

2023-2024 PROGRAM ROADMAP CLACKAMAS COUNTY WOMEN, INFANTS, AND CHILDREN

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INTRODUCTION

Welcome to the 2023-2024 Roadmap for the Clackamas County Women, Infants, and Children (CCWIC) program. In partnership with Common Thread Consulting, the CCWIC team undertook a comprehensive Program Evaluation to create this Roadmap to unlock the full potential of WIC services and pave the way for a brighter future.

Through this evaluation, the team explored various aspects of their work, delving into community needs, evolving practices, the impact of systems and structures, staff strengths and gaps, successful operational changes, expansion opportunities with partner programs, and lessons from best practices in similar organizations. This Roadmap articulates the collective hopes and aspirations of the many voices that contributed to its creation.



GUIDING STATEMENTS OF THE CCWIC TEAM



Setting Our Vision: We aspire to shift towards a state of thriving, leveraging our strengths and building upon what is already working well. We are committed to utilizing this Roadmap as a catalyst for change, providing us with clarity on areas for improvement and highlighting the resources needed. To realize our vision, we ask for the support of Clackamas County and the Oregon Health Authority administration, as well as the dedication of additional resources, such as policy enhancements and increased full-time equivalents (FTE) from our many partners. These resources will serve as the foundation for our journey, enabling us to translate our aspirations into tangible actions and outcomes.



Fostering a Culture of Care and Innovation: We lift up that the current and historical mode of operation of CCWIC no longer aligns with the values that drive our team. We acknowledge that exhaustion, long-term stress, and the manifestations of trauma have inadvertently become intertwined within our organizational fabric. However, we firmly believe that by fostering a culture of care and rest, we can create an environment where innovation can flourish and can work together to unlock our full potential.



Recognizing Our Strengths and Embracing Change: This evaluation has shed light on our team's dedication and passion. We are ready to spearhead this transformative journey. The assessment provides us with clarity on areas for improvement and reveals the resources available to facilitate innovation and skill-building within our program. We acknowledge that sustainable growth and positive change require collective effort and support from administration. By addressing the lack of capacity within our current framework and advocating for additional resources and policy adjustments, we can lay the foundation for a thriving program.



Hope and Progress: As we embark on this transformative journey, we hold onto the hope that permeated the evaluation process, while remaining mindful of the requirements of the WIC fidelity model that rightly shape our work. With the support of administration and the allocation of necessary resources, we have the potential to forge a future where we thrive, meet the needs of our community, and set a new standard of excellence in the state of Oregon.

As a team, we invite everyone in Clackamas County who care for and about young children and their families to join us as we navigate this Roadmap. Together, we will make remarkable strides towards a brighter future for our community filled with promise, transformation, and impactful change!



PROGRAM HISTORY: THE NATIONAL WIC MODEL

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) has been a vital federal assistance program since 1974, providing nutrition education, healthy food, and support services to low-income pregnant women, new mothers, and young children. Over the years, WIC has continually evolved to enhance the impact of its public health services, exemplified by the nationwide adoption of electronic benefit transfer (EBT) payments in retail settings during the 2010s.

The United States Department of Agriculture (USDA) has developed the WIC Nutrition Service Standards to ensure the delivery of quality nutrition services to participants. These standards serve as guidelines, outlining federal requirements for nutrition assessments, nutrition education, food packages, and breastfeeding promotion and support. They provide valuable direction to State and local agencies in formulating policies and procedures that align with these standards.

Inspired by the WIC Nutrition Service Standards, agencies have the opportunity to revitalize their nutrition services by adopting a participant-centered approach. This involves identifying federal requirements, assessing service delivery, addressing areas in need of improvement, providing staff training and resources, developing comprehensive policies and procedures, and evaluating progress. By doing so, agencies can ensure that the needs of WIC participants are met and that they are equipped with the tools to lead healthy lives.

To meet these standards and provide optimal service, attention must be given to various areas and the implementation of best practices. Efforts most primed to yield community-centered impacts include, but are not limited to:



BEST PRACTICES FOR MEETING WIC NUTRITION SERVICE STANDARDS

- Conduct needs assessments to identify strengths and weaknesses.
- Foster a supportive clinic environment, deliver excellent customer service, and ensure well-qualified staff with clear roles.
- Optimize staffing patterns, provide adequate training, and deliver effective nutrition assessments and education.

KEY COMPONENTS FOR PROGRAM EFFECTIVENESS

- Promote breastfeeding education, support, and peer counseling.
- Facilitate program coordination, participant referrals, and collaboration with partners.
- Enhance participant-centered services through food selection, documentation, data collection, and quality improvement measures.

POLICY CHANGES SUPPORTING STREAMLINED SERVICES

- Extend certification periods for breastfeeding women and children.
- Accept digital documents.

OPTIMIZING SERVICE DELIVERY AND MODERNIZATION EFFORTS

- Foster partnerships with Head Start programs and co-locate WIC services.
- Leverage nutrition education, health screenings, community resources, and public education.
- Implement modernization efforts, such as online ordering, curbside pickup, and home delivery, to enhance participant experience and access.

IMPROVING OUTREACH AND ENROLLMENT

- Simplify outreach messaging and materials to overcome barriers.
- Create flexibility in rescheduling, empower recipients, and set meaningful deadlines.
- Enhance engagement with WIC-eligible families in a dignified and empowering manner.



PROGRAM HISTORY: CLACKAMAS COUNTY WIC

The history of the Clackamas County WIC program mirrors national trends in the field. Over time, the program has experienced a decrease in accessing services and a sense of atrophy. The program's approach has often leaned towards a stringent fidelity model, prioritizing compliance rather than actively developing and implementing best practices.

However, the disruption caused by the COVID-19 pandemic presented a unique opportunity for the Clackamas County WIC program to shift its models of service delivery. Through this experience, it became clear that client engagement is not only essential for program success but also a crucial component of a comprehensive COVID recovery strategy. The definition of family health has evolved in the post-COVID era, emphasizing the need for WIC to adapt and play a vital role in the overall public health strategy.

Moreover, the Clackamas County WIC program recognizes the potential for modernization through the effective utilization of technology. By embracing digital solutions, the program can align itself with the broader Public Health Modernization efforts. Key goals within this modernization framework include promoting equity, fostering community partnerships, and harnessing the power of data utilization to drive evidence-based decision-making.

By embracing these shifts and aligning with national and local public health goals, the Clackamas County WIC program is poised to embark on a transformative journey. Through the integration of technology, a focus on client engagement, and a commitment to modernization, the program has the potential to become a beacon of excellence in providing high-quality, culturally responsive services that positively impact the health and well-being of the community it serves.



WHY A ROADMAP?



Purpose and Intended

Use: This Roadmap aims to synthesize findings included in a full Program Evaluation of the Clackamas County WIC program, identifying strengths and incorporating best practices to align with the vision of Public Health Modernization. The document seeks to provide CCWIC team members and their partners with guiding ideas to implement in the coming months and years as it works to ensure WIC is recognized as the “Crown Jewel” of Clackamas County’s Public Health division.



Scope and Stakeholder

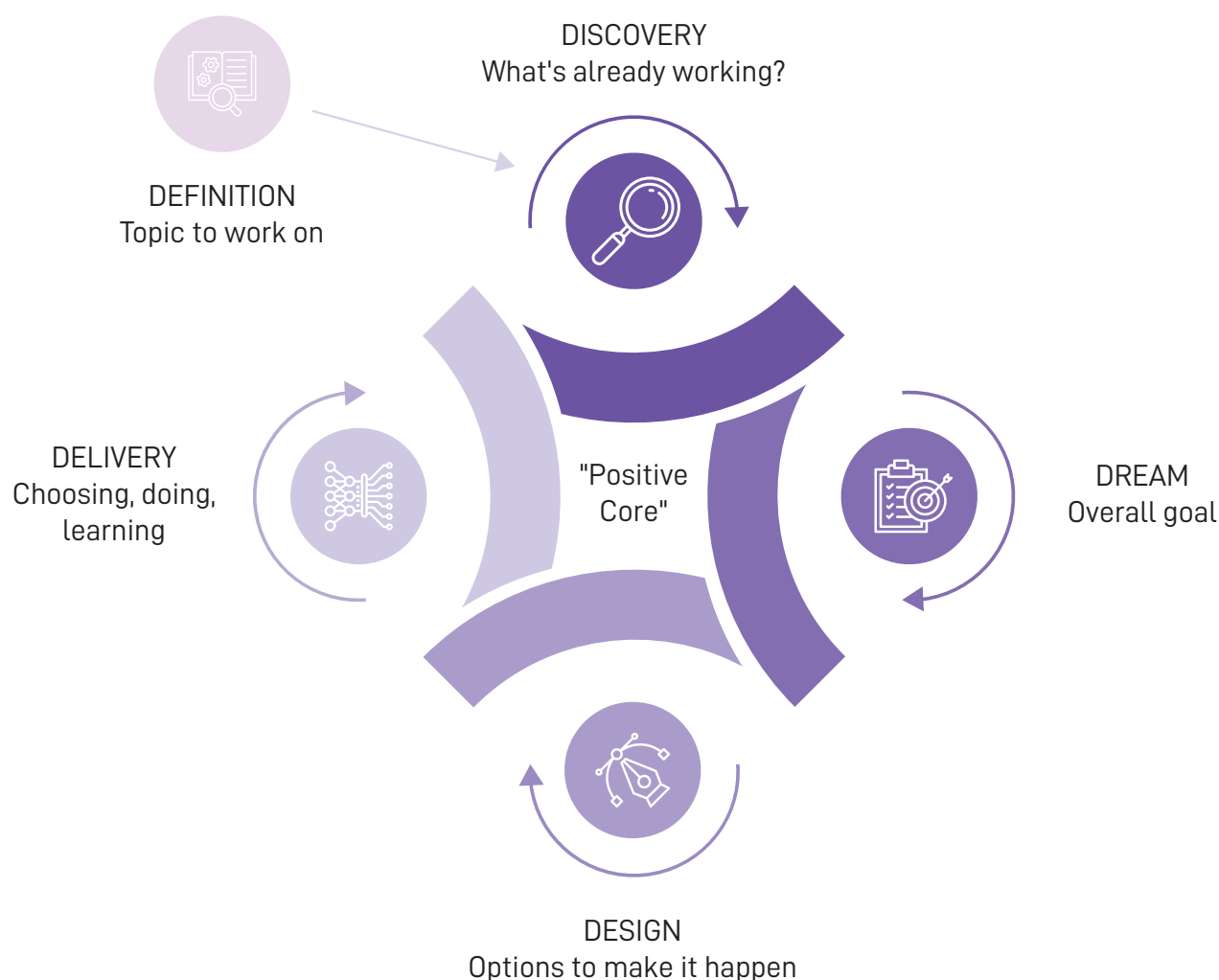
Engagement: The full Program Evaluation that informs this Roadmap took place from March to June 2023, engaging CCWIC staff, partners, and community members through interviews and consultations in multiple languages. Active involvement of CCWIC team members ensured comprehensive planning, cultural sensitivity, and a broad understanding of the program’s impact.



Contributors:

The Evaluation Team consisted of internal core team members and external consultants to maintain neutrality and objectivity. The insights presented are based on collective wisdom gathered by engagement of all program team members where they were able to bring forward their diverse skills and expertise.

EVALUATION APPROACH



Appreciative Inquiry: The evaluation approach utilized in this assessment is Appreciative Inquiry, which focuses on the positive aspects of the Clackamas County WIC program. This approach emphasizes identifying and amplifying the program's strengths, values, and successes that have contributed to its current achievements. By building on these positive elements, the evaluation team seeks to create a positive momentum that propels the program forward.

Benefits of Focusing on the Positive Core: By emphasizing the program's strengths, the team can leverage existing successes and achievements.

This approach helps to create a sense of momentum and engagement among stakeholders, inspiring further progress and growth. By building on what is already working well, the team is more likely to make meaningful strides towards their goals.

Evaluation Questions: The evaluation questions were carefully selected to frame the assessment and guide the data collection process. These questions aim to uncover the program's positive attributes, strengths, and successful practices. They also provide insights into how these elements can be built upon to enhance program effectiveness and outcomes.

KEY LEARNINGS FROM STAFF

APPRECIATIVE INTERVIEWS

- Key qualities and skills for compassion, empathy, effective communication, and teamwork were highlighted, emphasizing the significance of knowledge, active listening, mentorship, system understanding, and openness to innovation for a supportive work environment.
- Success in the long-term will be supported through additional resources for: program/project management, problem-solving, leading through change, process improvements, personal growth, and change management.
- Staff expressed a desire for more resources and flexibility, statewide expansion, remote work and collaboration opportunities, efficiency and high standards, technology improvements, mentoring and training, continued learning, trauma-informed practices, fair compensation for staff with lived experience, and improved employee engagement and morale.
- The transition to the main building had positive effects on collaboration and pride, but challenges included absence of onsite management and limited space availability. Deliberate efforts were recommended to foster connections and promote an integrated approach to services.
- Family members, including parents, siblings, and spouses, emerged as significant supporters in personal life, with a particular emphasis on the support provided by mothers during breastfeeding and birthing journeys.
- Colleagues and supervisors were identified as valuable sources of support in the workplace, especially those who offered exceptional support during the challenging times of the pandemic.
- Mentors played a pivotal role in providing guidance and support, shaping professional growth and development through valuable advice and insights.
- The team and management within the WIC program were highlighted as a supportive network, fostering a positive and nurturing work environment through camaraderie, mutual support, and a welcoming attitude towards new team members.
- Staff expressed a strong belief that their work is valuable, aligned with their personal values and ethics, and contributing to their sense of purpose and job satisfaction.
- Recognition emerged as a crucial factor in feeling valued, with participants appreciating positive feedback and acknowledgment from peers, management, and clients. However, it is important to ensure that recognition is provided equally to all staff members, valuing each person's strengths and contributions.
- Positive team dynamics were identified as essential in feeling valued and supported, enhancing team morale and creating an environment of appreciation. Supportive leadership, characterized by accessibility and opportunities for staff members to excel, was crucial in fostering a sense of value and empowerment.
- Addressing language barriers and providing support to the Spanish-speaking community was highlighted as valuable, contributing to a sense of value and purpose in offering assistance.
- Personal connections with clients were deeply valued, reinforcing a sense of value and purpose in making a difference in their lives.

- Support for the new supervisor and staff emerged as a significant desired change, emphasizing the importance of providing adequate support, mentorship, training, and resources to ensure a smooth transition and success in their roles.
- Advocacy for staff concerns and needs was recognized as essential in creating an environment of respect and support. The opportunity to train and mentor new staff was highly valued, allowing individuals to reinforce their value, share knowledge, and contribute to colleagues' growth and development.
- Caseload management, process improvement, outreach, and engagement were identified as areas in need of change to enhance service delivery, increase efficiency, and maximize the program's impact and staff feedback and input were emphasized as crucial for driving positive change, fostering a sense of ownership and empowering staff to contribute to program improvements.
- Efficiency and productivity were highlighted as desired outcomes, calling for streamlined workflows and the removal of unnecessary obstacles to enable staff to work more effectively. Addressing barriers for clients in providing verification documents was recognized as an essential change to improve client experience and ensure equitable access to services.
- The importance of community support and reflecting the needs of clients was emphasized, advocating for community input, stakeholder involvement, and adaptive program strategies.
- Reassessment of outreach clinics and community presence was identified as an area for change, evaluating and adjusting operations to maximize effectiveness and accessibility.
- Enhancing WIC program outreach and advertising was highlighted as a desired change to raise awareness, reach a broader audience, and increase participation.





SUMMARY OF CLIENT SURVEYS

Ensuring that the voices of parents and caregivers are heard and valued is crucial in any evaluation process, especially when evaluating programs aimed at supporting families and children.

Including parent and caregiver voice in the evaluation process at CCWIC is vital for upholding the program's core values of equity, diversity, inclusion, accessibility, and belonging. By actively seeking and valuing their perspectives, CCWIC gains valuable insights, identifies areas for improvement, and ensures that its services are equitable, inclusive, and responsive to the needs of the diverse families it serves. By actively engaging parents and caregivers, CCWIC reinforces its commitment to fostering a program that empowers and supports all families on their unique journeys to health and well-being.

The Clackamas County WIC (CCWIC) program recognizes the significance of including the perspectives and experiences of those it serves, as their feedback provides invaluable insights for program improvement. By actively involving parents and caregivers in the evaluation, CCWIC not only enhances its services but also upholds its commitment to equity, diversity, inclusion, accessibility, and belonging.

Promoting Equity: Including parent and caregiver voices in the evaluation process promotes equity by giving a platform to individuals from diverse backgrounds and ensuring that their unique needs and challenges are addressed. By actively seeking feedback from all participants, CCWIC can identify and address potential disparities, ensuring that its services are equitable and accessible to all families, regardless of their socio-economic status, cultural background, or language proficiency.

Embracing Diversity: CCWIC recognizes that every family's journey is unique, influenced by diverse cultural, linguistic, and personal factors. By incorporating parent and caregiver perspectives into the evaluation, CCWIC gains a deeper understanding of the experiences and preferences of families from various cultural backgrounds.

This understanding enables the program to tailor its services and communication strategies to effectively reach and engage families with diverse needs, ensuring that no one is left behind.

Fostering Inclusion: Inclusive decision-making processes are key to creating a sense of belonging and empowerment among program participants. By actively involving parents and caregivers in the evaluation, CCWIC fosters an inclusive environment where their voices are acknowledged, respected, and considered when making programmatic decisions. This inclusion not only strengthens the relationship between CCWIC and its participants but also empowers families to actively shape the services provided, ultimately leading to more responsive and effective programming.

Enhancing Accessibility: By actively seeking input from parents and caregivers, CCWIC ensures that its services are accessible and responsive to the diverse needs of its participants. The evaluation process allows CCWIC to identify any barriers or challenges that families may encounter when accessing services or providing feedback. With this knowledge, CCWIC can implement necessary changes to enhance accessibility, making it easier for families to navigate the program and fully benefit from its offerings.

Informing Program Strategies: Survey responses provide valuable insights into the most common reasons families participate in CCWIC. Whether it's seeking awareness and education about healthy foods, additional funds to purchase fruits and vegetables, or breastfeeding support, understanding these motivations helps CCWIC tailor its services to meet the specific needs of families. Furthermore, survey results on social media platform usage and preferred sources of information guide CCWIC in effectively disseminating important program updates and educational materials to reach and engage families.

SURVEY QUESTIONS AND KEY THEMES

What was your reason(s) for coming to WIC?

Across all demographics the most common reasons as to why they participated with WIC was the following:

- Awareness and education of healthy and beneficial foods
- Additional funds to purchase fruits, and vegetables
- Breastfeeding support

What do you find most difficult about WIC? Across all demographics the most common barriers that participants face while engaging with WIC were as follows:

- In person and number of WIC appointments
- Language Barriers
- Food packages and clarification on what food brands can be purchased

What is your most used social media platform(s)?

According to the survey results, across all demographics, Facebook was the most accessed social media platform, followed by Youtube and Instagram.

What entertainment or source of information do you most use? Across all demographics the most accessed platform for information or entertainment was the internet.

Who introduced you to WIC services? Survey was able to conclude that across all demographics, the most common ways in which participants were introduced to WIC were through family/ friends, referred by doctors or they had participated in the past.





Survey Responses:

English	502
Spanish	92
Chinese	3
Russian	7
Vietnamese	2
Ukrainian	7

Are you currently accessing WIC in Clackamas County, or have you been on it in the past?

English Spanish Chinese

97% Current participant

87.4% Current Participant

50% Currently Participant

3% Past participant

10.5% Past Participant

50% Other

2.1% Never participated

Russian Vietnamese Ukrainian

100% Current Participant

100% Current Participant

100% Current Participant





Since being on WIC, I feel more confident about the decisions I have made for myself and my family regarding our health, nutrition or breastfeeding choices.

English	Spanish	Chinese
51.8% Strongly Agree	73.1% Strongly Agree	33.3% Strongly Agree
34.9% Agree	25.8% Agree	66.7% Agree
11% Neutral	2.2% Neutral	
1.7% Disagree		
0.6% Strongly Disagree		
Russian	Vietnamese	Ukrainian
50% Strongly Agree	33.3% Strongly Agree	42.9% Strongly agree
37.5% Agree	66.7% Agree	42.9% Agree
12.5% Neutral		14.3% Neutral

If I have a problem with my benefits, I would like to receive help by (please check all that apply):

English	Spanish	Chinese
71.3% Phone Call	63.4% Phone Call	100% Phone Call
27.2% Email	1.1% Email	
64.4% Text	28% Text	
9.7% Video Call	3.2% Video Call	
8.7% Coming in person to WIC clinic	4.3% Coming in person to WIC...	
0.2% Don't have a preference		
0.2% Not having benefits turned off		
Russian	Vietnamese	Ukrainian
62.5% Phone Call	66.7% Phone Call	14.3% Phone Call
12.5% Email	33.3% Text	28.6% Email
62.5% Text		57.1% Text
12.5% Coming in person to WIC clinic		14.3% Video Call
		14.3% Coming in person to WIC



What do you enjoy most about the Clackamas County WIC program?:

Write-in responses**:	
Benefits: 44%	Friendly staff: 8%
User-friendly and helpful: 28%	Financial support: 7%
Supportive staff: 21%	Access to resources: 6%
Accessible and responsive: 20%	Recipes and meal ideas: 6%
Fresh fruits and vegetables: 18%	Convenience: 6%
Easy to use: 16%	Access to healthy foods: 6%
Nutrition information and education: 14%	Communication options: 5%
Farmers market vouchers: 12%	Support during breastfeeding journey: 5%
Breastfeeding assistance: 11%	No cost food: 4%
Help with groceries: 10%	Assistance for picky eaters: 4%
Formula assistance: 8%	Kindness and understanding: 4%
Healthy food options: 8%	Summer benefits: 4%
Assistance with food insecurity: 3%	Easy enrollment: 3%
Access to fresh produce: 3%	Access to WIC app: 2%
Information about nutrition: 3%	Help with financial stress: 2%
Assistance with purchasing nutritious foods: 3%	Breastfeeding support: 2%
Help with child's nutrition: 3%	Extra help and guidance: 2%
Stability and comfort: 2%	Educational information: 2%
Additional food support: 2%	**It's important to note that these percentages are approximations based on the given responses and may not represent the overall sentiment of all participants.
Nutritional benefits: 2%	





How do you identify your race?

English	Spanish	Chinese
66.7% White/Caucasian	93.7% Latino/Hispanic	100% Asian
19% Latino/Hispanic	6.3% White	
4.4% Two or More Races		
2.9% Black		
2.7% Asian		
1.1% Native American		
1.0% Pacific Islander		
1.7% Prefer not to answer		
0.4% Central Asian		
0.2% North African		
Russian	Vietnamese	Ukrainian
62.5% White	100% Asian	85% White
37.5% Prefer not to answer		15% Prefer not to answer

Current medical coverage for WIC participant:

English	Spanish
84.3% Oregon Health Plan (OHP - State Insurance)	92.6% Oregon Health Plan (OHP - State Insurance)
8.7% Private Insurance	4.3% No Medical Coverage
4.6% Dual Coverage (State and Private)	1.1% Health Share
1.5% No Medical Coverage	1.1% Emergency
0.2% Texas Medicaid	1.1% Private Insurance
0.2% Tricare	
0.2% "H"	
0.2% Medicare	
0.2% OHP and Private	
Chinese	Russian
75% Oregon Health Plan (OHP - State Insurance)	100% Oregon Health Plan (OHP - State Insurance)
25% Private Insurance	
Vietnamese	Ukrainian
66.7% Oregon Health Plan (OHP - State Insurance)	100% Oregon Health Plan (OHP - State Insurance)
33.3% Private Insurance	



Current medical coverage child:

English	Spanish
87.9% Oregon Health Plan (OHP - State Insurance)	98.9% Oregon Health Plan (OHP - State Insurance)
5.3% Private Insurance	1.1% Private Insurance
4.7% Dual Coverage (State and Private)	
1.1% No Medical Coverage	
0.4% N/A	
0.2% Texas Medicaid	
0.2% Tricare	
0.2% One child private, One child dual	
0.2% Medicare	
0.2% OHP and Private	
Chinese	Russian
75% Oregon Health Plan (OHP - State Insurance)	100% Oregon Health Plan (OHP - State Insurance)
25% Dual Coverage (State and Private)	
Vietnamese	Ukrainian
100% Oregon Health Plan (OHP - State Insurance)	100% Oregon Health Plan (OHP - State Insurance)





KEY PROGRAM STRENGTHS & OPPORTUNITIES

The Clackamas County WIC program has demonstrated remarkable strengths in its operations and approach, paving the way for continued progress and success. One notable strength lies in the program's inclusive decision-making process, where every team member's input is valued, fostering a sense of ownership and collective responsibility. The program's unwavering commitment to translating its vision into action showcases their dedication to making a positive impact in the community.

Furthermore, their emphasis on transparency and client-centric practices cultivates trust and meaningful engagement, ensuring clients feel valued and heard. Adopting a prevention frame allows the program to proactively address issues and promote long-term wellness.

While building upon these strengths, there are also exciting opportunities for improvement within the Clackamas County WIC program. Establishing clear policies, procedures, and practices will streamline operations, enhance efficiency, and ensure consistent service delivery. Productive channels for communication and conflict resolution will foster effective teamwork and collaboration among staff members.

Cross-programmatic resource sharing can broaden the program's impact, providing comprehensive services throughout the family lifespan. Exploring the establishment of satellite locations and adopting a mobile van model will increase accessibility and reach underserved populations. Finally, creating ambassadors within the program will foster a client-centered approach and help drive positive mindset shifts. With these opportunities in focus, the Clackamas County WIC program is poised to further elevate its services and better serve the community.

SUMMARY OF KEY LIMITATIONS & RISKS

While the Clackamas County WIC program holds promising opportunities, it is important to address certain limitations that may hinder its effectiveness. One such limitation is the rigid structure of both the WIC program and its integration within the county, which can impede the development of transferable skills necessary for meeting client needs efficiently.

To overcome this, a focus on building adaptable skills that respond to client demands is crucial. Additionally, the program faces physical space constraints, including temporary and limited facilities, which may impact its ability to provide optimal services. Addressing these space-related challenges will contribute to creating a more conducive environment for both clients and staff.

In terms of risks, the Clackamas County WIC program should carefully consider several factors. Ensuring stable and accessible funding is essential for the program's long-term sustainability and continued impact. The program should also strike a balance between expansion and maintaining mobility, avoiding the risk of growing too large without compromising agility.

This balance is crucial to effectively adapt to the evolving needs of the community while maintaining operational efficiency. By addressing these limitations and risks, the Clackamas County WIC program can navigate challenges and enhance its ability to provide vital services to the community.



SUMMARY OF GENERAL RECOMMENDATIONS

The Clackamas County WIC program should consider the following actions as they move forward in the coming months and years. These recommendations cover various aspects of the program and include suggested timing, potential costs, and benefits to facilitate effective action planning.

WIC Nutrition Service Standards:



Revitalization of Quality Nutrition Services: Explore opportunities to enhance the quality of nutrition services provided by WIC. This may involve incorporating emerging ideas and best practices to ensure participants receive the highest level of support.



Clinic Environment and Customer Service: Reevaluate the staff space to ensure client confidentiality and create a supportive environment. Consider the transition from the first floor to the third floor and provide minimal setup for staff. Additionally, embrace text or web-based communication methods to improve responsiveness and overall customer service.



Staff Qualifications, Roles & Responsibilities: Advocate for trauma-informed practices and support staff with lived experience. Develop and improve processes to enhance efficiency, caseload management, and prenatal participation. This can include providing resources and training opportunities for staff to improve their qualifications and better serve participants.



Staffing Patterns and Staff Recruitment & Retention: Address staffing challenges by offering flexible work-from-home options, stable schedules, and fair compensation. Consider cross-training staff to eliminate funding restrictions and foster support across all team members. Mentorship programs and rotations of roles can also help streamline processes and improve efficiency.



Breastfeeding Education, Promotion & Support: Explore opportunities to bill for services and seek Medicaid payment for nutrition therapy provided by dietitians. Collaborate with WCWIC (Women, Infants, and Children) to build lactation supports and work with hospitals to enhance breastfeeding education and support.



Program Coordination/Participant Referrals: Encourage cross-program collaboration to avoid WIC becoming siloed and disconnected from other public health (PH) services and community partners. Utilize public health liaisons to market WIC within communities. Strengthen relationships with pediatricians and OB/GYNs to enhance prenatal engagement. Consider sharing space with social services to provide additional referrals and services.



Enhancing Participant Centered Services: Assess the feasibility of shared spaces with social services while ensuring client confidentiality. Expand the scope of Participant Centered Services (PCS) to provide emotional and practical support, while avoiding duplication of clinical services. Develop client journey maps and clear guidelines on acceptable proof documents. Focus marketing efforts on inclusivity and accessibility, creating a welcoming environment for participants.



Innovations: Consider innovative approaches such as a mobile WIC van to reach underserved areas. Explore the use of technology to improve communication and outreach, such as leveraging text-based engagement for increased participant response rates.



Leadership Development: Provide coaching and support for the program manager and supervisor. Identify senior staff members who can serve as mentors and foster leadership development within the team. Encourage ongoing professional growth and provide opportunities for skill-building and learning.




MOVING INTO ACTION UTILIZING A MODIFIED BALANCED SCORECARD

At the outset of this evaluation, the CCWIC team identified that they wanted to be left with a roadmap for achieving impactful change for their team, program, partners, and the families they serve. Given this, a modified Balanced Scorecard (BSC) was selected for articulating this information. A BSC typically consists of four key components or perspectives, which are:



Financial Perspective

This perspective focuses on the financial objectives of the organization, such as revenue growth, profitability, and cash flow. The financial perspective measures the results of the organization's actions and decisions.



Customer Perspective

This perspective focuses on the customer's needs and expectations. The customer perspective measures customer satisfaction, loyalty, and retention, and helps the organization to understand the factors that drive customer behavior.



Internal Processes Perspective

This perspective focuses on the internal processes and systems that enable the organization to deliver value to customers and achieve its financial goals. The internal processes perspective measures efficiency, quality, and cycle time, and helps the organization to identify opportunities for improvement.



Learning and Growth Perspective

This perspective focuses on the organization's ability to learn, innovate, and grow. The learning and growth perspective measures employee skills and knowledge, information systems, and organizational culture and values.

By considering these four perspectives, a balanced scorecard provides a holistic view of an organization's performance and helps to ensure that it is aligned with the organization's strategic objectives. The balanced scorecard also provides a framework for setting targets, monitoring progress, and making adjustments as needed to ensure that the organization stays on track to achieve its goals. The current Roadmap will focus on the Learning and Growth, as well as the Internal Processes Perspectives as the CCWIC team believes Customer and Program Sustainability outcomes require solid foundations in these areas.



BALANCED SCORECARD FOCUS: TEAM PERSPECTIVE

Affirmative Topic: How do we ensure every team member has clarity about their roles, feels supported, and thrives in their daily work?

The focus of the balanced scorecard for the team perspective of the Clackamas County WIC program is to ensure every team member has clarity about their roles, feels supported, and thrives in their daily work. The following objectives and key performance indicators (KPIs) have been identified to achieve these goals:

Objective 1: Successful Onboarding and Foundational WIC Training

- Create clear plans for high-quality complimentary training;
- Ensure all trainings are responsive to a variety of learning styles;
- Develop training as an iterative process that is strengths-based; and
- Develop a mentor model that pairs new and seasoned team members
 - **KPI 1:** Percentage of team members who have clarity about their roles and responsibilities.
 - **KPI 2:** Percentage of team members who report feeling supported by their colleagues.

Objective 2: Communication Skills / Team Building / Developing Deep Trust

- Conduct team-building activities regularly;
- Develop communication channels to receive feedback from all team members in service of program outcomes;
- Foster collaborative relationships between staff and managers; and
- Provide conflict resolution and repair skills training.
 - **KPI 1:** Number of team-building activities conducted per quarter.
 - **KPI 2:** Feedback rating from team members on the effectiveness of communication channels.
 - **KPI 1:** Percentage of staff who have a collaborative working relationship with their managers.
 - **KPI 2:** Number of manager-staff check-ins or one-on-one meetings per month.
 - **KPI 3:** Rating from staff on the perceived level of manager support.

Objective 3: Professional Development / Elevation + Advancement Opportunities

- Offer reflection and strengths-based focus sessions;
- Provide culturally responsive and trauma-informed services training;
- Extend learning to include ongoing professional development opportunities; and
- Support staff to identify, pursue, and obtain opportunities for growth within the organization.
 - **KPI 1:** Number of group reflection sessions conducted per quarter.
 - **KPI 2:** Percentage of staff who feel their strengths are recognized and utilized in their work.
 - **KPI 3:** Number of opportunities for growth identified and pursued by staff members.
 - **KPI 1:** Number of updated job descriptions and defined scopes of work.
 - **KPI 2:** Percentage of staff who report accessing professional development opportunities.
 - **KPI 3:** Number of staff who have advanced within the organization in the past year.

Objective 4: Staff Well-being and Satisfaction / Psychological Safety

- Create an environment that encourages staff to be themselves and promotes innovation;
- Ensure staff feel safe to ask questions or seek help;
- Recognize and utilize staff strengths; and
- Promote staff satisfaction and revitalization.
 - **KPI 1:** Staff satisfaction rating on feeling safe to ask questions or seek help.
 - **KPI 2:** Percentage of staff who feel encouraged to try new things and be innovative.
 - **KPI 3:** Number of implemented innovative ideas resulting from staff suggestions.

Additionally, the program aims to achieve a positive staff retention rate, as well as high staff satisfaction ratings on feeling safe to ask questions, being encouraged to try new things, and feeling revitalized and satisfied in their work. The Gallup Q12 Survey will be used to track positive performance year-over-year. The will be measured via the following KPIs:

- **KPI 1:** Staff retention rate.
- **KPI 2:** Staff satisfaction rating on feeling revitalized and satisfied in their work.
- **KPI 3:** Positive performance year-over-year on the Gallup Q12 Survey.

BALANCED SCORECARD FOCUS: PROGRAM PERSPECTIVE

Affirmative Topic: How do we become a top-performing program in the state of Oregon?

The focus of the balanced scorecard for the Clackamas County WIC program, from a vision perspective, centers around establishing a clear vision, building consensus, developing skills, providing incentives, allocating resources, and creating an action plan. The following objectives and key performance indicators (KPIs) have been identified to achieve these goals:

Objective 1: Balance Compliance and Innovation / Program Effectiveness and Continuous Improvement

- Establish a high-functioning policy and procedure management system;
- Leverage fidelity models and compliance requirements while embracing innovation; and
- Write to the standard and allow exceptions guided by clients.
 - **KPI 1:** Effectiveness of the policy and procedure management system
 - **KPI 2:** Number of innovative practices implemented within compliance boundaries

Objective 2: Data-Driven Decision Making

- Develop a meaningful data set to demonstrate true impacts for clients;
- Utilize the Performance Management Coordinator and Epidemiologists;
- Identify and resource the team's ideas for data needs; and
- Define 15 key data points that tell the WIC story.
 - **KPI 1:** Quality and availability of the data set showcasing impacts for clients.
 - **KPI 2:** Consider revising to "KPI 2: Utilization of data by WIC staff.
 - **KPI 3:** Team satisfaction with the clarity of conceptualizations for data needs.
 - **KPI 4:** Number of key data points identified and effectively communicated.

Objective 3: Client Referrals

- Establish systems for both receiving and sending client referrals;
- Establish procedures for determining when client needs fall outside the WIC skillset;
- Utilize Connect Oregon and the Common Intake Form; and
- Engage the Community Engagement Team.

- **KPI 1:** Efficiency and effectiveness of client referral systems.
- **KPI 2:** Utilization of Connect Oregon and the Common Intake Form.
- **KPI 3:** Level of engagement and collaboration with the Community Engagement Team.

Objective 4: Program Ambassadors through Partnership and Community Engagement

- Create a toolkit for program ambassadors;
- Be present at community events;
- Develop public speaking skills;
- Collaborate with county social media personnel;
- Conduct user experience studies for the website;
- Ensure cross-formatting with the NHV program website for continuity of experience; and
- Establish a strong brand recognition.
 - **KPI 1:** Availability and utilization of the program ambassador toolkit.
 - **KPI 2:** Participation in community events.
 - **KPI 3:** Progress in developing public speaking skills.
 - **KPI 4:** Collaboration with county social media personnel.
 - **KPI 5:** User satisfaction with the website and cross-formatting with the NHV program.
 - **KPI 6:** Increase in brand recognition.

Objective 5: Relationship with and Advocacy to the State

- Commit to honest conversations with state-level leadership;
- Ensure compliance while clearly articulating locally responsive implementation;
- Use qualitative and quantitative data/stories to convey the program's impact;
- Learn from peer programs, such as Multnomah County; and
- Connect the implementation of an Ambassador program with advocacy efforts.
 - **KPI 1:** Frequency and quality of conversations with state-level leadership.
 - **KPI 2:** Alignment of compliance and locally responsive implementation.
 - **KPI 3:** Use of qualitative and quantitative data/stories in advocacy efforts.
 - **KPI 4:** Engagement and learning from peer programs.
 - **KPI 5:** Integration of the Ambassador program with advocacy initiatives.



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Washington County Women, Infants & Children Program

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Oregon Health Authority Women, Infants & Children Program

<https://www.oregon.gov/oha/PH/HEALTHYPEOPLEFAMILIES/WIC/Pages/index.aspx>

Trillium Community Health Plan - Tri-County

<https://www.trilliumohp.com/>

Health Share of Oregon

<https://www.healthshareoregon.org/>

Early Learning Hub of Clackamas County

<https://www.clackesd.org/families/early-learning-hub/>

Clackamas Parenting Together

<https://www.clackamasparenting.com/>

And the over 600 families of the Clackamas County area who generously lent their insights via survey!