



ENHANCING WIC CERTIFICATION PROCESS THROUGH LANGUAGE AND TECHNOLOGY



Final Report to the U.S. Department of Agriculture Food and Nutrition Service
2019-2022 WIC Special Project Innovation Grant
FAMILY SERVICE WIC

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EXECUTIVE SUMMARY

Introduction and Background

Family Service (FS) Women Infants and Children (WIC) is in Lincoln, Nebraska and is home to refugees from over 40 countries speaking a variety of different languages including but not limited to English, Spanish, Arabic, Vietnamese, and Kurdish. Because FS WIC primarily functions in English, being able to offer other languages the Lincoln community needs was a major barrier to increasing WIC certifications and providing clients and potential new clients with excellent service. FS WIC wanted to not only increase communication and customer service with non-English speaking individuals in the community, but also strived to enhance communication with English speaking individuals and current WIC clients. Survey responses from FS WIC clients in 2020 noted clients wanted “convenience” and the ability to “save time” with appointments. They also noted being “too busy” to call during the day and be physically present for long lengths of time during the day. FS WIC contracted with Elevate Advertising (EA) to enhance features of the FS WIC website including:

1. Provide opportunity for clients to upload documents online prior to appointment to enhance the WIC certification process.
2. Provide opportunity for clients to chat and request appointments online through the current website to improve customer service in WIC clinics.
3. Tailor the FS WIC website to increase communication with new and existing non-English speaking clients to improve customer service in WIC clinics and to enhance the WIC certification process.

Project Overview

FS WIC contracted with EA, the organization that would carry out most of the work for this website project. FS WIC employed the following two enhancement opportunities:

1. Adopting technologies that enable participants to initiate and complete portions of certification procedures online.
2. Using innovative strategies to improve the WIC certification process by incorporating additional languages into their enhanced website to improve customer service in non-English speaking communities within Lincoln, Nebraska.

FS WIC staff and EA staff first met to brainstorm ideas and desired wants and needs for website enhancements. EA was contracted to:

1. Create an online opportunity for uploading documents needed for WIC certifications prior to appointment time.
2. Incorporate an online appointment request and online chat feature.
3. Provide WIC information (including document upload and appointment and chat requests) in four additional languages.

The original timeline, March 1, 2021, to Sept. 30, 2022, was extended utilizing a no-cost extension that was approved. The final project was completed by Dec. 30, 2022. The anticipated

impacts of the project were to provide families in the Lincoln community with a way to complete WIC certification appointments in an efficient way and to enhance customer service by increasing communication.

Key Findings

The ability to upload documents prior to appointments, to be able to chat with staff via text, and the ability to request an appointment online (during or outside of business hours) does provide convenience for clients yet increases workload for staff. FS WIC was able to provide opportunities for clients to communicate with staff in various ways. Through the website, clients can request an appointment, and while doing so, note how they would like to be contacted (text, email, or phone). This option has helped increase communication immensely. FS WIC is now able to better communicate with clients how they would like to be communicated. In addition, the enhancements have allowed non-English speaking individuals the opportunity to be equally educated and knowledgeable about WIC services utilizing the translations in Spanish, Arabic, Vietnamese, and Karen. The target population for this project was both the WIC eligible clientele in the community (Goals 1 and 2), and those in the community speaking Vietnamese, Arabic, Spanish, and Karen (Goal 3) whom may also be WIC eligible. With client caseload increasing nearly 500 clients more each month, the project did affect the target population, but the specific enhancements were not significant.

While the intentions of the new features were meant to save time, provide convenience, and increase communication, staff felt the new features were easy to use, but might not have impacted the efficiency with which they conducted their duties. In addition, satisfaction was only moderate. There was no change in time saved and the enhancements did not make the appointments efficient for clients or staff. Although the project does have potential to provide convenience for clients, it may not necessarily provide convenience for staff.

Project Conclusions and Lessons Learned

Despite some promotional efforts, few clients seem to be using the new features, and it does not appear that any demographic groups are using the feature at higher rates than others (i.e., language, age, education, race). FS WIC learned that it is important to research the advertising company and partners to be included in the work. FS WIC ended up having several challenges with the technology company chosen as a lead contractor to carry out the work. It was manageable, and many things were accomplished, but should have thoroughly researched contractors for the work. Agencies interested in future innovation projects should consider spending time researching appropriate contractors for both website modifications and possibly a second contractor for marketing and promotion of the innovations. It was also learned how valuable some contractors can be in the work as well. Gretchen Swanson Center for Nutrition (GSCN) was instrumental in the project and promoted a progressive project and found ways to evaluate pieces of the work that FS WIC staff would not have had capacity to do.

Appointment times increased, which could have been related to many factors, but the time for administrative pieces stayed the same, which is where the enhancements of the project were focused. FS WIC learned through this that ensuring enough staff time can be devoted to the work

is important. Though staff time was appropriately forecasted in the budget and workplan, unforeseen circumstances in staff turnover made some of the project difficult to thoroughly complete. Therefore, at times, appointments were longer due to staff shortages. In the future, agencies may consider unforeseen circumstances like staff shortages and staff turnover and how that may affect the grant work.

The chat function was meant to be an enhanced feature through the website but was removed from the project. A text messaging system, that was more staff initiated rather than client initiated, replaced the original chat function, and has been a very successful challenge that was overcome. In addition, one of the bigger pieces of the project was the inclusion of four additional languages. This area is the most underutilized, however, it could be the most needed in the Lincoln community, and the entire nation. This area has the most room for improvement in terms of promotion and marketing and will be the first area of focus for FS WIC during the post project phase of the grant.

SECTION 1: INTRODUCTION

1.1 Background

1.1.1 Target population and reason for funding request

FS WIC is in Lincoln, Nebraska, with a population of 291,274. Lincoln is the capital of Nebraska and the second largest city in the state. It was designated as a refugee-friendly city in the 1970s and is home to refugees from over 40 countries speaking a variety of different languages including but not limited to English, Spanish, Arabic, Vietnamese, and Kurdish. Because FS WIC primarily functions in English, being able to offer other languages our community needs was a major barrier to increasing WIC certifications and providing customers and potential new customers with excellent service. FS WIC provides benefits to approximately 1,770 individuals monthly, including approximately 358 women, 386 infants, and 1,026 children. Of these individuals, there are 80.7 % who identify as white, 22.1% who identify as black, 13.4% who identify as American Indian or Alaska Native, 3.1% who identify as Asian, and 1.2% who identify as Native Hawaiian or Other Pacific Islander.

1.1.2 Barriers to certification

Most WIC certification appointments begin upon entry of the building. However, about 27% of WIC clients were waiting for their certification appointment to begin for about six to 15 minutes.

Staff then approach the client and ask for their name and welcome the client(s) back to their desk to begin the certification process. Staff ask if the client will be able to provide all documents needed for the appointment, including but not limited to; photo ID, Medicaid card or paystubs within the last 30 days, WIC purple ID card, birth certificate, proof of address within 30 days and other forms accepted. If the client can provide all the documents needed for the certification appointment, staff continue through the process of confirming eligibility and begin charting intake pieces of the appointment. Each intake portion of the certification appointment takes an average of 20 minutes at FS WIC. Upon successful completion of the intake process, clients return to the waiting area until a Certified Professional Authority (CPA) is ready to complete

their nutrition assessment and counseling session. Often though, clients may not be prepared or have the appropriate documents for their appointment, which can lead to a delay in the certification appointment, a delay in appointments following, and lead to the client having to reschedule to a later date. This can be frustrating for both staff and clients and is a major barrier to a client's certification process.

1.1.3 Enhancement opportunities

FS WIC wanted to improve customer service by incorporating opportunities to communicate with staff in ways other than the current process, which includes phone calls only. By incorporating an online chat system, FS WIC thought clients would gain the knowledge or information needed from WIC staff in a timely manner, thus enhancing their experience by saving time and providing convenience, which are two areas in which clients noted being important in a 2020 FS WIC survey. Another area for improvement to save time and provide convenience, would be to provide the opportunity to request appointments online. Many of the WIC clients and potential WIC clientele struggle to communicate during regular business hours due to work schedules. So, utilizing Enhancement Opportunity 1: Adopting technologies that enable participants to initiate and complete allowable portions of certification procedures online, was important. Meeting the needs of our clientele by focusing on saving time, providing convenience, and enhancing communication through all languages within our community was the aim. Enhancement Opportunity 4 was also used for this project as FS WIC used innovative strategies to improve the WIC certification process by incorporating additional languages into the enhanced website to improve customer service in non-English speaking communities within Lincoln, Nebraska.

1.2 Goals and Objectives

1.2.1 Intended goals and impacted groups

There were three specific goals of this project:

1. Provide opportunity for clients to upload documents online prior to appointment to enhance the WIC certification process.
2. Provide opportunity for clients to chat and request appointments online through the current website to improve customer service in WIC clinics.
3. Tailor the FS WIC website to increase communication with new and existing non-English speaking clients to improve customer service in WIC clinics and to enhance the WIC certification process.

1.2.2 How goals support improving WIC

A large portion of FS WIC clients surveyed in 2020 noted being “too busy” to come to appointments. However, with the technology platforms used by FS WIC during the pandemic, clients noted they experienced “convenience,” and “time saved.” The three goals for the project strive to accomplish just that. Providing an opportunity to use technology to upload documents needed for an appointment beforehand should save time for clients and for staff. Saving time can provide opportunity for other areas of the appointment to be positively changed as well, such as

decreased wait times and opportunity for staff to spend more time engaging in face-to-face conversation with clients. Time saved should also provide room for additional appointments and thus enhance the WIC caseload.

While staff spend more face-to-face time with clients during appointments, new and existing clients should have the opportunity to request their own appointment via the website, and/or chat with staff to answer any questions. Providing this feature for clients should increase the number of WIC certifications at FS WIC because it provides the ability to schedule appointments during non-business hours and eliminates the need to call on the phone during business hours and leave a voicemail with staff who are likely busy with other clients.

All FS WIC clerical staff (also known as Client Service Specialist) speak Spanish and enhance the communication capabilities that FS WIC has with a large portion of Spanish speaking clients. However, other non-English speaking individuals in the community need WIC services, and it can be a struggle to provide services without inhouse interpreters. Tailoring the FS WIC website to increase communication with new and existing non-English speaking clients will enhance the WIC certification process by informing and providing knowledge to community members who can read and/or speak Spanish, Arabic, Vietnamese, and (originally Kurdish-but data later showed Karen was a more widely used language in the Lincoln Community) Karen. Providing information in written and auditory form on the FS WIC website, should provide these individuals with information about the program in detail. Auditory files will give clients a basic understanding of WIC services prior to their appointment and provide more clarity about the benefits of WIC, how to use the eWIC card at grocery stores, and the rights and responsibilities of being a WIC client. This should decrease the time that WIC certification appointments take when using an interpreter because clients can know and understand this information up front as they read and listen to information embedded within the website beforehand. Overall, this should improve services offered to individuals in the community who speak non-English languages such as Spanish, Arabic, Vietnamese, and Karen.

SECTION 2: PROJECT IMPLEMENTATION

2.1 Project Timeline

2.1.1 Project progression

During the summer of 2020, FS WIC organized clinic work and saw clients virtually in their own homes due to COVID-19. Staff learned to use more technology to complete certifications than ever before. A few staff were technology proficient, while other staff struggled with the change. Adding a technology piece to their everyday workload had its struggles, but that was the only choice at the time. After a few months, staff became more comfortable with technological changes. In spring 2020, the WIC Special Project Innovation (WSPI) grant was announced. Because FS WIC was already comfortable with certifying new WIC clients utilizing different technologies (Zoom, email, texting from cell phones), it made sense to build upon those changes and add even more ways to increase the customer service experience and increase the certification enrollments for long term capacity. FS WIC submitted a letter of intent by Nov. 30, 2020. The next one to two months were spent discussing ways to utilize these new funds (if

awarded) to improve the technology already being used (Zoom, website, email, texting). FS WIC worked with Gretchen Swanson Center for Nutrition (GSCN) and The Council of State Governments (CSG) to better understand the parameters of the grant and to submit an application that was complete.

In January 2021, FS WIC submitted the full application to help adopt technologies that enable participants to initiate and complete certification procedures online, and to utilize innovative strategies to improve the WIC certification process. This included online uploading of documents, text messaging through the website, and adding several new languages to the current website. No new staff were needed for this project; however, one current employee was able to increase their current hours to dedicate to this project as a project manager. On March 1, 2021, the award was announced, and FS WIC staff started to communicate with GSCN and CSG staff once again, to come up with more secure plans and timelines. In the original plan and budget, a kickoff meeting was scheduled in Washington D.C., in March 2021. Unfortunately, with the volume of COVID-19 cases at the time, the kickoff meeting was moved to a Zoom meeting.

In April 2021, FS WIC contracted with Elevate Advertising (EA) to accomplish the following:

1. Create an online opportunity for uploading documents needed for WIC certifications prior to appointment time.
2. Incorporate an online appointment request and online chat feature.
3. Provide WIC information (including document upload and appointment and chat requests) in four additional languages.

The original timeline (March 1, 2021, to Sept. 30, 2022) and project ideas are below.

2.1.2 Key activities planned-original timeline-key staff

Goal 1: Provide opportunity for clients to upload documents online prior to appointment to enhance the WIC certification process.

Goal 2: Provide opportunity for clients to chat and request appointments online through current website to improve customer service in WIC clinics.

Goal 3: Tailor Family Service website to increase communication with new and existing non-English speaking clients to improve customer service in WIC clinics and to enhance the WIC certification process.

Activities	Expected Completion Date
Notice of Award	March 1, 2021
Project kickoff meeting with CSG, GSCN, and FNS in Washington D.C	March 2021
Party Responsible: Dionna Schmidt, Kayla Abel	
In State Meetings	April 2021-June 2021

Activities	Expected Completion Date
Party Responsible: Dionna Schmidt, Kayla Abel	
Y1Q2 Reports Due	April 20, 2021
Party Responsible: Dionna Schmidt	
Y1Q2 Conference Call	May 2021
Party Responsible: Dionna Schmidt, Kayla Abel	
Activity 1: Contract with Elevate Advertising for website modifications.	April 2021
Party Responsible: Dionna Schmidt, Elevate Advertising	
Activity 2: Identify current clients to be part of FS WIC brainstorming team.	June 2021
Party Responsible: Mayte Avila	
Y1Q3 Reports Due	July 20, 2021
Party Responsible: Dionna Schmidt	
Y1Q3 Conference Call	August 2021
Party Responsible: Dionna Schmidt, Kayla Abel	
Activity 3: FS WIC staff meets with Elevate Advertising monthly for brainstorming and feedback on project.	Ongoing
Party Responsible: Dionna Schmidt, Elevate Advertising	
Activity 4: Develop website modifications and training materials for staff training.	August 2021
Party Responsible: Elevate Advertising	
Activity 5: Elevate Advertising will provide training to FS WIC staff on website modifications.	September 2021
Party Responsible: Dionna Schmidt, Elevate Advertising	
Activity 6: FS WIC staff practice new features to become comfortable with added functions.	October 2021
Party Responsible: Dionna Schmidt, Elevate Advertising, FS Clerical	
Y1Q4 Reports Due	Oct. 20, 2021
Party Responsible: Dionna Schmidt	
Y1Q4 Conference Call	November 2021
**Goal 3, Activity 2: FS WIC staff trained to navigate added non-	November 2021

Activities	Expected Completion Date
English website pages throughout the website.	
Party Responsible: Aylin Sanjuampa	
**Goal 3, Activity 3: Promote new functions and added languages on website to current FS WIC clients	November 2021
Party Responsible: Elsa Ramos, Elevate Advertising	
Party Responsible: Dionna Schmidt, Kayla Abel	
Activity 7: Project begins with small group of (current) FS WIC clients.	December 2021
Party Responsible: Dionna Schmidt, FS Clerical	
Y2Q1 Reports Due	Jan. 20, 2022
Party Responsible: Dionna Schmidt	
Y2Q1 Conference Call	February 2022
Party Responsible: Dionna Schmidt, Kayla Abel	
Activity 8: Project begins with all (current) FS WIC clients.	February 2022
Party Responsible: Dionna Schmidt, FS Clerical	
Activity 9: Project begins with all new FS WIC clients.	March 2022
Party Responsible: Dionna Schmidt, FS Clerical	
Activity 10: Advertise new features in local newspaper, magazines and Facebook.	March 2022
Party Responsible: Aylin Sanjuampa, Elevate Advertising	
Activity 11: Evaluation check-ins with Gretchen Swanson Center for Nutrition (GSCN).	Ongoing
Party Responsible: Dionna Schmidt, Kayla Abel, GSCN	
Y2Q2 Reports Due	April 20, 2022
Party Responsible: Dionna Schmidt	
Y2Q2 Conference Call	May 2022
Party Responsible: Dionna Schmidt, Kayla Abel	
End of Grant Period of Performance	June 30, 2022
Y2Q3 Reports Due	July 20, 2022
Party Responsible: Dionna Schmidt	

Activities	Expected Completion Date
Y2Q3 Conference Call	August 2022
Party Responsible: Dionna Schmidt, Kayla Abel	
Final Report Due	Aug. 30, 2022
Party Responsible: Dionna Schmidt, Kayla Abel	
Closeout Session at FNS headquarters	September 2022
Party Responsible: Dionna Schmidt, Kayla Abel	

Throughout the course of the project, FS WIC Project Manager Dionna Schmidt was kept very busy communicating project details with EA, GSCN, and CSG. As noted in the original timeline, quarterly reports, and quarterly and monthly calls with CSG, GSCN, EA, FS WIC staff and other community partners were consistent and frequent.

2.1.3 Revised timeline

In April 2022, FS WIC requested a no-cost extension for the original grant ending Sept. 30, 2022. The request for an additional six months (April 30, 2023) was granted due to the development of the new website having taken longer than anticipated. In addition, the Lincoln community experienced increased cases of COVID-19 during that time. As a result, WIC clinics moved 100% remote from December 2021 to March 2022. Due to these factors, it was difficult to start collecting post data, which was solely reliant on in-person appointment times, so the timeline was pushed back. As COVID-19 cases significantly dropped in the community, clinics reopened to in-person appointments starting April 1, 2022. At that time, portions of the new website were up and running. The website was able to then move forward with the original timeline, but on a revised schedule. Approval for a no-cost extension allowed the FS WIC project to include significantly more post data and allow more meaningful evaluation.

Throughout the project, FS WIC also had some turnover in staffing. Noted below are revisions related to staff responsibilities and an updated project work plan and revised schedule.

Goal 1: Provide opportunity for clients to upload documents online prior to appointment to enhance the WIC certification process.

Goal 2: Provide opportunity for clients to chat and request appointments online through current website to improve customer service in WIC clinics.

Goal 3: Tailor Family Service website to increase communication with new and existing non-English speaking clients to improve customer service in WIC clinics and to enhance the WIC certification process.

Activities	Expected Completion Date	Updated Expected Completion Date
Activity 1: Contract with Elevate Advertising for Website modifications.	April 2021	April 2021
Party Responsible: Dionna Schmidt, Elevate Advertising		
Activity 2: Identify current clients to be part of FS WIC brainstorming team.	June 2021	June 2021
Party Responsible: Mayte Avila		
Activity 3: FS WIC staff meets with Elevate Advertising monthly for brainstorming and feedback on project.	June 2022	December 2022
Party Responsible: Dionna Schmidt, Mayte Avila, Kayla Abel, Elevate Advertising		
Activity 4: Develop website modifications and training materials for staff training.	December 2021	April 2022
Party Responsible: Elevate Advertising		
Activity 5: Elevate Advertising will provide training to FS WIC staff on website modifications on English website.	December 2021	April 2022
Party Responsible: Dionna Schmidt, Elevate Advertising		
Activity 6: FS WIC staff practice new features to become comfortable with added functions on English website.	December 2021	April 2022
Party Responsible: Dionna Schmidt, Elevate Advertising, FS Clerical		
Activity 7: Project begins with all FS WIC clients on English website.	February 2022	May 2022
Party Responsible: Dionna Schmidt, FS Clerical		
**Goal 3 Activity 2: FS WIC staff trained to navigate added non-English website pages throughout the website.	December 2021	June 2022
Party Responsible: Mayte Avila		
**Goal 3 Activity 3: Promote new functions and added languages on website to current FS WIC clients.	December 2021	July 2022
Party Responsible: Elsa Ramos, Elevate Advertising		
Activity 8: Advertise new features in local	March 2022	August 2022

Activities	Expected Completion Date	Updated Expected Completion Date
newspaper, magazines and Facebook.		
Party Responsible: Rachelle Palacios, Elevate Advertising		
Activity 9: Collect Time Audit post data for final evaluation of project.	May 2022	November 2022
Party Responsible: Rachelle Palacios, Elsa Ramos, Dionna Schmidt		
Activity 10: Analyze post data.	June 2022	December 2022
Party Responsible: Dionna Schmidt, GSCN		
Activity 11: Evaluation check-ins with Gretchen Swanson Center for Nutrition (GSCN) Quarterly.	July 2022	December 2022
Party Responsible: Dionna Schmidt, Kayla Abel, GSCN		
Final Report Due	Aug. 30, 2022	March 31, 2023
Party Responsible: Dionna Schmidt, Kayla Abel		
Closeout Session at FNS headquarters	September 2022	April 17, 2023
Party Responsible: Dionna Schmidt, Kayla Abel		

2.1.4 Key agency staff

Although the grant award end date was April 30, 2023, all work related to the project ended in December 2022. From January to March 2023, Project Manager Dionna Schmidt and WIC Program Coordinator Kayla Abel completed the final report and final presentation in preparation for the closeout on April 17, 2023. Dionna Schmidt, Kayla Abel and Client Service Specialist Mayte Avila attended the closeout session at FNS Headquarters where they presented the project outcomes.

2.2 Key Actions Taken to Implement Project and Workplan

2.2.1 Goals and phases of implementation

To accomplish all three project goals, there were several phases of implementation that included detailed evaluation under the lead of GSCN:

- Phase 1: Workplan/project development.
- Phase 2: Website modification and feedback.
- Phase 3: Website implementation and trial period.
- Phase 4: Full website implementation in English.
- Phase 5: Adding four additional language options to modify the website.
- Phase 6: Advertisement and outreach utilizing the new and improved website

enhancements.

Phase 1: Workplan/Project Development

FS WIC first contracted with EA to help carry out the goals of the project. Kayla Abel, the FS WIC Program Coordinator, helped develop and approve deliverables for the contract. Kayla had grant writing and managing experience from a previous job opportunity. Utilizing the contract proposal from EA, Kayla, along with the EA and FS WIC team created deliverables, which included a detailed website design proposal that guided the website design and modification project. FS WIC used the deliverables workplan from EA to drive the implementation and rollout of the project and rollout, and then Dionna Schmidt was hired to manage the project.

Dionna was a CPA for 15 years, a CPA state trainer, and a Certified Lactation Consultant with FS WIC prior to the grant, but only worked part-time for FS WIC. She was able to join FS WIC in a full-time capacity after accepting the project manager position for the WSPI grant. Dionna was a great fit for this position with her extensive knowledge of WIC policies and procedures.

Phase 2: Website Modification and Feedback

Once the contractual agreement was set in place, FS WIC, led by Mayte Avila, a 15-year full time clerical staff for FS WIC, formed a brainstorming group and included current clients to help develop ideas and provide both staff and client feedback on the development of both goals including uploading of documents, and the online chat and appointment request features.

Phase 3: Website Implementation and Trial Period

In June 2021, brainstorming groups for both staff and clients were complete. EA began working on website modifications that would meet the needs of what was discussed in the brainstorming sessions. Through website modification and improvements, they were able to create an area for clients to upload all documents needed for their WIC certification appointment. First, the client enters their first and last name and phone number. They can then take a picture of any documents needed for the appointment, including but not limited to; Medicaid card or pay stubs, photo ID, WIC purple ID card, birth certificates, and proof of address. Specific areas for upload are noted on the website so that clients are aware of which documents are needed (i.e., “Upload Photo ID Here,” and “Upload Medicaid Card Here”). The documents are uploaded securely, and an email notifies staff that the documents have been uploaded on the website. Staff can then review documents prior to an appointment. If there are any discrepancies in the documents provided, staff then call the client and correct documentation before arriving at the clinic. This process was meant to effectively eliminate the barrier related to having appropriate documentation at appointment time. The intent to improving this process was also to contribute to meeting clients’ needs of providing convenience and saving time.

By including a feature to request an appointment online, clients should feel immediate satisfaction in knowing their request has been heard. This is an option both during regular and after business. The intent is to improve the customer service experience by providing convenience. Another hope was that having the ability to chat online with staff during regular business hours would also improve the customer service experience by providing immediate

responses for clients and saving time. The chat function was created and went live on the website on April 1, 2022.

In September 2021, EA presented new pieces of the website to a small group of FS Staff. Feedback on the changes were discussed by WIC staff and EA spent two to three months revising the website to meet the suggested needs of WIC staff. In February 2022, EA presented the website modifications and revisions to all of FS WIC staff. FS WIC staff were then trained in website modifications for both areas of the project. Staff began to practice the modifications to become familiar with the processes and procedures, and to identify any areas of needed improvement within the modifications.

Phase 4: Full Website Implementation in English

When staff were comfortable with the layout and usage of the modifications, FS WIC began offering these enhancements to a small group of current FS WIC clients-clients that staff recognized and knew would be willing to try something new. As staff become comfortable with the small caseload using the new features, the project then expanded to all current and new FS WIC clients. This all happened after the completion of website modifications, brainstorming sessions, trainings, and trial periods set forth in the workplan activities and timelines.

Phase 5: Adding Four Additional Language Options to Modified Website

With the overall goal of improving customer service and enhancing the WIC certification process, the project included all revisions to the website, both new and old, into four additional languages. To determine the languages that were most appropriate, FS WIC aimed to include English, Spanish, Arabic, and Vietnamese (English plus three additional languages). A local cultural center, The Asian Community and Cultural Center (ACCC) in Lincoln, Nebraska, led the efforts in translation and interpretation of the additional languages. They were contracted by EA under the direction of FS WIC. As the project unraveled, the ACCC noted the most common spoken languages other than English in the Lincoln community. They include Spanish, Arabic, Vietnamese and Karen. Moving forward, the website was translated into those four additional languages. In addition, the added features of uploading documents and requesting appointments were added in the four additional languages. Portions of these non-English pages also include English so that FS WIC staff could be trained and navigate those pages as well. EA then trained FS WIC staff to navigate the non-English pages of the website. In the original plans, there was also a function to “request an interpreter.” The plan was to create auditory files, such as YouTube links, to embed within the website in the additional languages. These additions were meant to improve communication with current and potential new clients within our community. This portion of the project was not completed, but FS WIC has worked on auditory files outside of the project and will have EA embed them into the website later.

Phase 6: Advertisement, Outreach and Partnerships

EA led the marketing and advertisement portions of the project. They advertised the new features FS WIC now offers on various platforms including Facebook and Google Ads using specific parameters to target local clients. They also created rack cards (see Appendix 6.1.1) for FS WIC

to send to clients, community partners, and cultural center patrons via text and email. At the completion of the grant, EA developed a marketing and advertisement report that showed results of their marketing and advertisement efforts. Pertinent information from that report can be found in the appendices (Appendix 6.1.2). At some point during the grant implementation period, FS Lincoln hired a full-time marketing specialist. She has been an integral part of the outreach efforts locally. At the end of the grant, she worked with the FS WIC team to create a mailer that was mailed to all individuals within certain zip codes of the FS WIC office. FS WIC is in the highest needs area of the Lincoln Community. The marketing specialist worked with a local advertising agency to create and mail 2,000 mailers that promoted the FS Lincoln and FS WIC website (See Appendix 6.1.3). In addition, it was most imperative to advertise and market to the refugee community, which FS WIC struggled to reach using the current processes. Dionna spent a large amount of time in October 2022 reaching out to local cultural centers in Lincoln including The Good Neighbor Center, Malone Center, The Asian Community and Cultural Center, and the Karen Society of Nebraska. She discussed high level WIC details and then discussed the new and enhanced website and how FS WIC has now made it easier for individuals speaking other languages, so they can be more comfortable with what WIC has to offer in the Lincoln community. She demonstrated the new website in several languages, left WIC fliers and business cards, and continues to reach out to the cultural centers to maintain the relationship built. The cultural centers provided feedback before the website was developed and then again at the completion. They advised FS WIC to incorporate a way to “refer” individuals to the FS WIC agency. A “referral” option was then included within the website. FS WIC worked with GSCN throughout the duration of the project to provide continuous data for evaluation.

2.2.2 Project ongoing maintenance

Because FS Lincoln utilizes EA for company-wide revisions and modifications annually, ongoing maintenance for these added features will be included in updates that occur annually through FS Lincoln budgets under the recommendations and suggestions of the WIC program coordinator and executive director.

2.2.3 Staffing challenges

Although Kayla, Dionna and Mayte led these efforts and directed much of their time to this space, it became difficult to continue doing their original jobs in the same capacity. Some grant deliverables, brainstorm sessions, feedback, and website trial periods were hard to fit into staff’s everyday schedules. There was time allotted for the project, but it still seemed to be difficult to fit it all in with a growing caseload during the pandemic.

Another interesting staff dynamic was that the project manager, Dionna, was once a peer to all other staff. This, at times, became challenging for her and staff. The communication needed to increase both from Kayla, the program coordinator, and Dionna, the new project manager.

There were pieces that the program coordinator remained responsible for such as managing staff and activities that other staff were to be doing to be involved in the project, while the project manager, was to be managing the deliverables, which often involved the staff. In addition, Dionna was learning a new role and learning something new professionally. She had not been a

part of grant work in the past.

The clerk staff found many challenges in the work throughout the project, mainly due to the time it took from their everyday tasks. A part of the challenge was the turnover in clerical staffing as well. Mayte Avila was the only clerk that remained at FS WIC from before the grant until the present. Original staff written into the grant; Aylin Sanjuampa and Elsa Ramos departed from FS WIC during the grant period. Rachele Palacios replaced these individuals, while another clerical position remained open for most of the grant duration. An additional strain was then put on clerical staff to complete everyday tasks and to also allot time to complete grant activities like data collection, surveys, brainstorming groups, and team meetings.

2.2.4 Implementation and partnership challenges

In Nebraska, all local agencies utilize a system called “Journey” for recording keeping. This system is used for health charting, eligibility charting, scheduling and anything related to client and clinic systematic organization and record keeping. Unfortunately, the merging of that system with a new appointment request system is not something that is feasible from a local level. Because all agencies in the state utilize this system, changing/merging/revising this platform was not something that FS WIC had the authority or capability of doing. In addition, about 13 other states utilize this same platform. When there are requests for changes to this system, all state agencies must agree to the changes.

The barrier to merging the Journey system and the new FS WIC scheduling system had been discussed prior to the project starting. However, the project team still wanted EA to ensure that the online appointment requesting feature was a current reflection of the Journey scheduling system through most of the day, every day. This part of the work was not fully completed. This was a barrier that was anticipated and is still a barrier. The website does not communicate with the Journey system and was very manual for staff, which became a larger barrier than anticipated. Because the clients utilizing the website did not know the intentions of the “schedule an appointment online” feature that was to be added, there was not a lot to overcome. Instead, it has been more of a barrier/challenge to overcome for staff.

The website alerts the FS WIC team with an “appointment request” email. Staff anticipated this to be a quick manual scheduling for a client and to make it easier for both clients and staff, but the unforeseen amount of time it typically takes staff to set up an appointment in the Journey system is sometimes inefficient for both staff and clients. This is due to clients not always being available when staff try to contact them to set up an appointment as it is not always in real time.

Another implementation challenge during this project was the addition of a chat function. The chat function that the contractor enabled was called “Podium.” Staff was hopeful that Podium would be very beneficial in enhancing communication with clients. Although this was a needed and wanted function, FS WIC found many unforeseen barriers and difficulties with this part of the project and revised/pivoted this part of the project to something different. FS WIC, transitioned into a text messaging system (also online) through another platform called “Sales Message.” The intention of the chat function was to provide opportunity for clients to message FS WIC staff 24 hours per day seven days per week. Anybody visiting the Family Service

Lincoln website had the opportunity to use the chat function. However, only FS WIC staff were replying to chats on the business end. This was maintained adequately for about seven days, but chatting individuals started to increase, and began asking questions about other programs within Family Service Lincoln, in which the FS WIC staff did not know the answers. Family Service Lincoln includes 4 other programs including Youth Development, Behavioral Health, Housing and Rental Assistance and the Child Care Food Program. FS WIC staff were not equipped with the knowledge to answer chat questions related to other programs and spent too much time tracking down the answers from other program coordinators, to make it worth the WIC staff time to continue with the chat function at this capacity. The chat function was then revised to appear only on the WIC page of the website and was no longer on the home page where other programs were shown. This did help combat the high chat volume by other program clients, but the chat function was still available 24/7. The chat function was then changed to work during business hours only. Chats sent outside of business hours were sent an automatic reply noting staff would respond the next business day. Although that was an “okay” fix, the next challenge was that it was difficult for staff to remember to monitor the online chatting system. It was an entirely different website, which meant staff had to remember to log in and have it active on their computers all day, every day, which just did not always happen. The Podium platform would also send an email to the Program Coordinator (as her email was the email linked to the platform), but it would note that “Jane Doe has been waiting for a response for more than 5 minutes.” The only person receiving this notification was the Program Coordinator, which just led to more communication breakdown and added work for her, in an area that did not make the work efficient. It was another barrier related to manual developments of the implementations of the project. This piece of the project was terminated indefinitely in September 2022.

The lack of knowledge and experience in evaluation of the project was another challenge. GSCN was an integral part of project related to evaluation, but FS WIC, at times, found it difficult to evaluate some of the impacts of the project’s interventions for a few reasons:

1. A lot of the anticipated changes through the interventions were subjective and difficult to numerically measure. They included personal preferences with how services are conducted. Therefore, surveys were one of the only ways to measure most of the interventions.
2. Other data pieces that were collected both pre and post project were data that could be skewed or invalid due to manual error. For example, when a new client is entered into the WIC Journey System (the health chart system used by FS WIC), some staff may note the appropriate race, while others may just guess and do not ask all the questions necessary. Or, while one staff may take time to note in the chart that a client’s “preferred spoken language” is Arabic, another staff may not fill this part out as it is not a required field in the charting system. FS WIC also really wanted to know how clients were hearing about WIC so that an outreach approach related to the revised website could be conducted and reach the most individuals in the community. Some staff may note where clients were referred from, while other staff may just note “other,” which does not provide a lot of useful data to utilize. Because of these differences and challenges in charting from one staff to another, and lack of guidance from leadership on appropriate charting, outreach targets and data related to language

were difficult to gather. This has created a challenge to provide outreach to appropriate organizations/individuals and has challenged the data related to preferred spoken language.

Lastly, shortly after FS WIC heard they were awarded the grant funding to enhance the website, The Nebraska State WIC office began conversations related to a statewide platform integrating a website and the current Journey system. This has not been a barrier yet but is a foreseen barrier in the work that has already occurred at FS WIC. FS WIC would likely then have to transition to a system utilized statewide and may not be able to utilize all the revisions accomplished with this grant.

2.2.5 Overcoming challenges

Staffing challenges were navigated well through increased communication, but that was somewhat of a barrier at times. Kayla and Dionna had to ensure time was set aside to discuss only grant-related items. Dionna was an expert in everything related to WIC, which is what made her a great fit for this job. Kayla had the expertise with managing a grant, so together they learned to complete pieces of the work that needed completed, together. Mayte was able to lead efforts in the day-to-day data collection and changes that were occurring with a consistent aura. She was always willing to lead the modification trials, data collection, and provide excellent feedback to EA as they modified the website. She was and will continue to be, a very valuable employee.

FS WIC staff continue to find ways to better organize the “appointment request” emails, and to better organize how to communicate with clients that use this website enhancement. Within the WIC team email, FS WIC staff organized a management system for the requests and developed different folders for different types of requests (certifications vs recertifications). In addition, a color-coding system has helped staff better communicate if the “appointment request” email has been addressed. There are different color categories for appointment request emails that are in different phases such as “Called the client to make an appointment,” “Appointment is scheduled in Journey,” “Called client, they did not answer,” and “Waiting on documents for appointment.” Although this would be much easier if these different appointment requests, in their respective stages of completion, were managed online through the website, it was just part of the challenge that FS WIC knew would arise and have learned to navigate and overcome.

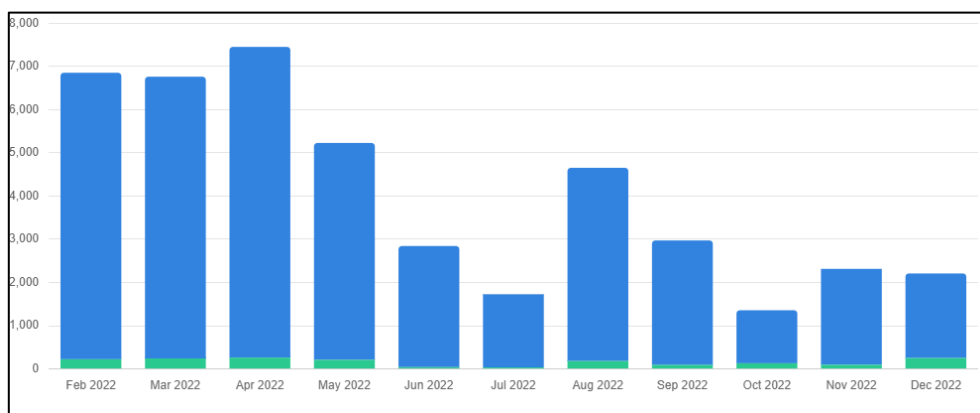
FS WIC began utilizing a text messaging system called “Sales Message” to increase communication with clients. Sales Message is an online text messaging platform that allows users to send, receive, and manage text message conversations online. It provides two-way texting, SMS marketing, calling and has a lot of other useful functions. An account in Sales Message was set up for Family Service Lincoln (FS WIC’s umbrella organization) prior to the WSPI grant implementation, but the FS WIC staff never utilized the platform, or even knew it existed within the agency. The Sales Message system was utilized minimally by other programs within Family Service Lincoln as more of a group messaging system among staff. In February 2022, FS WIC staff needed a way to contact all clients quickly as they heard of the Abbott formula recall, which greatly affected the clients in all of Nebraska’s clinics. This was the first opportunity that FS WIC staff had to utilize the Sales Message system. Staff found this

extremely beneficial in providing small pieces of information to the entire caseload, while also providing opportunity for multiple clients to respond and have conversations with staff simultaneously. At that point, staff realized the Sales Message texting system would be a great alternative to the chat function, Podium, that had been difficult to incorporate previously.

The Sales Message System does not communicate with the Journey system, which is another barrier, but is manageable and is more user-friendly than the chat function, Podium. It has been useful in communicating with clients how *they* would like to communicate, which is via text.

Several “template text messages” were created that staff can utilize when texting with clients. There are approximately 15 pre-written text messages that staff can utilize to send clients. These are typical responses staff would send to clients trying to make an appointment or trying to enroll online. This has cut down on time immensely and has created a consistent way to communicate with clients for staff. The reason why this platform is more successful than the online website chat function, is because FS WIC began using this platform to send outgoing messages to clients both individually and in mass form. Staff use this to remind clients of appointments (again, a manual reminder), send food package updates, send mass text messages related to office closings, food package changes, formula recall items, etc. This platform is more of a staff driven platform rather than a client driven platform, so it is used often, and is not something that has been forgotten or hard to remember for staff. It was to the advantage of our WIC staff to have this website open throughout the business day because it is an easy way to communicate with clients from business end to the client end.

From February to December 2022, FS WIC staff sent 41,330 text messages to clients and received 1,774 text messages from clients. The graphic below provides a visual for the number of text messages outgoing (blue) and inbound (green) during each month.



To better provide outreach and overcome documentation challenges by staff, FS WIC has written a quality improvement plan into the Family Service Lincoln annual plan that is related to outreach and documenting appropriately in Journey. Moving forward, the focus for health charts in Journey to have a more realistic reflection of ways clients are referred into WIC, and languages noted for each client as their preferred spoken language will be monitored quarterly to ensure compliance of appropriate documenting for future outreach and data use purposes.

2.2.6 Project successes

Overall, the project was very successful, and has had a positive impact on FS Lincoln, FS WIC, and the clients served by the agency. With each of the three goals listed below, there were successes.

Goal 1: Provide opportunity for clients to upload documents online prior to appointment to enhance the WIC certification process

Although it can be easy to find the barriers that the uploading documents feature brings, they were all barriers that were foreseen. It is and has the potential to be a very useful tool to both clients and staff. Since this feature of the website went live (April 2022-December 2022), there have been 142 form submissions through the website (See Appendix 6.1.2 for pertinent information from the marketing and advertising report from EA). The most submissions in one month being 23 (October 2022) and the least number submitted being five (June 2022). Forms were submitted throughout the day, but this feature was likely most useful for individuals who work all day and can find time to gather and upload documents in the evening. That makes appointments easy, convenient, and efficient for clients. To move the dial from potential success to full success, FS WIC staff will continue the work and explore ways to increase client knowledge of the website modifications and enhancements and find ways to encourage clients to use the platform regularly.

Goal 2: Provide opportunity for clients to chat and request appointments online through the current website to improve customer service in WIC Clinics

From the time FS WIC started to utilize the chat function, there were successes. Staff could see clients exploring the website and utilizing the “chat here” toggle to increase communication. As noted in the challenges section, the chat function had its barriers and FS WIC staff quickly noticed the challenges and transitioned into a different platform that ended up being very successful for the program and has increased communication with clients to a level unlike any other agency in the state of Nebraska. FS WIC is one of the few, if not only agencies that utilizes text messaging regularly and consistently with clients. The text messaging system, Sales Message, is widely used with all staff including client service specialists, nutritionists, the director, and other Family Service Lincoln Staff. One of the many reasons it is a successful platform for Family Service Lincoln is because all programs at Family Service Lincoln can utilize the platform, but each program has its own phone number and account settings.

Because the entire agency uses this platform, the annual charges are split among the 5 programs, making it a less expensive option. The chat function originally set up, Podium, was projected to cost the agency a significant amount of money each month post grant.

Although the “requesting an appointment” online through the website had some notable barriers, there were also many successes to be shown. Requests do come during all times of the day, but it is imperative to note the ability to request an appointment outside of regular business hours.

There is a plethora of FS WIC clients, and clients that have yet to enroll, that find it most convenient to request an appointment after hours, while on a break at work, during a lunch break,

or during the night hours. Whatever the inconvenience clients may have that prohibits them from having the ability to call the office during the day, FS WIC has found a successful and convenient way to meet the needs of clients in this category or stage of life. To incur more success within this goal, FS WIC staff will continue to promote this feature to current clients, market and promote to WIC eligible individuals in the Lincoln community.

Goal 3: Tailor the FS WIC website to increase communication with new and existing non-English-speaking clients to improve customer service in WIC clinics and to enhance the WIC certification process.

The last part of the work and final goal was meant to increase inclusivity in our community and to increase communication with individuals who are non-English speaking. The original intent was to add three languages, and through project, workplan and budget discussions, FS WIC was able to add four additional languages to the website. The four most common languages spoken in the Lincoln community, other than English. This is not only a success for the Lincoln community, but for all communities speaking Arabic, Vietnamese, Karen, and Spanish. WIC is a nationwide program, and any WIC agency can utilize the translations that FS WIC has successfully added to the website. The information is generic and explains the details and eligibility requirements for becoming a WIC client. FS WIC decreased the language barrier and has increased the communication in a way unlike any other agency in the state of Nebraska, and likely in the nation. FS WIC hopes these enhancements to the website will be useful for other agencies across the nation.

2.3 Project Budget and Expenses

The original budget of \$111,994.62 submitted for this project is shown below. FS WIC was able to spend \$103,391.46, leaving \$8,603.16 unobligated. The two major expenses/line items of the grant were Personnel and Contractual. Most of the funding unobligated was under the Personnel line item. As mentioned previously, staff found it difficult at times to separate the work that was occurring for the WSPI grant and the work that was simultaneously occurring during a normal workday. The Program Manager was constantly reminding staff to note time spent on the WSPI grant on their timecards when they were conducting business for the grant. There were many times early in the grant that staff failed to dedicate time on their timecards to this space. Much of the work blended into their everyday workload, so it was hard to continue capturing time spent by staff unless it was a task specifically dedicated to the work. For example, when the project manager was working to submit quarterly reports for the grant, that would be work that was separate from her regular workday as a CPA. But, when clerical staff would conduct time audit data (for example, how long a recertification or certification appointment may take), they would likely not clock out of their regular duties, to clock in to WSPI timecards. The other larger line-item expense was the contractual agreement between FS WIC and EA. FS WIC contracted with EA to do most of the website enhancement work, but with guidance from FS WIC.

EA proposed a project and payment schedule that did not necessarily align with the work being done. Although FS WIC abided by this payment structure, it would be something worth paying more attention to in the future. The contract with EA did not align with the work completed.

WIC Special Project Innovation Budget vs Actual					
Family Service Lincoln-WIC					
Apr-23					
Categories	Total Budget	Prior Month's YTD Total	Current Monthly Expenses	Expenses-to-Date	Undispersed Grant Balance
A. Personnel	\$46,564.25	\$34,872.39	\$2,662.17	\$37,534.56	\$9,029.69
B. Fringe Benefits	\$5,513.27	\$3,464.21	\$311.78	\$3,775.99	\$1,737.28
C. Travel	\$5,119.00	\$1,936.68	\$2,782.83	\$4,719.51	\$399.49
D. Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
E. Supplies	\$595.00	\$1,126.14	\$0.00	\$1,126.14	-\$531.14
F. Contractual	\$47,350.00	\$47,392.00	\$0.00	\$47,392.00	-\$42.00
G. Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
H. Other	\$1,700.00	\$1,982.89	\$22.26	\$2,005.15	-\$305.15
I. Total Direct Charges (sum of a-h)	\$106,841.52	\$90,774.31	\$5,779.04	\$96,553.35	\$10,288.17
J. Indirect Charges	\$5,153.10	\$6,427.11	\$411.00	\$6,838.11	-\$1,685.01
K. Totals (sum of I and j)	\$111,994.62	\$97,201.42	\$6,190.04	\$103,391.46	\$8,603.16

Because EA was such a small organization, it was somewhat easy, at times, to work with them in terms of little asks and last-minute changes. The organization has worked with FS for many years now, and had a relationship built with the trust that the work would be completed.

However, if it were a new company working on the website, the payment structure would have felt too risky.

Another item to note on the payment structure grid is at the bottom of the table. It notes \$650/month for recurring services of this caliper. This was an amount that FS WIC would not be able pay in a continuous manner. Family Service Lincoln does pay a website maintenance fee with EA annually and would therefore be absorbing that cost. Family Service Lincoln currently pays approximately \$420/year for website maintenance. The agreement was re-evaluated at the end of this grant. Because the chat function is no longer activated (which was a costly piece of the maintenance fee), the annual fee after website enhancements remains \$420 per year, which Family Service Lincoln will be responsible for. They will be utilizing general funds, not WIC funds.

The last item worth noting is the “Advertising and Promotion” column. It was not always apparent that advertising and promotion of the website was occurring. Towards the end of the grant, the FS WIC team did make a push and asked how EA was planning to promote and

advertise the enhanced website. It was not until after that conversation, had EA discussed that portion of the work. Again, this barrier trickles back to making payments upon work completed rather than a standardized payment structure shown above.

2.3.1 Unanticipated costs

There were few to no unanticipated costs while working on this project. The only item that would have been helpful to purchase would be a new laptop the project manager. There were many parts of the project that could have been done remotely, but staff did not have a dedicated laptop, so almost all work was done in the office.

2.4 Project Transferability

2.4.1 Project documentation

To ensure transferability of the entire project, FS WIC initially developed deliverables in the EA contract to ensure all modifications and added features to the website were sharable and transparent among all WIC agencies interested in website modifications. By creating detailed quarterly reports on each of the three goals and deliverables within those goals, FS WIC was able to ensure that the focus and objectives of the grant deliverables and goals were not lost. It is important to document all the changes happening with each deliverable, but equally important to note the lack of any changes or work occurring within certain deliverables. Reflecting almost two years, the quarterly reports were an integral part of documenting the progress toward implantation and outcomes of the project. FS WIC also ensured they were having regular meetings with both EA and GSCN. Both organizations had standing meetings monthly and/or quarterly with FS WIC. This was another important factor in staying on track with the proposed timeline and ensuring the deliverables were on track for completion.

2.4.2 Transferability challenges

The vendor, Elevate Advertising (EA) originally created the Family Service Lincoln website in 2010, and had since held a maintenance contract with Family Service Lincoln. Because of this, they were the contractors chosen for the WSPI grant project. Although Elevate Advertising knew the website well, it seemed that several of the revision requests appeared to be complicated or of a caliber that was unfamiliar. They were a smaller business from Denver and worked from their homes. Because they were a smaller business, they were not always available to respond or answer calls/questions. They also did not always create what the team was asking. This company did not always have the capacity to develop some of the pieces and/or come up with new ideas for the project.

One of the more frustrating areas was related to the transferability of the four additional spoken languages. The deliverables strived to make this portion of the website as generic as possible so that transferability was an option for other agencies. The contract with EA noted a deliverable related to translation for the four additional languages, and the requirement to then contract with a local Lincoln cultural center, The Asian Community and Cultural Center (ACCC), to conduct the translating of the website. This was a specific ask so that the translation was the appropriate dialect for individuals residing within the Lincoln community. Instead, EA first tried to utilize a

platform such as Google Translate for this deliverable. FS WIC first utilized their Spanish speaking staff to review the Spanish version of the website modifications. FS WIC staff spent many days correcting what was translated by EA. It was tedious and cumbersome. FS WIC Spanish speaking staff utilized an excel spreadsheet created by EA and slowly revised each paragraph of the website.

It was not only the WIC area of the website that was enhanced with the additional languages, but all other programs within Family Service Lincoln. So, the FS WIC Spanish speaking staff were also translating other program descriptions for the website. Although several clerical staff were written into the budget to aid in grant-related work, this was a challenge to fit in with a low number of staff and was not an anticipated use of time in that capacity. Once the Spanish version was complete in the excel spreadsheet, EA uploaded it on the website, and staff continued to edit and provide feedback to changes needed. This occurred over several months.

The translation of the next three languages; Vietnamese, Arabic, and Karen, came with similar struggles. As noted above, EA was to contract with the ACCC to translate the remaining languages. There were additional challenges with this, as the ACCC were very understaffed and did not anticipate the time commitment in translating the documents. They were also sparingly communicating with EA, and EA eventually asked FS WIC to reach out to understand the progress of the ACCC portion of the project. This delay took much more time than anticipated. Both organizations came with different struggles and challenges related to communication and timeline.

2.4.3 Overcoming transferability challenges

FS WIC ensured that much of the information added to the website in additional languages such as Spanish, Arabic, Vietnamese, and Karen was generic WIC information, not FS WIC specific, which can be shared among all other WIC agencies. Through the written development of this portion of the project, it was imperative to separate general WIC information from FS WIC information so that as much information in other languages was as sharable as possible.

Eventually, the translation was re-worked by the ACCC, which was a huge setback on the timeline, but the transferability in translation challenge was overcome.

Through the evaluation process and development of the end of project report, FS WIC worked with GSCN to provide ways other WIC agencies of differing demographic context, clientele, or technological capabilities could be successful in this space utilizing scaled back versions of the project by including a “future considerations” portion of the report.

SECTION 3: EVALUATION DESIGN AND METHODS

3.1 Evaluation Design and Setting

FS WIC’s certification enhancement innovation involved adding three new website features with the goal of making interactions with WIC participants more efficient. A document upload feature, text chat, and online feature for indicating appointment preferences were added.

Additionally, Family Service Lincoln translated its website into four additional languages besides

English, including Spanish, Arabic, Vietnamese, and Karen.

This was a cross-sectional evaluation study, including both quantitative and qualitative data analysis, guided by the Reach, Effectiveness, Adoption, Implementation, and Maintenance ([RE-AIM](#)) framework. RE-AIM is a program planning and evaluation framework that can be used to determine effectiveness of an initiative, and considers factors associated with external validity such as reach, adoption, implementation, and maintenance of an innovation or intervention.

Following this sub-section, the remaining times RE-AIM is used in section/sub-section framing, the order A, I, R, E, and M, will be followed for a more linear description of the findings.

- Reach: breadth and representativeness of the innovation's exposure to a target population.
- Effectiveness: the degree to which the innovation achieved its intended effect(s).
- Adoption: the number of targeted sites/settings/staffs that utilized the innovation, and barriers/facilitators.
- Implementation: Consistency, cost, and fidelity of the delivery of the innovation.
- Maintenance: Sustainability (or perceived sustainability) or innovation effects over time.

The final evaluation metrics were developed in an iterative co-design process between FS WIC and GSCN. All components of RE-AIM had at least one corresponding metric. Assessing maintenance was beyond the scope of this evaluation, but perceived feasibility of maintenance was assessed qualitatively. Data collection was guided by the RE-AIM table set forth collaboratively between GSCN and Family Service Lincoln WIC staff.

3.2 Data Sources and Measurement Tools

Data was collected from November 2021 to December 2022. Data sources included tracking forms, administrative records, surveys, and interviews. Table 1, below, displays the RE-AIM metrics and data sources assessed for this evaluation. Surveys and interviews were conducted by GSCN staff with surveys being administered via text to WIC participants and email link to WIC staff. Interviews were conducted via Zoom conferencing. GSCN staff developed surveys with input from FS WIC staff. Interview guides were created by GSCN. Tracking forms for in-clinic data collection were created in Excel and piloted by FS WIC staff prior to the start of data collection. Data about preferred language was pulled from State Language and Ethnicity and ethnicity reports. Data about preferred language was assessed comparing a month prior to implementation (September 2021) to a month after the innovation was implemented and promoted (December 2022)

Table 1. RE-AIM metrics for evaluation Lincoln Family Service's innovation project

RE-AIM Component	Metric	Data Source
Adoption	Staff use of the new technology.	WIC Staff

RE-AIM Component	Metric	Data Source
		Survey
Implementation	Staff satisfaction.	WIC Staff Survey
Reach	Proportion of WIC participants who use the new online features.	Website tracking data
Reach	Utilization of new website features by clients (English-speaking) (i.e., Chat, document upload, and scheduling features).	Website tracking data
Reach	Utilization of new website features by clients (non-English-speaking) (i.e., Chat, document upload, and scheduling features).	Website tracking data
Effectiveness	Client satisfaction with website updates (English-speaking).	WIC Participant Survey
Effectiveness	Client satisfaction with website updates (non-English-speaking).	WIC Participant Survey
Effectiveness	Increased proportion of non-English speaking WIC participants.	Administrative records
Effectiveness	Decreased wait time and administrative time, and increased service time during in-person appointments.	Time audit
Maintenance	Leadership/staff perceived long-term feasibility.	Staff interviews

3.2.1 Data sources

Time audit tracking form — This form was completed by WIC staff who recorded information about in-person visits during pre (Nov. 2, 2021, to Dec. 21, 2021) and post (July 14, 2022, to Sept. 20, 2022) implementation of the new website features. The tracking form included spaces to indicate when a WIC participant arrived, when they were seen for administrative tasks (e.g., completing paperwork), when they were seen for services (e.g., nutrition education), and when they left.

WIC participant survey — The online survey asked about demographics and satisfaction with the newly added website features. It was sent out to WIC participants via text monthly from August to December 2022.

WIC staff survey — This online survey was provided to all staff at FS WIC staff. The survey utilization, satisfaction, and perception of the new website features.

Administrative data — Records were kept on the number of website visits and language preferences of WIC participants.

3.3 Participants and Recruitment

3.3.1 WIC participants

All WIC participants who had texting numbers on file with FS WIC were sent a survey link. This is the typical mode in which FS WIC distributes surveys to their participants. Those who reported completing a certification appointment during the data collection period and who completed at least 80% of the survey questions were included in the sample. Incentives for survey completion were provided in the form of a gift card raffle. WIC participants also provided data indirectly through the Time Audit Tracking Form and administrative records, described above.

3.3.2 WIC staff

All FS WIC staff completed the WIC Staff Survey. No incentives were provided. WIC staff also participated in 30-60 minutes semi-structured interviews.

3.4 Evaluation Variables

3.4.1 Adoption

The primary adoption metric was staff utilization of the new website features as part of their duties interacting with and serving WIC participants. This was assessed using the WIC Staff survey.

3.4.2 Implementation

WIC staff satisfaction with the new features, reported ease of use, and reported increase in efficiency with duties were the primary indicators of implementation success. This was assessed using the WIC Staff survey.

3.4.3 Reach

For reach, WIC participant utilization of the new features, and assessment of utilization by demographic and language variables, was explored. This was assessed using the WIC Participant survey.

3.4.4 Effectiveness

WIC participant satisfaction with the new features and an increased proportion of WIC participants who spoke languages other than English were the primary effectiveness metrics. WIC participant satisfaction was assessed using the WIC participant survey. Increased proportion of WIC participants who spoke languages other than English was assessed by comparing WIC language reports from pre and post implementation.

3.4.5 Maintenance

The perception of maintenance and considerations related to sustainability was explored during staff interviews.

3.5 Analysis Approach

The analyses were largely descriptive (e.g., counts, proportions, means, etc.). Chi-square tests were used to assess differences in the proportions of demographic groups and language preference groups who utilized the new website features. T-tests were used to examine differences between pre and post (repeated cross-sectional design) implementation time duration for WIC appointments.

SECTION 4: PROJECT FINDINGS

4.1 Sample Characteristics

WIC participants (n=174) were 29.7 (SD=6.7) years old on average (range = 18-51 years old). Participants preferred languages included English (93%) and Spanish (7%). A little over half were non-Hispanic white (52%), 21% were Hispanic/Latino, 9% were black (non-Hispanic), 6% were Asian, 4% were Middle Eastern/North African, and 8% were from multiple racial/ethnic backgrounds. For educational attainment, 15% had less than a high school education, 32% had a high school diploma or equivalent, 22% were either in college or had previously attended college without graduating, and 31% had graduated from a trade school, community college, or four-year university.

WIC staff (n=5) included four who interacted with WIC participants as part of their day-to-day role. One had been with WIC for less than a year, one had been with WIC for three to five years, and two had been with WIC for more than 10 years.

4.2 Adoption

4.2.1 Staff use of the new technology

Four of the five staff reported regularly interacting with clients as part of their duties. Of these four, two reported utilizing documents that a WIC client uploaded, two responded to WIC clients' questions using the online text chat, and one viewed and/or utilized with the online appointment scheduling feature.

4.3 Implementation

4.3.1 Staff satisfaction

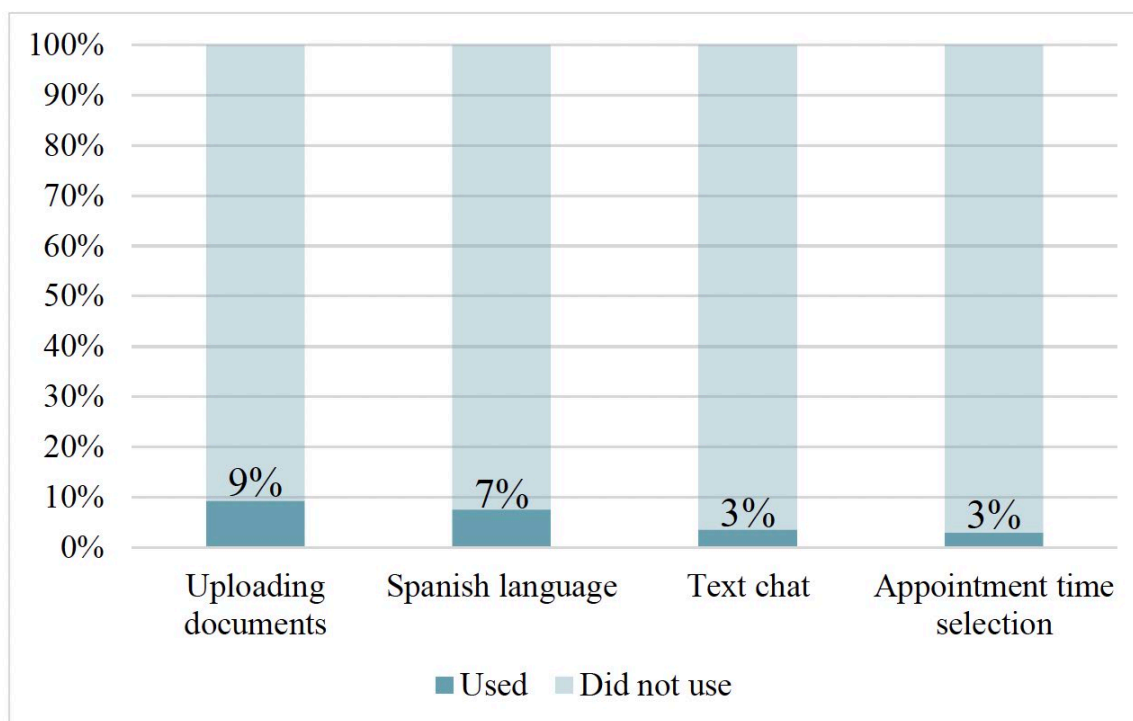
For the four WIC staff who regularly interacting with clients, across the three new technologies, the staff felt that the new technologies were easy to use (four of five responses from those who used the technology "Strongly agreed") but were mixed as to whether the new technology made their duties more efficient (three of five responses "somewhat agreed" and two of five "neither agreed nor disagreed"). Staff responses indicated moderate satisfaction with the new technologies overall (three of five responses were "Somewhat satisfied" and two of five were "Very satisfied").

4.4 Reach

4.4.1 Proportion of WIC participants who use the new online features

Based on website analytics data, there were 2,658 unique page views from February 2022 to December 2022 for the updated WIC section of the website. Figure 1, below, shows the percentage of WIC participants who reported utilizing the new website features. The document upload feature was utilized by the most people (9%), followed by the Spanish language section of the website (7%), and only 3%, each, used the text chat feature or the online appointment scheduling. There were no statistically significant differences in technology feature use by age, race/ethnicity, or educational attainment.

Figure 1. Percentage of WIC Clients to Utilize Each of the Four New Online Features (n=174)



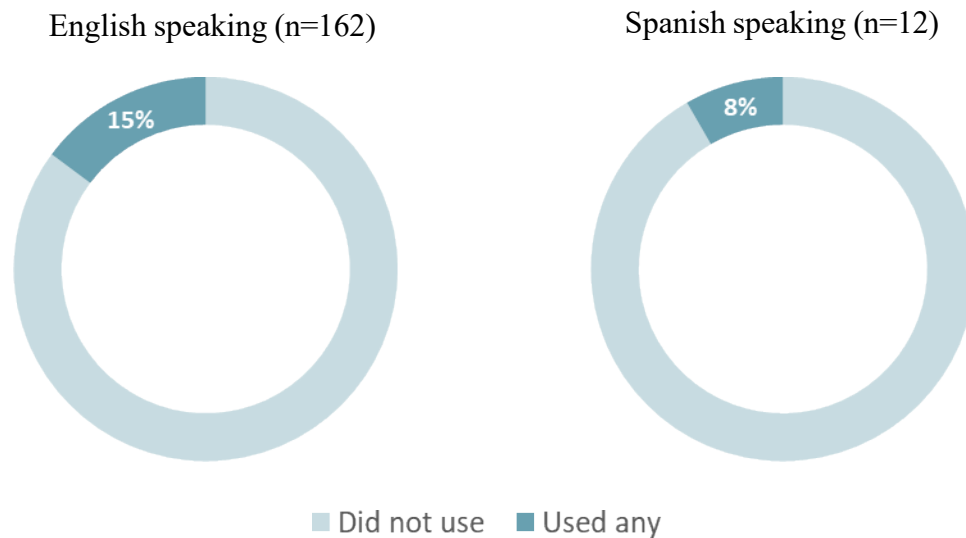
As the website features went live, few participants knew about the options. FS staff reported that their WIC participants were accustomed to interacting with WIC in-person and over the phone and described their website as underutilized. FS Lincoln initiated a promotional campaign by alerting their WIC participants about the new features when it became apparent the features were not being utilized at high rates. Staff made participants aware of the new features during in-person appointments, on social media, and through emails/texts.

4.4.2 Utilization of new website features by language preference

Figure 2, below, shows the percentages of WIC participants who used any of the three new website features. While few utilized the new features for either group, nearly twice the proportion of English-speaking WIC participants used the new features compared to Spanish speaking WIC participants. However, this difference was not statistically significant, and it is difficult to draw a meaningful comparison given the small number of Spanish-speaking survey

respondents.

Figure 2. Percentage of English and Spanish Speaking WIC Clients Using New Tech Features (i.e., document upload, appointment time selection, or text chat)



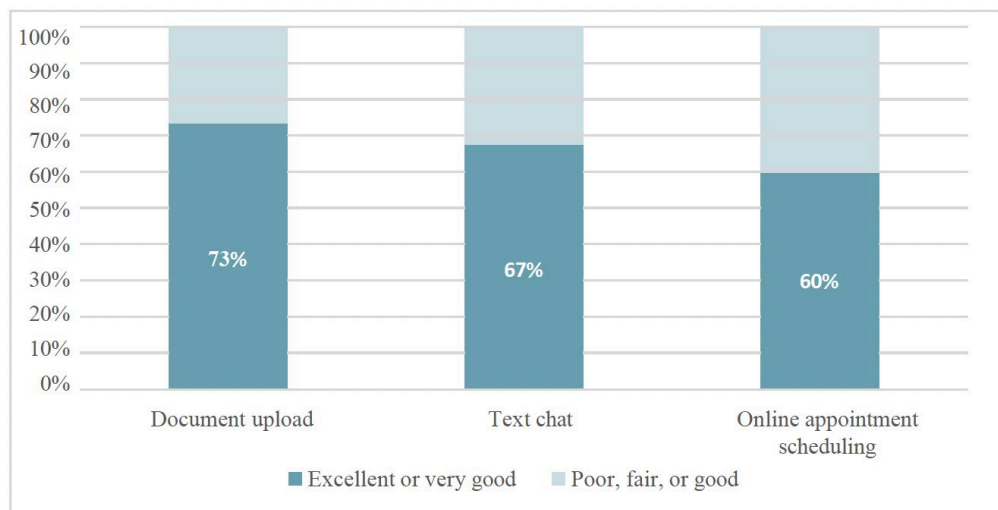
4.5 Effectiveness

4.5.1 Client Satisfaction with Website Updates

Note: There were not enough Spanish-speaking survey respondents to look at satisfaction stratified by language preference, as originally intended.

Figure 3, which is located below, shows the percentage of WIC participants who rated each of the three new website features as “excellent” or “very good.” WIC participants were most satisfied with the document upload feature and nearly three-fourths rated it in the highest two categories. Online scheduling and the text chat feature each had one-third or more who rated the features as “poor,” “fair” or “good.”

Figure 3. Percentage of WIC Clients Using One of the New Online Features Who Rated it as “Excellent” or “Very Good”



4.5.2 Increased proportion of non-English speaking WIC participants

In September 2021 (prior to implementation), FS WIC had a case load of 1,191 clients, of which 943 had data on their preferred language. In December 2022 (after the innovation was implemented and promoted), FS WIC had a case load of 1333 clients, of which 1,189 had preferred language data. Between these timepoints, the percentage of non-English speaking participants increased from 13.8% to 15.3%, with most of the increase coming from Spanish speakers (n=32). Arabic speakers increased by three, Vietnamese speakers decreased by two, and Karen speakers did not change. While this increase in non-English speakers was not statistically significant, it does show an increasing trend in non-English speaking WIC participants served by FS WIC.

4.5.3 Decreased wait time and administrative time, and increased service time during in-person appointments

Table 2 shows the total appointment time and time taken for various appointment activities (i.e., waiting, completing administrative tasks, and receiving services) during the pre-intervention period and post-intervention period. The table only includes data from WIC participant completing a certification, recertification, or mid certification appointment who also have complete time data. Overall, comparing pre to post, appointment times became longer by about nine minutes, wait time increased by about two minutes, and service time increased by about seven minutes. There was no change for administrative task time. When looking at the proportion of appointment time, the increase in total appointment length was driven by larger proportions of total time being devoted to waiting and receiving services.

Table 2. Assessing Differences Between Pre (n=192) and Post (n=227) Average Time Taken for Various Appointment Activities

	Total Appointment Time	Total Wait Time ¹	Administrative Task Time ²	Service Time ³
Pre-Mean (SD; percent of total time) ⁴	36.7 (15.8; 100%)	2.0 (5.0; 5.4%)	9.6 (6.3; 26.2%)	25.2 (11.5; 68.7%)
Post Mean (SD; percent of total time) ⁵	45.5 (17.5; 100%)	3.7 (4.8; 8.1%)	9.7 (6.4; 21.3%)	32.1 (13.8; 70.5%)
Difference	8.8	1.7	0.1	6.9
p-value ⁶	<0.001	0.001	0.829	<0.001

1: Time not completing administrative tasks or receiving services.

2: Time completing administrative tasks such as completing paperwork.

3: Time receiving services such as nutrition education.

4: 11-2-2021 to 12-21-2021.

5: 7-14-2022 to 9-20-2022.

6: Repeated cross-sectional design. Use two-tailed independent samples t-tests.

4.6 Maintenance

4.6.1 Leadership and staff perceived long-term feasibility

The added features do not require additional staffing and only minimal ongoing technology costs. Leadership will continue utilizing the document upload and online scheduling features. The text chat feature will be discontinued. The text chat feature ultimately proved burdensome on staff to manage and did not provide an advantage over simply texting participants phones, which both staff and participants were used to as a mode of communication. The website will continue to offer languages besides English and leadership plan to expand options to accommodate the needs of their participants. Outside of FS Lincoln's control, Nebraska WIC is planning to launch a technology initiative across the state. The initiative will call for similar advancements as FS Lincoln took on independently in this project. Integrating Family Service Lincoln's new features with Nebraska WIC's initiative will need to be navigated soon.

SECTION 5: PROJECT CONCLUSIONS AND LESSONS LEARNED

5.1 Conclusions and Next Steps

5.1.1 Project impact and target population

While staff felt the new features were easy for them to use, they might not have impacted the efficiency with which they conducted their duties and satisfaction was only moderate. The lack of impact on efficiency was also shown in the time audit data, which indicated no difference in administrative time during appointments. The project aimed to make the administrative time more efficient and to save time, and the difference in change was not significant. It was not quicker nor did the enhancements lengthen the time it took clients to complete a certification appointment at the clerical check in portion of the appointment. There was no change in time saved and the enhancements did not make the appointments efficient for clients or staff.

Another focus of the project was to provide convenience. Although the project does have potential to provide convenience for clients, it may not necessarily provide convenience for staff. The ability to upload documents prior to appointments, to be able to chat with staff via text, and the ability to request an appointment online (during or outside of business hours) does provide convenience for clients yet increases workload for staff. Staff continue to find ways to organize the requests and to continue to strive for the goal of making enhancements convenient for staff as well.

The last focus of the project was to enhance communication. This was achieved on many levels but did not come without challenges. By enhancing and modifying the website, FS WIC was able to provide opportunities for clients to communicate with staff in various ways. Through the website, clients can request an appointment, and while doing so, note how they would like to be contacted (text, email or phone). This option has helped increase communication immensely.

FS WIC is now able to better communicate with clients how *they* would like to be communicated.

In addition, the enhancements have allowed several non-English speaking individuals to be equally educated and knowledgeable about WIC services utilizing the translations in Spanish, Arabic, Vietnamese, and Karen. The impact the enhancements have had on the target population is not significant. However, now that the project is complete, FS WIC does have a plan to move forward with the changes and to promote the website in a way that will have meaningful impact on the target population in the Lincoln community.

Since the beginning of the WSPI grant, FS WIC enrollment has increased from approximately 1,700 individual clients per month to more than 2,200 clients per month. The increase in enrollment has been both exciting and contributed to barriers. The increase in enrollment and participation (caseload) is likely not directly linked to modifications and/or enhancements related to the website project, but likely due to COVID-19, waivers from the USDA that allowed remote services during that timeframe and an increased need in WIC services from individuals in the Lincoln community. The target population for this project was both the WIC eligible clientele in the community (Goals 1 & 2), and those in the community speaking Vietnamese, Arabic, Spanish, and Karen (Goal 3) whom may also be WIC eligible. With the client caseload increasing nearly 500 clients more each month, the project did affect the target population.

5.1.2 Opportunities to refine the innovation and next steps

Family Service WIC continues to utilize the texting platform, sales message (which was not part of the original grant deliverables), to communicate individually and as a mass group with clients

on an everyday basis. FS WIC will utilize this platform to promote the website and all the amazing enhancements that were created through the WSPI project. Although FS WIC had envisioned EA carrying out the promotion of the website workload, FS WIC staff found that it provided more of an opportunity for FS WIC to better refine the process of promotion. FS WIC can now utilize internal communication routes and better connect with the current clients to increase the usage of the website. FS WIC will plan to send text message appointment reminders to all certification and recertification appointments that will be held in person and include the link to the website in each text message. Now that the client service specialist position has three and a half full-time employees, the staff are better able to include reminder text messages in their daily tasks. In addition, FS WIC will send a quarterly mass text message to all WIC clients reminding them of the website features and to remind clients to save the FS WIC texting line in their phones, so that they can easily send messages at their convenience.

FS WIC plans to promote the website and its enhanced features through quarterly Facebook posts on the FS Lincoln Facebook page, as the website report showed that most interactions and promotions came from advertisements through Facebook.

Lastly, one of the major next steps that FS WIC will work towards, is increasing communication and partnerships with the cultural centers in the Lincoln community. As the additional languages on the website was one of the larger successes of the project in increasing communication, it was the most underutilized. This focus will be written in the Quality Improvement Plan that FS WIC created for 2023 and will continue to be a focus until the website is better utilized by other languages.

One way to refine this innovation and make it even better, is to include auditory files through the website. These auditory files were a deliverable written into the original plan, but due to some difficulty in translating and interpreting these files from the local level, it was pushed aside and never completed. FS WIC will work with local translators to incorporate these files into the website within the next year. This refinement is written into the annual plan and will be monitored quarterly. Not only the language portion of the project will be written in the quality improvement plan, but all outcomes of the project will be sustainable by quality improvement measures written into the agency's annual plans. Any portion of the project that appeared unsustainable or posed as major challenges were removed from the project and/or revised to meet the needs of FS WIC clients and staff.

5.1.3 Future considerations for other agencies and best practices

GSCN worked with all WSPI grantees in the evaluation portion of the projects, and for that reason, the project stayed true to the end goals and outcomes that were originally discussed. A major consideration for other agencies is to work with a professional evaluation team. The FS WIC team found many barriers to the evaluation, but that was only due to the project itself and lack of expertise the FS WIC staff had related to evaluation. GSCN found ways to evaluate the project in ways that the local agency, and even a state agency with a lot of resources, would find difficult to evaluate. Through evaluation of the impacts on the interventions, many of the outcomes were not significant when evaluating quantitatively, but GSCN found ways to evaluate qualitatively. The answer to some of the barriers has yet to surface, though. The hope is that as

the work continues and more clarity for uses of our interventions arise, that FS WIC would be able to produce more answers to those barriers and provide advice to those interested in these types of interventions.

Another area to think more about is the agencies/partners that may be included in the work as contractors and partners. When contracting with other agencies/organizations, ensure they have staffing capacity, time for the project, have the capabilities to provide what is being asked or wanted as an outcome and be forward about communication needs and expectations with deliverables and budgets. It may also be useful to consider other agencies/organizations in the same community that may be interested in partnering for the project in some way. One major component that this project lacked, but that it had a budget for and a plan for, was the marketing and promotion of the website, which was written in the EA contract. It was not conducted in the way that FS WIC intended. Other agencies should focus on the marketing and promotion of the interventions post project. FS WIC did not have staffing capabilities or a budget to market or promote the changes after the project was complete. While EA did do some promotion and marketing (See Appendix 6.1.1), FS WIC staff had to engage and encourage this to be completed several times. Even when complete, it all felt a bit vague and not transparent as to what, when, and how it was promoted. Some of those disappointments in the project could have been better handled with early conversations and decision making when it came to deciding on an agency to carry out the work.

5.2 Lessons Learned

Unfortunately, appointment time increased, and this was driven by a two-minute increase in waiting and seven-minute increase in receiving services. It is unlikely, however, that the unfortunate increase in wait time or the increase in service time was related to the new website features. The increase in wait time was likely due to increased staffing needs and increased participant enrollment for the staffing situation at the time. The increased time in receiving services could have been related to many factors, one of which could have been related to which nutritionist was working at the time. Some nutritionists are quicker to complete appointments, while others are more thorough and appointment times are lengthened. In addition, the time audits were done manually. Something to note would be the lack of attention to the time audit at times. The pre project time audit was conducted by three clerical staff, whereas the post-project time-audit was conducted by more than six staff.

Despite some promotional efforts, few clients seem to be using the new features, and it does not appear that any demographic groups are using the feature at higher rates than others (i.e., language, age, education, race). Given somewhat moderate scores for satisfaction, perhaps, in addition to more promotion of the features, there may be a need to refine them to improve uptake.

5.2.1 Top lessons learned

1. The chat function was a major part of the grant application. The outcome was that it was too big of an enhancement for the WIC staff to manage. That type of function is more purposeful and better managed by larger corporate companies who may be able

- to hire several full-time employees to manage a chat service. Because the website is shared with other programs (Family Service Lincoln includes four other programs-other than WIC), FS WIC staff found it difficult to chat with individuals in the community asking questions about other programs. A lot of time was spent tracking down answers to questions that WIC staff did not know the answers to, because they were related to other programs.
2. Research the advertising company and partners to be included in the work. FS WIC ended up having several challenges with the technology company chosen as a lead contractor to carry out the work. It was manageable, and many things were accomplished, but it seemed like FS WIC staff was doing more of the work providing feedback than what should have been necessary.
 3. Ensure enough staff time can be devoted to the work. Though staff time was appropriately forecasted in the budget and workplan, unforeseen circumstances in staff turnover made some of the work such as data recording, feedback, and brainstorming difficult as knowledgeable staff left, leaving a gap and staff shortages. Even when new staff (new to WIC, too) arrived, they were not knowledgeable in WIC itself, let alone able to brainstorm new ideas for a website.

5.2.3 The unknowns

There are a few pieces of the project there were unknown and that created barriers in the work that were unforeseen. Although the budget supported enough staff time to complete the work, allowing the project manager to spend more time on the grant would have been helpful and would have made the project feel less stressful and more complete. Because Program Manager Dionna was also a WIC nutritionist, she was asked to utilize her scheduled WSPI work hours in the WIC clinic several times throughout the duration of the grant. This coverage was needed to cover last-minute clinic appointments as there was an unexpected extreme increase in caseload. Because of this, the WSPI grant was put on hold many times. So, completing data entry, quarterly reports, outreach, email communication, and contractor communication did suffer.

There were long periods of time in which there was not a lot of grant related activities to accomplish (while elevate was working on the development of the enhancements), and then other times that the client caseloads were so high with such low staffing, that FS WIC was not able to spend needed time on the grant because the client caseloads needed to come first.

Another outcome area that was unknown was related to the promotion/marketing of the project. The website designers were contracted to do promotion and advertisement. However, FS WIC should have contracted a separate entity to focus on promotion and advertisement of the website. Contracting with a separate entity may have led to more promotion and focus on that part of the project, which lacked and is showing in post work data and usage of the website.

Lastly, in February 2022 there was an Abbott Formula Recall. That did not necessarily affect any of the website enhancements. But, because Nebraska WIC contracts with Abbott as the state's infant formula contractor, the recall had a huge effect on how FS WIC utilized staff time.

Almost every hour of every day for several months was consumed with reviewing weekly updates from the State Agency and changes made to the state list of approved formulas, helping

WIC participants with formula changes to their food packages and troubleshooting formula shortages at the stores. FS WIC staff only had capacity to address that immediate concern and the WSPI website project again, got pushed to the wayside.

SECTION 6: APPENDICES


6.1 Appendices

6.1.1 Rack cards used for text, email and print

**FAMILY SERVICE
WIC IS MAKING
APPOINTMENTS
EASIER
FOR YOU**

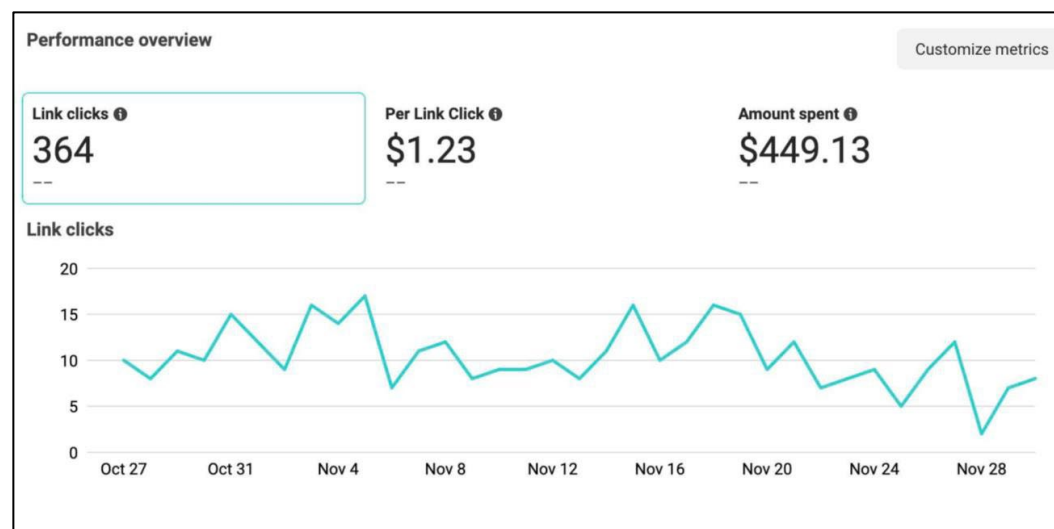
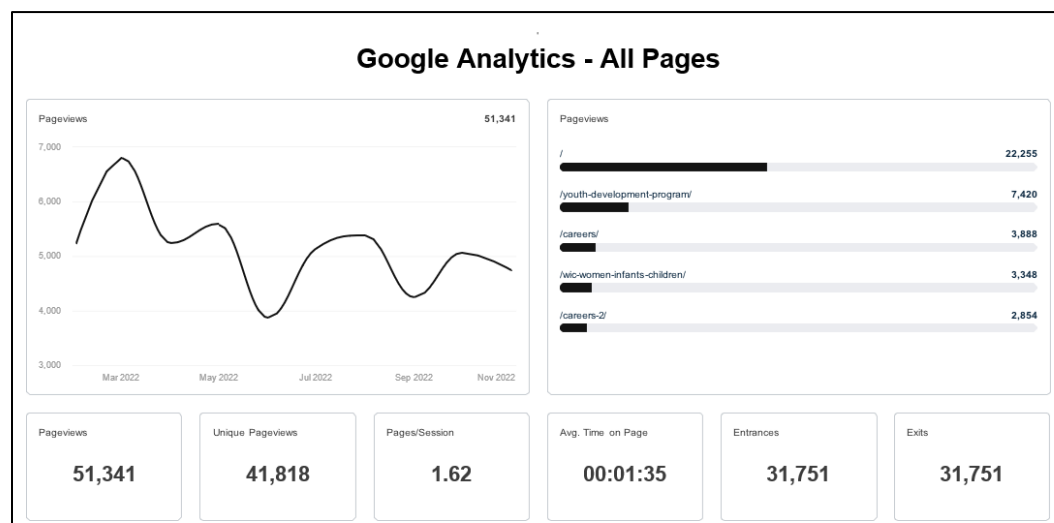
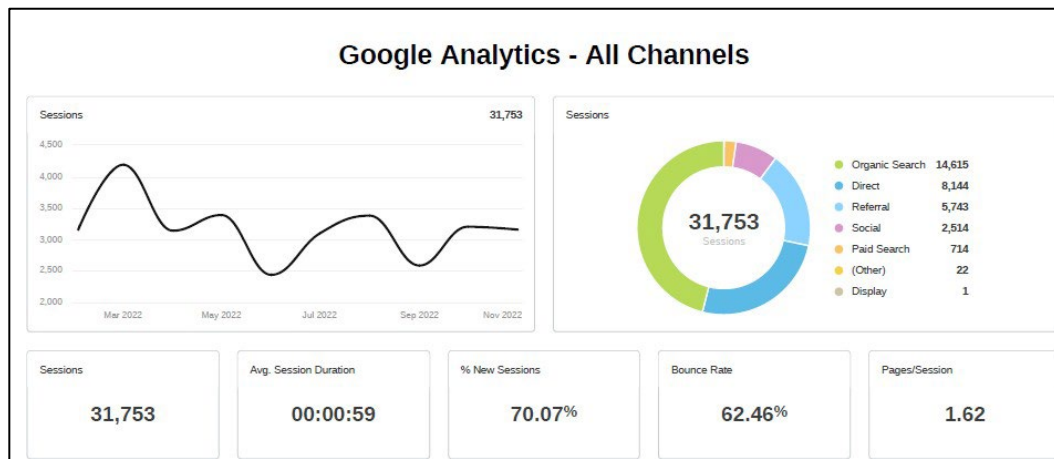
Visit our new website for a *smoother, faster, and more streamlined* way to make your appointments.

Chat with our staff and get your questions answered. Upload documentation before you ever leave home. We make your life easier.

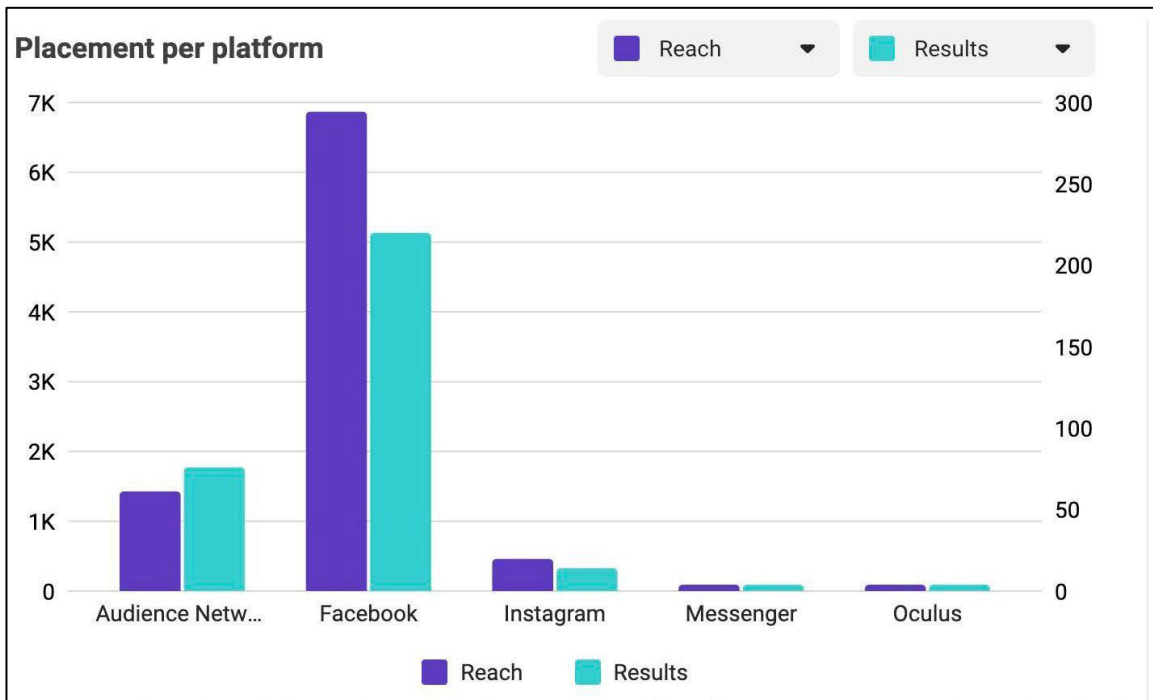


wic@family servicelincn.org 402-441-8655

6.1.2 Elevate advertising website report (February 2022-November 2022)



Website Form Submissions 2022	
Month	Number of Submissions
February	16
March	5
April	12
May	7
June	5
July	7
August	7
September	8
October	23
November	16
December	15
Blank	21
Grand Total	142



6.1.3 Local zip code mailers

WIC FAMILY SERVICE

NUTRITION, SUPPORT, AND THE POWER OF A PROSPEROUS FAMILY

WHAT IS WIC?
The Women, Infant and Children (WIC) Program is a nutrition program that helps families stay healthy!

WHAT DOES WIC PROVIDE?
WIC provides access to:

- Healthy foods
- Nutrition education
- Breastfeeding support
- Resources for families

WHO QUALIFIES FOR WIC?
You can participate in WIC if you:

- Are pregnant, a new mom, breastfeeding, or have an infant or child under age 5 – including foster children.
- Receive Medicaid, Food Stamps, or have a family income that meets the WIC income guidelines.

WEBSITE IMPROVED TO MEET YOUR NEEDS!
family.servicelincoln.org/wic-women-infants-children

- Request an appointment
- Submit information prior to appointments
- Communicate with staff via text

ACCESSIBLE IN FIVE LANGUAGES
 ENGLISH
 ARABIC
 SPANISH
 KAREN
 VIETNAMESE

ALL CAREGIVERS ARE WELCOME.
We talk a lot about moms, but we offer support to anyone – working or not – who cares for a child.

FIND WIC NEAR YOU.
VISIT SIGNUPWIC.COM

Family Service WIC is located at 501 S 7th Street in Lincoln.

Map labels: Coin Cabinet, Mill Towne, K St, Family Service WIC, StarTran, Dinos Storage, Lincoln Public Library.