Establishing Performance Standards in South Carolina's Women, Infant and Children (WIC) Program

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South Carolina Department of Health and Environmental Control

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Introduction

The Special Supplemental Nutrition Program for Women, Infants and Children (WIC) program is a public health nutrition program under the U.S. Department of Agriculture (USDA) providing nutrition education, nutritious foods, breastfeeding support, and healthcare referrals for eligible women who are pregnant or post-partum, infants, and children up to age five (5) (Federal Register 7 CFR Part 246). Eligibility in the WIC Program is based upon four criteria: categorical eligibility, nutritional risk, income, and residence in a specified service area. The WIC Program is designed to positively impact prenatal nutrition, infant birth weight, iron deficiency anemia, early childhood nutrition, and cognitive development. (Jackson M. I. (2015). Early childhood WIC participation, cognitive development and academic achievement)

WIC currently operates from approximately 70 South Carolina Department of Health and Environmental Control (DHEC) clinic locations and four primary care center locations throughout DHEC's four public health regions of the state: Lowcountry, Midlands, Pee Dee, and Upstate. This network of clinics serves an annual monthly average of 86,859 participants for federal fiscal year (FFY) 2021. Participants may redeem their WIC benefits at the 614 approved retailers. These approved retailers are comprised of chain stores, franchise stores, pharmacies, independent stores, and commissaries.

Problem Statement

South Carolina's WIC program participation has decreased by 12.5% from FFY 2017 – FFY 2021 (Appendix A.1.). While the state's participation rate is declining, the SC's WIC program is currently only serving about half of the citizens that have been identified to qualify for the program's benefits. The state currently receives the funding and resources that would allow the WIC Program to serve many more citizens that are qualified and not participating in

the WIC Program, these citizens all being infants, small children, and pregnant/breastfeeding mothers of our state.

If this decline in participation continues, there will be future impacts on the program's $100,000,000 budget that is allocated to the state from federal funds. Reduction in the program's funding will eliminate resources and permanently prevent services reaching the most vulnerable citizens. A reduction in the program's funding will also have impact on South Carolina's economy as 75% of the funding are for food benefits, which is revenue for the 614 approved retailers across the state.

There has not been statewide core, consistent performance standards established, tracked, and measured statewide since the decline in the WIC Program's participation level to effectively manage the performance of the program. Performance standards are a key component to effective performance management, which is a systematic process of using data to improve performance to ensure desired results are met (Public Health Foundation, The Public Health Performance Management System Framework, 2014). The diagram in Appendix A.2 is the Public Health Performance Management System. DHEC is committed to using performance management to enhance public health services.

The goal of this project is to establish effective performance standards that can be used statewide to enable a system of performance management, which will result in an increase of the WIC Program's participation. An increase in the WIC Program's participation means more citizens are being provided with WIC services, services that have been proven to improve health outcomes. Ultimately, this project supports DHEC's vision of Healthy People living in Healthy Communities (DHEC, 2019).

Data Collection

The data collected will be historical data of the key data elements as identified in WIC federal regulation 7 CFR 246.16(e)(2). The goal is to identify data points that are common dominators in the different data sets, translate the common dominator into program operation terms, and establish a performance standard that can be used at region levels. This level of breakdown allows the regions to manage the performance of the WIC program, which better aligns performance management with the level responsible for WIC program operation. The regions are the point of service delivery. The data will be SC's WIC Program data for FFY 2017-2021 (five years) to show trends that will help identify common dominator(s) and their possible impact.

The WIC federal regulation 7 CFR 246.16(e)(2) has two established performance standards (Nutrition Services and Administration (NSA) Funds and Food Funds); however, these are defined under the Funding Section of the regulation. These standards are viewed as "Financial Management" operations and they are not considered for program performance standards. These standards are defined in terms of consequences (assessments/funding reductions), so there are reactive efforts of "damage control" when these funding performance standards are not met.

The NSA funding performance standard, 7 CFR 246.16(e)(2)(ii) states "*USDA will reduce the State agency's NSA grant for the next fiscal year if the State agency's current fiscal year per participant NSA expenditure is more than 10 percent higher than its per participant NSA grant."* The breakdown of this funding performance standard is found in Appendix B.1. for FFY 2017 – 2021. The standard performance that will avoid NSA funding reductions and the actual activities are color coded.

The food fund performance standard 7 CFR 246.16(e)(2)(i) states "*the amount allocated to any State agency for food benefits in the current fiscal year shall be reduced if such State agency's food expenditures for the preceding fiscal year do not equal or exceed 97 percent of the amount allocated to the State agency for such costs. Such reduction shall equal the difference between the State agency's preceding year food expenditures and the performance expenditure standard amount*." The breakdown of this funding performance standard is found in Appendix B.2. for FFY 2017 – 2021. The standard needed to avoid food funding reductions and the actual financial activities are color coded.

Another data set collected is SC's WIC program potentially eligible citizens. This data set is broken down to county level, which are grouped within each region (Appendix B.3.). The goal of this data is to identify if the WIC program's participation has opportunity to increase and to also give a historical data set that is directly related to the program and is detailed by the region level.

Data Analysis

The two funding performance standards - NSA Funds and Food Funds - for the last five FFYs were collected, including each data field needed to calculate each performance standard. The standard performance needed to avoid funding reductions and the actual performance is captured in graphs to identify possible trends or patterns over the five years.

The NSA Funds performance standard used to determine NSA funding reduction in 7 CFR 246.16(e)(2)(ii) is the NSA administrative grant per person (AGP) plus 10%. This performance standard is met, and no fund reduction occurs if the actual cost per participant (AEP) does not exceed standard. The two variables that determine the AEP are the NSA expenditures and the average monthly participation level. Appendix C.1. graphs the AGP plus

10% and the AEP as calculated in Appendix B.1. The two years the program did not meet the standard, the AEP was more than the AGP plus 10%. The WIC Program did meet this performance standard for the last three of the five years, even though the participation level declined. This was done by reducing the other variable, the total NSA expenditures. The disadvantage to meeting the performance standard by reducing expenditures is the WIC Program funds are not being fully utilized. These funds could be utilized by increasing the resources needed to increase the program's participants.

The initial analysis of the data elements of the Food Funds performance standard per 7 CFR 246.16(e)(2)(ii) does not give much insight into how programs operations are driving the outcome to this requirement. Appendix B.2. identifies this funding performance standard has not been met in the past five years. Appendix C.2. graphs the standard performance of expenditures and the actual expenditures, and no trend nor relationships related to program operations can be identified. To get more of the operations this funding performance standard represents, the data set is expanded. The Federal Average Food Package Cost, which is a determinant in the Final Food Grant, is identified for each year.

Appendix C.3. is the data collected in Appendix B.2, plus the Federal Average Food Package Cost. This expansion of this one data field allows multiple useful analysis. First, it produces the Average Monthly Participation Projected, which is needed for evaluating the NSA performance standard (the common denominator). Second, it establishes the relationship between the participation and food package cost (actual and projected). Third, by graphing the projected and actual average food package cost Appendix C.4.b. and comparing the initial data analysis Appendix C.4.a., it identifies that a contributing cause to the food funds' performance standard not being met is when the actual food package cost is well below the Federal Average Food

Package Cost. To avoid a funding reduction due to this performance standard not being met, the actual participation must be at the Average Monthly Participation Projected and the actual average food package cost must be at least 97% of the Federal Average Food Package Cost. These are both strictly determined by program operations.

The average monthly participation projected and the average actual monthly participation are the common denominator for each funding standard. The space between the trend lines of the projected and actual participation in Appendix C.5. represents what the state is expected to do and what the state is actually doing (the performance). The food package cost is determined by the benefit redemptions of the program's participants, which are driven by multiple program operations factors.

Establishing the average monthly participation and the average food package as performance standards of the program operations will help improve program performance and serve more participants of this state, which meets this goal of this project. The need for services offered by the WIC Program is made evident by the gap in program participation among eligible individuals as shown in Appendix C.6.

Implementation Plan

Step 1: Establish the Performance Standards

Completed in the Data Analysis section.

Step 2: Create county-level performance standards for the state-level performance standards

The performance standards have been identified in the data analysis section at the state-level; however, the program's operations are primarily conducted in the agency's four Public

Health Regions. Each Region is made up of multiple counties where the WIC clinics are found. These performance standards will need to be set at the county-level.

The average monthly participation performance standard can be derived at the county-level by using the weighed percentage of the last three-year average of potentially eligible participants. This will distribute the participation to counties based on data identifying the potentially eligible participants for each county, which is a fair method. Using the three-year average of potentially eligible will help absorb any anomalies that create sudden changes from one year to the next. Appendix D.1. is an example of calculating the county-level average monthly participation standard performance for FFY 2021.

Identifying the county-level average food package cost performance standard will require some work with the program's management information system (MIS) contractor. Preliminary conversations have started with the contractor and this is possible.

The *potential issues* with this step are as listed:

- Some counites have multiple sites within one county. The regions with such sites will have to take additional steps from their end to break down the projected performance standards and actual activities.
- There are two Primary Care Centers (PCCs) that operate independently from DHEC and are located within two Public Health Regions boundaries. The WIC State Office will need to see what and how these PCC's performance standards can be established.

Step 3: Creating the logistics of the performance standards

The performance standard will be calculated at the beginning of each FFY when the new FFY's funds are allocated. The actual performance of each county/Region can be calculated at the WIC State Office monthly. This will be reported on the program's upcoming *WIC*

Operations Dashboard, an interactive information management tool used for monitoring and reporting key performance indicators and metrics. The dashboard will consist of a variety of data visualizations in the form of charts, tables, and maps. Phase one of this dashboard will go live in the first quarter of 2022.

A *potential issue* for this step is staff not utilizing the WIC *Operations Dashboard* or understanding how to use it. To overcome this issue, demonstration of the dashboard will need to be incorporated in the training of Step 5.

Step 4: Identifying the needed resources, roles, and processes

The initial resources to start implementation is knowing the MIS contractor's proposed cost to create county-level reports of average food package cost, staff's time with incorporating this function into the WIC Operations Dashboard, and time to train and engage staff about these performance standards. The ongoing resources will be WIC State Office staff that will man the WIC Operational Dashboard. The roles related to this function will be defined and any needed standard operating procedures will be created.

Step 5: Training

This is the most important step of this plan. Training is the first impression of this new way of measuring performance. All staff involved with administrating and operating the program will need to be trained on what, when, where, how, and who of the performance standards. This includes leadership to clinic staff. It is important for staff to leave these trainings understanding how their role within the WIC program ties into these performance standards. This will equip staff to be start pursuing opportunities of quality improvement within their scope that will result in the WIC Program successfully meeting these performance standards.

Since this projected started, a presentation regarding the efforts of this project, the initial findings, and how it all related to performance management was presented to the WIC staff at the 2021 WIC State Virtual conference and to the Public Health Management Team in December. Appendix D.2. is the presentation of this initial efforts of this project.

Step 6: "What gets measured gets done"

Once all is in place, the program will have effective performance standards that can be used by the agency to successfully manage performance of the WIC Program. Performance management is done at any and all levels of staff within the agency.

The WIC Program and program's leadership can routinely review the performance with the regions and various leadership. This will create a platform to start identifying success of regions/clinics meeting these performance standards and identifying challenges when performance standards are not being met.

Implementing this plan could take six to nine months. The cost will be minimal compared to the millions of program funds that are not being utilized or being reduced due to the decline of participation.

Evaluation Method

Once these performance standards are implemented, the data will be collected. The first year can be compared to the previous year that did not have statewide established performance standards to evaluate the change of performance. There will be data collected over several years and compared to the data elements used in this project to see if trends have changed since the "before and after" of this project.

Summary and Recommendations

South Carolina's WIC program participation decline of 12.5% in the last five years is proof that effective performance standards need to be established. There is need for these services to the citizens of this state, and this program currently has the funding to provide the resources to serve those citizens in need that are not currently receiving services. Also, a decrease in the program participation is a direct threat to South Carolina's public health and a loss in opportunity to improve the health of South Carolinians. As stated in FNS's article *About WIC: How WIC Helps* (2013), this federal program has proven to have long-term benefits and health outcomes which are listed below.

- WIC reduces fetal deaths and infant mortality.
- WIC reduces low birthweight rates and increases the duration of pregnancy.
- WIC improves the growth of nutritionally at-risk infants and children.
- WIC decreases the incidence of iron deficiency anemia in children.
- WIC improves the dietary intake of pregnant and postpartum women and improves weight gain in pregnant women.
- Pregnant women participating in WIC receive prenatal care earlier.
- Children enrolled in WIC are more likely to have a regular source of medical care and have more up to date immunizations.
- WIC helps get children ready to start school: children who receive WIC benefits demonstrate improved intellectual development.
- WIC significantly improves children's diets

Before taking the first step of implementing this project's plan of performance management by establishing statewide performance standards for WIC program operations, these efforts will need commitment from senior leadership. As shown in the diagram in Appendix A.2., *Visible Leadership* is a component that encircles the other four components of performance management. The means visible leadership is required to implement effective performance management. This is senior management's commitment to a culture of quality that aligns performance management practices with the organizational mission, regularly considers customer feedback, and enables transparency about performance against targets between leadership and staff.

Glossary

Children - persons who have had their first birthday but have not yet attained their fifth birthday.

Code of Federal Regulations (CFR) - annual edition is the codification of the general and permanent rules published in the Federal Register by the departments and agencies of the Federal Government.

Infants - persons under one year of age.

Federal Fiscal Year (FFY) – the period of 12 calendar months beginning October 1 of any calendar year and ending September 30 of the following calendar year.

Food Costs - means the costs of supplemental foods, determined in accordance with § 246.14(b).

Nutrition Services and Administration (NSA) Costs - direct and indirect costs, exclusive of food costs, as defined in § 246.14(c), which State and local agencies determine to be necessary to support Program operations. Costs include, but are not limited to, the costs of Program administration, start-up, monitoring, auditing, the development of and accountability for food delivery systems, nutrition education and breastfeeding promotion and support, outreach, certification, and developing and printing food instruments and cash-value vouchers.

Participants - pregnant women, breastfeeding women, postpartum women, infants and children who are receiving supplemental foods or food instruments or cash-value vouchers under the Program, and the breastfed infants of participant breastfeeding women.

Participation – the sum of (1) The number of persons who received supplemental foods or food instruments during the reporting period; (2) The number of infants who did not receive supplemental foods or food instruments but whose breastfeeding mother

received supplemental foods or food instruments during the report period; and (3) The number of breastfeeding women who did not receive supplemental foods or food instruments but whose infant received supplemental foods or food instruments during the report period.

Program - the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) authorized by section 17 of the Child Nutrition Act of 1966, as amended.

Spend forward - NSA funds up to an amount equal to three (3) percent of its total grant (NSA plus food grants) in any fiscal year. These NSA funds spent forward may be used only for NSA costs incurred in the next fiscal year.

Women – Women that are eligible per the WIC Program regulations must be *Pregnant* - determined to have one or more embryos or fetuses in utero, *postpartum* - up to six months after pregnancy, or *breastfeeding* - up to one year postpartum who are breastfeeding their infants.

Acronyms

AEP – NSA actual expenditures per participant

AGP – NSA administrative grant per person

CFR – Code of Federal Regulations

DHEC – South Carolina Department of Health and Environmental Control

FFY – Federal Fiscal Year

MIS – Management Information System

NSA – Nutrition Services and Administration

PCC – Primary Care Centers

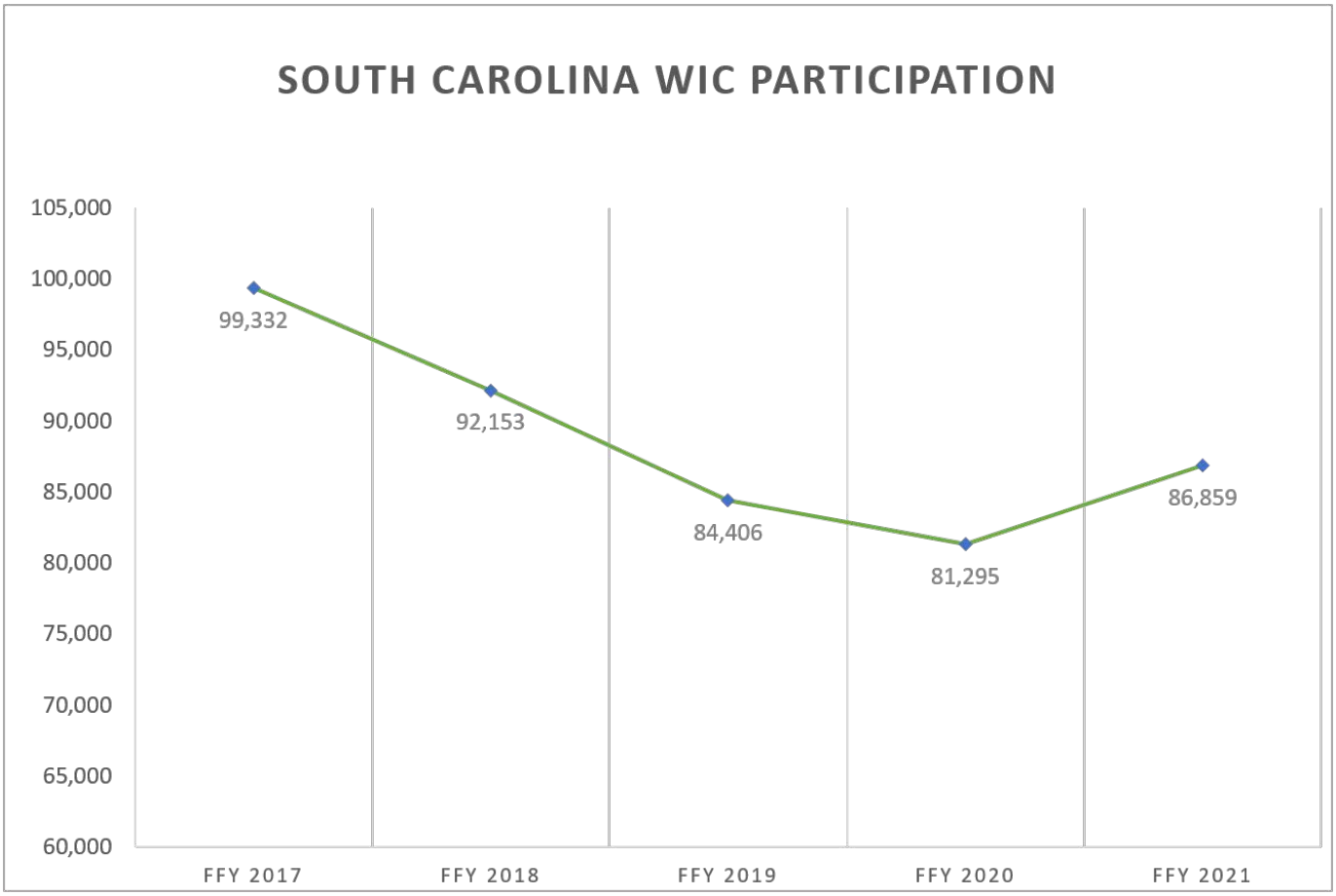
SC – South Carolina

USDA – United States Department of Agriculture

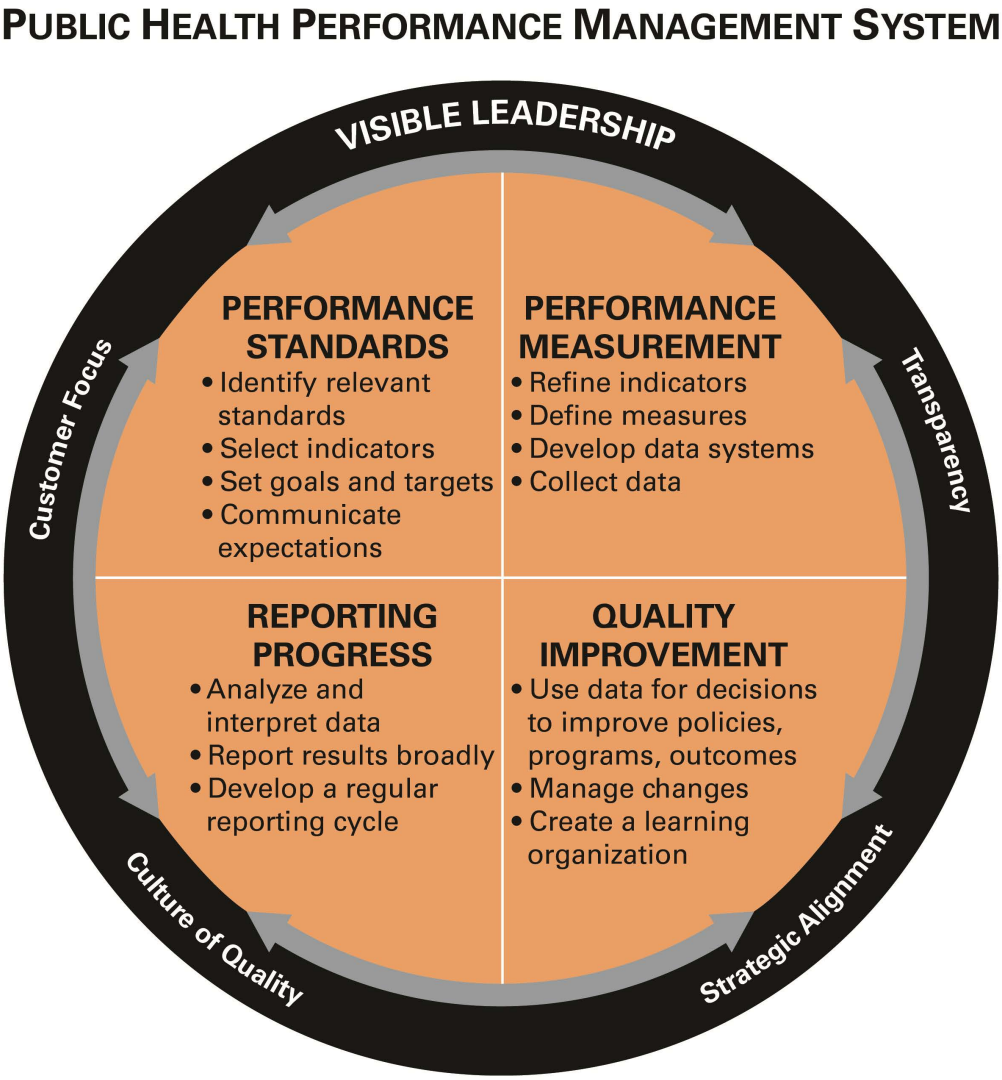
WIC – Special Supplemental Nutrition Program for Women, Infants and Children

Appendix A
Problem Statement

Appendix A.1.


SOUTH CAROLINA WIC PARTICIPATION
105,000
100,000
95,000
90,000
85,000
80,000
75,000
70,000
65,000
60,000
99,332
92,153
84,406
81,295
86,859
FFY 2017
FFY 2018
FFY 2019
FFY 2020
FFY 2021

Appendix A.2.



Public Health Foundation: Developed in 2013, adapted from the 2003 Turning Point Performance Management System Framework

Appendix B
Data Collection

Appendix B.1.

WIC PROGRAM
10% NSA FUNDS PERFORMANCE STANDARD CALCULATIONS

Federal Fiscal Year	Final NSA Grant	Actual NSA Expenditures	Prior FFY Spendforward (SF)	Less Actual NSA Expenditures less SF	Average Monthly Participation Projected*	Average Monthly Participation Actual	AGP**	AGP + 10%	AEP***	Adjustment Due	Met ?
FFY 2017	$27,628,733	$28,711,998	$2,800,113	$25,911,885	118,852	99,332	$19.37	$21.31	$21.74	$511,656	No
FFY 2018	$26,552,682	$27,746,948	$1,716,848	$26,030,100	108,337	92,153	$20.42	$22.47	$23.54	$1,185,425	No
FFY 2019	$28,589,316	$25,306,771	$522,582	$24,784,189	98,338	84,406	$24.23	$26.65	$24.47	$0	Yes
FFY 2020	$28,604,531	$25,771,250	$1,805,126	$23,966,124	93,921	81,295	$25.38	$27.92	$24.57	$0	Yes
FFY 2021	$27,604,942	$25,686,286	$2,841,967	$22,844,319	100,393	86,859	$22.91	$25.21	$21.92	$0	Yes

Performance Standard	= (Monthly Participation Projected / Final NSA Grant) plus 10%
Actual Performance	= Actual NSA Expenditures less SF / Monthly Participation Actual

*Projected Participation is established from Food Funding allocation
**AGP = Administrative grant per person
***Actual Expenditures per Participant

Appendix B.2.

WIC PROGRAM
97% FOOD FUNDS PERFORMANCE STANDARD CALCULATIONS

Federal Fiscal Year	Final Food Grant	Food Grant x 0.97	Food Expenditures	Shortfall	Standard Met ?
FFY 2017	$65,389,039	$63,427,368	$53,054,424	**$10,372,944**	No
FFY 2018	$56,843,701	$55,138,390	$48,912,905	**$6,225,485**	No
FFY 2019	$52,594,522	$51,016,686	$47,421,839	**$3,594,847**	No
FFY 2020	$52,594,522	$51,016,686	$42,567,595	**$8,449,091**	No
FFY 2021	$53,551,742	$51,945,190	$32,231,293	**$19,713,897**	No

Performance Standard
Actual Performance

Appendix B.3.

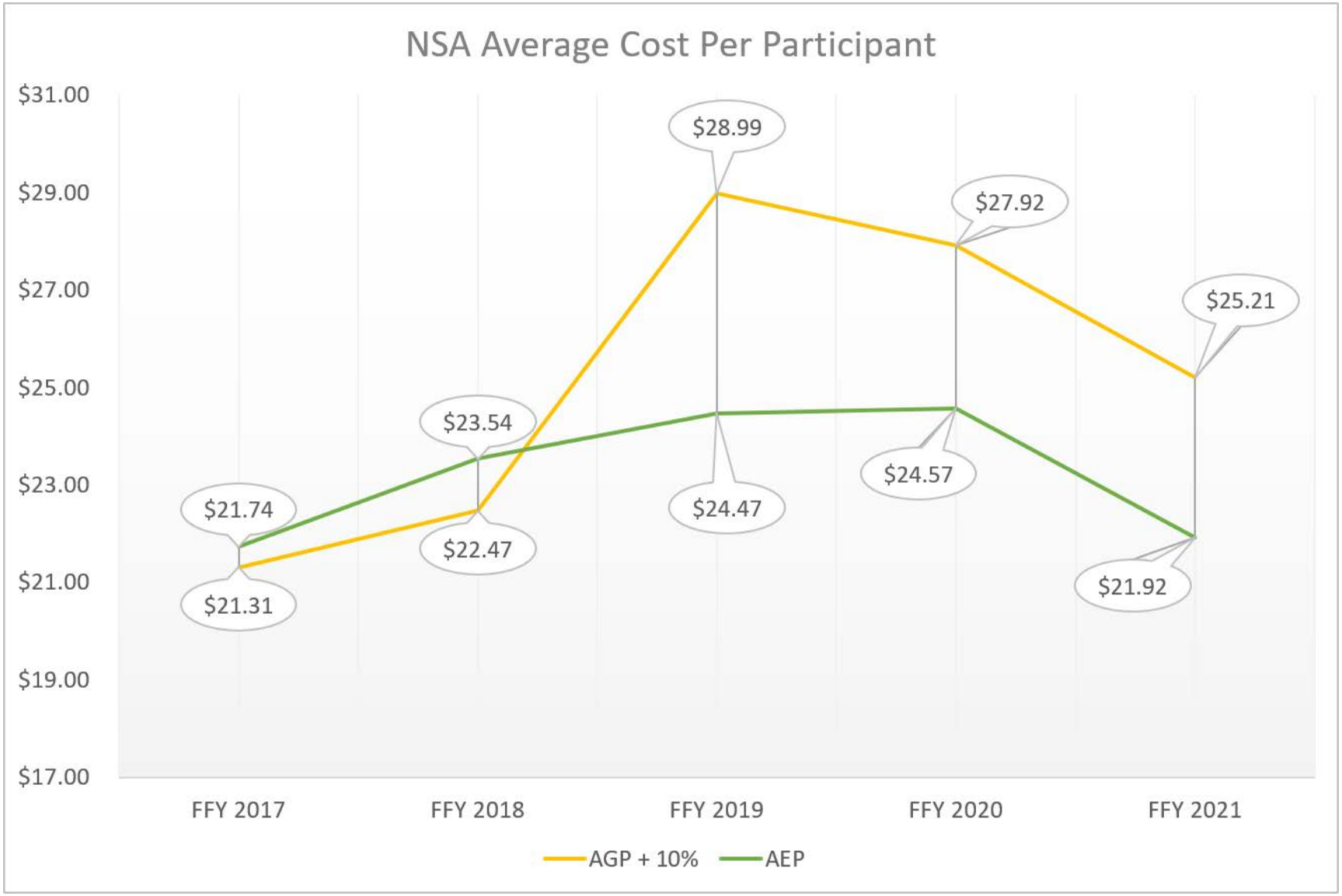
County	Region	FFY 2017 Total Potentially Eligible	FFY 2018 Total Potentially Eligible	FFY 2019 Total Potentially Eligible	FFY 2020 Total Potentially Eligible	FFY 2021 Total Potentially Eligible
Allendale	Low Country	504	393	356	390	400
Bamberg	Low Country	587	585	521	585	622
Beaufort	Low Country	6,359	6,221	6,090	5,838	5,681
Berkeley	Low Country	6,883	7,721	7,997	7,539	7,283
Calhoun	Low Country	446	423	362	390	433
Charleston	Low Country	12,979	12,556	11,849	11,227	10,340
Colleton	Low Country	2,088	2,124	2,126	1,939	1,913
Dorchester	Low Country	4,824	4,351	4,046	4,097	4,314
Hampton	Low Country	858	851	860	893	867
Jasper	Low Country	1,584	1,599	1,565	1,484	1,358
Orangeburg	Low Country	4,816	4,541	4,350	4,209	4,173
LOWCOUNTRY		**41,928**	**41,366**	**40,122**	**38,590**	**37,384**
Aiken	Midlands	6,297	6,389	6,439	6,516	6,294
Barnwell	Midlands	1,369	1,305	1,302	1,214	1,130
Chester	Midlands	1,802	1,768	1,676	1,376	1,406
Edgefield	Midlands	648	634	663	626	664
Fairfield	Midlands	1,044	972	971	809	816
Kershaw	Midlands	2,174	2,110	2,185	1,916	1,968
Lancaster	Midlands	3,034	3,012	3,002	2,927	2,711
Lexington	Midlands	9,522	9,350	9,055	8,706	8,333
Newberry	Midlands	1,805	1,787	1,842	1,695	1,543
Richland	Midlands	14,237	14,262	14,214	13,109	12,992
Saluda	Midlands	991	980	992	748	849
York	Midlands	7,496	7,251	7,330	7,388	6,705
MIDLANDS		**50,418**	**49,819**	**49,673**	**47,030**	**45,410**
Chesterfield	Pee Dee	2,474	2,435	2,390	2,096	2,026
Clarendon	Pee Dee	1,482	1,442	1,356	1,112	1,040
Darlington	Pee Dee	2,945	2,975	2,994	2,987	3,006
Dillon	Pee Dee	2,132	2,001	1,956	1,698	1,761
Florence	Pee Dee	6,379	6,298	6,203	5,350	5,548
Georgetown	Pee Dee	2,386	2,268	2,232	1,938	2,168
Horry	Pee Dee	11,150	11,039	11,145	10,968	10,184
Lee	Pee Dee	786	755	798	698	740
Marion	Pee Dee	1,811	1,797	1,760	1,508	1,572
Marlboro	Pee Dee	1,297	931	1,305	1,038	1,186
Sumter	Pee Dee	5,404	5,391	5,396	5,327	5,111
Williamsburg	Pee Dee	1,465	1,463	1,436	1,233	1,184
PEE DEE		**39,710**	**38,794**	**38,970**	**35,952**	**35,527**
Abbeville	Upstate	1,074	1,030	1,008	791	762
Anderson	Upstate	7,595	7,536	7,520	6,948	6,324
Cherokee	Upstate	2,852	2,871	2,773	2,487	2,853
Greenville	Upstate	18,546	18,490	17,871	15,655	14,696
Greenwood	Upstate	3,568	3,550	3,531	3,620	3,514
Laurens	Upstate	3,223	3,167	3,148	2,881	2,640
McCormick	Upstate	213	470	213	237	184
Oconee	Upstate	2,902	2,888	2,894	2,507	2,569
Pickens	Upstate	3,640	3,548	3,467	3,223	3,194
Spartanburg	Upstate	12,599	12,730	12,424	11,843	10,840
Union	Upstate	1,066	1,060	1,056	1,178	1,290
UPSTATE		**57,277**	**57,341**	**55,906**	**51,370**	**48,866**
SOUTH CAROLINA		**189,334**	**187,320**	**184,671**	**172,941**	**167,187**

Date Source 1: SC Community Assessment Network; DHEC, 2015, 2016, 2017, 2018, 2019

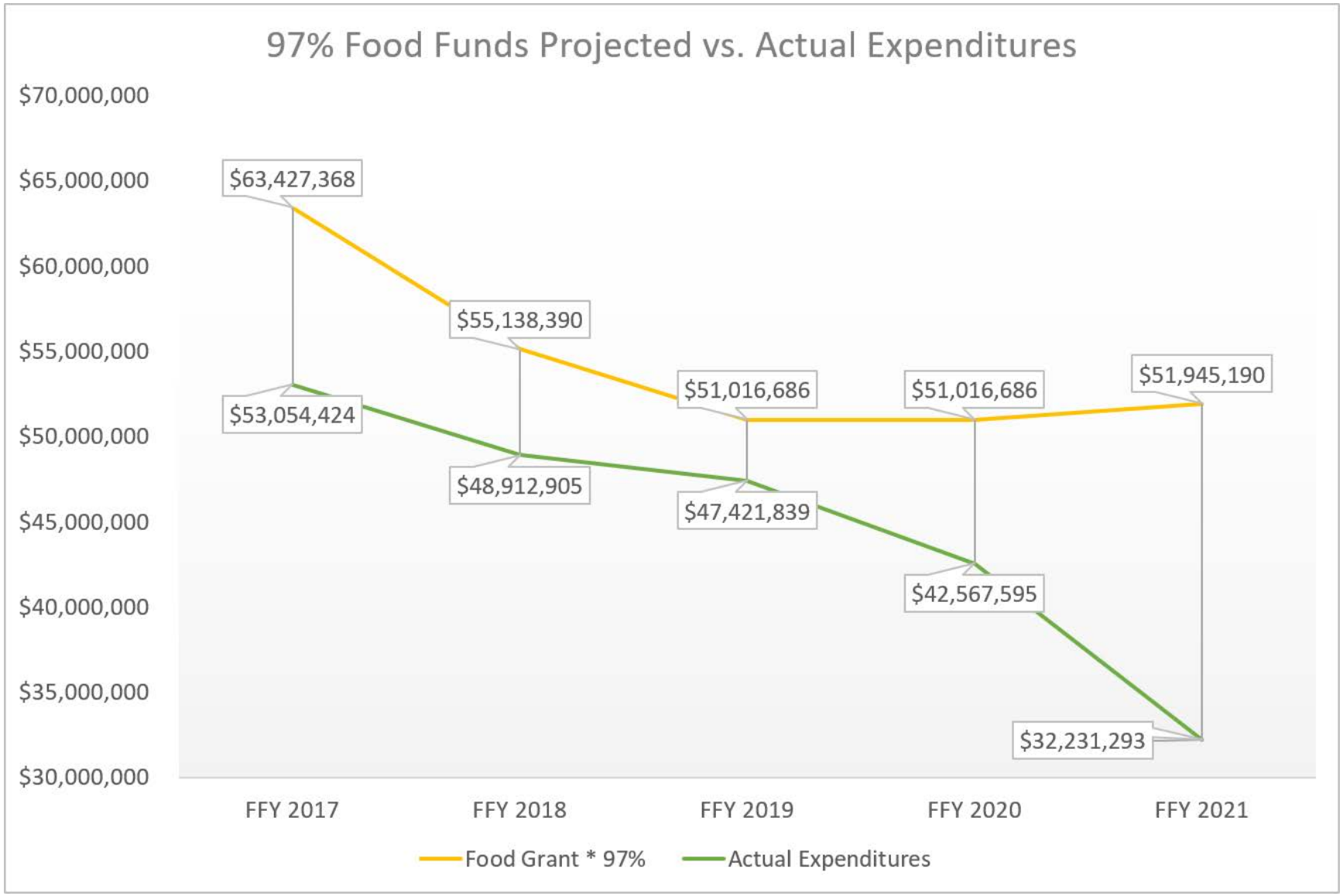
Data Source 2: American Community Survey 5-Year Est., 2011-15, 2012-16, 2013-17, 2014-18, 2015-19

Appendix C
Data Analysis

Appendix C.1.


NSA Average Cost Per Participant
$31.00
$29.00
$27.00
$25.00
$23.00
$21.00
$19.00
$17.00
$28.99
$27.92
$25.21
$23.54
$24.57
$21.74
$24.47
$22.47
$21.92
$21.31
FFY 2017
FFY 2018
FFY 2019
FFY 2020
FFY 2021
AGP + 10%
AEP

Appendix C.2.


97% Food Funds Projected vs. Actual Expenditures
$70,000,000
$65,000,000
$60,000,000
$55,000,000
$50,000,000
$45,000,000
$40,000,000
$35,000,000
$30,000,000
$63,427,368
$55,138,390
$51,016,686
$51,016,686
$51,945,190
$53,054,424
$48,912,905
$47,421,839
$42,567,595
$32,231,293
FFY 2017
FFY 2018
FFY 2019
FFY 2020
FFY 2021
Food Grant * 97%
Actual Expenditures

Appendix C.3.

WIC PROGRAM
97% FOOD FUNDS PERFORMANCE STANDARD CALCULATIONS

Federal Fiscal Year	Final Food Grant	Food Grant x 0.97	Food Expenditures	Shortfall	Standard Met ?
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FFY 2021	$53,551,742	$51,945,190	$32,231,293	**$19,713,897**	No

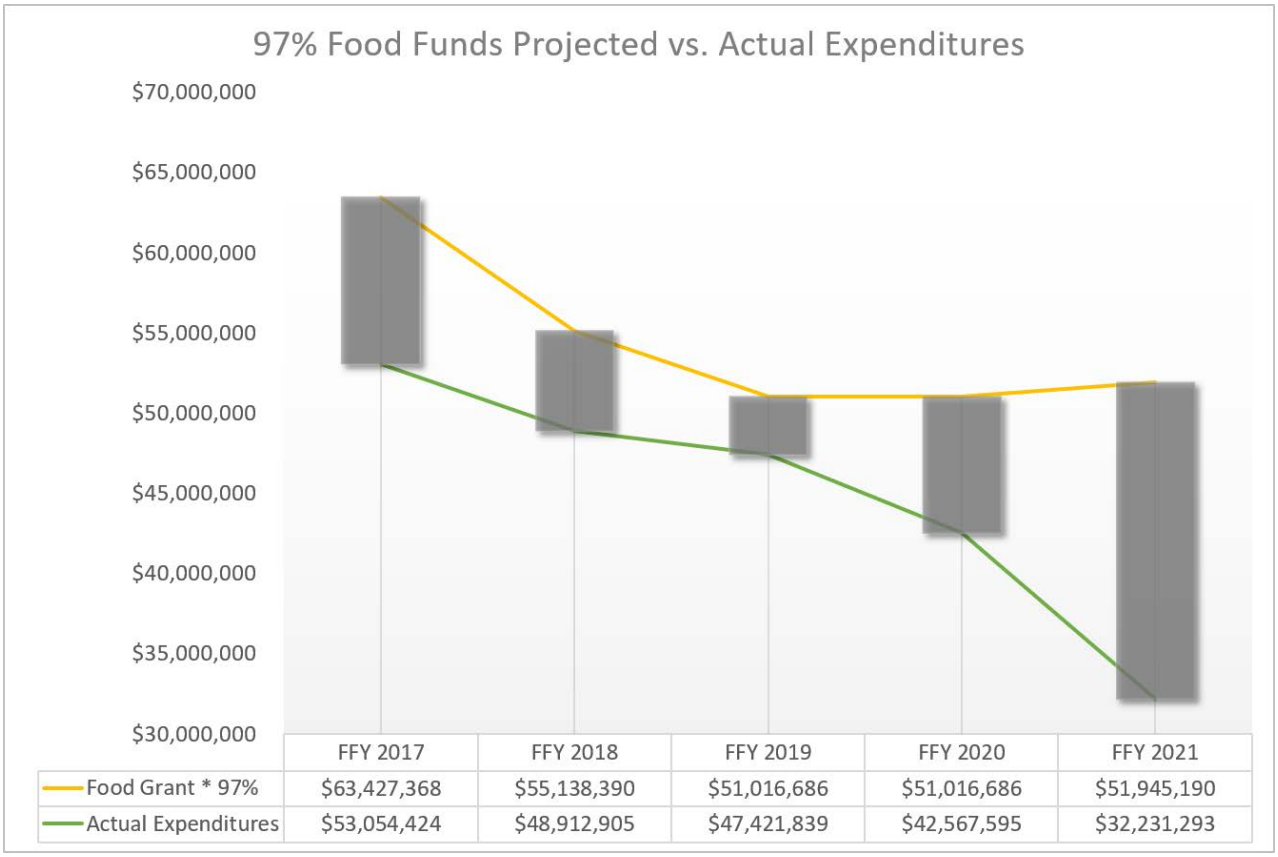
Performance Standard
Actual Performance

Federal Fiscal Year (FFY)	Federal Average Food Package Cost	Average Monthly Participation Projected*	Monthly Participation Actual	Average Actual Average Food Package Cost**
FFY 2017	$45.848	118,852	99,332	$44.509
FFY 2018	$43.724	108,337	92,153	$44.232
FFY 2019	$44.570	98,338	84,406	$46.819
FFY 2020	$46.666	93,921	81,295	$43.635
FFY 2021	$44.452	100,393	86,859	$30.923

*Average Monthly Participation Projected = (Final Food Grant / Federal Avg Food Package Cost) / 12
**Actual Average Food Package Cost = (Final Food Grant / Federal Avg Food Package Cost) / 12

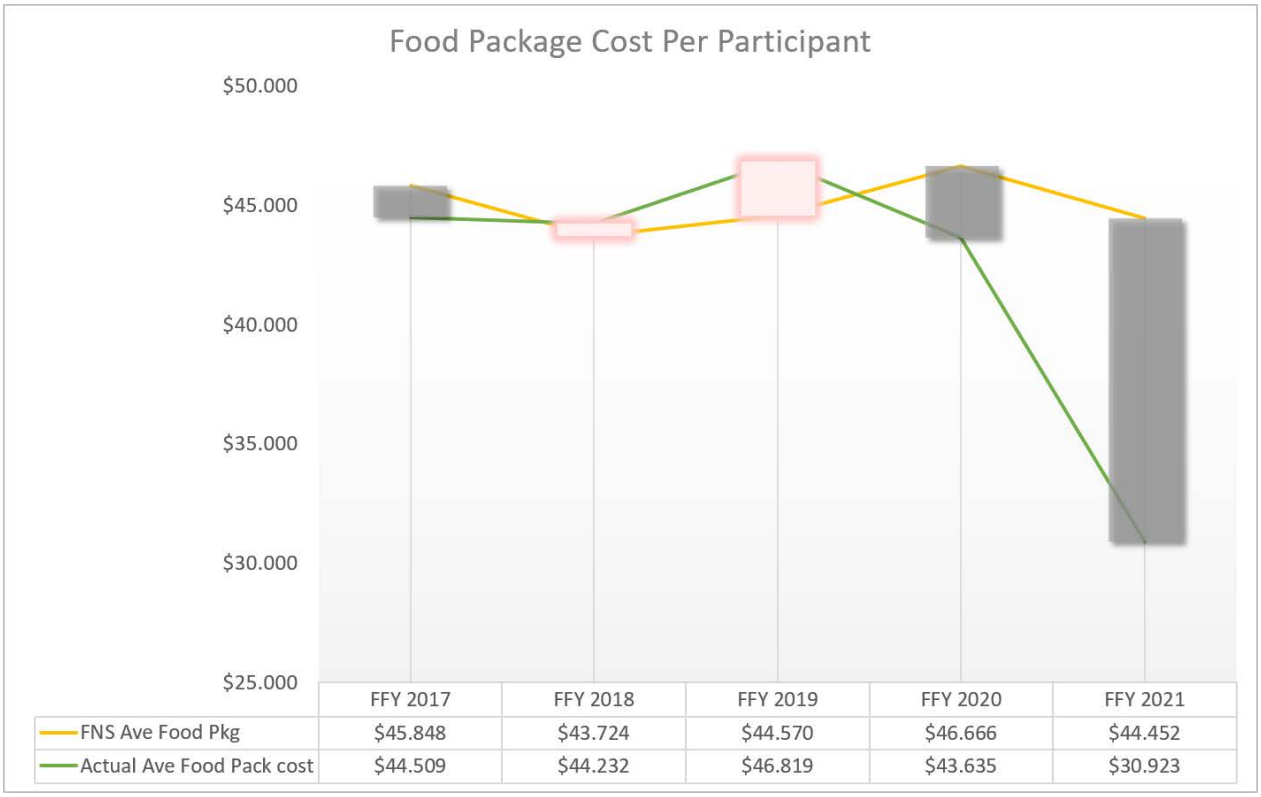
10% NSA FUNDS PERFORMANCE STANDARD CALCULATIONS
Performance Standard = (Monthly Participation Projected / Final NSA Grant) plus 10%

Appendix C.4.a.



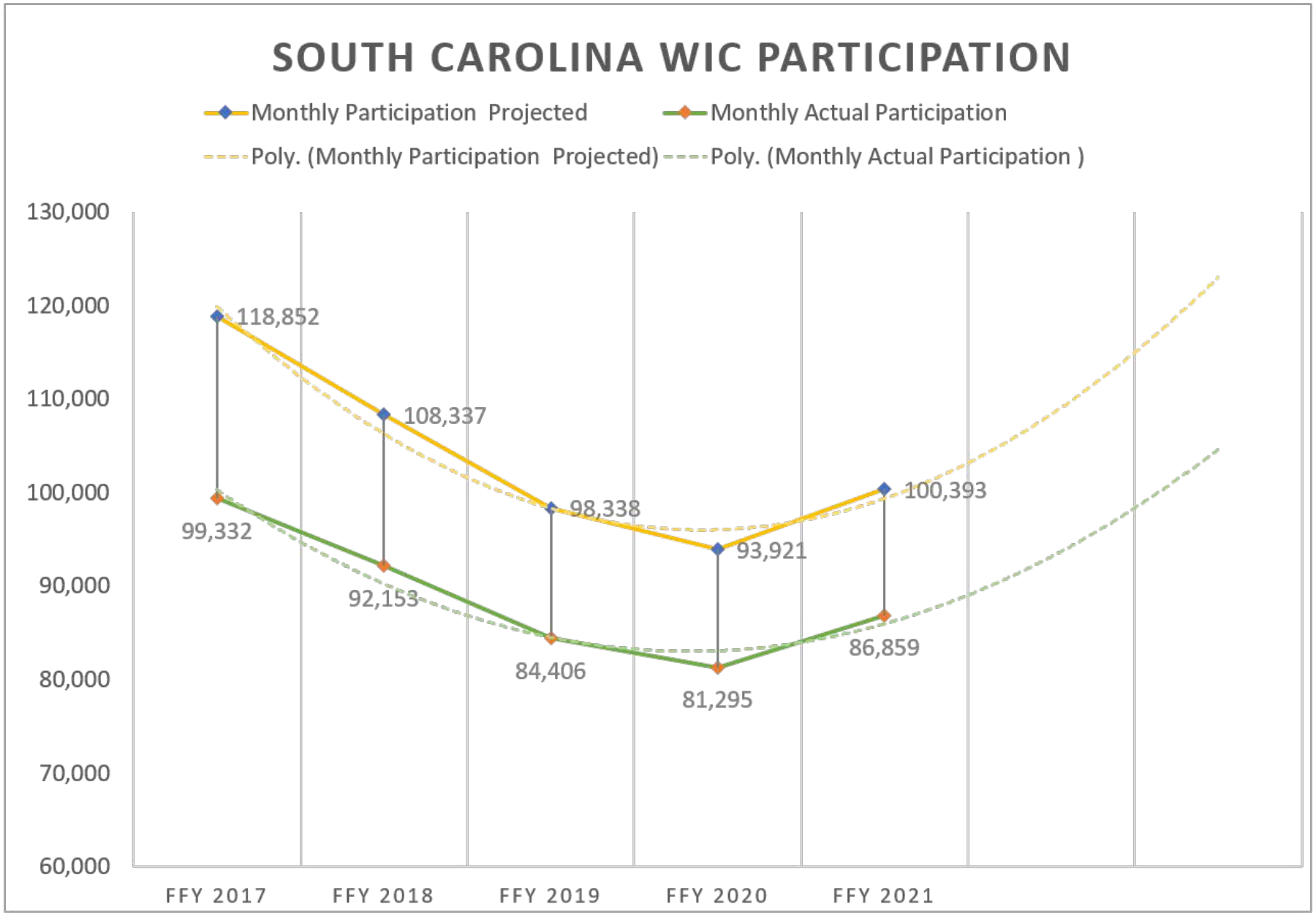
	FFY 2017	FFY 2018	FFY 2019	FFY 2020	FFY 2021
Food Grant * 97%	$63,427,368	$55,138,390	$51,016,686	$51,016,686	$51,945,190
Actual Expenditures	$53,054,424	$48,912,905	$47,421,839	$42,567,595	$32,231,293

Appendix C.4.b.

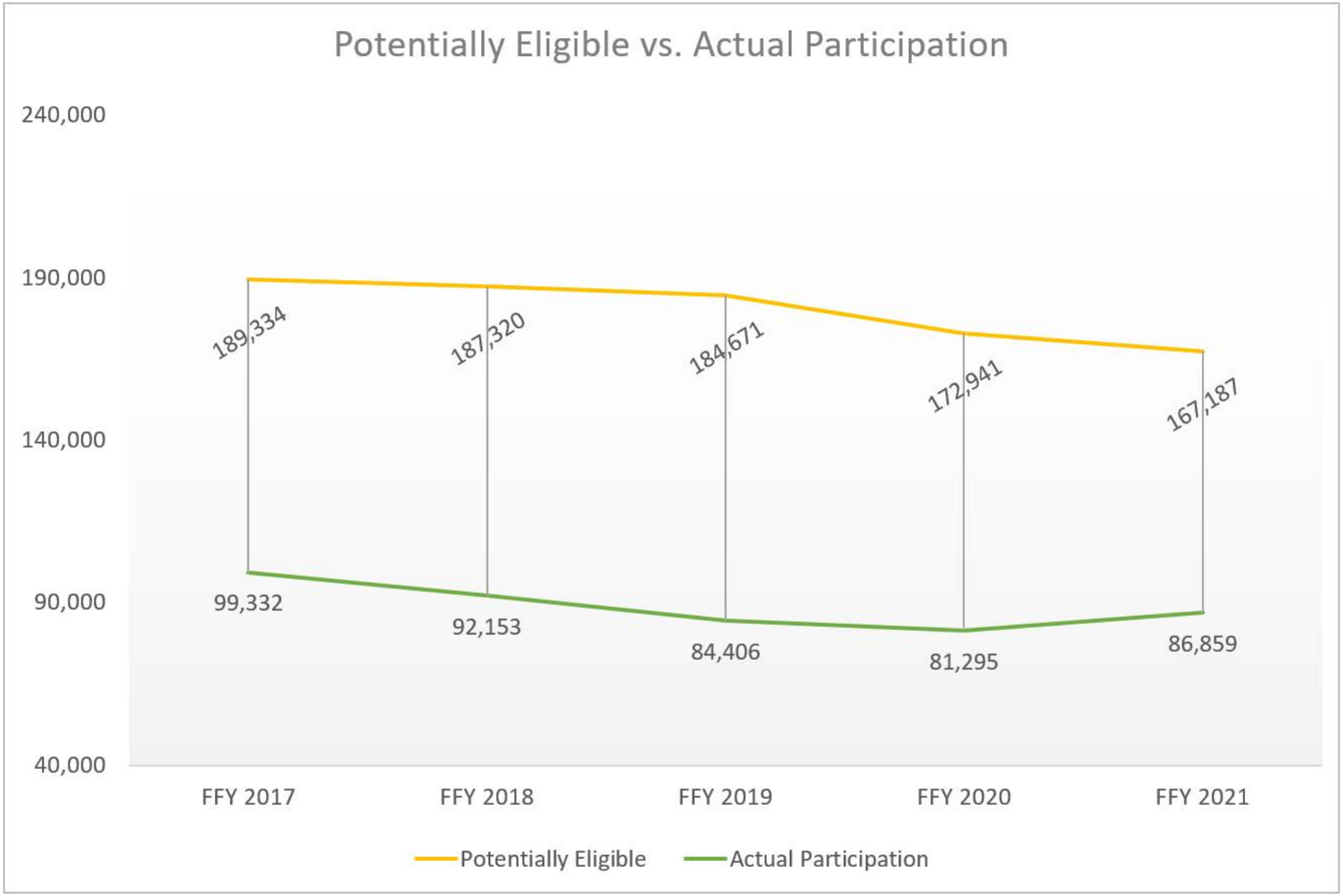


	FFY 2017	FFY 2018	FFY 2019	FFY 2020	FFY 2021
FNS Ave Food Pkg	$45.848	$43.724	$44.570	$46.666	$44.452
Actual Ave Food Pack cost	$44.509	$44.232	$46.819	$43.635	$30.923

Appendix C.5.


SOUTH CAROLINA WIC PARTICIPATION
Monthly Participation Projected
Monthly Actual Participation
Poly. (Monthly Participation Projected)
Poly. (Monthly Actual Participation)
130,000
120,000
110,000
100,000
90,000
80,000
70,000
60,000
118,852
108,337
98,338
93,921
100,393
99,332
92,153
84,406
81,295
86,859
FFY 2017
FFY 2018
FFY 2019
FFY 2020
FFY 2021

Appendix C.6.


Potentially Eligible vs. Actual Participation
240,000
190,000
140,000
90,000
40,000
189,334
187,320
184,671
172,941
167,187
99,332
92,153
84,406
81,295
86,859
FFY 2017
FFY 2018
FFY 2019
FFY 2020
FFY 2021
Potentially Eligible
Actual Participation

Appendix D
Implementation Plan

Appendix D.1.

County	Region	FFY 2019 Total Potentially Eligible	FFY 2020 Total Potentially Eligible	FFY 2021 Total Potentially Eligible	3 year Average Eligible	Weighed %	Standard 100,393
Allendale	Low Country	356	390	400	382	0.218%	219
Bamberg	Low Country	521	585	622	576	0.329%	331
Beaufort	Low Country	6,090	5,838	5,681	5,870	3.355%	3,369
Berkeley	Low Country	7,997	7,539	7,283	7,606	4.348%	4,365
Calhoun	Low Country	362	390	433	395	0.226%	227
Charleston	Low Country	11,849	11,227	10,340	11,139	6.367%	6,392
Colleton	Low Country	2,126	1,939	1,913	1,993	1.139%	1,144
Dorchester	Low Country	4,046	4,097	4,314	4,152	2.374%	2,383
Hampton	Low Country	860	893	867	873	0.499%	501
Jasper	Low Country	1,565	1,484	1,358	1,469	0.840%	843
Orangeburg	Low Country	4,350	4,209	4,173	4,244	2.426%	2,436
LOWCOUNTRY		**40,122**	**38,590**	**37,384**	**38,699**	**22.122%**	**22,209**
Aiken	Midlands	6,439	6,516	6,294	6,416	3.668%	3,682
Barnwell	Midlands	1,302	1,214	1,130	1,215	0.695%	697
Chester	Midlands	1,676	1,376	1,406	1,486	0.849%	853
Edgefield	Midlands	663	626	664	651	0.372%	374
Fairfield	Midlands	971	809	816	866	0.495%	497
Kershaw	Midlands	2,185	1,916	1,968	2,023	1.156%	1,161
Lancaster	Midlands	3,002	2,927	2,711	2,880	1.646%	1,653
Lexington	Midlands	9,055	8,706	8,333	8,698	4.972%	4,992
Newberry	Midlands	1,842	1,695	1,543	1,693	0.968%	972
Richland	Midlands	14,214	13,109	12,992	13,438	7.682%	7,712
Saluda	Midlands	992	748	849	863	0.493%	495
York	Midlands	7,330	7,388	6,705	7,141	4.082%	4,098
MIDLANDS		**49,673**	**47,030**	**45,410**	**47,371**	**27.080%**	**27,186**
Chesterfield	Pee Dee	2,390	2,096	2,026	2,171	1.241%	1,246
Clarendon	Pee Dee	1,356	1,112	1,040	1,169	0.668%	671
Darlington	Pee Dee	2,994	2,987	3,006	2,996	1.712%	1,719
Dillon	Pee Dee	1,956	1,698	1,761	1,805	1.032%	1,036
Florence	Pee Dee	6,203	5,350	5,548	5,700	3.259%	3,271
Georgetown	Pee Dee	2,232	1,938	2,168	2,113	1.208%	1,212
Horry	Pee Dee	11,145	10,968	10,184	10,766	6.154%	6,178
Lee	Pee Dee	798	698	740	746	0.426%	428
Marion	Pee Dee	1,760	1,508	1,572	1,614	0.922%	926
Marlboro	Pee Dee	1,305	1,038	1,186	1,176	0.672%	675
Sumter	Pee Dee	5,396	5,327	5,111	5,278	3.017%	3,029
Williamsburg	Pee Dee	1,436	1,233	1,184	1,284	0.734%	737
PEE DEE		**38,970**	**35,952**	**35,527**	**36,816**	**21.046%**	**21,129**
Abbeville	Upstate	1,008	791	762	853	0.488%	490
Anderson	Upstate	7,520	6,948	6,324	6,931	3.962%	3,978
Cherokee	Upstate	2,773	2,487	2,853	2,705	1.546%	1,552
Greenville	Upstate	17,871	15,655	14,696	16,074	9.189%	9,225
Greenwood	Upstate	3,531	3,620	3,514	3,555	2.032%	2,040
Laurens	Upstate	3,148	2,881	2,640	2,890	1.652%	1,658
McCormick	Upstate	213	237	184	211	0.121%	121
Oconee	Upstate	2,894	2,507	2,569	2,657	1.519%	1,525
Pickens	Upstate	3,467	3,223	3,194	3,295	1.884%	1,891
Spartanburg	Upstate	12,424	11,843	10,840	11,702	6.690%	6,716
Union	Upstate	1,056	1,178	1,290	1,175	0.672%	674
UPSTATE		**55,906**	**51,370**	**48,866**	**52,047**	**29.753%**	**29,870**
SOUTH CAROLINA		**184,671**	**172,941**	**167,187**	**174,933**	100.000%	**100,393**

Appendix D.2.

WIC Performance Management

What does this have to do with Funding?

Heather K. Price, Administrator
Bureau of Community Nutrition Services

South Carolina Department of Health and Environmental Control
Healthy People. Healthy Communities.

South Carolina Department of Health and Environmental Control
Healthy People. Healthy Communities.

Women, Infant and Children Program

- USDA Funded Program
- Provides nutrition education, nutritious foods, breastfeeding support, and healthcare referrals for eligible women who are pregnant or post-partum, infants, and children up to age five (5)
- Approximately **74** clinic locations
- Annual monthly average of **86,859** participants for federal fiscal year (FFY) 2021.
- Participants may redeem their WIC benefits at approximately **614** approved retailers, comprised of chain stores, franchise stores, pharmacies, independent stores, and commissaries.
- SC WIC program participation has decreased by **25**% from FFY 2016 – FFY 2020.
  - The nation's participation has decreased by **18**% from FFY 2016 – FFY 2020

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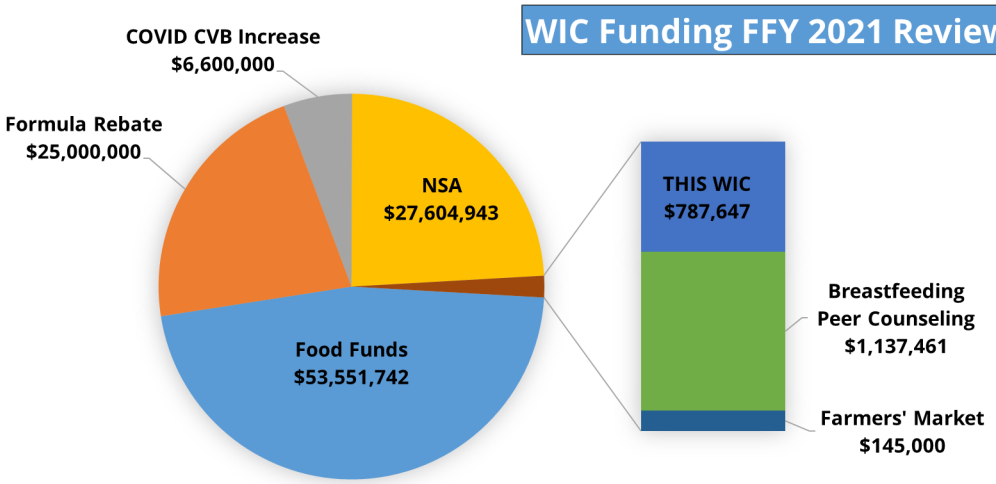
WIC Funding FFY 2021 Review



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Performance Management

- **Where should we be?**
- **Where are we?**
- **How are we doing?**
- **How can we do better?**

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WIC Funding Performance Standards

Food Funds: 7 CFR 246.16(e)(2)(i)

The amount allocated to any State agency for food benefits in the current fiscal year shall be reduced if such State ***agency's food expenditures for the preceding fiscal year do not equal or exceed 97 percent of the amount allocated to the State agency for such costs****. Such reduction shall equal the difference between the State agency's preceding year food expenditures and the performance expenditure standard amount.*

NSA Funds: 7 CFR 246.16(e)(2)(ii)

Reduction of NSA grant. FNS will reduce the State agency's NSA grant for the next fiscal year if the State ***agency's current fiscal year per participant NSA expenditure is more than 10 percent higher than its per participant NSA grant****.*

FNS Projected FY2021
Average Monthly Participation

100,383

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GOAL: Turning Performance Standards into Performance Standards

Current Management

- Viewed as "Financial Management" operations
- Reactive = Consequences (reducing current funding based on previous year's performance),

Performance Management

- Driven by the actual operations and performance of the program
- Proactive = Project the program performance needed to meet that standard

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Performance Management : Food Funds

Standard

Where should we be?

$51,945,190

- Food expenditures >= 97% of Food Funds budget
- Budget **$53,551,742**
- FNS Food Package Cost $**44.45**

Measurement

Where are we?

$32,755,827

- Food Benefits Redeemed
- Average Monthly Participation = **86,859**
- Average Food Package Cost **$31.43**

Results

How are we doing?

$19,189,363

- **Shortfall of food redemptions**

$13.02 Below food package cost

- **$46.3m**
- **($5.614M shortfall)**

FNS Projected FY2021
Average Monthly Participation

100,383

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Performance Management : NSA Funds

Standard

Where should we be?

$25.21 Maximum

- Per participant NSA expenditure cannot exceed 10 percent higher than its per participant NSA grant.
- **$22.91**

Measurement

Where are we?

$21.81

- Current NSA per participant
- Average Monthly Participation = **86,859**
- NSA Expenditures for FFY2021*

*Still finalizing

Results

How are we doing?

Met this standard

- Concerns
- Vacancies (lapsing funds)
- COVID-19 activities
- No Retros this year

FNS Projected FY2021
Average Monthly Participation

100,383

South Carolina Department of Health and Environmental Control
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How can we do better?

- Establishing statewide key performance indicators
  - Participation: Site, region, state
  - Need of Program: Currently at 44.1%
  - NSA cost per participate
  - Food package cost per participate
- Reporting Dashboard Monthly/Quarterly
  - WIC C/O function
  - SCWIC data, redemption data, expenditure reports, etc.
- Clinic efforts lead by Region's WIC Leadership Team (WLT)
- One TEAM, One Program, One Agency

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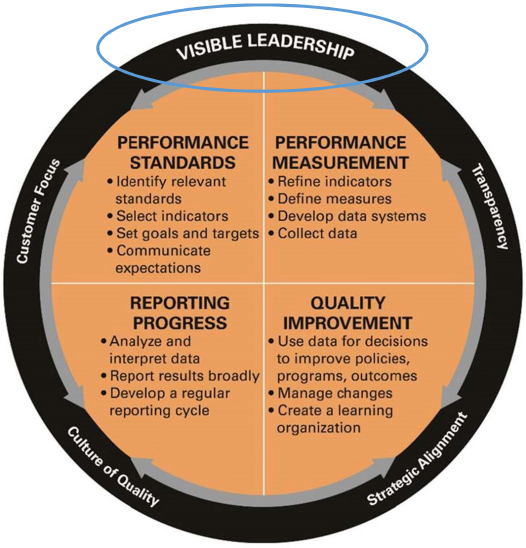
Achieving Success?

This is senior management commitment to a **culture of quality** that **aligns** performance management practices with the organizational mission, regularly considers **customer feedback**, and enables **transparency** about performance against targets between leadership and staff.



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Benefits of Success

State Preceptive

30,000 Feet

- Proven long-term benefits and health outcomes of the WIC Program
- Agency's Mission =Healthy People living in Healthy Communities.
- Economic Impact of Revenue to Retailers

Agency Preceptive

15,000 Feet

- Sustain Funding
- Impact of the agency's sustainability
  - Reduction of Indirect Cost funds
  - Reduction of need for Region's infrastructure: WIC can only come to DHEC for services

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Thank you!