

WIC

PLAY

BOOK

What is this Playbook?

What is this Playbook?

Hello! So, you're thinking about ways to improve WIC—from the program design and staff journey to the in-clinic and shopping experiences of your clients. Great! We've been thinking about that too. Over the past nine weeks, the Child Poverty Action Lab (CPAL), IDEO.org (a nonprofit design organization), and Texas and Dallas WIC have partnered to understand how we might increase uptake of WIC benefits from both clinic and participant perspectives.

What is this Playbook?

Through research and prototyping in Dallas, we discovered pain points and a few opportunity areas to test with the goal of improving the benefit program.

This Playbook is your first step to prototyping different concepts within the opportunity areas. It highlights some of the key ideas, gives you guiding principles to follow, and helps you start building low-cost, quick, and low-fidelity prototypes to test and iterate upon. This process will help you start to identify which ideas will have the most impact.

Our Belief

Our Belief

So how do we increase WIC uptake in Dallas? Through design research and interviews with WIC staff, families, and leadership, we discovered that WIC participation depends heavily on word-of-mouth as a primary marketing tool. Almost everyone we spoke to heard about the program from someone they know—their mothers, sisters, friends, members of their community, or their pediatricians and nurses. It doesn't matter who they hear it from: **word of mouth works.**

Our Belief

Word of mouth is the the most trusted source of information for many WIC families. Participants trust information from someone who has first-hand experience with a service or brand more so than what marketing ads tell them.

But if word of mouth is WIC's main marketing tool, then what is being said? Most people spoke of the financial benefits. We heard a lot of "I signed up for the formula" or "WIC saves me money."

Our Belief

People really see the primary reason for using WIC to be **financial**. The nutritional education and healthy habit-building programs were not seen as primary motivators for WIC uptake among families in Dallas.

Despite the clear financial benefits, however, many people were deterred from WIC, because they felt that the benefits were too hard to use at the store or they had to wait for hours at clinics. **The emotional and practical cost of the WIC experience can outweigh the financial benefits.**

Our Belief

Additionally, while some highly motivated families still decided to apply for WIC, they often dropped out after formula ran out. Families who did not apply at all chose so, because they felt it was too difficult to overcome the emotional costs of a benefit whose value is hard to quantify beyond a dollar amount.

So, if word-of-mouth is the most trusted source for what to expect with WIC, how can we improve what people are saying?

Our Belief

We believe that the best way to increase uptake is to provide a high quality experience at every touchpoint in the user journey for a WIC family. A great experience can drive great word-of-mouth, and in turn, drive demand and uptake numbers.

How might we transform the WIC experience into one that is positive, memorable, helpful, desirable, and cherished? This is what we set out to answer in our opportunity areas.

Innovating at WIC

Innovating at WIC

Part of listening to users and understanding how we can use Human-Centered Design to improve their overall experience is also about listening to our staff and leadership. It's clear that WIC is full of passionate, smart, and dedicated people whose lives' work speaks to their deep knowledge and care. While thought leadership and innovative thinking are in abundance, the organization can benefit largely from revisiting some of its key organizational concepts. We have provided some examples for you on the following slides:

Overall Organizational Design

In the last few decades, many organizations have moved from hierarchies to flatter organizational charts. The research shows that in flatter organizations, employees are more motivated and teams have better collaboration. Some hierarchy at WIC is unavoidable to get the work done and have a clear line of command. But the hierarchy can be reduced creating a slightly flatter organizational chart or by changing the ways leaders interact with their reports to a more collaborative style.

Overall Organizational Design

Inspiration from others:

For Navy SEALs, “Strict hierarchy dominates out in the field: When a leader says go left, they go left. But when the team returns for debrief, they literally leave their stripes at the door,” says Greer. The hierarchy disappears; nobody is a leader, nobody a follower. “They fluidly shift out of these hierarchical structures,” she says. “It would be great if business leaders could do this too: Shift from top-down command to a position in which everyone has a say.” Importantly, she reiterated, this kind of change is not only about keeping employees happy, but also about enhancing performance and benefiting the bottom line.” ([Article link here](#))

The Organizational Chart

WIC is designed to function as an organization. The roles, structure, and need for each person are articulated within the system clearly. What if we could re-imagine the actual organizational chart of WIC? If we were to invent WIC from scratch today, what kind of roles would we create and what kind of modes of working would we create? Could job descriptions and roles be re-thought? From being a clerk, to being an experience specialist. How could we reinvent the roles within WIC to support thought leadership and empowerment within your job description.

The Organizational Chart

Inspiration from others:

According to McKinsey and Co, an approach to organizational design called Zero-Based Organizational Design may be a better—albeit more disruptive in the short term—approach to shifting long standing organizational structures. While small and incremental changes may seem the most efficient, they sometimes lead to frustrations and failures. Zero-Based Organizational Design suggests a blank page approach: “Erase from your mind the current organization with all its structures, processes and stakeholders, and ask this question: How would the perfect future organization look if it were built from scratch?”. [Article here](#)

Staff Communication

When employees feel that leaders either dismiss their ideas without entertaining them, or don't listen to their ideas at all, they tend to lack initiative. If WIC listened to its front line employees, it would have a more active and committed employee base. It also would be able to get innovative ideas from the people who are directly serving the clients. We suggest WIC put into place more mechanisms for soliciting upward feedback. We also suggest that WIC solicit new ideas from employees and then test those ideas out.

Staff Communication

Inspiration from others:

ARC (American Refugee Committee) has created a fund and a program, called Changemakers 365 to put staff ideas into action. The program completely revolutionized the way the organization, with employees in over 12 countries, functions and operates. There's a sense of ownership and belonging now. [\(link\)](#)

Adobe gives new employees a \$1000 pre-paid credit card to start to fund any idea they want to improve the organization. [\(Article link here\)](#)

Technology

Since employees increasingly use technology as part of their jobs, it's important for that technology to support their work, instead of making it more difficult. At WIC, clunky technology prevents staff from focusing on the clients and giving personalized information. It also prevents them from being collaborative, since there is no way to be collaborative with the technology.

Technology

Inspiration from others:

IDEO worked with Carnival Cruise Line customer service call centers to help them design a better way to share notes about customers. Each agent used to write down notes about each customer in his or her notebook, since there was no space in the software to take notes. Now they use a software with increased space for notes, and are incentivized to share notes.

Paths To Grow

When employees don't see a path in which they can learn and grow within the organization, they are less motivated, and will be more likely to leave the organization. At WIC, many of the roles are limiting, which no clear pathways for growth. WIC should think about how to provide training and chances to grow and move up within the organization

Paths To Grow

Inspiration from others:

Example: Beginning in 2005, Chipotle began to recognize that its best stores were ones run by Managers who had progressed through the ranks. So Chipotle abandoned the traditional fast food HR model and created a program for employees to advance from front-line employee to a Manager making over \$100,000 a year. The program they set up focused on hiring people at the lowest levels who possessed the right qualities and then providing a clear path for their promotion through the ranks. This new program has been the cornerstone of strong growth for the company. ([Website here](#))

Opportunity Areas

Opportunity Areas

This section of the Playbook is divided into chapters, one for each opportunity area. Within each chapter, you will find the following:

- A list of ideas that aim to increase the value or decrease the hurdles of using WIC
- A deep dive into 1-3 ideas to set you up for prototypes

Opportunity Areas

The deep dives include...

- **What is it?** Description and visualization of the idea + Key features and activities
- **Why?** Principles to guide you + Key pain points or questions the idea addresses
- **How?** A guide to prototype the idea tomorrow + Ways to measure and document your learnings
- **Who?** Key stakeholders and relationships necessary to make the idea come to life
- **To what end?** Next steps and tips on how to evolve the idea after prototyping

But first, let's remind you what prototypes are...

Opportunity Areas

Prototypes are experiments designed to help you make ideas tangible, and understand which ideas will have the most impact. They help us learn quickly, making failure smaller, faster and cheaper.

Prototyping is an incredibly effective way to quickly get feedback from the people you're designing for: WIC staff and WIC families. Because prototypes are meant only to convey an idea—not to be perfect—you can quickly move through a variety of iterations, building on what

Opportunity Areas

you've learned from your target users. To make the most of prototyping, aim to only build enough to test your idea, and iterate and improve on your ideas once you've gotten feedback.

The goal is to treat prototyping with dedication and lightness. We know big programs like WIC take change very seriously and that it takes a long time for change to happen. This is why prototyping is great. It helps you test ideas at a small scale with minimal resources

Opportunity Areas

(but with a lot of strategy and empathy built in), and allows you to keep getting feedback from the people who matter most: your staff and clients.

Once you gather enough evidence that a set of prototypes will be successful, are needed and desired by your audience, you can then start the process of implementing that change at a large scale. Think of it as the baby steps towards climbing a mountain!

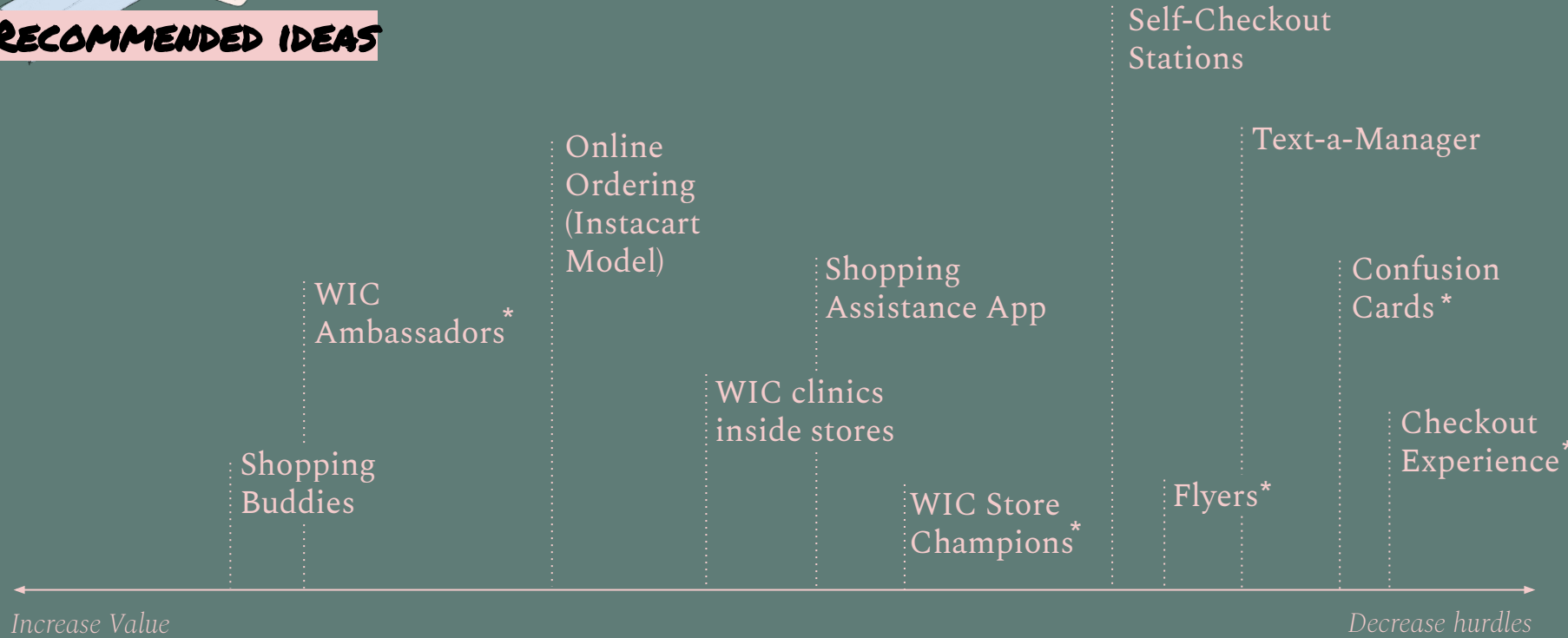
01

HOW MIGHT WE

create a seamless
shopping experience
for WIC families?



RECOMMENDED IDEAS



* Ideas with deep dives on the following pages



THE CHECKOUT EXPERIENCE

WHAT IS IT ?

Idea description

Scannable cards representing WIC-approved items are located at every cashier stall. In the event a customer has brought an item to checkout that is not WIC approved, the cashier can scan the card corresponding to the approved equivalent and continue with the checkout as normal.

THE CHECKOUT EXPERIENCE

WHAT IS IT?

Key features and activities

The cards are low-cost references to WIC-approved items that scan exactly like a real item because they have the same UPC barcode.



Checkout Card



Lactaid Whole Milk
32 ounce



8 901072 002478

THE CHECKOUT EXPERIENCE

WHY?

Principles

- ◇ Checking out should feel supportive
- ◇ Checking out should be seamless

Key pain points or questions

Customers experience frustration and embarrassment when they mistakenly present a non-approved item for purchase with their WIC benefits. Currently, the cashier pauses the transaction and the line is held-up until the item is identified and fetched from the shelf.

REDESIGN THE CHECKOUT EXPERIENCE

WHO?

Key stakeholders and relationships

This only works if the checkout system used by the cashier is able to distinguish between WIC items and regular items. In our prototype, this was not the case and therefore the prototype was not useful.

If the system is able to give feedback on which items are WIC approved, then the key stakeholders would be: WIC vendor liaisons, store managers, and store corporate staff in charge of updating the list of current WIC and LEB (least expensive brand) items.

REDESIGN THE CHECKOUT EXPERIENCE

HOW?

If you were to test this tomorrow, what would you need to do?

Find a store that has immediate feedback for which items are WIC approved at checkout. Print a copy of the cards, laminate them, and put them on a metal ring. Place them at each cashier stand and give a quick introduction to the cashier on how they work. Note where to find the size information on the cards as this is the most frequently confused attribute for many WIC items.

How to measure and document learnings?

Interview cashiers about the frequency of use and whether or not it helps expedite checkout for WIC shoppers.

REDESIGN THE CHECKOUT EXPERIENCE

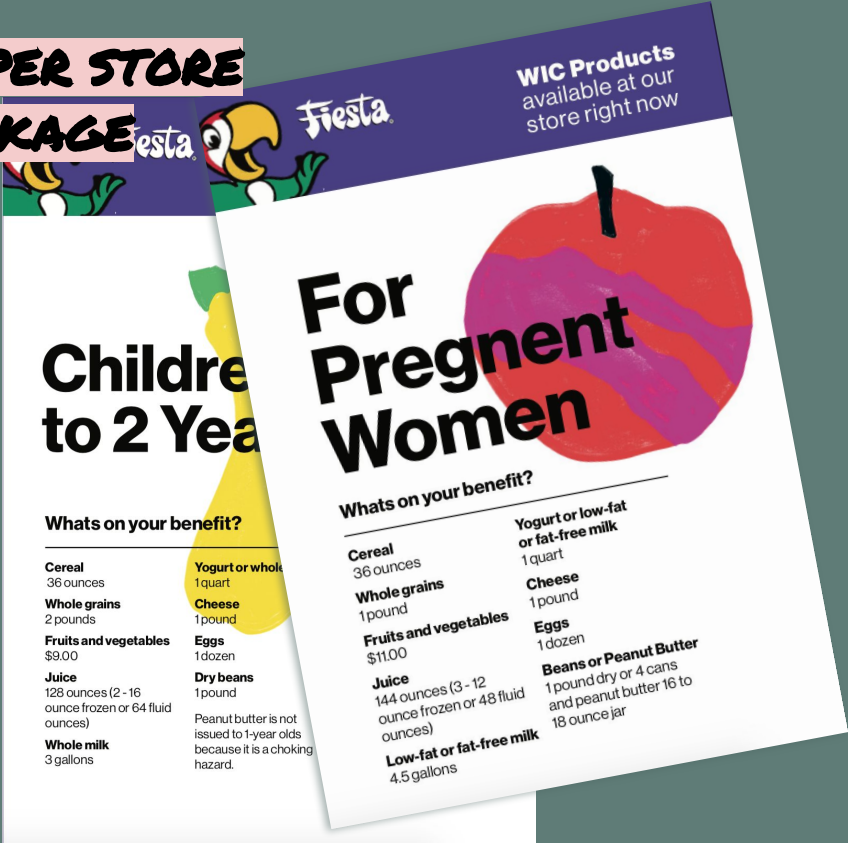
TO WHAT END?

Next steps and how to evolve

We recognize that solving this may be beyond the reach of WIC capacity, but encourage WIC to be the advocate on behalf of the customer to improve the transparency of checkout.

An intermediate solution would be the creation of a WIC scanner that can be used to validate an item before it is brought to the cashier. A user can scan their WIC card and an item and find out if the item is covered. These scanners could be located throughout the store, near checkout, or even incorporated into an app.

FLYERS PER STORE
PER PACKAGE



WHAT IS IT ?

Idea description

We already tested a prototype of this, and it was very successful. The idea is to break down the complexity of the universal WIC brochure so that the information is targeted towards each client type. These are six WIC packages, and they have different offerings, and different stores carry different LEB brands. The flyers will highlight what’s available at this specific store for each package. Like the flyers you find at the entrance of all stores with the week’s deals, these flyers will be available and updated as often as changes to LEB brands happen. Shoppers can pick up the flyer based on their WIC package, and use the information and photos provided to find the items on their shopping lists.



FLYERS PER STORE
PER PACKAGE

WHAT IS IT ?

Key features and activities

Six WIC templates for flyers provided to stores. These include the “universal” items that apply across all stores already in place, and empty spots for the LEBs that each store carries.

- Stores will complete the flyer templates and print the flyers (small budget needed for printing)
- Flyers are placed at the entrance of stores and on flyer stands at various high-WIC-traffic areas around the stores.

Shoppers will pick the flyers that correspond to their package, and shop while referring to the flyer.

FLYERS PER STORE PER PACKAGE

WHY?

Principles

- ◇ Flyers should provide clarity
- ◇ Flyers should anticipate confusion
- ◇ Flyers should be contextual to the specific store and shopper's package

Key pain points or questions

Since you go through different packages throughout your WIC journey, it may be hard to know which products, types, or sizes apply to you or your child today.

Different shops offer different brands with confusing colors and visuals that make it hard for WIC families to have a

quick and efficient shopping experience.

If you amplify the chances of getting the right items upfront, you can decrease the chances of embarrassing check-out experiences with the cashier.

FLYERS PER STORE PER PACKAGE

HOW?

If you were to test this tomorrow, what would you need to do?

The IDEO.org and CPAL team tested this concept at a Fiesta store in Pleasant Grove.

Replicating our process will allow you to test this prototype at multiple locations before mobilizing stakeholders.

- ◇ Get permission to test prototypes in a store from WIC coordinators and store managers.

Ask for a list of the WIC

- ◇ approved LEBs that the store carries, visit the store, and find the items. Take photos on your phone of each of item.

- ◇ Place the photos and the names of the items in the templates provided in the Assets folder for each of the 6 flyers.
- ◇ Print copies of the flyers in color, double sided on the short edge and staple in the middle.

FLYERS PER STORE PER PACKAGE

HOW?

(continued)

If you were to test this tomorrow, what would you need to do?

◇ Distribute the flyers amongst WIC shoppers. These shoppers could be recruited for prototyping purposes on Craigslist, or identified to volunteer during their clinic visits.

◇ Once the shopper is done with their shopping experience, interview them about what worked and what didn't work in the prototype. Was it overall beneficial to their experience?

FLYERS PER STORE PER PACKAGE

HOW?

How to measure and document learnings?

Keeping track of numbers of flyers taken per store

Qualitative intercepts: ask shoppers who are holding the flyer at the register if it has been helpful for them, and if the the flyers made their shopping experience quicker and less confusing.

Higher level: Monitoring WIC sales in that store.

FLYERS PER STORE PER PACKAGE

WHO?

Key stakeholders and relationships

One or two stores, WIC, and the WIC liaison to provide templates

Partner with **managers and the marketing team** at the store to complete the flyers: photos of LEBs and names of items included. Photos could be taken with phones for a low-fidelity prototype, or a **photographer** can take more professional looking photos. Note: if there's no access to a marketing team, a **freelance graphic designer or design student** could be helpful here.

Printing facility to produce flyers

Floor staff and managers make sure the flyers are in place at the stores.

Cashiers trained to interview shoppers with flyers.

FLYERS PER STORE PER PACKAGE

TO WHAT END?

Next steps and how to evolve

Once multiple rounds of testing at various stores are conducted, a more formal re-design of the WIC and Store relationship could be established where these flyers are part of the regulated aspects ensuring the store is a WIC approved

store. It is WIC's responsibility to provide templates if necessary and to update the "universal" items when changes happen. It is the store's responsibility to update the flyers if their LEB brands change.

A higher level and more complex version of this prototype would be an app that allows shoppers to see what each store has in

terms of WIC items, or a kiosk at the store where they can pick their package, press print, and receive a flyer with store-specific content.

CONFUSION CARDS



WHAT IS IT?

Idea description

We already tested a prototype of this, and it was very successful. The idea is to anticipate areas of confusion in grocery stores with products that have historically been the most worrisome for shoppers. This includes, but is not limited to the milk section, the eggs section, cheeses, and produce. The Confusion Cards contain clarifying tips and photos of what's WIC approved placed in the physical areas where these items displayed in the grocery store.

CONFUSION CARDS



WHAT IS IT?

Key features and activities

Cards are placed (glued or attached using hooks) in the aisles and on the fridges where the confusion is likely to happen.

Shoppers recognize the WIC branding, and can read the card to clarify which products qualify before reaching for the items they want.

CONFUSION

CARDS

WHY?

Principles

- ◇ Cards should provide clarity
- ◇ Cards should anticipate confusion
- ◇ Cards should be placed strategically
- ◇ Cards should be contextual to the specific store and shopper's package

Key pain points or questions

Areas in grocery stores where most WIC shoppers get confused because of unclear regulations and restrictions, or varying allowances for different packages.

CONFUSION CARDS

HOW?

If you were to test this tomorrow, what would you need to do?

The IDEO.org and CPAL team tested this concept at a Fiesta store in Pleasant Grove. Replicating our process will allow you to test this prototype at multiple locations before mobilizing stakeholders.

- ◇ Get permission to test prototypes in a store from WIC coordinators and store managers.

- ◇ Revisit the WIC global brochure and add the tips provided to the confusion cards.

- ◇ Ask for a list of the WIC approved LEBs that the store has, then visit the store, and find the items.

- ◇ Take photos of each item. Place the photos and the names of the items in the templates provided.

- ◇ Print copies of the Confusion Cards in color, laminate, punch-hole, and attach to hook mechanism.

- ◇ Attach to the hook mechanism in the store in the areas corresponding to each Confusion Card.

CONFUSION

CARDS

HOW?

(Continued)

If you were to test this tomorrow, what would you need to do?

- ◇ Distribute the flyers amongst WIC shoppers. These shoppers could be recruited for prototyping purposes on Craigslist, or identified to volunteer during their clinic visits.
- ◇ Once the shopper is done with their shopping experience, interview them about what worked and what didn't work in the prototype. Was it overall beneficial to their experience?

CONFUSION CARDS

HOW?

How to measure and document learnings?

Qualitative intercepts: ask shoppers at the cashier if they used the WIC Confusion Cards, whether they were helpful, and if the cards made their shopping experience quicker and less confusing.

Higher level: Monitoring WIC sales of these specific items in that store.

CONFUSION CARDS

WHO?

Key stakeholders and relationships

One or two stores, WIC, and the WIC liaison to provide templates

Partner with **managers** at the store to complete the flyers: photos of LEBs and names of items included. Photos could be taken with phones for a low-fidelity prototype, or a **photographer** can take more professional photos.

Printing facility to produce the confusion cards, laminate them (for longevity), and punch holes in them based on the hook design chosen by the store.

Floor staff and managers make sure the Confusion Cards are placed in the grocery sections where they belong i.e. in places that are highly visible and where we've seen participants have the most confusion.

CONFUSION CARDS

TO WHAT END?

Next steps and how to evolve

Once multiple rounds of testing at various stores are conducted, a more formal re-design of the WIC and Store relationship could be established. In this scenario, Confusion Cards are part of the regulations for all WIC approved stores. It is WIC's responsibility to provide

templates if necessary and to update the “universal” items when changes happen. It is the store's responsibility to update the Confusion Cards if their LEB brands change.

WIC GROCERY STORE CHAMPION



WHAT IS IT ?

Idea description

Train managers on WIC benefits and how to support WIC participants.

Key features and activities

◇ These individuals are trained on WIC benefits and processes, and are prepared to support WIC participants in addition to completing their regular responsibilities. They should go about their day-to-day tasks as usual, but be available to pause in-between tasks to answer questions, give directions, and provide general support. It'll be important for these managers to have a lot of “on the floor” time, are visible and easily identified by WIC participants. The goal is to provide WIC participants with support throughout their shopping journey from identifying the right products to paying for items.

WIC GROCERY STORE CHAMPION



WHAT IS IT ?

(Continued) Key features and activities

- ◇ Build in performance measures related to their ability to support WIC participants. WIC participants have the potential to bring in strong profits for many grocery stores. Champions should work to keep WIC shoppers satisfied and continually returning to their locations.
- ◇ Create tools and resources to help WIC participants navigate the shopping experience when a Champion is busy helping another individual or not within reach. These could be FAQ flyers about benefits or a color coding system to help participants identify qualified items.

WIC GROCERY STORE CHAMPION

WHY?

Principles

- ◇ Create a seamless experience
- ◇ Provide clarity on benefits & processes
- ◇ Anticipate moments of confusion/stress
- ◇ Serve as a friendly support system

Key pain points or questions

Feelings of confusion, stress, or shame due to complicated processes and/or unempathetic grocery employees.

WIC GROCERY STORE CHAMPION

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Train a handful of individuals on WIC benefits and processes. These individuals should have different roles so that they are more dispersed throughout the store.
- ◇ Give them a sticker or some sort of indicator to let WIC participants know who to speak to for help.
- ◇ Create some sort of feedback mechanism for employees to ask each WIC participant if their service was helpful today or not.

WIC GROCERY STORE CHAMPION

HOW?

(Continued)

If you were to test this tomorrow, what would you need to do?

- ◇ Recruit test shoppers. These shoppers could be recruited for prototyping purposes on Craigslist, or identified to volunteer during their clinic visits.

- ◇ Once the shopper is done with their shopping experience, interview them about what worked and what didn't work in the prototype. Was it overall beneficial to their experience?

WIC GROCERY STORE CHAMPION

HOW?

How to measure and document learnings?

A successful champion program should result in:

- ◇ Increased satisfaction of WIC shoppers (measured with a quick “yes or no” survey at the check-out screen)
- ◇ Increased number of WIC shoppers frequenting the location, because they know that they can get the support they need
- ◇ Increased number of benefits being utilized resulting in increased profits from WIC item sales for the grocery store

WIC GROCERY STORE CHAMPION

WHO?

Key stakeholders and
relationships

Store hiring team in collaboration with WIC liaisons

WIC Champion candidates

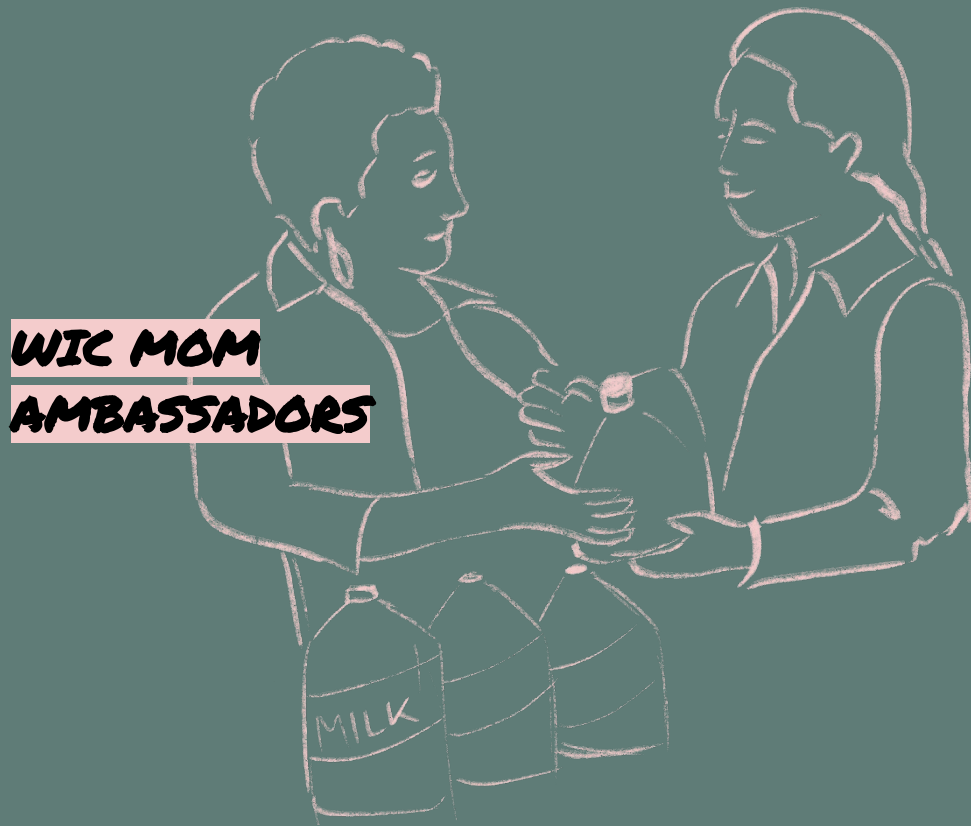
WIC office relationship manager (to help train champions, update people on changes in processes, benefits, etc.)

WIC GROCERY STORE CHAMPION

TO WHAT END?

Next steps and how to evolve

Start to track what type of support people need most and at what moments in the journey, and invest more time into training Champions to provide that support/answer specific questions. Eventually, this type of support could even be in the form of an APP or chatbot. We could even start creating a FAQ sheet for WIC shoppers to grab when they first enter a store.



WHAT IS IT?

Idea description

Hire WIC mothers from the community to serve as WIC Grocery Champions

Key features and activities

- ◇ Hire WIC mothers who are already familiar with WIC, know all the tips, tricks and hacks, and have great interpersonal skills.
- ◇ Offer additional incentives for the champions like discounts on health foods that are not covered under their WIC benefits.
- ◇ Give Champions a platform to share their expertise like creating recipe cards or a list of tips and tricks for feeding picky toddlers.
- ◇ Place flyers at the local WIC clinic to inform participants of the WIC Champion service at the grocery store.

WIC MOM AMBASSADORS

WHY?

Principles

- ◇ Create a seamless experience
- ◇ Provide clarity on benefits and processes
- ◇ Anticipate moments of confusion/stress
- ◇ Serve as a friendly support system

Key pain points or questions

Feelings of confusion, stress, or shame due to complicated processes and/or unempathetic grocery employees.

WIC MOM AMBASSADORS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Work with a local WIC clinic to identify mothers who would make a great WIC champion. These individuals know everything about WIC, and how to best utilize the benefit to support their family's needs.
- ◇ Give them a sticker or some sort of indicator to let WIC participants know who to reach out / call to for help
- ◇ Create some sort of feedback mechanism for employees/liaisons to ask each WIC participant if their service was helpful today or not.

WIC MOM AMBASSADORS

HOW?

How to measure and document learnings?

A successful champion program should result in:

- ◇ Increased satisfaction of WIC shoppers (measured with a quick “yes or no” survey at the check-out screen)
- ◇ Increased number of WIC shoppers frequenting the location, because they know that they can get the support they need
- ◇ Increased number of benefits being utilized resulting in increased profits from WIC item sales for the grocery store

WIC MOM AMBASSADORS

WHO?

Key stakeholders and relationships

Store hiring team in collaboration with WIC liaisons

WIC Ambassador candidates

WIC office relationship manager (to help train champions, update people on changes in processes, benefits, etc.)

WIC MOM AMBASSADORS

TO WHAT END?

Next steps and how to evolve

Start to track what type of support people need most and at what moments in the journey, and invest more time into training liaisons to be able to provide that support/answer those specific questions. Eventually, this type of support could even be in the form of an APP or chatbot. We could even start creating a FAQ sheet for WIC shoppers to grab when they first enter a store.

02

HOW MIGHT WE

Support the families
through the WIC
application process?



RECOMMENDED IDEAS

Redesign
Income
Guidelines

Concierge
Assisted
Online
Forms *

Clearly
Articulated and
Visualized
Process *

Templates and
Support for
High Friction
Moments *

← Increase Value

→ Decrease hurdles

* Ideas with deep dives on the following pages



TEMPLATES AND SUPPORT FOR HIGH FRICTION MOMENTS

WHAT IS IT?

Idea description

Template letters and/or services to remove the burden of high-friction requirements of the application and re-certification processes.

Key features and activities

- ◇ A template letter for bosses that introduces WIC and the reason the employee is presenting this form. It can provide contact information to WIC as well as a clear expectation that the employer fill out the form promptly and accurately.
- ◇ WIC offices can contact employers on behalf of the employee. Because the WIC employee is a government official, it may be possible for them to fill out the form for the participant over the phone, via email, or other forms of communication with the employer, thereby alleviating the burden of filling out the form from the employer & the employee.
- ◇ Other templates or services requesting W2 forms, tax returns, proof of residence from landlords, etc.

TEMPLATES AND SUPPORT FOR HIGH FRICTION MOMENTS

WHY?

Principles

- ◇ Anticipate hurdles in the lives of applicants and their families
- ◇ Prepare applicants for success
- ◇ Support applicants through the application process-emotionally and practically

Key pain points or questions

Some parts of the application process can put the participant in an awkward position. A good example of this is the form used for collecting income information at jobs where employees are paid in cash. The interaction between the participant and boss is uncomfortable at best.

To alleviate this, we are proposing that WIC provide more actionable support in the form of template letters and/or full services to remove the burden from the participant.

TEMPLATES AND SUPPORT FOR HIGH FRICTION MOMENTS

HOW?

If you were to test this tomorrow, what would you need to do?

Services

Approval from state to contact third-parties on behalf of a participant

To test at lowest fidelity:

A WIC staff member to call employers for income information and follow-up as necessary.

Templates

Approval of content from the state in form letter

To test at lowest fidelity:

One form letter, and one staff member willing to spend time putting it in the right hands (participant or third-party) and collecting the data upon return.

TEMPLATES AND SUPPORT FOR HIGH FRICTION MOMENTS

HOW?

How to measure and document learnings?

Templates

- ◇ Returned template forms vs. quantity given out

Services

- ◇ Number of participants who ask for the services
- ◇ Number of attempts to complete service vs. successful outcomes

TEMPLATES AND SUPPORT FOR HIGH FRICTION MOMENTS

WHO?

Key stakeholders and relationships

State WIC for the design of forms and/or services and their delivery to clinic staff along with training on how to use them. Possible allocation of call center time or additional staff to implement services.

WIC clinic staff for following-up with clients and/or third parties (employers, etc).

TEMPLATES AND SUPPORT FOR HIGH FRICTION MOMENTS

TO WHAT END?

Next steps and how to evolve

Identify the parts of the application and re-certification journey that can be alleviated by template forms and/or services.

Design an intervention to alleviate each pain point. Pick one to test that has the lowest lift and highest value.

Test and record results. Make adjustments, repeat.

Continue with other ideas.

CLEARLY ARTICULATED AND VISUALIZED PROCESS



WHAT IS IT?

Idea description

“Welcome WIC Mothers” brochure that clearly articulates the application process for signing up for benefits in a visual, easy-to-digest format.

Key features and activities

- ◇ Short brochure or welcome packet. It should be really easily digestible, and the application process should be broken down into bite-sized steps, and simplified as much as possible.
- ◇ The content should illustrate the rationale behind the process so mothers see that their time is being valued.
- ◇ The packet should be available in languages based on the needs of the community.
- ◇ Illustrations should reflect the diversity of the community.
- ◇ As often as possible, the packet should direct potential WIC participants to other resources that will help them better prepare for the application process (i.e. templates)

CLEARLY ARTICULATED AND VISUALIZED PROCESS

WHY?

Principles

- ◇ Content is clear and in an accessible language
- ◇ Content is broken down into easy, bite-sized steps
- ◇ Tone is positive and optimistic

Key pain points or questions

Mothers often feel overwhelmed, stressed or confused by the WIC application process. The current process feels too complicated or too massive to tackle.

CLEARLY ARTICULATED AND VISUALIZED PROCESS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Design the packet and brochure building on a cohesive WIC brand so that participants know what it is from a glance
- ◇ Work with partners like grocery stores, libraries and other community centers to secure permission for placing the brochures/packets at those locations
- ◇ Work with WIC participants to get feedback on the design and content of the brochures. Is it understandable? Does it relieve stress? Is there an element of joy? Does it make people excited to join WIC?

CLEARLY ARTICULATED AND VISUALIZED PROCESS

HOW?

How to measure and document learnings?

- ◇ Increased number of WIC participants
- ◇ Their first appointment at WIC after getting into the program could include a simple question relating to the process packet.

CLEARLY ARTICULATED AND VISUALIZED PROCESS

WHO?

Key stakeholders and
relationships

WIC communications team

WIC partners

WIC applicants

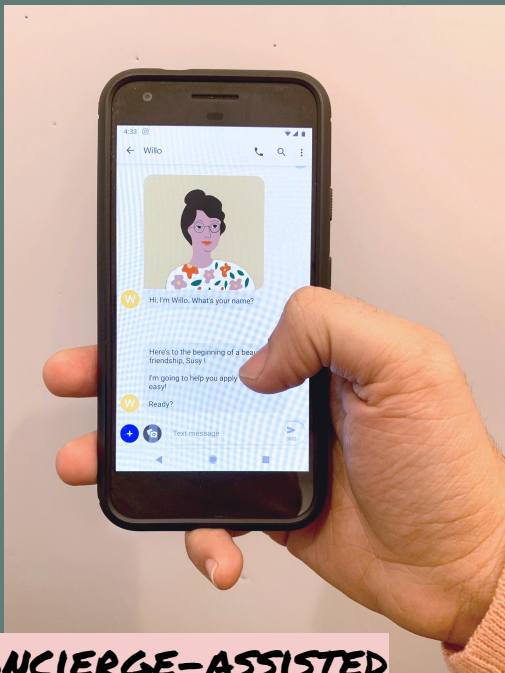
WIC staff and clinic supervisors

CLEARLY ARTICULATED AND VISUALIZED PROCESS

TO WHAT END?

Next steps and how
to evolve

In a future version, the brochure and process could be completely digital. Imagine if participants could get text reminders on their phone about how to complete the next phase in the application process.



CONCIERGE-ASSISTED ONLINE FORMS

WHAT IS IT?

Idea description

The concierge concept is much like a live customer service chat. The idea is that throughout the application process, there is always someone the applicant can talk to if they have questions. This could happen in app, on the website, or via a hotline.

Suggested key features and activities

- ◇ SMS bot with reinforcement of the security measures taken with personal data. Questions from the applicant can be directed by the bot to a WIC representative who can then enter the chat through an administrative interface. See [Twilio Flex](#) as an example.
- ◇ Online site or sub-site of the Texas WIC site that also provides a live chat bubble. See [Zendesk Chat](#) as an example.
- ◇ Create a mobile application that encompasses many WIC benefit features and includes an application flow as well as a “chat” function that connects the user to support staff. This could be via SMS or built into the app natively.

CONCIERGE ASSISTED ONLINE FORMS

WHY?

Principles

- ◇ Anticipate hurdles in the lives of applicants
- ◇ Prepare applicants for success
- ◇ Support applicants through the application process-emotionally and practically
- ◇ Always be there

Key pain points or questions

We believe that an assisted application process would help remove the barriers of complexity and confusion posed by the current process.

CONCIERGE ASSISTED ONLINE FORMS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Staff to answer participants would need to be allocated. This will likely not be a full-time job until the service becomes more well known.
- ◇ A small budget would be necessary to pay for the account setup for the service (Twilio for SMS, Zendesk for chat, purchasing of a 1-888 number for hotline, etc).

CONCIERGE ASSISTED ONLINE FORMS

HOW?

How to measure and document learnings?

Ask the following questions:

- ◇ How many users are using the service?
- ◇ What questions are they asking? Are there trends?
- ◇ Has the service helped reduce the appointment time for participants who have used it?
- ◇ Were WIC staff able to identify issues with application documents before the participant arrived? Did it result in a better experience in-clinic for the participant?
- ◇ Does the participant feel the service is valuable?

CONCIERGE ASSISTED ONLINE FORMS

WHO?

Key stakeholders and
relationships

Dallas WIC for design and implementation

WIC clinic and/or call center staff for answering questions from participants

CONCIERGE ASSISTED ONLINE FORMS

TO WHAT END?

Next steps and how to evolve

It would be helpful to run a survey to determine the most desired format amongst participants in Dallas.

Once a format is determined, development partners may be required to implement the strategy. If the strategy involves ongoing costs (e.g. SMS), budgets will need to be estimated and allocated in advance.

03

HOW MIGHT WE

Optimize in-clinic
procedures so the staff
can deliver quality care?



RECOMMENDED IDEAS

Mobile WIC
center comes
to your
neighborhood

Online
Check-in
Forms *

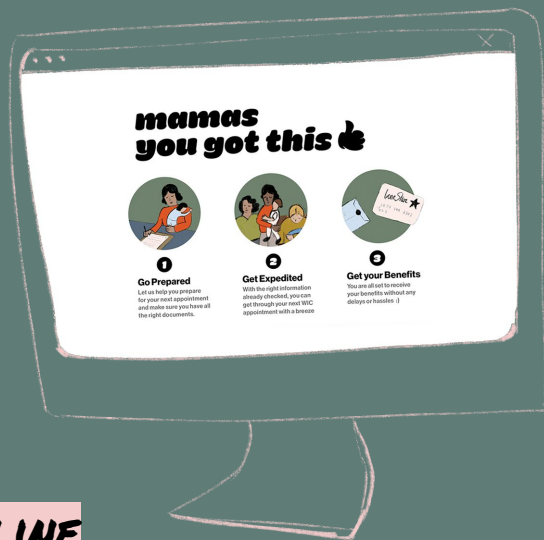
Staggered
enrollment and
benefit refills

← Increase Value

Decrease hurdles →

* Ideas with deep dives on the following pages

ONLINE CHECK-IN FORMS



WHAT IS IT ?

Idea description

Forms and verification processes take up a significant amount of time during a WIC appointment. Many of the details required can be collected ahead of time through an online form. Areas where this will prove especially fruitful are: Income documents, Medical history, and Residence documents.

Key features and activities

- ◇ A link to a form will be sent out to each participant in advance of their appointment date.
- ◇ The data entered into the form can be viewed and verified by WIC staff prior to the participant's arrival.
- ◇ The data entered into the form can be incorporated into existing systems to free up time normally taken to ask the questions in-person during an appointment (e.g. health history)

ONLINE CHECK-IN FORMS

WHY?

Principles

- ◇ Prioritize quality time and conversations in the clinics
- ◇ Give clients the time and comfort of filling menial forms from home
- ◇ Prepare clients beforehand

Key pain points or questions

Clients who arrive with incorrect documentation are asked to return, often at great cost (time + lost wages).

WIC appointments are so long that participants often lose wages because they have to request time off from work-sometimes up to a full day.

ONLINE CHECK-IN FORMS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Health history forms could be tested immediately by making a paper questionnaire available during the waiting room time for a participant.
- ◇ Provide access to all pertinent areas of WIC database systems to WIC staff responsible for inputting data from forms.
- ◇ Delivery system for links to the form (e.g. SMS, clipboard, etc)

ONLINE CHECK-IN FORMS

HOW?

How to measure and document learnings?

Ask the following questions:

- ◇ How many people are using the link provided?
- ◇ How many people are completing the form?
- ◇ How many are uploading documents?
- ◇ How much of the data entered by the participant is usable?
- ◇ How has the form affected appointment wait time and/or overall time?

ONLINE CHECK-IN FORMS

WHO?

Key stakeholders and relationships

WIC admin will need to write and approve the content of the form.

WIC clinic or call center staff will be responsible for reviewing submitted forms and communicating with participants as necessary.

ONLINE CHECK-IN FORMS

TO WHAT END?

Next steps and how to evolve

Select on one high-value area to begin with (e.g. income documents or health history forms) and refine the delivery format and content for that portion. Then test it across locations and see how it performs. Expand the forms or offer multiple forms as necessary, and test each update. This way, any variance in usage can be traced back to a specific phase of implementation. In other words, get one thing working well, add-on new features one at a time, and test each addition until it is working well.

If delivering through SMS or similar tech solution, identify an implementation partner and consult with them on the costs of developing and maintaining the system.

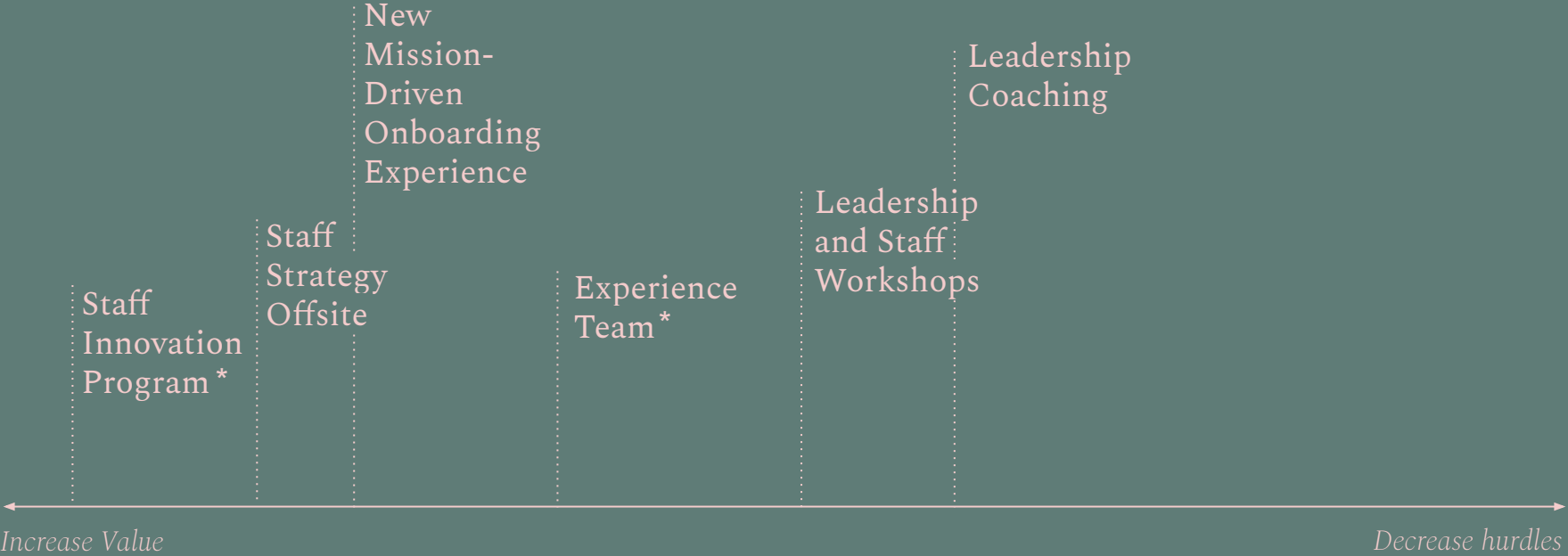
04

HOW MIGHT WE

Give clinics and staff the
power to experiment
towards a common goal?



RECOMMENDED IDEAS



* Ideas with deep dives on the following pages

EXPERIENCE TEAM



WHAT IS IT?

Idea description

This idea came out of the IDEO.org and CPAL workshop with WIC. The experience team is a multidisciplinary and multi-level team from various WIC Dallas locations that is in charge of pushing the boundaries of the WIC experience. The members of the Experience team have their usual jobs to tend to, but have scheduled meetings and check ins to push forward initiatives and ideas that are staff and client facing. The goal of the Experience team is to sprinkle magic into WIC.

EXPERIENCE TEAM

WHAT IS IT?

Key features and activities

- ◇ The experience team consists of 5-6 staff members (rotating, opt-in). Team members serve on the Experience Team for 1-year terms), have a small operating budget, hold bi-weekly meetings, and operate on a channel for communication (Whatsapp, Slack, etc).
- ◇ In their meetings and communications, the Experience Team follows the calendar of events that they could work on implementing with clinic supervisors. These moments could range from large annual events, to weekly pick-me-up emails or surprise gestures (such as celebrating an unsuspecting staff member, or creating a welcome celebration for moms with newborns).
- ◇ They also review ideas coming from the Staff Innovation Program, and pick the few ideas that get funds and support from them. They work to support the staff innovators, and help them see their ideas through to completion.
- ◇ The Experience team is also responsible, with Leadership's support, in planning the Annual Staff Training Celebration, where staff receives training, and get to celebrate the ideas of the staff innovators.
- ◇ The Experience team has a manifesto and code of collaboration that they use to onboard new members and to guide their actions. Their tagline is "Sprinkle Magic", and their logo is a unicorn!

EXPERIENCE

TEAM

WHY?

Principles

- ◇ Create collective ownership
- ◇ Celebrate the generosity of others
- ◇ Make room for joy

Key pain points or questions

The Experience aims to reduce the rigidity within WIC's programming by tackling big and small initiatives that sprinkle joy into the everyday lives of clients and staff.

The Experience team is also responsible for supporting the innovations coming out of staff ideation (See Staff Innovation Program), thereby creating a much needed support system for staff to experiment.

EXPERIENCE TEAM

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ To test quickly, set aside a minimal budget and recruit a test team for a month.
- ◇ Have the team ideate on small and medium sized sprinkles of joy for staff and clients. They can also crowdsource ideas from staff. Some ideas include:
 - ◇ Mural painting in a clinic
 - ◇ Knitting abuelas who sit with the kids and make small scarves for them
 - ◇ New-mom who is coming for her WIC and infant appointment gets a celebration moment with treats, a photo op, and a welcome kit.
 - ◇ Clinic snacks and coffee for staff with a short impromptu dance party
 - ◇ Revamping breastfeeding rooms
 - ◇ Mommy-and-me cooking events
 - ◇ Storytime reading while children are waiting for their appointments
- ◇ The team can then set a schedule of implementation, secure resources with the budget, and put on these events.

EXPERIENCE**TEAM****HOW?**

How to measure and document learnings?

Surveys and polls can help gauge the influence of the Experience Team's small and large events on the morale of the staff and clients.

EXPERIENCE

TEAM

WHO?

Key stakeholders and relationships

The team is a **voluntary opt-in team** made up of 5-6 staff members from various levels and locations at WIC.

State and City leadership needs to be supportive of the team's existence and efforts, and needs to set aside a minimal budget for the cost of team operations, materials, and their funding of Staff Innovations.

Clinic Supervisors are kept in touch with the **Experience Team** as they take what the team gives them and implement it in their clinics.

EXPERIENCE TEAM

TO WHAT END?

Next steps and how
to evolve

- ◇ The next step would be to formalize the existence of the Experience Team and their budget.
- ◇ A creative consultancy could be brought in to help the team come up with their manifesto, create categories of ideas and help set the team for success for the first year.



STAFF INNOVATION PROGRAM

WHAT IS IT?

Idea description

The Staff Innovation Program is designed to encourage staff to submit and work on ideas they'd like to see to fruition. Once an idea is submitted, the Experience Team picks a few ideas based on innovation, feasibility, and desirability criteria. If an idea is picked, the Experience Team works in collaboration with the staff innovator to support and fund the idea's testing in the staff innovator's clinic. The ideas could be staff or client facing. The staff innovator is then invited to the annual staff training celebration to present their idea to the rest of the WIC community.

STAFF INNOVATION PROGRAM

WHAT IS IT ?

Key features and activities

- ◇ Staff members submit ideas using the online forms. The submission is received by the Experience Team, who review the ideas and pick a few winners each year (Based on that year's budget).
- ◇ Staff Innovators meet with the Experience Team to discuss their idea and build it out given the resources and budget from the Experience Team.
- ◇ A plan is conceived, and the Staff Innovator starts experimenting in their clinic with the support of their Clinic Supervisor and the Experience Team.
- ◇ The experiment is seen through fruition. Lessons and processes will be documented.
- ◇ The Staff Innovator presents their idea and its progress at the Annual Staff Training Celebration, where they are congratulated and celebrated. They share their learnings and a document detailing how other clinics can replicate the experiment in their own clinics.

STAFF INNOVATION PROGRAM

WHY?

Principles

- ◇ Create collective ownership
- ◇ Celebrate the ideas of staff across levels
- ◇ Support those who aim to do more
- ◇ Celebrate failure as much as success

Key pain points or questions

The program aims to develop a culture of experimentation and ownership where innovations happen across all levels of WIC and where staff is supported to address ideas or problems they encounter. It doesn't matter if the idea succeeds- everything is treated as a prototype. Staff members will feel encouraged to experiment thoughtfully.

It also helps staff feel supported by the Experience Team and larger leadership, and celebrated by the larger WIC community at the annual celebration.

STAFF INNOVATION PROGRAM

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Prototyping this requires you first prototype the Experience team. Once the Experience team is set up and is able to support projects from Staff Innovators, send an online form and invite submissions for ideas. This should be a highly publicized submission period supported by communication from leadership.
- ◇ The form should include idea descriptions, key activities, needs and budget, and a preliminary schedule of implementation.
- ◇ Once the Experience Team reviews submissions, they should pick 2 ideas and invite the submitters to collaborate on detailing out the plan of action. These first prototype projects should be accomplished within a short period of time to allow for learnings and iterations to evolve quickly—a month at most.

STAFF INNOVATION PROGRAM

HOW?

(Continued)

If you were to test this tomorrow, what would you need to do?

- ◇ The Experience Team can work with the Staff Innovator to implement the idea, changing and tweaking as they see fit. They should document this process with notes and photos to record their learnings and codify them into guidelines for how this program will work in the future.
- ◇ Check-ins and interviews with the Staff Innovator and the Experience team should be regular at this point to keep learning what works. Someone in leadership and innovation could be in charge of this process.

STAFF INNOVATION PROGRAM

HOW?

How to measure and document learnings?

After prototyping the concept for the initial round, sit with staff innovators and discuss how the program made them feel and what needed to be different for them to feel more ownership and support.

STAFF INNOVATION PROGRAM

WHO?

Key stakeholders and
relationships

Experience Team

Staff Innovators

Leadership

Clinic Supervisors

STAFF INNOVATION PROGRAM

TO WHAT END?

Next steps and how to evolve

After testing and solidifying the structure of this program, it should be formally announced and marketed across the WIC internal channels. The first year of the Annual Staff Training Celebration should really focus on the Staff Innovation Program to amplify its importance in staff's minds. Regular idea submission periods should be announced year-round, and staff innovator news shared regularly across WIC communications. Over time, the program will become a core function of the Experience Team.

05

HOW MIGHT WE

Create a clear voice for
WIC that resonates with
its audience?



RECOMMENDED IDEAS



* Ideas with deep dives on the following pages

CARE TOOLKIT / BUILDING RELATIONSHIP BEYOND APPOINTMENTS



WHAT IS IT?

Idea description

WIC can create more engaging relationships with its participants by creating a set of tools that can help them stay connected with their users. A care toolkit can use set of channels like SMS, Emails, and direct mailers to do check-ins and send customized content, tailor-made for the WIC families.

STAFF INNOVATION PROGRAM

WHAT IS IT ?

Key features and activities

- ◇ Weekly messages can ask the WIC families about how their nutrition goals are going, how was their last shopping experience and if they have any questions or struggles. Get feedback from clients in real-time and develop more qualitative database about what needs fixing. This messaging system can also be automated with the help of chatbot with assistance from real people when needed.
- ◇ Emails can contain more rich content like recipes customised for WIC family's dietary restrictions and inspiring stories about other WIC families who have that same shared struggles.
- ◇ Direct mailers can have most updated shopping brochures, recipe cards and handwritten care notes from the nutritionists. These small gestures can go a long way in creating resonance with WIC families.
- ◇ Care Squad for WIC families. These set of people can be the point of contact for WIC families if they are ever in need or have any confusions. These include local community members and staff at the clinic. By putting a face to the Care team, the WIC users can connect with staff at a more personal level.

CARE TOOLKIT

WHY?

Principles

- ◇ Go to where your WIC families are
- ◇ Celebrate people outside of their WIC engagements
- ◇ Practice listening

Key pain points or questions

WIC families mentioned in our research that they only remember to come to the clinic when their benefit runs out at the grocery store. This implies the relationship people have with WIC is very transactional. Families see going to the clinic as just an hurdle to get their benefits. This solution would help changing the way people associate with WIC, the clinic and the staff.

It will also help in making WIC families feel heard. All the content the WIC families engage with is not customised to their individual needs and they often feel they are just being given a templated, cookie cutter nutrition plan and advice.

CARE TOOLKIT

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Have a database of rich client content. Build it by asking clients questions about their likes, interests and goals next time they are in the clinic for appointment
- ◇ Have a dedicated relationship team who looks after connecting with the clients in between appointments and keeps track of client's goals and struggles. He or she collects content from the nutritionists about client's growth and sends out check-ins and reminders.

CARE TOOLKIT

HOW?

How to measure and document learnings?

- ◇ Datasets of number of people subscribing to messages, viewing the messages, replying to it and engaging actively can be collected from the messaging service platform.
- ◇ Email engagement can be calculated in subscription tools like Mailchimp or constant contact that show how many people open the mail, clicked on the links and the amount of time they spent on reading the mail.
- ◇ Engagement from Direct mailers can be measured more qualitatively by interviewing users when they come for appointment and get their feedback if they found the content useful and engaging.

CARE
TOOLKIT

WHO?

Key stakeholders and
relationships

Clinic supervisors

Clinic staff

WIC Leadership (to give the green light and the budget/resources)

CARE TOOLKIT

TO WHAT END?

Next steps and how to evolve

If successful this toolkit can evolve into a human-assisted chatbot built to be present 24/7 to users and connect them clients to clinic staff when needed. This will help staff reach a wider audience quickly.



NEIGHBOURHOOD CHAMPIONS

WHAT IS IT?

Idea description

WIC needs to be more embedded in communities it represents. Motherhood and nutrition is a very personal space, and people are most comfortable talking about these things with people they trust which is family, friends and members of the community. Start a program that recruits local champions who go out in their neighbourhoods and help spread the brand message and build more trust.

Key features and activities

- ◇ Start a mentorship program that trains existing clients to become local champions. Give them a training guide and tools for helping other mothers out.
- ◇ Hold community meet-ups hosted by the Neighbourhood Champion.

NEIGHBORHOOD CHAMPION

WHY?

Principles

- ◇ Engage with and represent the communities you serve
- ◇ Amplify the voices of existing WIC families

Key pain points or questions

WIC's messaging is mostly through word of mouth, and it is difficult to get through to new prospective clients. While media/advertising might give visibility, the lack of trust in government food programs and the stigma around it would continue.

NEIGHBORHOOD CHAMPION

HOW?

How to measure and document learnings?

- ◇ The neighbourhood champion can keep signup sheets to track people that are interested in being part of WIC.
- ◇ Attendance at the meet-ups can be proof of the visibility and exposure
- ◇ Number of new members recruited the the champion.

NEIGHBORHOOD CHAMPION

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Have training material developed for a neighbourhood champion to use. Have an organizational designer and a communication designer develop this toolkit.
- ◇ Get neighbourhood influencers to join the program

NEIGHBORHOOD CHAMPION

WHO?

Key stakeholders and relationships

Neighbourhood Administration (if it exists)

Neighbourhood Schools and Churches

Clinic Staff

Neighborhood Champions

WIC Leadership or Experience Team (to give the green light and the budget/resources)

TO WHAT END?

Next steps and how to evolve

If successful this can grow into more champions and a strong community of mothers.

06

HOW MIGHT WE

Make the in-clinic
experience more valuable
and empowering for
families?



RECOMMENDED IDEAS



* Ideas with deep dives on the following pages

REDEFINE THE WAITING SPACES



WHAT IS IT ?

Idea description

This is a prototype that the team at IDEO.org and CPAL tested. The idea is to transform the waiting time (because it's uncertain if it's 10 minutes or an hour) from lost time to time you value and cherish. This could be done by including activities and options in the waiting areas that can provide efficiency, leisure, socialization, or relaxation.

REDEFINE THE WAITING SPACES

WHAT IS IT ?

Key features and activities

The team tested a few ideas in the Lake June clinic that could be tested in other clinics:

- ◇ *Engaging toys for children:* These ranged from coloring stations, an abacus, trucks and rugs with streets on them, a toy kitchen with utensils and stuffed produce.
- ◇ *Relaxing and social atmosphere for adults:* chairs arranged in semi-circles around children toys to encourage engagement and conversation, a table in the centre with adult coloring books to relax, a coffee machine with cups, milk and sugar, and music.
- ◇ *A moment to learn:* Books about parenting and food were included in a library for both children & adults.
- ◇ *Encouraging celebration:* Colorful and encouraging posters celebrating parenthood, nutrition, and vegetables/fruits. A polaroid camera was used to take family portraits of WIC kids-a copy of each photo was given to the family, while another was hung on the wall to celebrate the real people of WIC.

REDEFINE THE WAITING SPACES

WHY?

Principles

- ◇ Spaces should feel intimate, familial, and cozy
- ◇ Spaces should encourage socialization, play, and relaxation
- ◇ Spaces should utilize provide a positive benefit-emotionally or practically.

Key pain points or questions

Clients often complained from having to take entire days off when they have to attend WIC appointments or classes, and their time at the clinic is interspersed with waiting in rooms that often have one toy for children, and chairs lining the walls. The result is a slow and boring waiting time, with minimal communication and joy.

REDEFINE THE WAITING SPACES

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Pick a location in collaboration with the clinic supervisor and set a budget for revamping at least one of the waiting areas. Next, determine what principles to establish first: the spaces should feel intimate, encourage socializing, relaxation, provide ample play for children, and infuse the waiting with moments of joy (like the polaroids or the posters).
- ◇ Almost all of the items- toys, coloring books, cushions for the chairs, rugs, etc. were bought at IKEA. After choosing a location to revamp and establishing the principles, create a shopping list from IKEA with a budget in mind. IKEA is very affordable and the designs are fresh and modern. A trip to IKEA with an SUV or a truck could be a fun excursion for the staff (grab a hotdog and frozen yogurt while you're at it!)

REDEFINE THE WAITING SPACES

HOW?

(Continued)

If you were to test this tomorrow, what would you need to do?

- ◇ Books, coffee machine, coloring pencils, polaroid and film, etc. were from Amazon. Create a shopping list from Amazon and order the items.
- ◇ You can print the templates of the posters the IDEO.org and CPAL team used and attach them to the wall.
- ◇ Set aside an evening (after closing hours) where a few members of staff (or the Experience Team) could assemble and design the space.
- ◇ Make sure to keep staff and the clinic supervisor in the loop so they can record comments and observe the new dynamics.
- ◇ Assign someone to be in charge of tidying up at the end of every day as coffee cups will run out, toys will be thrown around, and colored pencils will need sharpening. Set aside 15 minutes to tidy up.

REDEFINE THE WAITING SPACES

HOW?

How to measure and document learnings?

- ◇ Feedback could be solicited in the space on a voting wall where people can choose whether they liked the changes or not.
- ◇ Observation: sitting around and listening to the clients in the waiting space, noticing their interactions and engagements in comparison to non-transformed waiting rooms can help indicate what's working and what's not.
- ◇ In their income, lab, or nutrition sessions, the staff could ask the clients if they enjoyed waiting in the new spaces and why.

REDEFINE THE
WAITING SPACES

WHO?

Key stakeholders and
relationships

Clinic supervisors

Clinic staff

WIC Leadership (to give the green light and the budget/resources)

REDEFINE THE WAITING SPACES

TO WHAT END?

Next steps and how to evolve

- ◇ Once a few clinics experiment with their space and figure out the ideal shopping list and budget, create a plan that lists items and includes photos of completed spaces. Share the plan with other clinic supervisors and clinics for them to implement the prototype.
- ◇ In the future, this should affect the WIC space guidelines that are shared from top leadership. These guidelines will evolve to include guiding principles as the pillars for how a space should be designed to elicit positive emotions, behaviors, and attitudes from clients.

BREASTFEEDING**SPA****WHAT IS IT ?****Idea description**

This is a prototype that the team at IDEO.org and CPAL tested. The idea is to transform the breastfeeding rooms from abandoned offices with large desks, boxes, and a single chair for a mother to breastfeed in an oasis of relaxation.

Key features and activities

- ◇ Functional and relaxing furniture: chairs that rock to comfort babies and a changing table.
- ◇ Magical touches: Diffuser with relaxing essential oils, baby toys and books, mobiles to keep baby engaged, and plants to sooth.

BREASTFEEDING

SPA

WHY?

Principles

- ◇ Breastfeeding Spa should provide a moment of refuge for busy moms
- ◇ Breastfeeding Spa should feel cozy and clean
- ◇ Breastfeeding Spa should engage the senses to relax (lighting, scent, sound, etc)

Key pain points or questions

Mothers are dealing with a lot of emotional and physical stressors in their everyday life. Applying for and coming to WIC clinics is part of the cycle of stress. When they need to breastfeed or pump, it's an opportunity to give them a few moments of relaxation. Rather than sitting in a space that is clearly used as an office—impersonal and cold—they should be made to feel special, and to have a moment to take in a few deep breaths before continuing with their busy and chaotic lives.

BREASTFEEDING

SPA

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Pick a location in collaboration with the clinic supervisor and set a budget for revamping an empty office into a breastfeeding room. Next, determine what principles to establish first: the spaces should feel intimate, relaxing, almost like a spa.
- ◇ Almost all of the items (chairs, changing tables, plants, etc.) were bought at IKEA. After choosing a location to revamp and establishing the principles, create a shopping list from IKEA with a budget in mind. IKEA is very affordable and the designs are fresh and modern. A trip to IKEA with an SUV or a truck could be a fun excursion for the staff (grab a hotdog and frozen yogurt while you're at it!)
- ◇ The rest of the items—diffuser and essential oils—were from Amazon. Create a shopping list from Amazon and order the items.

BREASTFEEDING

SPA

HOW?

(Continued)

If you were to test this tomorrow, what would you need to do?

- ◇ Once all the items have arrived, set aside an evening (after closing hours) where a few members of staff (or the Experience Team) could assemble and design the space.
- ◇ Make sure to keep some staff and the clinic supervisor in the loop so they can record comments.
- ◇ Assign someone to be in charge of tidying up at the end of every day—return toys to their places, clean up any surfaces, re-fill the diffuser. Set aside 10 minutes to tidy up.

BREASTFEEDING

SPA

HOW?

How to measure and document learnings?

- ◇ Feedback could be solicited in the space on a voting wall where people can choose whether they liked the changes or not.
- ◇ In their income, lab, or nutrition sessions, the staff could ask the clients if they enjoyed waiting in the new spaces and why.

BREASTFEEDING
SPA

WHO?

Key stakeholders and
relationships

- Clinic supervisors
- Clinic staff
- WIC Leadership (to give the green light and the budget/resources)

BREASTFEEDING

SPA

TO WHAT END?

Next steps and how to evolve

- ◇ Once a few clinics experiment with their space and figure out the ideal shopping list and budget, create a plan that lists items and includes photos of completed spaces. Share the plan with other clinic supervisors and clinics for them to implement the prototype.
- ◇ In the future, this should affect the WIC space guidelines that are shared from top leadership. These guidelines will evolve to include guiding principles for how a space should be designed to elicit positive emotions, behaviors, and attitudes from clients.

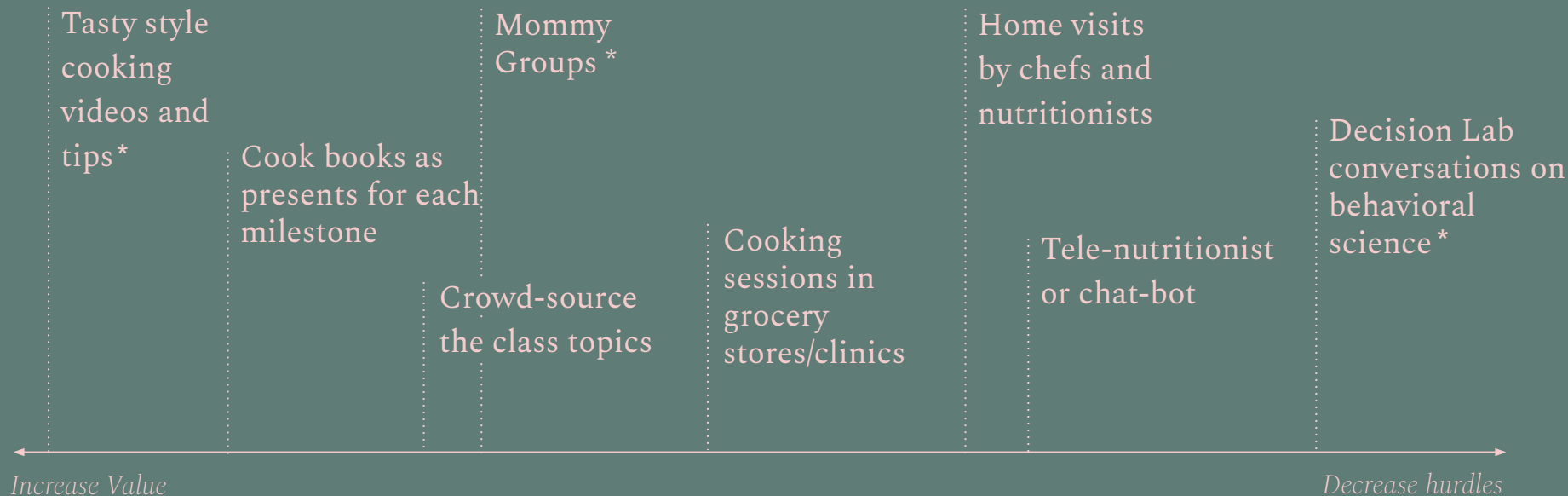
07

HOW MIGHT WE

Connect the value of the benefits to the nutrition education and the overall wellness of your child?



RECOMMENDED IDEAS



* Ideas with deep dives on the following pages

MOMMY GROUPS



WHAT IS IT?

Idea description

A common theme in our user interviews was a desire for connection with other caretakers. Many WIC users expressed their desire to learn from and exchange information with other caretakers, especially when it came to encouraging their children to eat healthier.

Because WIC is a common resource amongst these users, it is in a unique position to facilitate the creation of relationships between mothers through “Mommy groups.” These groups would provide a venue for casual activities that are attractive to young caretakers while also providing an opportunity to receive age/situationally specific support from WIC on nutrition and wellbeing.

MOMMY GROUPS



WHAT IS IT?

Key features and activities

The strength of each mommy group lies in its root connection to a local WIC clinic. Each clinic will develop their own program with Mommy groups so that they can shape the programming to the needs of their participants and develop deep relationships over time.

At each clinic, the groups maintain these practices:

- Activities designed for development stages: pregnant, mother of an infant, mother of a toddler, mother of a preschooler, etc.
- Co-leadership between WIC staff and WIC participants
- Multi-channel outreach (in-person, physical media, online/social)
- Continuous connection through social media between events

Added benefits may include:

- Participation in a Mommy Group counts as nutrition education

MOMMY GROUPS

WHY?

Principles

Each touchpoint of the mommy program should be guided by the following principles:

- Demonstrate compassion and respect for caretakers (WIC understands that being a caretaker is hard work)
- Put meaningful relationships first (WIC believes that people help people, not regulations)
- Provide real value (WIC listens with an open heart and provides what is needed most)
- Facilitate connection flexibly (WIC is humble, letting caretakers take the stage and shape the program in a way that is meaningful to them)

MOMMY GROUPS

WHY?

Key pain points and questions

- WIC does not currently provide support that helps individualized situations

Ex.: A picky toddler that won't eat many of the approved foods. In this situation, a mom would be able to discuss that situation with a group of moms also managing likely picky toddlers while working towards WIC's healthy eating goals. The WIC facilitator and other moms would be able to share stories and exchange tips and tricks in a supportive, social environment.

- The WIC experience can feel transactional and lack a feeling of genuine support or community

Mommy Groups would be an opportunity for staff to cultivate deeper relationships with participants, get to know them, their families, their personalities in a social setting and be seen as someone participants can rely on. Moms would have a richer experience with WIC and more of a friend within their WIC clinic -- appointments with the WIC staffer that's been in Mommy Group with you regularly is someone you feel far closer to.

MOMMY GROUPS

WHY?

Key pain points and questions

- WIC does not provide enough value to be worth staying involved in beyond formula benefits

Mommy Group would provide an additional value add to tired, stressed and disconnected Moms looking for additional help and support, while also serving as an opportunity for social interaction. Many moms cited feeling isolated or without friends that fit their current season in life. Moms would have the opportunity to build strong bonds with other moms early, and continue to follow the same group of moms as their kids grow into toddlers and preschoolers. WIC would provide a social community with common goals for all moms working to give their child the best start in life.

MOMMY GROUPS

HOW?

If you were to test this tomorrow, what would you need to do?

- Design an event that will last for a couple hours, and that can be accomplished within current budget constraints
- Create a job description for a WIC participant who can be the link between the WIC clinic and other caretakers (Mom Lead)
 - Mom Lead can also be naturally identified as a passionate Mommy Group member
- Advertise in the clinic, in public meeting places, and online
- Solicit feedback from participants, asking how they would like to see the idea grow
- Create first several meeting topic areas based on common needs of each particular mommy group
- Invite participants to attend first meetings, while soliciting for feedback, to gauge interest and determine if traction can be gained

MOMMY GROUPS

HOW?

How to measure and document learnings?

In addition to having a dedicated photographer and someone savvy in online media present at the event, we also recommend these measurement approaches:

- 1) Make an outreach plan and determine how you will measure engagement
 - a) E.g. likes/shares on Facebook, or flyers taken
- 2) Total number of attendees
- 3) Number of participants who signed-up for next event newsletter (shares info/dates)
- 4) Number of participants who join the social media account as a result of the event
- 5) Number of participants who sign-up for the planning/outreach committee
- 6) How many participants return to a second event

MOMMY GROUPS

WHO?

Key stakeholders and relationships

All WIC Clinic staff - must create a supportive culture for Mommy Groups to feel empowered and welcome, advertise groups and get moms connected

WIC Mommy Group Liaisons - Passionate and sociable nutritionists at each clinic excited to participate in each one hour Mommy Group meetup

Mommy Group Mom Lead (Community Role) - Work toward this, it may not be in place from the beginning -- this is an engaged and friendly mom interested in helping to support other moms through WIC's Mommy Group; they would help to lead sessions, connect outside of meetups and joint-administer the group's private Facebook page with WIC

MOMMY GROUPS

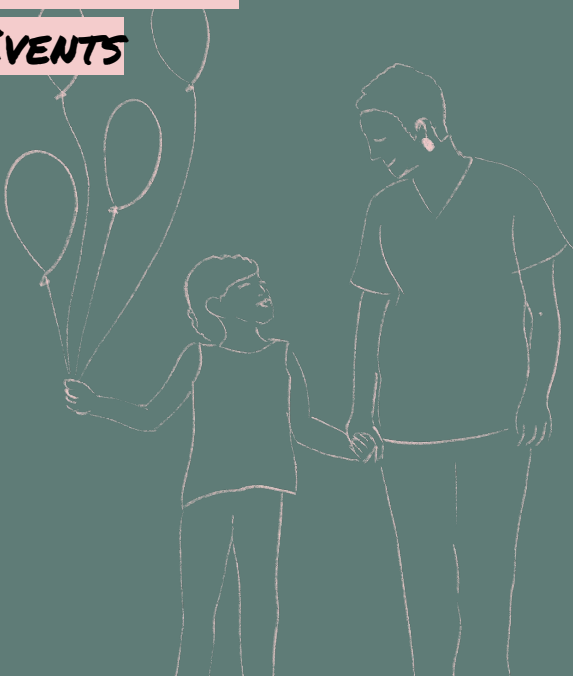
TO WHAT END?

Next steps and how to evolve

It will take time for momentum to build behind this idea. What may appear as a failure at first will be the beginning of something that will grow one relationship at a time. It is important to remember that meaningful communities do not happen overnight. With this in mind, these steps will help create a long-term opportunity for organic growth of Mommy groups:

- 1) Advocate for funding of these events
- 2) Find community partners that can help share the costs and provide added value
- 3) Identify WIC staff that could be good liaisons with the community and good organizers and provide them with support (community consults, online resources, time to plan, etc)
- 4) Create an inter-clinic line of communication so that success and learnings can be shared and improved upon
- 5) Document the photographs and success and share them back to the public online within your clinics, and with other clinics

WIC FAMILIES GROUPS AND EVENTS



WHAT IS IT?

Idea description

Organized events that bring together groups of participants with the goal of providing a space for the exchange of information and to foster the building of bonds between participants.

Key features and activities

Ideas from brainstorm workshop included:

- ◇ WIC food fair
- ◇ Mommy + Me cooking classes
- ◇ Event newsletter
- ◇ WIC ambassadors
- ◇ WIC app
- ◇ Social media presence

WIC PARTICIPANTS GROUPS AND EVENTS

WHY?

Principles

- ◇ Create a sense of community
- ◇ Make space for support outside of WIC clinics

Key pain points or questions

Participants feel alone and overwhelmed by the responsibilities. How can WIC provide a space for them to feel supported and to foster community amongst participants outside of WIC services?

“Young mothers need personalized support and services for creating healthy habits for their children, because they feel alone and overwhelmed.”

WIC PARTICIPANTS GROUPS AND EVENTS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ A small budget (food, drinks, etc.)
- ◇ WIC staff
- ◇ Advertising (paper flyer, Facebook page, etc.)

WIC PARTICIPANTS

GROUPS AND EVENTS

HOW?

How to measure and document learnings?

- ◇ Signup and show rates
- ◇ Informal exit surveys
- ◇ Interactions through online platforms

WIC PARTICIPANTS

GROUPS AND EVENTS

WHO?

Key stakeholders and relationships

WIC clinics can be empowered to own this and adapt it to their needs. It is encouraged to share results with other locations regularly so that ideas that work can spread quickly and be improved with expanded feedback.

WIC PARTICIPANTS GROUPS AND EVENTS

TO WHAT END?

Next steps and how to evolve

- ◇ Hold a brainstorming session with WIC staff at a location so they have a sense of ownership over the idea.
- ◇ Set a date and list of resources required. Ask for funding assistance as necessary.
- ◇ Determine how you will measure the success of the event and future events.
- ◇ Hold the event, document, and record measurements.
- ◇ Share learnings with other locations and invite them to do the same.

"TASTY" STYLE

COOKING VIDEOS



WHAT IS IT ?

Idea description

Short “Tasty” style videos that provide WIC families with new, creative ways to cook with and for their children. The recipe videos will illuminate new options for how to utilize different WIC ingredients , and will highlight the different cultures within WIC.

Key features and activities

- ◆ Videos should illustrate a diversity of WIC products
- ◆ Videos should reflect and/or answer the needs and challenges of WIC users i.e. feeding picky eaters, cooking for a family of 4 with limited time, or making healthy eating fun for young families.
- ◆ Videos should suggest/show opportunities to bring children into the kitchen and to have them engage with the food.
- ◆ Videos should show how foods could be used in different cuisines
- ◆ Videos should clearly indicate how long it’ll take to prepare, what ingredients are needed, and how many people each recipe will feed
- ◆ Videos should feature WIC participants to share real, proven recipes

"TASTY" STYLE COOKING VIDEOS

WHY ?

Principles

- ◇ Short, broken down into bite-sized steps
- ◇ Illustrate a diversity of ingredients and diversity of recipes / cuisines
- ◇ Tone should be fun and calming

Key pain points or questions

WIC items feel really limited, and it's hard for mothers to know how to make the ingredients delicious and healthy for their families. The ingredients don't feel reflective of what their families really want to eat. Mothers also need help learning how to create healthier meals.

"TASTY" STYLE COOKING VIDEOS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Create a list of guidelines/tips and tricks for creating and recording the videos (i.e. shoot from the top down view, clear the table top, clearly label ingredients, etc.)
- ◇ Invite WIC participants to share their own videos
- ◇ Create a YouTube channel to host all the videos or create other social media accounts where we know users are most engaged
- ◇ Reach out to content partners to share the videos
- ◇ Share videos in waiting rooms and at grocery stores and on social media

"TASTY" STYLE COOKING VIDEOS

HOW?

How to measure and document learnings?

A successful prototype would result in:

- ◇ Families who are inspired and start creating their own videos
- ◇ High number of views and comments on each of the videos
- ◇ WIC users start to share new ideas in the comments, and a sense of community is built behind these videos
- ◇ Grocery stores see more diversity of products purchased as a result of WIC participants learning how to use different items in new ways

"TASTY" STYLE
COOKING VIDEOS

WHO?

Key stakeholders and
relationships

WIC Communications Team

WIC families

Content partners (i.e. Buzzfeed or Youtube)

"TASTY" STYLE COOKING VIDEOS

TO WHAT END?

Next steps and how to evolve

It would be great to have local celebrities or influencers create their own videos, or have real WIC users start to share their stories in addition to recipes. The videos could evolve into content that not only provides fun, easy recipes, but helps build community and a sense of support for WIC users.

DECISION LAB

CONVERSATIONS ON BEHAVIORAL SCIENCE

WHAT IS IT?

Idea description

As part of the IDEO.org engagement with CPAL and WIC, we worked with a Behavioral Science firm out of Montreal, Canada called the Decision Lab, to understand better how to support WIC families and nutritionists in the education part of WIC. The work that the Decision Lab produced yielded this idea. Implement “Therapeutic Alliance” techniques into nutritionist sessions to improve the relationship between nutritionists and their clients.

Key features and activities

“Therapeutic Alliance,” is an existing behavioral change approach, and could be used as a potential framework for augmenting nutritionist sessions at WIC. We recommend using the included recommendations from Decision Lab to guide the formation of a series of discussions amongst WIC staff with the purpose of evaluating how Therapeutic Alliance could be incorporated into current nutritionist training.



"TASTY" STYLE COOKING VIDEOS

WHY ?

Principles

- ◇ Understand the psychological barriers
- ◇ Lead with Empathy
- ◇ Think Long Term

Key pain points or questions

WIC participants desire a more personalized approach to their nutrition needs. They are excited by the idea of meeting with a nutritionist but can leave feeling disappointed if the session feels too “official” or standardized.

"TASTY" STYLE COOKING VIDEOS

HOW?

If you were to test this tomorrow, what would you need to do?

How to measure and document learnings?

A WIC location willing to go through training, perhaps with a third party, and who are willing to pilot Therapeutic Alliance strategies for a given period.

- ◇ A satisfaction exit survey for participants to fill out after their session, and before they leave the clinic
- ◇ Return rates
- ◇ Increase in direct communication between participants and their nutritionist
- ◇ Satisfaction survey of nutritionist after a given period of time implementing the new strategies to evaluate their personal level of fulfillment and connection.

"TASTY" STYLE

COOKING VIDEOS

WHO?

**Key stakeholders and
relationships**

WIC Dallas and/or State for convening

Nutritionists

Curriculum designers

Clinic Supervisors

Trainers

"TASTY" STYLE COOKING VIDEOS

TO WHAT END?

Next steps and how
to evolve

- ◇ Read the recommendations by Decision Lab.
- ◇ Bring in subject matter experts as needed for clarification, curriculum design and/or training
- ◇ Pilot design and implementation, including measurement
- ◇ Review results and iterate

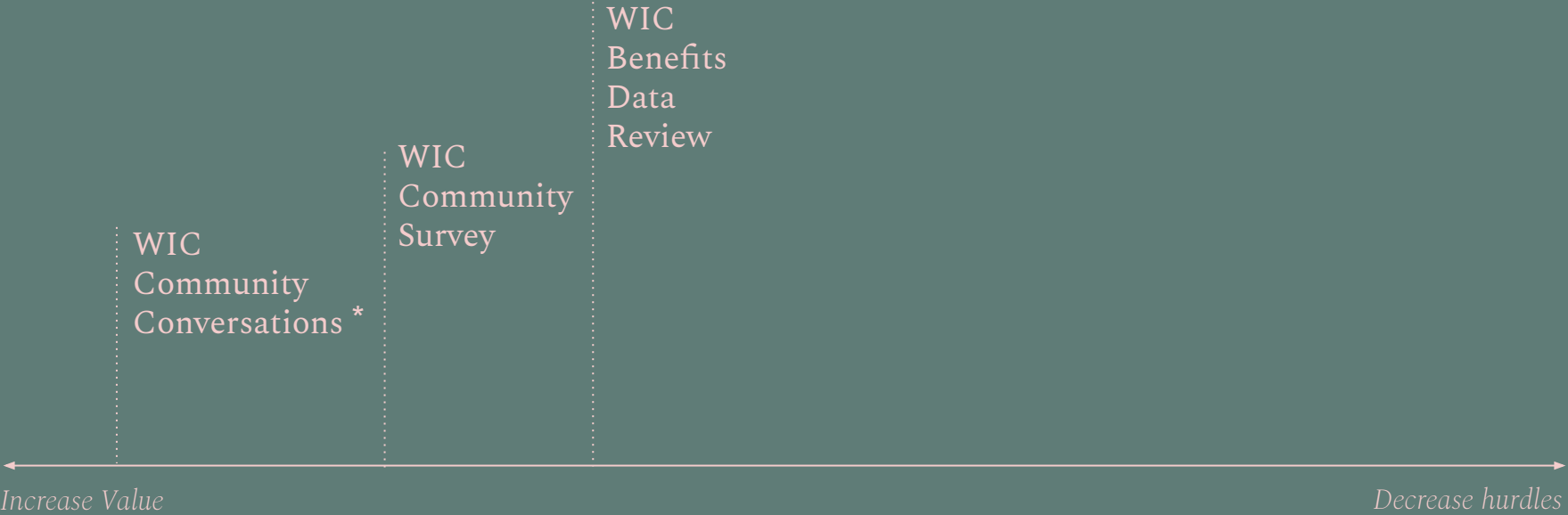
08

HOW MIGHT WE

Redesign the benefits to
be more inclusive of
different preferences?



RECOMMENDED IDEAS



* Ideas with deep dives on the following pages

WIC COMMUNITY CONVERSATIONS

WHAT IS IT?

Idea description

The WIC Community Conversations aims to gather feedback on what kinds of benefits will best suit/serve WIC users in the Pleasant Grove Community

Key features and activities

- ◇ Facilitated community conversations on people's experience with WIC, how they use different products, which ones are favorites, which ones do people never buy
- ◇ Include a plan for next steps, and inform participants how their feedback would be incorporated / reflected in future WIC benefit packages
- ◇ Voting booths/mechanisms for participants to mark which items they most want and/or add to the list of items if they're not already included



WIC COMMUNITY CONVERSATIONS

WHY ?

Principles

- ◇ Engage the community to co-design benefits packages
- ◇ Offer WIC participants multiple ways to give feedback / multiple touchpoints to engage
- ◇ Follow through on updates and improvements in order to build and maintain trust from the community

Key pain points or questions

WIC participants currently feel that their benefits lack healthy, nutritious and culturally diverse options. The benefits packages are restrictive, and do not reflect the diversity of their families' needs.

WIC COMMUNITY CONVERSATIONS

HOW?

If you were to test this tomorrow, what would you need to do?

- ◇ Put up flyers advertising the WIC community conversations throughout different spaces where participants most frequent (libraries, grocery stores, churches, etc.)
- ◇ Schedule 2-3 sessions to ensure that as many participants are able to attend and share feedback
- ◇ Prepare a list of questions and activities to gather feedback from participants in different ways (i.e. moderated discussion, surveys, interactive exercises)
- ◇ Inform participants how their feedback will be incorporated. Share a timeline for the updates to benefits so that participants know what to expect.
- ◇ Celebrate great ideas and the participants who made it happen!

WIC COMMUNITY CONVERSATIONS

HOW?

How to measure and document learnings?

- ◇ Launch community satisfaction surveys whenever benefit packages are updated to understand whether or not the changes better serve the needs of WIC participants
- ◇ Track data on which new products are being purchased and how often

WIC COMMUNITY CONVERSATIONS

WHO?

Key stakeholders and
relationships

WIC Clinic Staff

WIC policy/benefits administrators

WIC Partners (i.e. grocery stores for data collection and measurement)

WIC COMMUNITY CONVERSATIONS

TO WHAT END?

**Next steps and how
to evolve**

Community Conversations should be repeated multiple times a year once we are able to identify what structure/process of engagement will work best through prototyping.

ONWARDS

AND

UPWARDS
