



City of Dallas

Supplemental Nutrition Assistance Program for Women, Infants and Children (WIC) Strategic Planning Update

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Agenda for Today



WIC Program Overview

Strategic Partnership with CPAL

Progress this Year

Strategic Planning Update

Questions and Discussion





The **Value** of the WIC Program

- Reduces food insecurity
- Alleviates poverty
- Supports economic stability
- Improves dietary intake
- Protects against obesity
- Improves birth outcomes
- Improves health outcomes
- Supports learning and development
- Reduces health care and other costs
- Improves retail food environments

WIC Racial Equity Plan Alignment



Departmental Progress Measures: Increase the monthly number of WIC clients receiving nutrition services by 25% in equity priority areas by July 2024 (zip codes 75210, 75215, and 75216)

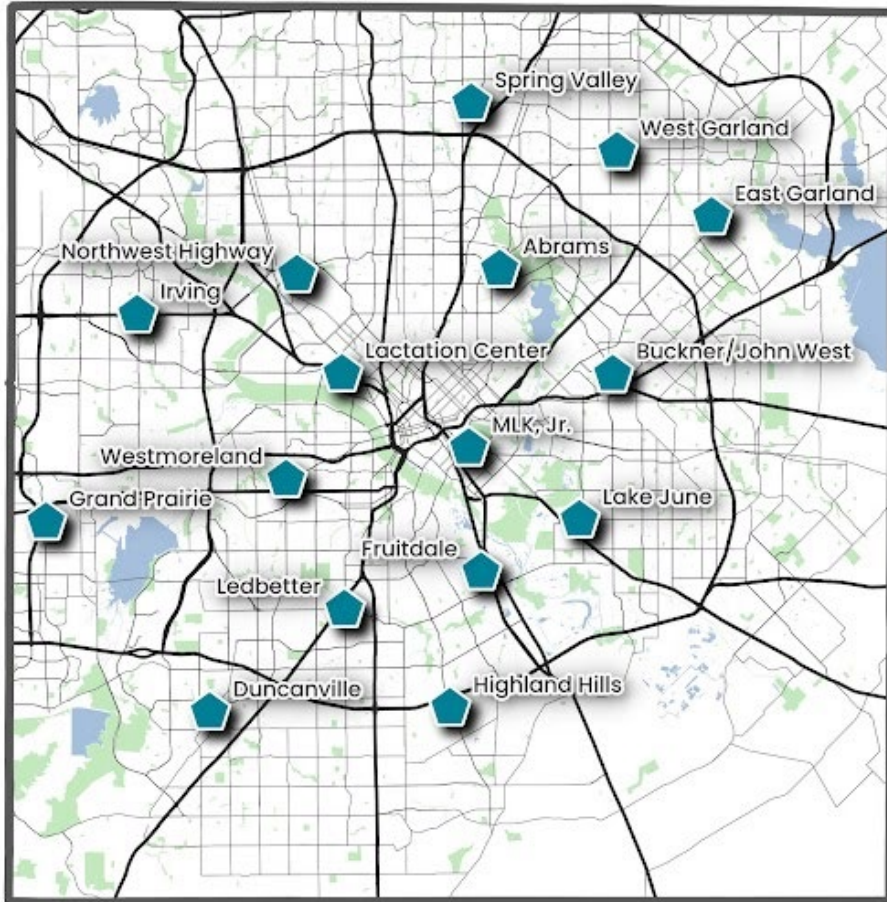
- Baseline: 1,649 (September 2022)
- Target: 2,062 (July 2024)

Additionally, WIC is aligned with several **Equity Indicators:**

- Equity Indicator 10: Child Poverty
- Equity Indicator 12: Working Poverty
- Equity Indicator 51: Prenatal Care
- Equity Indicator 57: Low Birth Weight
- Equity Indicator 58: Child Food Insecurity



WIC Locations



16 Clinics across Dallas County...

...serving over 69,000 monthly participants...

...and growing!



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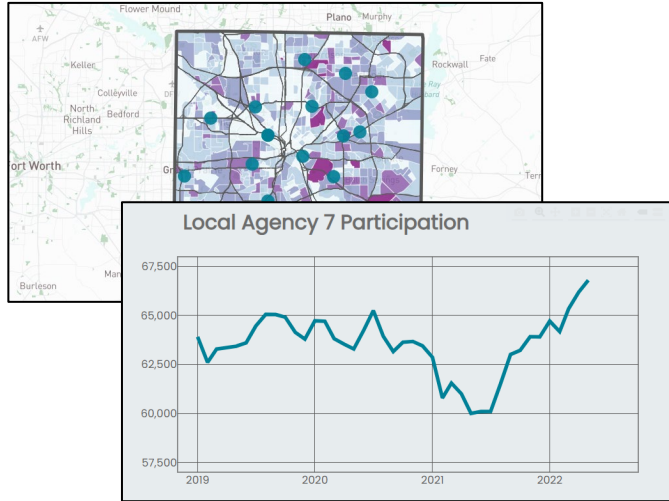
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WIC & CPAL Partnership



"Mobile WIC" is one of the high potential solutions we are currently focused on scaling

Goal: Bring mobile services to within 2 miles of all eligible women & children

Mobile vans are used to transport materials and staff to sites within existing public spaces.

Choose sites that:

- Are known and trusted by the community, consider comfort for mothers and families from the population
- Have sufficiently low cost and offer a degree of appropriate social context

Optimizing leases for brick & mortar WIC clinics to increase traffic and accessibility

Goal: locate all clinics in high density & eligibility areas

- CPAL supporting with running analytics on neighborhoods with a high density of eligible women
- Examining what spaces are comfortable for and trusted by immigrant populations
- Also considering whether future projected demographics support longer lease timelines before signing

Dallas County: Total WIC eligible population

Strategic Planning Workshop

Greater Dallas WIC - LA007

17 December 2021

WIC CHILD POVERTY ACTION LAB

Support to enable **data & analytics environment** for decision-making and continuous improvement at all levels

Innovation for next-gen **service & benefits delivery** across the agency

Facilitating **strategic planning sessions** in December 2021 & August 2022 for management team, goal-setting for 2023 & beyond



CPAL and WIC Partnership - Initiatives



2019

- IDEO and WIC design-thinking research on participant experience
- “WIC Playbook” toolkit
- Mapping analysis on eligible clients

2021

- VISTAs, co-managed by WIC and CPAL, test Playbook strategies and pilot programming

Future/Ongoing

- Data and analytics process capacity building, embedding working with Office of Business and Data Analytics
- Clinic standardization tools
- Continued project piloting and support

2020

- Substantial impact to clinic operations and staffing due to COVID-19 impacted project timelines
- Best practices research
- VISTA program planning and recruitment

2022

- Strategic Planning
- Goalsetting and targets
- Clinic site and lease analysis tools
- Client experience mapping



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Our prior goals for 2022...



In 2022, Greater Dallas WIC sought to

serve more participants

Working to establish monthly and annual participation goals, with a focus on pregnant moms & children over 1

by professionalizing

*Embedding a **highly qualified staff** that is passionate about our mission by utilizing best practices in hiring, training, & leadership*

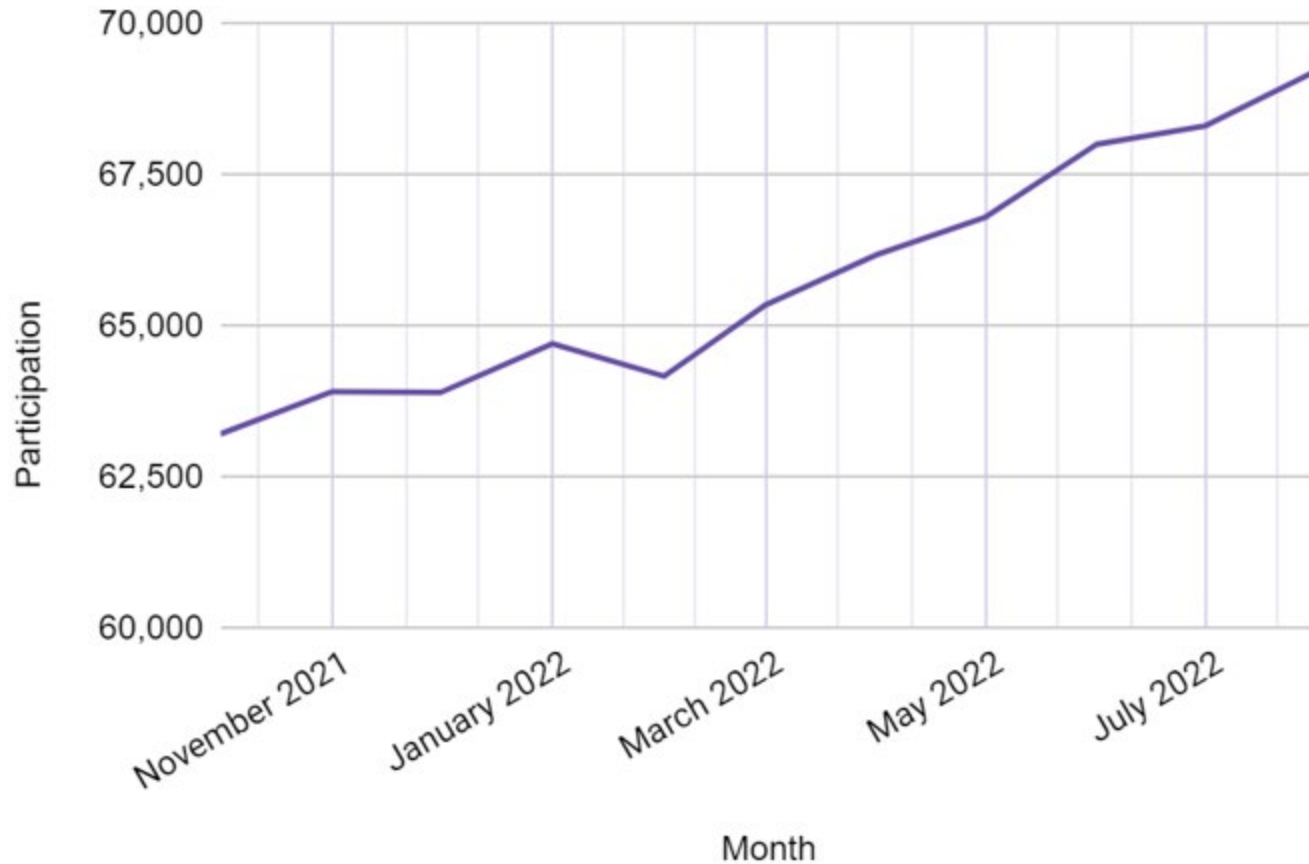
a family-centered model

*Centering the health & wellness, material needs, & aspirations of **all caregivers & children** in the families in our community*

of service & benefits delivery.



Progress to date in FY2022



10% 

Growth in average monthly participation

51K

More residents served in FY2022 than in FY2021

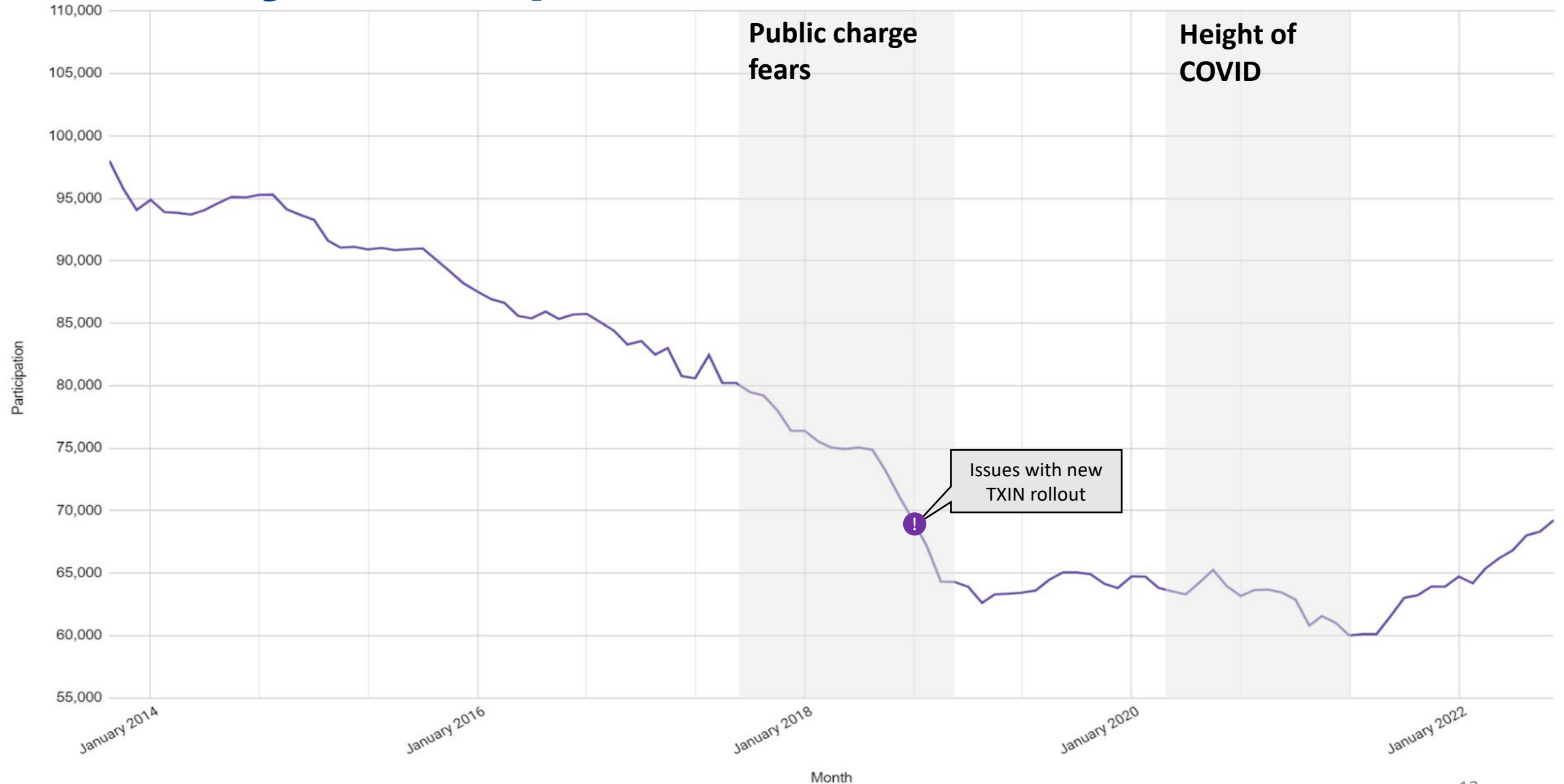
\$1.8m

More food benefits for families in Dallas

This growth has been especially important for vulnerable families given the concerns inflation and struggles to find childcare.



Monthly Participation



Barriers to Overcome



We are currently serving an estimated 30% of our eligible participants in Dallas County – and **working to navigate serious barriers our clients face** in participating in the WIC Program:

Those we can control...



Clinic locations can be far from eligible residents



Appointments and wait times can be long



Shopping with WIC benefits can be challenging



Eligible families are not always aware of WIC and its benefits

... and those we cannot



Concerns/fears of 'public charge'



Enrollment requirements can be cumbersome



WIC participation can be tied to macroeconomic trends



What's happening in Greater Dallas WIC?



Improved organizational structure

*Focusing on staffing alignment within clinics
& maintaining appropriate staff-to-client
ratios at all levels*



Clinic standardization & excellence

*Overhauling physical space & establishing a
welcoming environment across clinics to ensure
a high-quality experience for staff and clients*



Data-driven and equity lens

*Management team using data & analytics to
support decision-making & efforts at service
delivery optimization*



Ensuring quality service delivery

*Creating standard processes & ensuring
consistent application of best practices in client
services & nutrition education*



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A strong objective for FY2023...



In 2023, Greater Dallas WIC will

serve more participants

*Achieving a **.75% average monthly increase** to serve over 870,000 participants, with a focus on pregnant moms & children over 1*

by professionalizing

*Embedding a **highly qualified staff** that is passionate about our mission by utilizing best practices in hiring, training, & leadership*

a family-centered model

*Centering the health & wellness, material needs, & aspirations of **all caregivers & children** in the families in our community*

of service & benefits delivery.

***Standardizing clinic operations & points of excellence** by providing quality service during the first point of contact, nutrition education, & throughout the entire WIC user journey*



Key actions for WIC in 2023



Fill open positions and staff clinics adequately

Continue to hire as needed to ensure necessary staff to deliver the support our families need and improve outcomes for Dallas, and work with HR to develop a recruitment model for critical roles, such as WIC Certifying Specialists



Increase training and development opportunities for all staff

Part of our goal of professionalizing is about improving the expertise and capability of our staff to provide better personalized service for families



Develop tools to drive clinic excellence with new standards

Establishment and implementation of standard practices to contribute to consistent high-quality client engagement and service delivery across sites, with continued innovation



Continued focus on data driven decision-making and strategy

Continue the strategic planning work, including Racial Equity Plan goal setting, updating short- and long-term goals and metrics, and identifying specific strategies & actions



Targets carry huge impact for Dallas



Targets for FY2023

.75%

Sustained average monthly growth rate in participation

80k

Growth (over FY22) in annual participation across Dallas

\$2.9m

Additional food benefits delivered to Dallas families

\$1m

Additional earned revenues from increased participation

Targets for FY2028

50%

Participation amongst eligible population in Dallas

400k

Growth in annual participation across Dallas

\$14m

Additional food benefits delivered to Dallas families

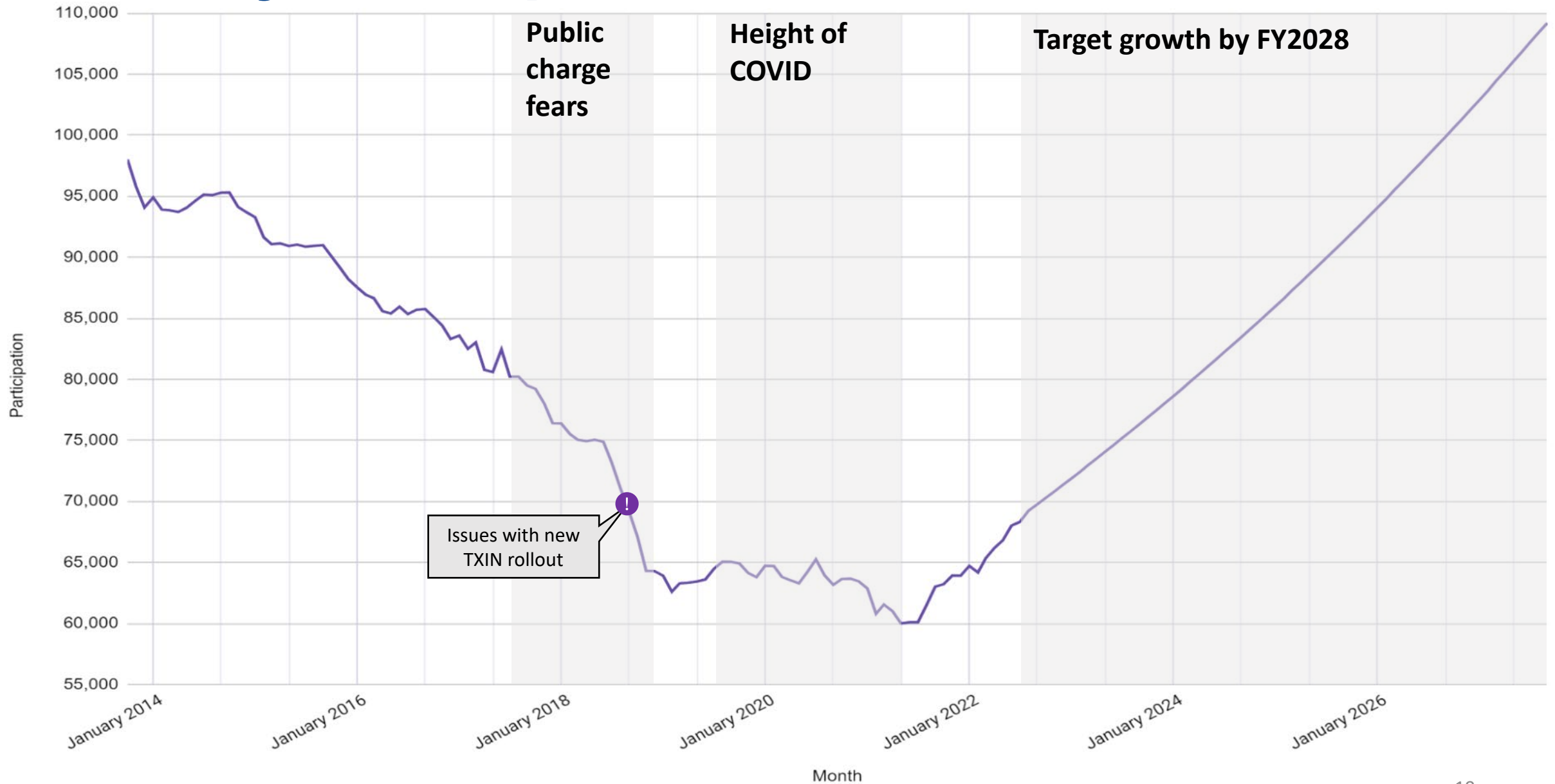
\$4m

Additional earned revenues from increased participation



1) Growth and increase numbers relative to FY2022 – 780,000 total annual participation

Monthly Participation



Next Steps



- Requesting Workforce, Education, and Equity (WEE) Committee to recommend approval of an upcoming agenda item to accept funds for the remaining period of the current 5-year agreement with Texas HHS
- WIC and CPAL continue work to finalize and complete projects aligned with strategic goals and plans
- WIC will review participation targets and update goals annually



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What's new at Greater Dallas WIC?

Upcoming Milestones

Questions and Discussion





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Appendix



WIC supports health & wellness in Dallas



What is the WIC program?

The Special Supplemental Nutrition Program for Women, Infants and Children, popularly known as WIC:

- Was established and is **administered at the federal level as a fully funded program by the Food and Nutrition Service** of the United States Department of Agriculture;
- **Safeguards the health of low-income women, infants and children** up to age 5 who are at nutritional risk;
- And is administered by local agencies across Texas – and the **City of Dallas has served Dallas County as Local Agency 007 since 1976.**

How are WIC services delivered?

WIC seeks to support nutritional health for at-risk families through key programs:

- **Nutritional Education** helps families identify and purchase healthy food packages each month to supplement the diets of mothers and their children.
- **Breastfeeding Promotion and Support** provides the guidance and enabling conditions necessary to ensure healthy mothers can nourish their children from birth.
- Additional educational supports are provided for **obesity prevention**, healthy eating practices, and referrals to healthcare services for those in need.

Who are the recipients of WIC?

Eligible participants for WIC services must meet the following criteria:

- Reside in Texas;
- Have a household income below 185% of the federal poverty line (e.g. household of 3 earning <\$3,386/mo)
- And fall into one or more of the following categories
 - Be an expecting mother or have delivered within the last six months
 - Be a breastfeeding mother until your child is 1 year old
 - Be a child under 5 years old

Large majority of WIC participants, and of likely eligible non-participants, are Black and/or Hispanic/Latino



Program Eligibility



- Applicants must meet all of the following criteria to be eligible for WIC services
- Categorical requirements
 - Women - Pregnant (during pregnancy and up to 6 months after birth of an infant or end of pregnancy)
 - Postpartum (up to 6 months after the birth of an infant or end of pregnancy)
 - Breastfeeding (up to infant's first birthday)
 - Infants (up to infant's first birthday)
 - Children (up to 5th birthday)
- Residential – must reside within Texas
- Income - Up to 185% of Federal Poverty Guidelines



Program Eligibility – Nutrition Risk



- Nutrition Risk Requirement means that an individual has medical-based or dietary-based conditions such as:
 - Anemia
 - Underweight
 - Poor Pregnancy Outcome
 - Teen Pregnancy
 - Poor Diet
- Applicant's height and weight must be measured, and bloodwork taken to check for anemia. An applicant must have at least one of conditions on the State's list of nutrition risk criteria.
- Applicants must be seen by a health professional such as a nutritionist who must determine whether the individual is at nutrition risk.



WIC Services – Nutrition Education



- WIC clients receive individual nutrition counseling and/or classes every 3 months from Educators, Nutritionists or Dietitians depending on the individual needs. Many clinics offer classes especially for children. Men who have family members participating in the program are welcome to attend classes.
- WIC offers tailored monthly supplemental food packages based on the latest nutrition guidelines. The food packages offer fruits, vegetables, whole grains, low-fat milk, yogurt, and baby food in addition to cereal, eggs, juice, peanut butter and beans. WIC offers a variety of healthy foods to help parents make smart choices for their family.

