



Georgia Department of Public Health

Nutrition Services Director's Meeting

***Women's Infants and Children (WIC)
Special Supplemental Food Program***

Debra L. Keyes, R.D., M.A.

Director

June 15, 2016



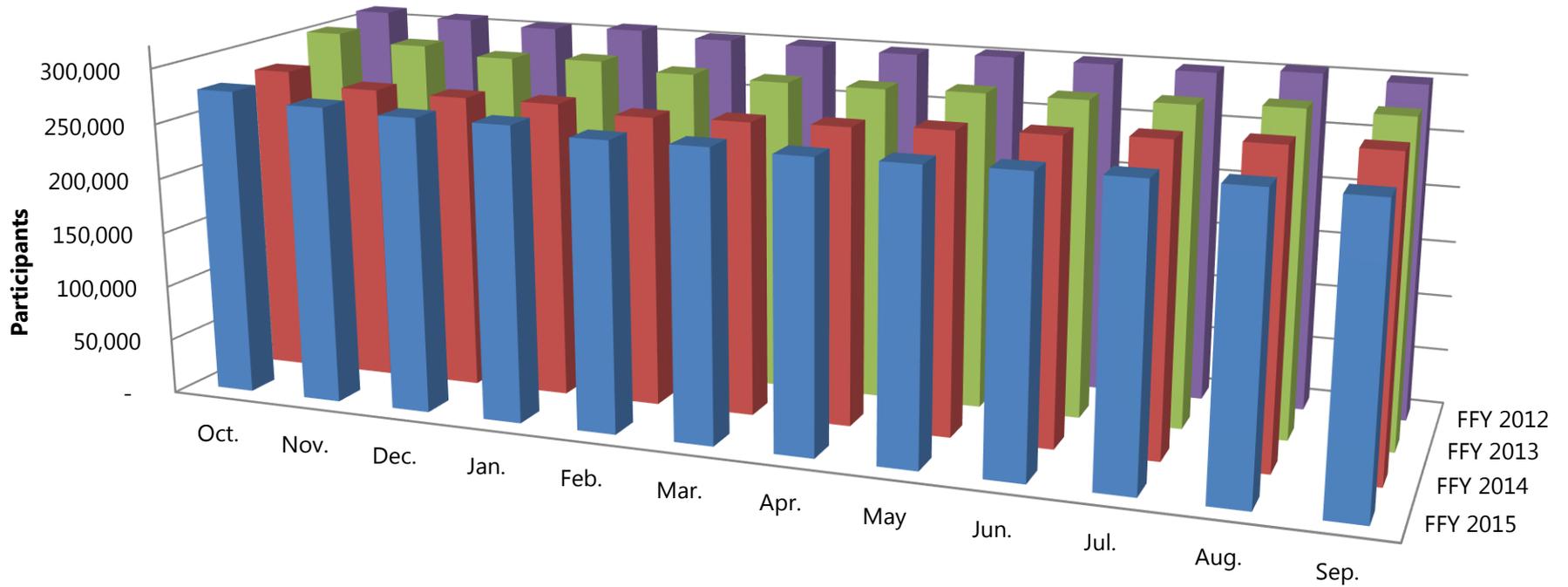
We Protect Lives.



Today's Discussion

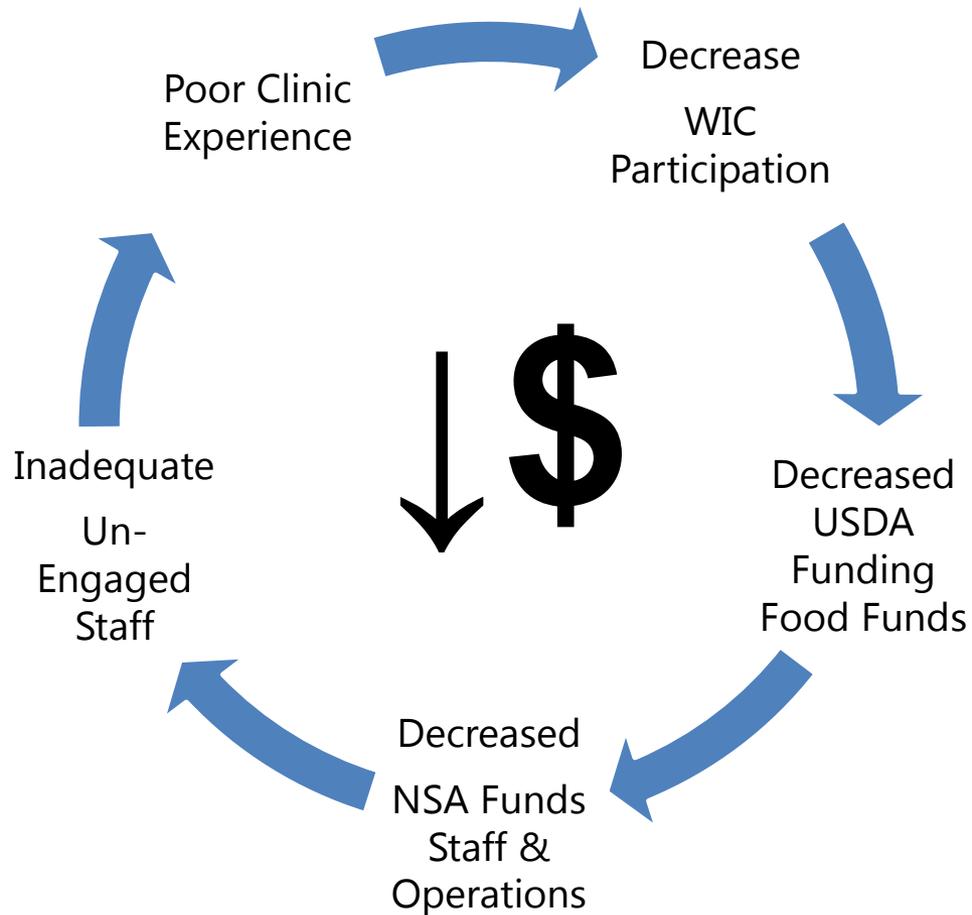
- Georgia WIC Caseload Challenges
- Brutal Facts – Clinic Observations
- Effective Strategies
- Heartfelt Hospitality Project Standards
- Questions

Georgia WIC Participation Comparison FFY 2012 - FFY 2015

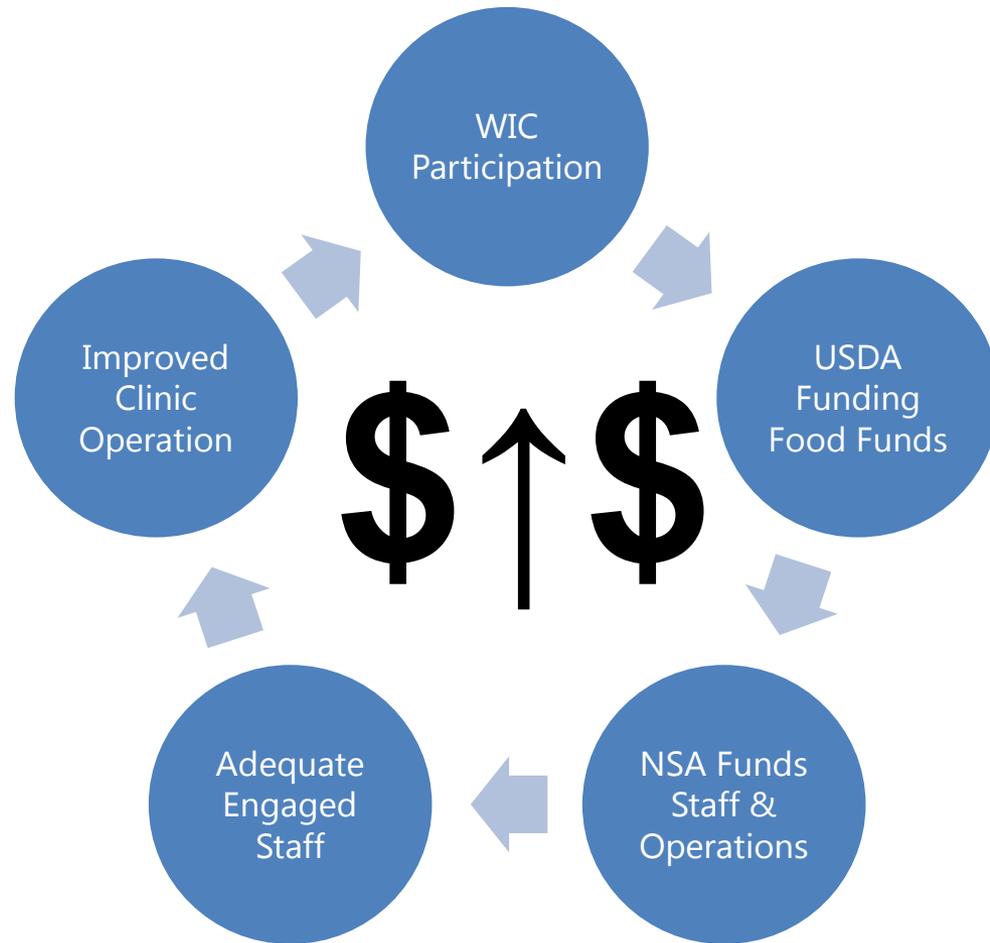


	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.
■ FFY 2015	278,604	270,175	267,056	266,852	260,281	260,877	259,309	259,891	261,172	262,200	262,545	261,677
■ FFY 2014	281,572	269,953	268,609	268,805	262,645	264,726	266,684	270,089	272,272	275,392	277,409	278,836
■ FFY 2013	303,476	296,566	289,812	292,418	285,730	283,906	283,710	285,772	285,688	287,425	290,269	289,521
■ FFY 2012	311,177	308,125	304,499	307,671	303,169	302,098	300,232	302,812	301,741	299,853	304,586	300,533

Participation Cycle



Participation Cycle



Reasons for Caseload Decline

- **Factors out of our control**
 - Elimination of Fraud in Georgia
 - Government Shutdown
 - Bad Weather
- **Factors within our control**
 - Participant Experience
 - Clinic – Experience
 - Vendor– Shopping Experience
 - IT issues

Federal Regulations

- **7 CFR Part 246.7 (b) (4)**
 - Participant Rights
 - Program Accessibility
 - Core Site Hours of Operation
 - Hours that Accommodate All Eligible Participants

Brutal Facts

- Core WIC hours not observed
- Closed during lunch
- Closing early
- Participants waiting outside in the heat or rain
- Not open on weekends

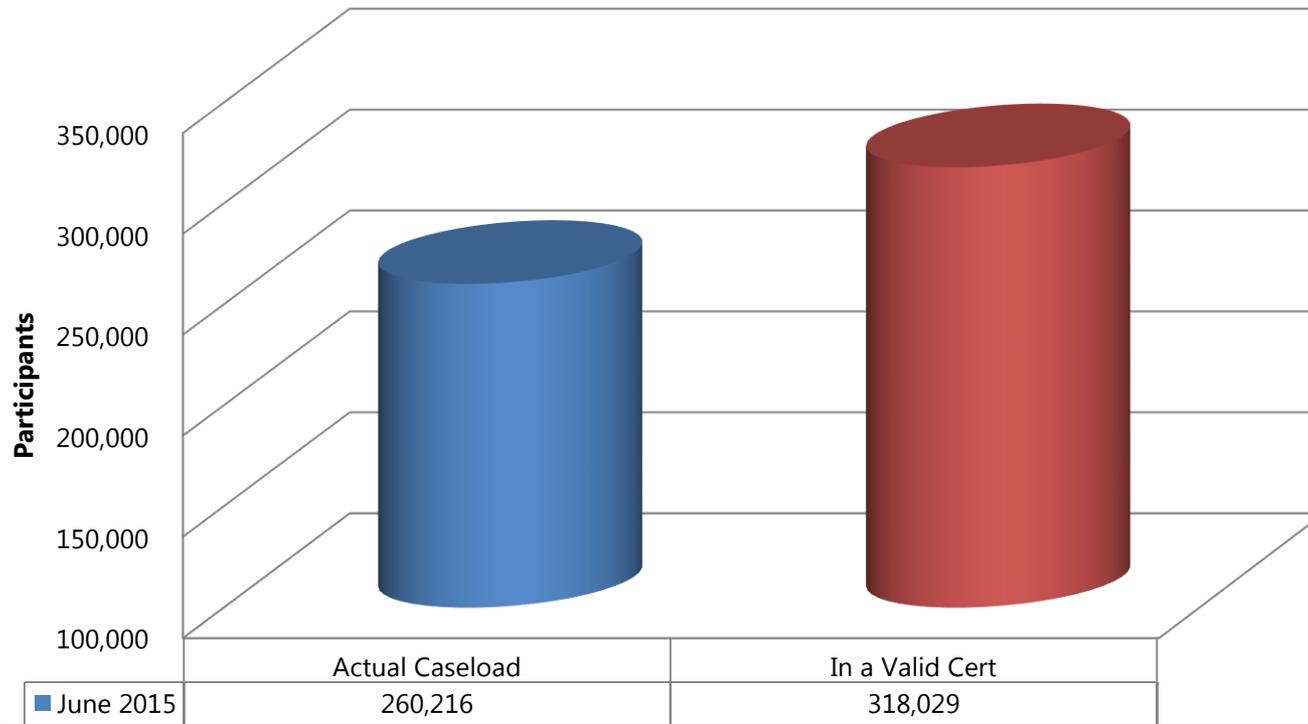
Brutal Facts

- Facility – No air conditioning/blowers
- Participant wait times
- Shortage of staff – Not hiring

Effective Strategies

- Standard outreach - Traditional & Non-traditional
- In-reach - Retention of existing participants

June 2015 Caseload



Effective Strategies

- Improved Access
 - open new clinics across the state
 - core hours
 - extended hours
- Improved Clinic Visit Experience
 - engaged/happy staff
 - decrease wait times
 - provide excellent customer service

Meet the WIC Regional Advisors

Shameyrae Miller

Deputy Director

Regional Advisors

- Brandon Whitney
 - Kacey Hurtado
 - Rachel Agnew
 - Sharon Joseph



Georgia Department of Public Health

GA WIC

Heartfelt Hospitality Project

GA WIC Regional Advisory Team

June 9, 2016



We Protect Lives.



WHY FOCUS ON CLIENT EXPERIENCE?

- Traditionally, we track outcomes related to Caseload, Compliance, or Health Improvement
- Customer Service is not *directly* measured or prioritized
- Satisfaction with organizations is based more on *service* than on actual *quality*
 - We need clients to *want* WIC, not just *need* WIC



HOW DO WE KNOW THERE IS A PROBLEM?

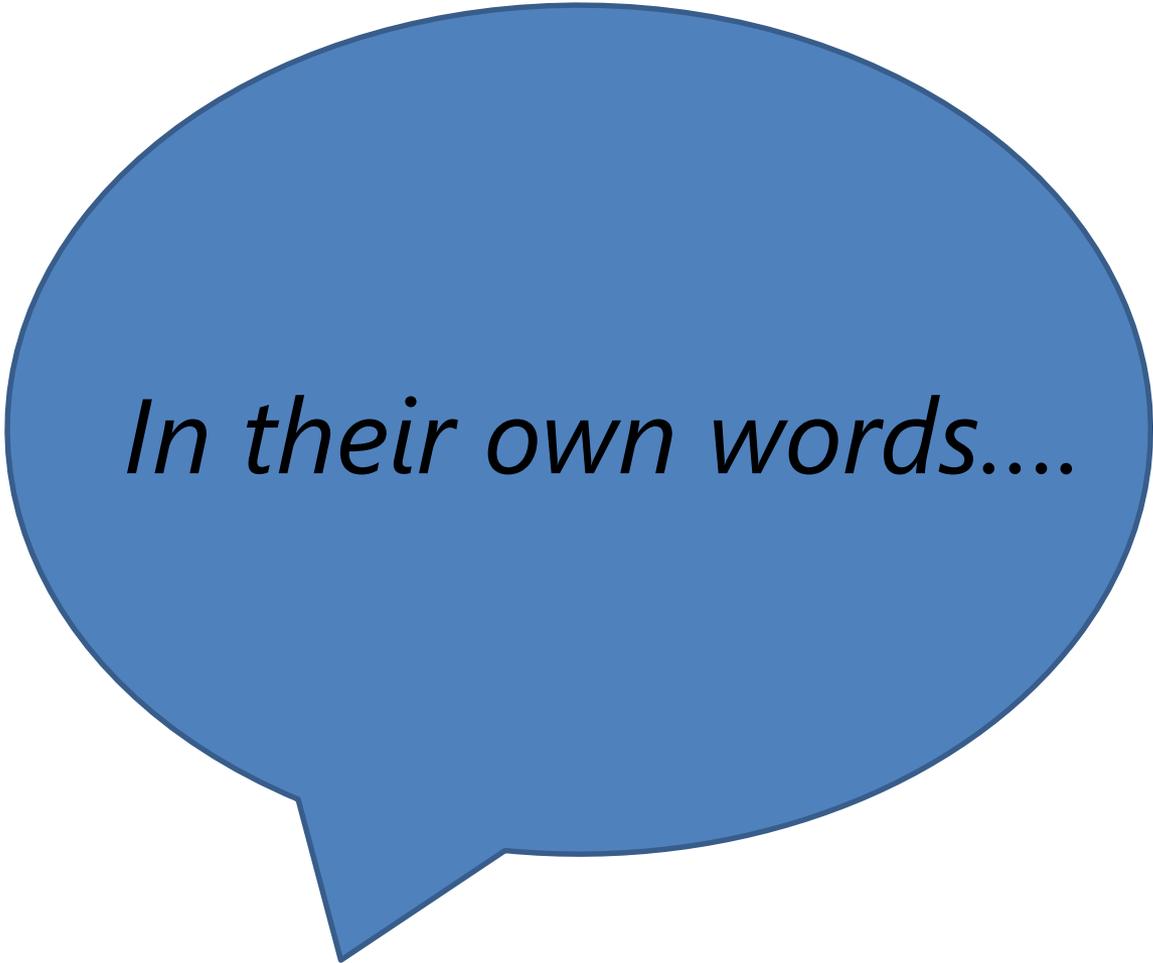
- Clients leave program due to poor experience
- Clients “spread the word” about poor experience
- Clients review program poorly on local or statewide survey
 - Clients complain at local level
 - Clients complain to SWO

FFY 2015 Clinic Complaints:

117 Total

Issue	# Complaints*	% Complaints*
Customer Service	60	51%
Schedule	25	21%
Food Package Change	21	18%
Wait time	20	17%
MDF	18	15%
Program Policy	12	10%
Fraud	9	8%
Breast Pump	8	7%
Transfer	6	5%
Civil Rights	4	3%

*Each complaint may report more than 1 issue.
Values do not sum to 117 (100%)



In their own words....

LIMITATIONS IN GA WIC METHODS

- SWO complaints are only 1 method we have to document poor client experience
- Private sector companies have thorough, empirical data about customer satisfaction (almost real-time in some industries)



WHAT CAN WE LEARN FROM OTHER ORGANIZATIONS/INDUSTRIES?

Organizational Culture

- **Leadership**- "**total commitment** from the top of the organization."
- **Hiring Techniques**- "hire people who already have a *predisposition* to service excellence."
- **Training**- "...the importance of continuous training. [The] best asset is a trained employee."

Quotes from **World Class Courtesy Best Practice Report** -
<http://govinfo.library.unt.edu/npr/library/papers/benchmrk/courtesy/chapter1.html>

WHAT CAN WE LEARN FROM OTHER ORGANIZATIONS/INDUSTRIES?

Organizational Culture

- **Cultural Climate**- “Employees who worked in a *nurturing* environment and had the tools they needed to do their jobs were *more courteous* and helpful to their customers and fellow employees”
- **Organizational Courtesy**- “Employees are treated like customers”
- **Employee Empowerment**- “Each employee is given the responsibility, the training, and the full confidence of the organization to meet and exceed customers' expectations

WHAT CAN WE LEARN FROM OTHER ORGANIZATIONS/INDUSTRIES?

Customer Service

- **Seamless Service**- “Customers expect pleasantness and courtesy when they deal with you but they also expect results. Our partners understand the importance of reducing the number of employees with whom customers must speak before they receive the service they want.”

Quotes from **World Class Courtesy Best Practice Report** -
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Customer Service

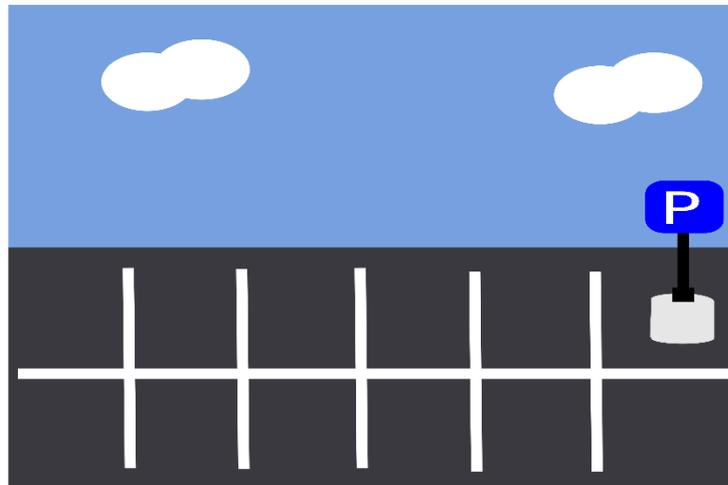
- **Discourteous Service**- "World-class organizations need a "zero tolerance" policy for discourteous behavior"
- **Performance Measures**- "First, measure and assess customer expectations for courtesy, then systematically work toward exceeding their expectations."
- **Customer Loyalty**- "Courtesy increases customer loyalty"

Quotes from **World Class Courtesy Best Practice Report** -
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NEXT STEPS:

Data Collection/Analysis

- Employee Surveys
- Parking Lot Participant Surveys (targeting 4 Districts)
- Follow-up Surveys via phone/text/email (long-term)



LONG-TERM GOAL:

Culture Change

Standards & Expectations

- Establish qualities preferred in new hire candidates
 - Establish standards in hospitality
 - Establish Zero Tolerance
 - "Get off the bus"
- **Gain Leadership Support**



THANK YOU



Questions?

Questions



GEORGIA
WIC 

Breastfeeding Information
Nutrition Education
Healthy Foods

Eat Healthy • Grow Healthy • Live Healthy

THANK YOU!!

We Protect Lives.