

Department of Public Health and Social Services Bureau of Nutrition Services-Guam WIC Program		
TITLE: WIC Program Mission, Vision, Strategic Goals and Objectives FY 2024 – FY2026	POLICY NO.: OM- 03	Page 1 of 7
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PROGRAM OVERVIEW

The Special Supplemental Nutrition Program for Women, Infants, and Children known as the WIC Program is administered by the Guam Department of Public Health and Social Services (DPHSS), within the Division of Public Health Bureau of Nutrition Services. The Guam WIC Program provides nutrition and breastfeeding education, nutritious supplemental foods, and improved access to regular health care and social services for low and moderate-income women and young children with or at risk of developing nutrition-related health problems.

PROGRAM MISSION

“The mission of the WIC Program is to safeguard the health of low-income women, infants, and children up to age 5 who are at nutrition risk by providing nutritious foods to supplement diets, information on healthy eating, and referrals to health care” (USDA Food and Nutrition Services, 2022). The WIC Program is based on the premise that many low-income people are at risk of poor nutrition and health outcomes because of insufficient nutrition during the critical growth and developmental periods of pregnancy, infancy, and early childhood (Institute of Medicine, 1996).

VISION

The Department of Public Health and Social Services envisions the Bureau of Nutrition Services to be the national leader in promoting nutrition education, breastfeeding promotion, and healthy food choices and to have a major impact on improving the health outcomes of our WIC-eligible population and the island community.

FY 2024 - FY 2026 GOALS AND OBJECTIVES

The Guam Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) Program Goals and Objectives were developed with the input of the State Agency staff, clinic supervisors, and representative staff from the different clinics. The following goals were developed based on findings from the 2022 Organization and Management and Nutrition Services Management Evaluations, clinic reviews, and satisfaction surveys, that provided an opportunity to improve our operations and services and set new strategic goals for FY 2024 through FY 2026. Four priority areas were identified that encompass the areas within the Guam WIC program that can be improved for the benefit of current and future WIC participants and WIC staff. These four goals/priority areas are as follows:

4. Nutrition Assistant II will mentor each clinic staff every 6 months to address areas to improve counseling skills and customer service.
5. Financial section staff shall monitor the food benefit redemption rate and report to the WIC Director and the Public Health Nutrition Specialist (PHNS) if the target is not met quarterly.

Objective 3: To improve the clinic environment to be more appealing, welcoming, child-friendly, clean, and safe.

Action Steps:

1. The Clinic Supervisor and PHNS shall conduct a clinic site assessment (environment) at least once a year using a health and safety checklist.
2. Clinic supervisors shall discuss with PHNS the findings and report to the WIC Director and address areas of improvement.
3. Clinic layout shall be assessed and reconfigured for a more efficient workflow.
4. Improve visual WIC signage outside the clinics by adding appealing WIC signage for all clinics.
5. The WIC Director shall include in the annual budget the upkeep of the WIC clinics.
6. The WIC Director shall look into the possibility of moving the Tiyan clinic to another clinic location by FY 2026.

Objective 4: To accommodate more scheduled and walk-in clients per day in each clinic.

Action Steps:

1. Increase workforce capacity by filling vacant clinic positions in a timely manner.
2. WIC personnel staff shall utilize other avenues to post vacancies and recruit clinical staff.
3. WIC personnel staff shall work with DPHSS HR and DOA HR to fast-track the recruitment and selection process.
4. The WIC Director in collaboration with PHNS and finance staff shall look at staffing patterns, caseload, client data, and budget when making decisions in regards to adding or recruiting more clinic and admin staff.
5. Increase the efficiency of clinic staff through supervision and training.
6. Schedule follow-ups of medium and low-risk participants on a quarterly basis to open and accommodate more clinic appointments.
7. Will train and assist our non-certified Nutrition Assistants to be certified as Competent Professional Authority (CPA).

Objective 5: Guam WIC shall opt into ARPA physical presence waiver and remote issuance benefits to increase service access.

Action Steps:

1. Guam WIC will opt into ARPA physical presence and remote benefit issuance waiver
2. A policy and procedure for the new remote issuance of benefits and initial certification shall be developed.

4. Bring in a breastfeeding expert to conduct breastfeeding training for clinic staff.

Objective 5. Guam WIC shall be provided with the necessary and required trainings to keep staff competent and current

Action Steps:

1. The PHNS shall conduct monthly In-Services training to a staff
2. Staff shall attend customer service training, disaster plan training and Civil rights annually.

Goal #3: To leverage technology thereby improving access to services and streamlining and WIC processes by the end of FY 2026.

Objective 1. Guam WIC shall improve the WIC website by making it more interactive and user-friendly by FY 2025. The Guam WIC website will have a staff/employee portal to house policies and procedures and training materials for staff.

Action Steps:

1. Secure Infrastructure or Operational Adjustment grant funding
2. Contract vendor to manage website
3. Health Educators/Outreach Staff and Public Health Nutrition Specialist shall collaborate with Vendor what information needs to be in the website.

Objective 2. Maximize the use of the Health and Nutrition Delivery System (HANDS) 2.0. and launched participant portal in 2024.

Action Steps:

1. Train staff in the use of HANDS 2.0
2. Identify super user staff to be trained off-island.
3. Launched and utilized participant portal in 2024.
4. Disseminate information to participants how to use the participant portal

Objective 3. Maximize technology to provide remote issuance benefits and certifications.

Action Steps:

1. Guam WIC will opt into ARPA physical presence waiver and remote issuance benefits.
2. A policy and procedure for the new remote issuance of benefit and initial certification shall be developed.
3. Will allocate funds to upgrade computers and internet connection.

Goal #4: To improve the health and wellbeing of women infants and children through nutrition education and breastfeeding promotion as evidenced by reduction of less than ideal maternal weight gain, and increase the number of nursing mothers and breastfeeding duration rates by 3 % from baseline annually.

Objective 1. To increase the number of breastfeeding mothers and 3-month duration of breastfeeding by 3% annually.

Action Steps:

ASSESSMENT OF FY2024 GOALS AND OBJECTIVES

Goals	Assessment
1. To increase WIC enrollees and retention of participants by 3% each year.	The participation rate exceeded the goal of a 3% increase annually. A 12% increase in the participation rate was seen in FY 2024.
2. To ensure all clinic and administrative areas are sufficiently (90- 100%) staffed by FY 2025.	Only 76% of our clinic staffing pattern and 71% of administrative staff are filled. There were 4 staff who resigned during this period. Guam WIC is still actively recruiting.
3. Utilizing technology to improve service delivery	Guam WIC secured a grant funding to improve and modernize our Website, contribute to the HANDS 2.0 upgrade, and improve vendor monitoring activities by providing our Program Coordinators tablets to use during vendor monitoring. All the objectives in this area were have neem achieved. All functionalities of the HANDS were fully utilized and maximized improving our services, such as clinic reminders and reports to track clients with missed appointments. The HANDS 2.0 is in the testing phase this August with the roll-out scheduled for the summer of 2025.
4. Improving health outcomes and breastfeeding rates	Our breastfed infant rates improved by 1% (40%) as of June 2024 compared to FY2023 data of 39%. The percentage of nursing mothers also increased from 60% to 62% as of April 2024.

ASSESSMENT OF FY2023 GOALS AND OBJECTIVES

Organization and Management (Staffing)

At the beginning of FY 2023, there were 12 vacant positions. Guam WIC filled eight (8) of 12 vacant positions corresponding to 66%. These are the WIC Program Director, one Administrative Assistant, four Nutrition Assistants, one Community Nutritionist II, and a Breast-Feeding Peer Coordinator (Community Program Aide). However, two new positions were opened (Administrative Officer and Program Coordinator II) and 1 staff retired (Program Coordinator IV). Currently, 7 vacant positions are being recruited,

Nutrition Services and Breastfeeding Services

The Nutrition Services completed its training goals, however, specialty certifications such as Certified Lactation Counselor (CLC) and International Board-Certified Lactation Consultant (IBCLC) have not been realized. The other goals for FY2023 were also realized such as recruitment of a breastfeeding peer counselor, meeting the required training, and providing educational opportunities.

The participation rates have increased by 11% from 5,551 in October 2022 to 6,253 as of June 2023, an increase of 702 participants from baseline. The breastfed infant rates have increased from **38%** in FY 2022 to **39%** in FY 2023 and nursing mothers also increase from 60% to 62% in FY2023.