



- POLICY:** Local WIC programs shall either have on staff or obtain the services of an adequate number of personnel to carry out all program requirements in a timely manner.
- PURPOSE:** To provide a basis for statewide staffing and a benchmark goal for local programs to work toward to improve the quality of services to participants.
- RELEVANT REGULATIONS:** None
- DEFINITIONS:**
- |                                   |                                                                                                                                                                                                                                                                |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Nutritionist</i>               | A professional who meets one of the following qualifications: a master's degree in nutrition or its equivalent; a Registered Dietitian (RD) with the American Dietetic Association (ADA), or eligible for ADA registration; an Oregon Licensed Dietitian (LD). |
| <i>Health professional</i>        | Nutritionists, nurses, home economists, health educators, persons with a professional degree in a health-related field.                                                                                                                                        |
| <i>Paraprofessional certifier</i> | A person employed to assist or expand the efforts of professionals. A professional will supervise the paraprofessional's direct contact with WIC participants and their conducting of education programs.                                                      |
- See pages 435.2-4 for additional information on each of the above listed staff positions.
- APPENDICES:**
- 435.2 1988 Survey Results
  - 435.3 Staffing Strengths, Qualifications, and Job Descriptions
  - 435.6 1988 Job Function Data From Staffing Survey
- BACKGROUND:**
- 1.0 In 1988, the WIC Advisory Board asked the Certifier Competency Committee to develop staffing recommendations for nutritionists, nurses, paraprofessional certifiers, and clerical staff with some flexibility built in for small and large programs.

**Staffing Recommendations, cont.**

*(Background:)*

The committee surveyed WIC programs in October 1988. In 1989, state staff evaluated the surveys and compared the results to Oregon 1989 data and staffing data from other states. See pages 435.2-6 for the survey data. Staffing recommendations were developed from these data.

Currently there is no federal guidance or requirement for local agency staffing numbers/patterns. This policy is an attempt to provide recommendations and guidance to local programs on the staffing needed to provide an acceptable quality level of WIC services.

**PROCEDURE:**

- 2.0 Local WIC programs will work toward the staffing recommendations outlined in this policy. **These are recommendations, not requirements.** Nevertheless, the state WIC program does ask that local WIC programs work toward them.

The following guidelines provide a reasonable level of staffing needed to maintain and improve the quality of WIC nutrition services.

- 3.0 Since these recommendations were developed, the clerical functions, and therefore the staffing levels, have probably changed the most.
- 4.0 Staffing needs may vary depending on the number of high-risk participants served by the local program.

**RECOMMENDATIONS FOR STAFF:**

STAFF	STAFF: CERTIFIED CASELOAD
Nutritionist	1:2,000
Health Professional	1:1,200
Paraprofessional Certifier	1:900
Clerk	1:750
Total Staff	1:300

- 5.0 See ♦ 661, Competent Professional Authority: High Risk, for additional staffing information. ★

## APPENDICES

### APPENDIX TO WIC STAFFING RECOMMENDATIONS

#### 1988 SURVEY RESULTS, 1989 UPDATE, AND COMPARISON TO OTHER STATES

##### Staff: Certified Caseload

	<u>1988 (Oct.)</u>	<u>1989 (July)</u>
Oregon	1:340	1:352
Large counties (>2,000)	1:365	1:380
Medium counties (600-2,000)	1:299	1:307
Small counties (<600)	1:239	1:276
Idaho (1989)	1:262	
Washington (1987)	1:280	
Mid-Atlantic states (1988)	1:295	

##### STAFF BREAKDOWN:

	<u>Clerks</u>	Paraprofessional <u>Certifiers</u>	Total Health <u>Professionals</u>	<u>Nutritionists</u>
	(per certified caseload and as percentage (%) of total WIC staff)			
Oregon	1:918 (36%)	1:992 (38%)	1:1,209 (26%)	1:2,568 (13%)
Large counties	1:955 (37%)	1:1,055 (36%)	1:1,345 (27%)	1:2,268 (16%)
Medium counties	1:748 (35%)	1:815 (35%)	1:874 (30%)	1:2,592 (10%)
Small counties	1:749 (33%)	1:824 (33%)	1:718 (34%)	1:98,520 (0.2%)
Idaho	1:1,200 (21.5%)	1:461 (57%)	1:1,359 (19.5%)	1:1,902 (16%)
Washington	1:700	1:700		1:1,400

STAFFING STRENGTHS AND QUALIFICATIONS/JOB DESCRIPTIONS

*All staff:* Advocates for women, children, and families  
Service-oriented  
Tolerant/accepting of many cultural and ethnic values and belief systems  
Tolerant/accepting of a variety of lifestyles  
Team player

COORDINATOR

*Qualifications/Skills:* Baccalaureate degree as a minimum  
Management/supervision skills  
Skills/interest/training in areas such as:  
Child Development  
Nutrition  
Social Service  
Time management/organizational skills  
Flexibility

*Role and Strengths:* Program management  
Supervision of staff (including hiring and firing)  
Caseload management  
Administrative budgeting  
Program compliance – rules and regulations/grant including:  
Participant compliance  
Vendor compliance  
Supervision of clinic – scheduling/coordinating  
Outreach/networking with community  
Training – staff development  
Policy/protocol development  
Liaison with state office  
Participant/staff mediator  
Ability to function in certifier and clerical roles

Appendix to WIC Staffing Recommendations, *cont.*

**NUTRITIONIST**

*Qualifications:* A professional who meets one of the following qualifications: a master's degree in nutrition or its equivalent; a Registered Dietitian (RD) with the American Dietetic Association (ADA) or eligible for ADA registration; an Oregon Licensed Dietitian (LD).

*Role and Strengths:* Nutrition education planning, development, evaluation, and quality control  
Development and review/evaluation of nutrition education materials  
High-risk follow-up/case management  
High-risk nutrition follow-up  
Basic psycho-social/family/parenting education  
Training/resource consultant to clinic  
Continuing education for self and staff  
Liaison with state nutrition consultant  
Liaison with health care providers  
Outreach and networking  
Certification

**NURSE**

*Qualifications:* Licensed RN with B.S.N. preferred  
Emphasis and/or experience in community health and/or education

*Role and Strengths:* Quality control with lab/anthropometrics  
Nutrition education relating to:  
    Psycho-social factors/parenting  
    Crisis intervention  
    Developmental assessment  
    Family dynamics  
Training/resource to clinic especially in areas listed above  
High-risk follow-up/case management  
Continuing education for staff and self  
Liaison with health care providers  
Outreach and networking  
Certification

**NOTE:** The roles of coordinator, nutritionist, and nurse have been identified separately. In many programs, a single person may be coordinator-nutritionist or coordinator-nurse, but we considered it important to single out management, administrative, and supervisory roles from the role as a health professional.

## Appendix to WIC Staffing Recommendations, *cont.*

### PARAPROFESSIONAL CERTIFIER

*Qualifications:* High School graduate, some post-high school education preferred in:

- Health and nutrition
- Maternal and child health programs
- Counseling
- Education
- Social services

Refer to ♦ 660, Competent Professional Authority: Requirements, for information on requirements of paraprofessionals to certify and serve as competent professional authorities.

*Role and Strengths:* Certification procedures, which include:

- Assessment
  - anthropometric
  - biochemical (hct, hb)
  - dietary
  - health history
  - referral
- Certification based on assessment
- Documentation/charting

Basic nutrition education

- Classes
- Individual

Assistance in training  
Self development and continuing education  
Clerical/vouchering (as assigned)

### CLERK/RECEPTIONIST

*Qualifications:* Strong clerical skills, organizational skills, people skills

*Role and Strengths:* Phones  
Reception/check-in (welcome, income, rights and obligations...)  
Appointment scheduling  
Filing/record keeping  
Vouchering and distribution  
Transferring participants  
PIF/ID Cards/VOC  
Security of WIC vouchers and stamps  
Inventory/supplies  
Fielding complaints  
Lost and stolen vouchers  
Batching/Cancelling  
Data entry

Appendix to WIC Staffing Recommendations, cont.

1988 JOB FUNCTION DATA FROM STAFFING SURVEY:

FTE: CERTIFIED CASELOAD BY JOB FUNCTIONS:	OREGON AVERAGE	LARGE COUNTIES	MEDIUM COUNTIES	SMALL COUNTIES
Program Coordination % Coordination	1:3,720 (8.5%)	1:4,465 (8%)	1:3,039 (9%)	1:2,271 (11%)
Certification % Certification	1:1,167 (29%)	1:1,178 (30%)	1:1,002 (26%)	1:825 (29%)
Nutrition Education % Nutrition Ed	1:2,012 (20%)	1:2,158 (17%)	1:1,031 (26%)	1:1,164 (21%)
High-risk counseling % High-risk	1:7,206 (5%)	1:9,776 (4%)	1:4,851 (5%)	1:4,609 (5%)
Clerical tasks % Clerical	1:800 (38%)	1:854 (42%)	1:773 (34%)	1:520 (46%)

RECOMMENDATIONS FOR STAFFING TIME FOR JOB FUNCTIONS:

JOB FUNCTIONS	STAFF: CERTIFIED CASELOAD	COMMENTS
Certification	1:1,200	Includes anthropometry, biochemistry, diet and risk assessment documentation
Nutrition Education	1:1,500	Includes delivery of participant education, nutrition education planning, evaluation, and quality control
High Risk	1:5,000	Includes planning, delivery, evaluation, and quality control for high-risk participant intervention
Clerical	1:750	Includes reception, scheduling, vouchering, PIFing
Program Coordination: Large Med. Small	1:4,000 1:3,000 1:2,300	Includes program planning, evaluation, and quality control, staff supervision, budget and clinic management, development of policies and procedures