper survey.	Implemented changes
Integrate shopping tool w/ Journey for streamlined experience	SA and developers	FFY25 (or later)	2022-Not started 2023-There are some features of WICShopper that require access to our MIS. However, we have decided not to implement these features at this time as they are similar to features in the online portal.	

Strategy 3: Maximize coordination between Journey and applications for WIC participants and partners.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
Research possibilities for	State staff	FFY 2024	2022 – Discussions about	Knowledge of

integrating/coordinating all NE WIC platforms (MIS, shopping tool, etc.)	and developers		<i>how this might work with the participant portal</i> 2023-Not much integration between our MIS and WICShopper is possible and what is possible can be handled via other platforms (online portal).	integration/coordination viability
Develop an integration plan/coordination plan to provide direction and priorities.	State staff and developers	FFY 2025	<i>2022-Not started</i>	Fully developed plan
Implementation of coordinated platforms (MIS, shopping tool, etc.) for ease of use by staff and participants	State staff and developers	FFY 2026	<i>2022-Not started</i> 2023-See notes above.	All NE WIC platforms communicate with each other

Recruitment/Retention/Outreach Goal: Revive the value of WIC through outreach, recruitment, and retention

STATE – BASELINE & PROGRESS DATA		
	4% increase in average participation	90% of all WIC staff retained
Year 1: 2021 Baseline	34,725	Data is specific to LA's only
Year 2: 2022 Progress	35, 256	Data is specific to LA's only
Year 3: 2023 Progress	35,584	Data is specific to LA's only
Year 4: 2024 Progress		
Year 5: 2025 Final		

Five-Year Measures: Or Outcome Measures to track—pick one or two that are measurable for each goal

- 1) By the end of FY 2026, NE WIC participation will increase by 4%.
- 2) By the end of FY 2026, NE WIC will retain 90% of all WIC staff.
- 3) Annually, LAs will participate in one community collaborative event.

Strategy 1: Increase WIC program participation and retention.

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
1. Enhance the 9-month education visit to provide opportunity to discuss WIC benefits	Michele, other state staff and LA work group.	QTR 1 FY 2022 2023	2022-Not started 2023: - Text messaging will be implemented by the end of summer. 1 year old will get a text message saying that their certification will be expiring soon. They will get a second message the month after their certification was due to remind them. - We would like to work on increased	Increase participation by 1% annually.

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
			<p>education on:</p> <ul style="list-style-type: none"> ○ The possibility of remote services starting around 9 months of age. ○ Fruits and vegetable benefit increasing from \$4 to \$20 after they turn one. ○ The value of the WIC food package (Child food package 85, Pregnant women 90) ○ Make sure dads and all caregivers in the family are involved in education about the benefit of continuing on WIC even after they are not receiving the formula benefit ○ The portal will show the amount of benefits that have been redeemed. ○ Include value/cost of education WIC provides <p>- Communicate the education topics with: partner agencies, banner on WIC shopper app, public notification, flier for 9-month education visits, wording on WIC website, and posts integrating this education (geared towards dads and other caregivers)</p>	
2. Create cards/flyers communicating the value of WIC beyond 1 year to retain children	State Staff and LA workgroup.	QTR 1 FY 2022	2022: Nicole has started drafts of this. Will present options to get feedback from the Outreach Committee	Assess impact on retention by age <i>Run a journey ad-hoc report to determine what age children drop</i>

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
			2023 – May incorporate waivers for remote services to promote program retention.	off the program
3. Conduct market research utilizing focus groups to determine retention issues utilizing surveys	State Staff and Outreach committee	QTR 4 FY 2022 2023	2022-Not started 2023 - We could use the survey data from the NWA survey - Maybe an exit survey could be developed and when calls are being made using the "No Food Benefit Pickup" Report - We could use text messages with a link to a survey or a text survey if they are not receiving benefits or if the certification has expired. - We could create surveys asking them if they anticipate continuing the program in the next 6 months. - We could have a way that they put their info in if they want to be contacted about.	Increase WIC participation and retention
4. Design and place better signage at grocery stores for WIC visibility (WIC food labels, WIC door decals, store bulletin board) Improve the	State and Local Vendor Managers	QTR 3 FFY2022 2023	2022-Not started 2023 - There are new state procedures for local agencies to use as they provide extra education on purchasing their WIC benefits. Shopping Orientation Visit	All authorized vendors will have updated signage. Look at participation rates vs. when signage was sent to stores

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
shopping experience at grocery stores			- <i>WIC Vendors are being educated on the WIC Shopper app. This helps them to place the WIC signs with foods better.</i>	The number of agencies that are doing Shopping Orientation Visits, how many visits they do, how many participants attend, how many participants that attend are new participants vs more established participants, and how many community members sign up for WIC during the visit.
5. Establish data sharing agreement with SNAP to conduct data matching and outreach to potential WIC applicants.	Nicole C, Marge, Peggy, Erika, and SNAP	QTR 3 FY 2022	2022: Data sharing agreement has been submitted for approval 2023: Waiting for signatures	Increased number of participants referred from SNAP.
6. Utilize NWA marketing strategies conduct outreach in an effort to enhance participation (i.e. social media campaign to	State staff and Outreach committee	QTR 4 2023	2022: NWA R and R campaign updates and materials are discussed at Outreach Committee meetings 2023: Continue to promote and discuss these materials with the outreach committee.	;Increase WIC participation and retention.

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
share the value of WIC)				

Strategy 2: Increase WIC program staff retention including State staff, CPAs, Clerks, BFPCs, and LA WIC Directors.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
1. SA to assist LA with Develop and administer staff engagement and satisfaction surveys to determine retention issues.	State Staff and LA WIC Directors	QTR 2 FY 2022 QTR 2 FY 23	2022- Not started 10/22 email to LA Directors to determine if they currently have/use engagement surveys 10/22 Directors Webinar discussion on engagement & satisfaction surveys 2023 -Satisfaction Survey developed, distributed to LA WIC Directors via Survey Monkey to implement with their agency staff. Results of the survey were provided to the LA Directors in July	All current LA WIC employees take survey.
2. SA to assist LA with Develop and administer salary survey for WIC staff to assess pay rates.	State Staff and LA WIC Directors	QTR 4 FY 2022 2023	2022-Not started 10/22 Directors Webinar discussion on Salary Surveys 2023 -Salary survey results were shared with all LA WIC Directors	Salary information collected for all current WIC staff
3. SA to develop an engagement satisfaction survey to LA Directors	SA Engagement Manager	QTR 3 FY 23	2022- started, not completed 2023 -Engagement Satisfaction survey for LA WIC Directors has been developed and is in the process of being sent to the LA WIC Directors	Assess how well the SA staff are engaging with LA
4. SA will provide support LA goal to attend high school and/or college career days to get into the classrooms	State Staff, Outreach Committee and NeWA	QTR 3 FY 2023	2022-not yet started 2023 - One on One discussions were held with the LA WIC Directors discussing the purpose of this goal with encouragement to LA to continue to attend high school and or college days annually	All LAs will attend an educational institution annually.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
5. Establish WIC exit interview protocol to collect consistent information on staff leaving	State Staff and LA WIC Directors	QTR 4 FY 2022 2023	2022- Not started 10/22 email to LA Directors to determine if they currently have/use exit interviews 2023 - many agencies have an exit interview protocol that is completed by their agencies HR Dept. LA's that have exit surveys sent them per request. Developing an exit survey for LA's have identified that they do not have one is in progress.	For all staff exiting employment from WIC, an exit interview will be conducted.
6. SA to assist LA Identify strategies relative to staff engagement and satisfaction and prioritize for implementation	State WIC and LA WIC Directors	QTR 1 FY 2024	2022-Not started 10/22 Directors Webinar discussion on engagement & satisfaction 2023 - One on One discussion with LA WIC Director on what strategies are in place in their agency for staff satisfaction and what is effective and valued by staff for retention.	Implement identified strategy(ies) Assessing what is being changed and is it effective
7. Develop early on-boarding protocol for new hires on WIC related expectations to build investment	State Staff, LA WIC Directors and TC staff	QTR 1 FY 2024	2022-started, Welcome letter sent to New WIC Directors 2023 -One on One discussions with LA WIC Directors on current onboarding practices at their agency, importance of training and f/u with new staff so they are comfortable and confident with their knowledge and abilities to do their job duties.	Implement on-boarding protocol for all new WIC hires

Strategy 3: Increase collaborative efforts with organizations to communicate the value of the WIC program.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
1. Connect with providers/birthing	State staff, Outreach	QTR 1 FY	2022: Not started	WIC is seen as breastfeeding experts

<p>hospitals to flip the message about breastfeeding, develop materials and discuss fully BF women's food package</p>	<p>committee, Breastfeeding Committee</p>	<p>2024</p>	<p>2023: We made a healthcare provider video from the state. There is a Breastfeeding presentation template available to local agencies to use for presentations with providers.</p>	<p>by advocates in the community Survey advocates to determine perceptions of WIC</p>
<p>2. Strengthen and develop new partnerships with organizations to increase outreach activities</p>	<p>State Staff, LA Directors, and Outreach Committee</p>	<p>QTR 1 FY 2024</p>	<p>2022: Not started 2023</p> <ul style="list-style-type: none"> - We are wanting to partner with the MIECHV program as we utilize the waivers - Marge is going to reach out to the Elemental Formula Program at DHHS for a WIC partnership. - If programs are within the Division of Public Health, we may not need an SOP but would need to do what USDA requires. 	<p>Increase the number of partnerships & outreach activities</p>

Breastfeeding Goal: By September 30, 2026, the percentage of WIC infants who are breastfed at 6 months of age will be greater than or equal to 35%.

New PEDNSS Report		
STATE – BASELINE & PROGRESS DATA		
		% infants BF at 6 months
Year 1 Progress-Baseline	January 2021 – December 2021	30%
Year 2 Progress	January 2022-December 2022	32%
Year 3 Progress	January 2023-December 2023	
Year 4 Progress	January 2024-December 2024	
Year 5 Final	January 2025-December 2025	

Old		
STATE – BASELINE & PROGRESS DATA		
		% infants BF at 6 months
Year 1 Baseline	Baseline – July 2020 – June 2021	26%
Year 2 Progress	October 2021-September 2022	28%
Year 3 Progress	July 2022 – June 2023	
Year 4 Progress		
Year 5 Final		

Note: When strategic planning took place in the Spring of 2021, and this goal was formed, the Journey “Breastfeeding Prevalence Report” was used to make the goal and track it (see “Old” table above). Nebraska and other states using our MIS have noticed some inaccuracies in the Breastfeeding Prevalence report. Due to this, we are switching to using a report that is extracted from Journey by the WIC Business System Analyst for the Pediatric Nutrition Surveillance (PEDNSS) report. This report is run for each calendar year. For our state breastfeeding goal, we are looking at the percentage of WIC participants who are “Breastfed at least 6 months.”

Five-year Measures:

- 1) Breastfeeding resources from the state are easy to access by local agency staff.
- 2) Regular communication opportunities with the state and local agencies are available.
- 3) All staff (current and new) are trained on the FNS Breastfeeding Curriculum.
- 4) At least 75% of local agencies in NE have breast pump programs.
- 5) At least 75% of local agencies in NE have BFPC programs.

Strategy 1: Improve communication, access to, and organization of breastfeeding resources, enhancing collaboration between all agencies (state and local).

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
<p>1. Increase content/improve the WIC Breastfeeding Resource site, to enhance the content available to local agencies. Also to improve usefulness and interest in the site</p>	<p>Nicole C</p>	<p>Quarter 1, 2022</p>	<p>2022: <i>Content has been continually updated. New content includes breast pump training, updated breast pump forms and processes, notes from BF Coordinators meetings, BF Panel recorded training, FNS Curriculum to download and recorded training on how to download and utilize the platform, BFPC program materials, and more!</i></p> <p>2023: <i>Existing content has been updated as needed. New updates include: FNS WIC Breastfeeding Curriculum Level 1 and 2 content (including all notes, handouts, post-tests, and videos), NE Breastfeeding Promotion Education and Support All Staff training, FNS Breastfeeding Curriculum Trainer Materials (including Guide to Training and Training Video)</i></p>	<p>Have breastfeeding resource site ready for local agencies to view</p>
<p>2. Give all WIC staff access to the WIC Breastfeeding Resource Site to improve organization and communication so all agencies and</p>	<p>Nicole C</p>	<p>Quarter 1, 2022 2023</p>	<p>2022: <i>All WIC Directors and Breastfeeding Coordinators should have access to the site. The site has been used for the past year with this group and specific materials are referenced as resources in local agency plan reviews, WIC director trainings, BF Coordinator meetings, and when answering local agency</i></p>	<p>Have all WIC staff have access to the WIC Breastfeeding Site</p>

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
<p>staff have easy to find and updated information</p>			<p>questions. As we implement the breast pump training and FNS BF curriculum training modules, more staff will gradually be given access to the site until all WIC staff in NE have access.</p> <p>2023 All 13 agencies have at least one staff person with access.</p> <ol style="list-style-type: none"> 1) It was encouraged during the BF Coordinator's meeting in November 2022 to start getting CPAs completing the pump training access to the site. 2) Now that there is content for clerks, CPAs, and BFPCs (Level 1 and 2 content, recorded training, etc.) agencies were encouraged during the BF Coordinator's meeting in Jan 2023 and March 2023 to get all staff access to the site. <p>There was a total of 84 WIC staff with access as of 4/2023.</p> <p>CAP Mid- All Staff CAPW – CPAs WCHD – CPAs LLCHD – ALL Staff DCHD – ALL Staff CDHD - CPAs PFHS - CPAs</p>	
<p>3. Continue to update the WIC Breastfeeding</p>	<p>Nicole C and Breastfeeding</p>	<p>Ongoing</p>	<p>2022: This site is being updated on an ongoing basis and</p>	<p>Survey to see if local agency staff are</p>

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
<p>Resource Site so this resource continues to be helpful for local agency staff. Also to continue improvement in communication between the state and local agencies</p>	<p>Coordinators</p>		<p><i>will continue to have content added as we implement the FNS Breastfeeding curriculum.</i></p> <p>2023: <i>This site was regularly updated throughout FY 2023 and discussed regularly during the BF Coordinator's meetings (which have BF Coordinators, WIC Directors, and other lead BF staff in attendance). Resources from the site are referenced and linked in state correspondence with local agencies such as Local agency plan reviews and other guidance to help enhance communication and access to materials with local agencies and the state.</i></p>	<p>utilizing it</p>
<p>4. Continue Breastfeeding Coordinators Calls to continue offering breastfeeding related networking opportunities for leaders in breastfeeding at local agencies. Also to continue to improve communication about breastfeeding initiatives between the state and local</p>	<p>Nicole C and Breastfeeding Coordinators</p>	<p>Ongoing</p>	<p>2022: <i>BF Coordinators calls are offered every other month. In 2022 meetings occurred on: 9/15; 11/18; 1/20; 3/17; 5/19; 7/21</i></p> <p><i>BF Coordinators' meetings are offered every other month. In 2023 meetings occurred on: 9/12, 11/17, 1/19, 3/16, 5/10</i></p>	<p>Successfully host calls every other month</p>

Action Step (what & why)	Who Responsible	When	Progress:	Performance Measure
agencies				
5. Update local agency staff after Breastfeeding Coordinator's calls to improve communication with all local agency staff about breastfeeding initiatives that are happening across the state	Nicole C and Breastfeeding Coordinators	Ongoing	<p>2022: <i>The meeting minutes for the meetings are available on the WIC Breastfeeding site. As more staff get access to this site, they will be able to view the meeting minutes as well.</i></p> <p>2023: <i>The meeting minutes for the meetings are available on the WIC Breastfeeding site.</i></p>	Successfully post updates after each meeting onto the Breastfeeding Resource Site
6. Start a regular call/meeting with BFPCs to provide an opportunity for BFPCs to network with other BFPCs across the state	Nicole C, BF Coordinators, BFPCs	Quarter 4, 2022 Quarter 1, 2024	<p>2022: <i>Networking opportunity for BFPCs was held during the NE WIC conference (September, 2021)</i></p> <p>2023: <i>No call was not hosted in 2023.</i></p>	Successfully have a meeting in FY 2022 and continue at least annually

Strategy 2: Implement the FNS WIC Breastfeeding Curriculum.

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
1. Become familiar with the platform to determine the best way to implement the training initially and ongoing	Nicole C and selected state and local agency staff	Quarter 2, FY 2022	<p>2022: Complete <i>BF curriculum work group met every other month starting in November 2021 to focus on becoming familiar with the platform. Goals of these meetings included: 11/4/2021- becoming familiar with the platform; 12/2/2021- become familiar with</i></p>	A training plan will be developed- Met

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p><i>the platform; 1/4/2022- Debrief on the Train the Trainer; 2/3/2022 Debrief on the Training so far; 3/3/2021 Debrief on the training</i></p>	
<p>2. Investigate/determine how to implement the training to determine the best way to implement the training initially and ongoing</p>	<p>Nicole C and selected state and local agency staff</p>	<p>Quarter 3, FY 2022</p>	<p>2022: <i>BF curriculum work group met every other month to determine how to implement the training initially and ongoing. Goals of these meetings included: 3/3/2022- Brainstormed methods for training in the future; 4/7/2022 Discussed a proposed training plan with 3 options; 6/2/2022 showed options for self-study modules and received feedback; 7/7/2022 showed options for using curriculum as a part of the pump training, agencies provided feedback.</i></p> <p><i>3 possible options that we decided to work towards:</i></p> <ol style="list-style-type: none"> <i>1. Local agency BFPC Coordinators could train peer counselors and CPAs on Levels 1 and 2</i> <i>2. Replay sessions could be offered by the state where we play videos from Cathy. State and local agency staff could also have sections that they train on.</i> <i>3. Self-study videos with post-tests</i> <p>2023: Complete <i>The BF Curriculum Workgroup consisting of state and local agency staff continued to meet every month in FY 2023. A training plan was developed: The training will be led by each agency's BF Coordinator. Self-Study videos, activities,</i></p>	<p>A training plan will be developed-Met</p>

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p><i>handouts, and post-tests will be completed under the guidance of the BF Coordinator. The state will track the completion of the training by tracking the completion of post-tests, emailed training checklists, and tracking in the BF report of the LA plan.</i></p> <p><i>The group does acknowledge that this training plan will need to be adjusted as time goes on and some agencies may need additional training opportunities utilizing the FNS Breastfeeding Curriculum.</i></p>	
<p>3. Implement training to update breastfeeding knowledge and services provided by all WIC staff</p>	<p>State and local agency staff</p>	<p>Quarter 1, FY 2023</p>	<p>2022: <i>NE WIC participated in a virtual training hosted by Montana WIC. Nine sessions were presented with content from Levels 1-4 of the FNS Breastfeeding Curriculum. The virtual training took place in Jan, 2022 and Feb, 2022. NE WIC had:</i></p> <ul style="list-style-type: none"> • 144/182 Local agency staff attend Level 1 training • All sessions of Level 2 training were completed by 82/99 local agency staff • All sessions of Level 3 training were completed by 65/83 local agency staff • All sessions of Level 4 training were completed by 19 local agency staff <p><i>After the initial implementation was completed by Montana WIC, we now need to work on the 3 options listed in Action Step #2. This is still in progress.</i></p>	<p>All agencies will have been trained in the breastfeeding platform</p>

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p>2023: Items identified by the BF Curriculum Work group during the February 2023 meeting on how to get all agencies ready to implement the training:</p> <ol style="list-style-type: none"> 1. Train the trainer materials for BF Coordinators needed (training video on the process, list of things to submit, estimated training times, examples of different ways to train, papers that are needed) 2. BF Curriculum Work Group members could mentor agencies that were not a part of the workgroup. 3. Ideas to address barriers to implementation (present success stories at NeWA/BF Coordinators meetings) <p>Level 1 and 2 training are available on the NE WIC Breastfeeding Site and are available to start using.</p> <ul style="list-style-type: none"> • The implementation plan was presented to local agency staff during the January 2023 BF Coordinator's meeting • A BF Coordinator's guide to training was developed and shared at the March BF Coordinators' meeting. This is also available on the NE WIC BF Site. • A Train the Trainer video was recorded and will be shared with all local agency staff during the May BF Coordinator's meeting. • Future plan: A booth will be set up at the NE WIC conference in August 2023. The local agency staff from the BF Curriculum 	

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p><i>Workgroup (or BF Curriculum Super users) will:</i></p> <ul style="list-style-type: none"> ○ <i>Advertise the NE WIC Breastfeeding site and curriculum.</i> ○ <i>Check to see if staff currently have access to the NE WIC Breastfeeding Site and assist them (whether they do or do not)</i> ○ <i>They will network with other BF Coordinators that have not attended the BF Curriculum Work Group meetings. They will keep track of who would like to have a mentor as they lead the training and hand out mentor contact information.</i> 	
<p>4. Actively train new staff on the new BF platform to keep new and existing Nebraska WIC staff up-to-date on breastfeeding knowledge and services in the years to come</p>	<p>State and local agency staff</p>	<p>Ongoing after implementation</p>	<p>2022: <i>Has not been started yet. We are still working on Action steps #2 and #3</i></p> <p>2023: <i>A deadline has not been set. We are working on Action Step #3 for this strategy. All local agency BF Coordinators and WIC directors were made aware of training plans either by attending the BF Coordinator's meetings or by email updates with meeting notes and other train-the-trainer materials. Some local agencies may already be making plans to implement this training at their agencies, especially</i></p>	<p>All new staff will receive updated BF training</p>

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			those who participated in the BF Curriculum Work Group.	

Strategy 3: Increase and maintain the local WIC agencies in Nebraska with breast pump (BP) programs to at least 75% (10/13).

Note: In June 2021, there were 8/13 agencies with breast pump programs (~62%).

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
1. Develop and implement training on new BP procedures to update BP knowledge and services provided at all local agencies	Nicole C	Quarter 2, FY 2022	<p>2022: <i>A new Breast Pump training was developed by the state. This training was shared and discussed with the Breastfeeding Curriculum Workgroup during our meetings on June 2nd and July 7th. Feedback was provided. The training was shared with Breastfeeding Coordinators and WIC Directors from all agencies during the July 21st Breastfeeding Coordinator’s meeting. If staff missed the meeting, meeting notes were sent on July 22nd. An instructional email with a 22-minute video explaining the training was also sent on July 22nd to make sure that all local agency Breastfeeding Coordinators and WIC Directors were aware of the training.</i></p> <p><i>Timeline:</i></p> <ul style="list-style-type: none"> <i>Breastfeeding Coordinators will complete the training checklist by September 2022</i> <i>Agencies will set up an individual meeting with Nicole to talk about their specific pump program and answer questions in September</i> 	Training has been successfully given to local agency staff

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p>2022</p> <ul style="list-style-type: none"> All staff who issue pumps will be trained under the guidance of their agency's breastfeeding coordinator by March, 2023. <p>2023</p> <ul style="list-style-type: none"> In September 2022, Nicole met with each agency that currently has a breast pump program (NENCAP, CNCAP, FS, CAP-Mid, CDHD, DCHD, LLCHD, CAPW, ECDHD) and one agency interested in starting a pump program (BVCA) to answer questions about the training, learn more about that agencies specific pump program, and to help with plans to implement the new training to all CPA staff who issue pumps by March, 2023. This training has been completed by CPA staff issuing pumps: <ul style="list-style-type: none"> Agencies with documentation of training sent to the state: BVCA, DCHD, CAP-Mid, CAPW, CNCAP, FS, CDHD, LLCHD, NENCAP Agencies with Action Steps to complete the pump training in their FY 2023 local agency plan: <ul style="list-style-type: none"> CNCAP, NENCAP, FS, CAP-Mid, CDHD, DCHD, LLCHD, CAPW New Programs: BVCA, FHS 	
2. Develop a process for	Nicole C and	Quarter	2022	A process for training

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
ongoing training for new staff to keep new and existing Nebraska WIC staff up-to-date on breast pump knowledge and services provided in the years to come	Breastfeeding Coordinators	3, FY 2022	<p><i>The initial training that was developed will also be able to be used as ongoing training.</i></p> <p>2023 <i>The training that local agencies are completing currently can be used for training new staff as well. As they complete this training initially with staff, they will become more familiar with how this training could be implemented with new staff.</i></p>	has been developed
3. Implement ongoing training for new staff to keep new staff up-to-date on breast pump knowledge and services in the years to come	Nicole C and local agency staff	Quarter 4, FY 2022	<p>2022 <i>The initial training that was developed will also be able to be used as ongoing training.</i></p> <p>2023 <i>Once this training is implemented initially, Nicole will look at what coordination is needed to keep this training a priority for new CPA staff.</i></p>	All new staff are trained
4. Promote BP programs to agencies without current programs to share the benefits of having a BP Program at WIC agencies for the families we serve and hopefully encourage other Nebraska WIC agencies to pursue	Nicole C and Breastfeeding Coordinators	Quarter 2, FY 2023	<p>2022 <i>Agencies that have expressed interest in starting pump programs were directed to the Program Overview video that was recorded as a part of the Breast pump program training to learn more.</i></p> <p>2023 <i>At least one agency has expressed interest in starting a new Breast Pump program in FY 2023. The process for this will be documented and put into a State agency procedure for future new programs.</i></p>	Local agencies with an interest in starting a BP program have been identified

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
offering this extra program				
5. Implement training to local agencies with new BP programs to give the tools needed to be successful to WIC agencies with new BP Programs	Nicole C and local agency staff	Quarter 4, FY 2023	<p>2022: <i>Once the initial training for existing programs has been implemented, then time will be spent on starting new programs.</i></p> <p>2023 <i>At least one agency has expressed interest in starting a new Breast Pump program in FY 2023.</i></p>	All local agencies who are interested in a BP program have been trained and have implemented their program.

Strategy 4: Increase and maintain the local WIC agencies in Nebraska with Breastfeeding Peer Counseling (BFPC) programs to at least 75% (10/13).

Note: In June, 2021, there were 9/13 agencies with Breastfeeding Peer Counseling programs (~69%)

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
1. Develop a plan to train BFPC Coordinators on training BFPCs to provide a consistent way to train new and existing BFPCs in order to improve breastfeeding knowledge and services provided	Nicole C and Breastfeeding Coordinators	Quarter 3, FY 2022	<p>2022: <i>Peer counselors need to go through the Level 1, Level 2, and Peer Counselor sections as a part of the FNS breastfeeding curriculum. Breastfeeding Coordinators and BFPCs were able to attend the Level 1 and 2 virtual training offered by Montana WIC in Jan/Feb 2022.</i></p> <p><i>The Breastfeeding Curriculum Workgroup, when creating a plan on how to implement the FNS curriculum, is including how to have BFPCs trained</i></p>	Plan has been developed- Met

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
both initially and ongoing			<p><i>in those discussions and plans.</i></p> <p><i>Currently, the BFPC training checklist has been updated to include the new FNS training curriculum. The FNS training curriculum is available for BF Coordinators to download on the WIC Breastfeeding Site. Self-study videos are included in that content.</i></p> <p><i>After planning with the BF Curriculum Work Group, we at the state are working on setting the self-study videos up into modules with post-tests for easier access and a more interactive experience. These modules will be used by all WIC staff, including BF Coordinators and BFPCs . Once these are set up, agencies may use the self-study videos to train BFPC Coordinators and/or BFPCs.</i></p> <p>2023 Complete All content for Level 1, 2, and BPFC staff roles is available on the WIC Breastfeeding site. Some BF Coordinators who participate in the BF Curriculum Work Group have started to use the self-study videos to train new peer counselors.</p> <p>A "Breastfeeding Coordinator's Guide to Training" is available on the NE WIC Breastfeeding Site. It includes how to train on the FNS Breastfeeding Curriculum, and includes an additional section about how to train BFPCs specifically. This was</p>	

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p><i>shared with local agency staff during the March BF Coordinator's meeting. A Train the Trainer Video on how to train on the FNS Breastfeeding Curriculum was developed and will be shared at the May BF Coordinator's meeting.</i></p>	
<p>2. Promote BFPC programs State wide to share the benefits of having a BFPC Program at WIC agencies for the families we serve and hopefully encourage Nebraska WIC agencies to pursue offering this extra program</p>	<p>State and local agency staff</p>	<p>Ongoing</p>	<p>2022: <i>Once Action step #1 is complete, this can be a focus</i></p> <p>2023 <i>Once action step #1 and 3 are complete this can be a focus</i></p>	<p>Local agencies are interested in starting new BFPC programs</p>
<p>3. Complete trainings for BFPC Coordinators to provide a consistent way to train new and existing BFPCs in order to improve breastfeeding knowledge and services provided</p>	<p>State and local agency staff</p>	<p>FY 2023</p>	<p>2022: <i>Once Action step #1 is complete, this can be a focus</i></p> <p>2023 <i>A "Breastfeeding Coordinator's Guide to Training" is available on the NE WIC Breastfeeding Site. It includes how to train on the FNS Breastfeeding Curriculum, and includes an additional section about how to train BFPCs specifically. This was shared with local agency staff during the March BF Coordinator's meeting. A Train the Trainer Video</i></p>	<p>All BFPC coordinators have been trained</p>

Action Steps (what & why)	Who Responsible	When	Progress	Performance Measure
			<p><i>on how to train on the FNS Breastfeeding Curriculum was developed and will be shared at the May BF Coordinator's meeting. The Breastfeeding Curriculum Workgroup will continue to assess additional training needs.</i></p>	
<p>4. Investigate possible incentives of being a BFPC that could be offered to make finding qualified applicants and retaining them in BFPC positions easier</p>	<p>Discuss at BF Coordinators Meeting</p>	<p>FY 2022 FY 2024</p>	<p>2022: <i>Once Action step #1 is complete, this can be a focus</i></p> <p>2023: <i>Once action step #1 and 3 are complete this can be a focus</i></p>	<p>Incentives are identified and promoted</p>
<p>5. Increase the number of agencies that have a bring baby to work policy. Why: To make finding qualified applicants and retaining them in BFPC positions easier. Also to enhance breastfeeding services provided by BFPC programs, allowing BFPCs to promote breastfeeding as the normal way of feeding babies at WIC offices</p>	<p>Local Agency WIC Directors and Facility Directors</p>	<p>FY 2024</p>	<p><i>This is a local agency action step.</i></p>	<p>Increased number of agencies that offer this policy</p>

10.16.23 updated