2024 Mobile WIC Toolkit

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Introduction

Mobile WIC Toolkit

Welcome to the Mobile Special Supplemental Nutrition Assistance for Women, Infants, and Children (WIC) Toolkit! This toolkit is designed for providers of WIC programs interested in starting, maintaining, or improving a mobile program. This guide offers instructions, considerations, and practical tools to help guide your WIC program to success.

WIC is a *federal nutrition assistance program* from the United States Department of Agriculture (USDA) that offers benefits for supplemental foods, health care referrals, nutrition education, and breastfeeding support for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women as well as to infants and children up to age five at nutritional risk. Since WIC began in 1972, the program has helped improve *maternal and child health* across the country. In recent years, several WIC programs have taken their services mobile, using vehicles to bring their services directly to communities.

Mobile Health Map

We are pleased to create and offer this toolkit as a resource at Mobile Health Map, a program of Harvard Medical School. Mobile Health Map is a leading resource for mobile clinics. We work closely with mobile clinics nationwide to amplify our collective impact. We equip mobile clinics with best practices, emerging trends, and practical tools and guidance to effectively evaluate their impact and share it with donors, policymakers, and community partners. This toolkit was created in partnership with the Family Health Council of Central Pennsylvania, which operates a mobile WIC program. Through research and interviews with a range of mobile WIC programs across the country, we gathered insights, best practices, and recommendations for mobile WIC services. We hope this toolkit helps new and existing mobile programs better serve communities with *essential nutritional support, health education, and accessible services.*

How To Use This Toolkit

This toolkit is designed to allow you to navigate through the resources at any stage of your work, whether you are thinking about or have already started a mobile WIC program. You can read the toolkit front to back, or choose specific sections from the Table of Contents

depending on what is most relevant to your needs. Practical resources are woven throughout the toolkit such as checklists, templates, and how-to-guides that you can apply directly to your work.

Note: Look for checklists, forms, and how-to guides to help you start and manage your mobile WIC program throughout this toolkit.

Lebanon Family Health Services team members Maggie and Donna providing services with their mobile WIC unit.

Mobile WIC Benefits

Why Take Your WIC Services Mobile?

Mobile WIC programs offer an innovative way to deliver nutritional and health education services directly to communities. By using mobile units - *specially equipped vehicles that travel to where people live, work, and play* - these programs overcome barriers that often prevent participants from accessing traditional offices. Common obstacles for WIC participants include limited transportation, geographic isolation, caretaking responsibilities, and financial constraints. To increase access and to reach those in need, many WIC program leaders have launched, or are exploring, mobile options. The COVID-19 pandemic also highlighted the urgent need for flexible service delivery models to reach under-served communities. As a result, programs are beginning to consider or already providing mobile WIC services to expand their reach, making mobile WIC programs a crucial part of public health infrastructure.

Family Health Services of Pennsylvania team providing services at a table outside their WIC mobile unit.

What Are The Benefits Of Starting A Mobile WIC Program?

Mobile WIC services benefit the community and enhance the impact of existing WIC programs. Whether a standalone program or an addition to an existing, fixed office, mobile programs increase access to WIC services.

For communities, mobile WIC programs:

- **Enhance access to services:** Mobile programs reduce geographical and logistical barriers to health and nutrition services. By bringing services to community locations like grocery stores, health centers, schools, and housing complexes, mobile programs reach people who may not have reliable transportation. Mobile WIC programs also offer more choices for when and where people can make appointments, increasing convenience and flexibility.

- **Increase community engagement:** Mobile WIC programs boost community interest and participation in services. Consistently visiting community sites and showing commitment to care helps establish trust and build long lasting relationships with participants. Bringing services into the community with a mobile program also increases program awareness by interacting with community members that may not have otherwise heard of the program or visited a traditional site.

- **Improve health awareness and education:** In addition to providing WIC services, many mobile WIC programs educate communities about nutrition and overall health. Some mobile teams include community health educators who share educational content in familiar and accessible settings, helping to improve awareness about health topics within the community.

For health and social service programs, mobile WIC services:

- **Increase program reach and impact:** Mobile WIC programs enhance visibility for organizations. Branded vehicles attract atten-tion and curiosity, making more community members aware of WIC and its benefits. Positive experiences with mobile WIC visits are shared through word-of-mouth, boosting the program's reputation, support, reach, and engagement.

Chickasaw Nation Mobile WIC team providing services on their mobile unit.

- **Strengthen community partnerships:** Community partnerships are key to the success of mobile WIC programs, providing physical spaces to park your mobile unit and support for operations. Mobile WIC programs form partnerships with a variety of local organizations, leaders, and businesses within their communities. These collaborative relationships extend the reach of WIC services and integrate them into the network of community resources.

- **Enhance team satisfaction:** Working in a mobile WIC setting allows team members to see the direct impact of their efforts on participants and communities. Staff often feel fulfilled by participating in community life, such as visiting local markets or community fairs. This hands-on care gives staff a deeper understanding of community needs and strengths. Additionally, working on a mobile WIC unit provides opportunities for staff to work outside of a traditional office setting with a more diverse daily schedule, which may be appealing to some staff.

- **Increase flexibility of services:** Mobile programs enhance the flexibility of service delivery, allowing clinics to adapt to evolving community needs and fill service gaps. For example, one WIC program used their mobile unit to provide services directly to housing complexes with an influx of refugees, while another program reallocated staff to areas with growing demand, using their mobile unit to maintain service continuity and optimize resources.

Reflection Section:
Mobile WIC

1. **What are some challenges you see people in your community face when it comes to getting WIC services?**

2. **How do you think a mobile WIC program could help overcome some of these barriers?**

3. **What might be some personal benefits for your staff working in a mobile WIC program?**

Getting Started

How Do You Start A Mobile WIC Program?

Launching a mobile WIC program requires careful planning that begins with getting to know your community, its needs, and its assets. Once you understand the communities your program serves, you can begin to plan program logistics. The first part of this section guides you through connecting with and understanding the needs of your community. The second part outlines key steps of program planning and design, including finding funding, building a budget, and assembling and training staff.

Understanding Community Needs

In addition to the below steps to understanding community needs, take a look at **this article** written by public health evaluation expert, Meghan Guptill, MPH, for ideas on how to thoughtfully engage your community.

Step 1: Form An Advisory Council

To have a successful mobile WIC program, you must first have **buy-in, trust, and respect** from the communities you are working in. Building this kind of relationship involves intentional and thoughtful community engagement as early in the process of program planning as possible. We recommend you do this by developing an advisory council to guide program planning and implementation.

What is an advisory council?
An advisory council is *a group of individuals that is brought together to provide expertise, guidance, and recommendations.*

Why do you need an advisory council?
An advisory council provides an opportunity for subject matter experts and community members to offer insight and diverse perspectives on strengths and challenges of the community you are working in. This helps guide your program planning process and makes sure your programming is as successful as possible once launched. It also helps build trust and buy-in within the community, which is very important when launching a new program that people may not be familiar with.

DuPage County Health Department mobile WIC unit.

Who should be included in an advisory council for your mobile WIC program?
Typically an advisory council will range in size from 5-10 people depending on your specific needs and capacity. Your advisory council should be representative of the communities you serve and have diverse expertise and experiences that are relevant to your mobile WIC program. We recommend including:

- Trusted community leaders, such as staff from local community based organizations (CBOs)
- People with lived experience, such as current or former WIC participants, parent advocates, and caregivers in the community
- WIC program specialists, such as WIC peer counselors who work directly with WIC participants
- Public health and nutrition experts, such as public health nurses or registered dietitians with experience working with WIC

How do you get people to join the advisory council?
Once you have made a list of potential members, you should personally reach out explaining who you are, some information about your new mobile WIC program, and what you are asking of them. Prior to this outreach, you should determine how often you plan for the council to meet and for how long (i.e. one year, two years, etc.), any additional time commitments required of them, and if and how often you will provide a *stipend* for their time and energy. Take a look at the **Outreach Email Template** (page 6) you can work from when sending out requests for people to join your advisory council.

A **stipend** is a set amount of money given to someone for their time, skills, and involvement in something like an advisory council. Stipends can make it easier for people to take part, especially if they might not be able to volunteer otherwise. It is important to budget for stipends at the beginning of your project.

Outreach Email Template: Advisory Council Request

Subject: REQUEST; Advisory Council for New Mobile WIC Program

Dear _____,

I hope this message finds you well. My name is [Your Name] and I am [Your Position] at [Your Organization's Name]. We are in the process of developing a mobile Special Supplemental Nutrition Assistance Program for Women, Infants, and Children (WIC) program, where we will use a mobile unit to go into the community to provide WIC services, education, and referrals that are convenient and accessible for community members.

I am reaching out to explore your participation in an advisory council that will provide insight and guidance with our program planning. We believe your [expertise on, commitment to, experience with, etc.] [e.g., maternal and child health, WIC benefits, etc.] is invaluable and if you have the time and capacity, we would love to work with you as we navigate the development of this new program.

We believe that by involving knowledgeable community members like yourself in the planning process, our programming will be relevant to the community and remain sustainable, having a strong impact on the health and wellbeing of our communities.

We plan to meet [virtually or in-person] X times with [length of meeting time e.g., 1 hour] meetings X times a [month, quarter, year]. In recognition of the time and effort required of you, we will provide you with a [stipend amount] stipend after each meeting.

We are excited to discuss how we can work together to support our community's health and are interested in the opportunity to talk about our work in more detail.

Please let us know if you have time for a meeting or have any questions. We look forward to the possibility of working together to make a positive impact.

Warmly,
[Your Name]
[Your Position]
[Your Organization]
[Your Contact Information]

Lebanon Family Health Services Mobile WIC unit.

Some helpful tips:

- <u>**Set a Meeting Schedule:**</u> How often your advisory council meets depends fully on how involved you would like them to be and how much you have budgeted to cover stipends. Often an advisory council will meet once a quarter, or once every other month, however you can determine the frequency based on your program's specific needs.

- <u>**Budget for Stipends:**</u> Stipends should be budgeted for in your initial grant proposal. The amount for stipends general range from $20 - $100+ per person per meeting. The amount you choose to provide should match up with your organization's financial capacity and take into account the amount of time and energy required by the participants. Every organization has their own rules and regulations around providing stipends, so check with your finance department to determine the best way to provide stipends (e.g., gift card, cash, check, etc.).

Inside of the Family Health Council of Central Pennsylvania mobile WIC clinic.

Reflection Section:
Building an Advisory Council

Identifying Stakeholders

1. Who are key stakeholders in our community who should be included in an advisory council? How can we ensure the advisory council represents a diverse cross-section of the community, including those most affected by WIC services?

Engaging an Advisory Council

2. Reflecting on past experiences, what lessons have we learned about building community trust that we can apply in forming this council?

Step 2: Assess Community Needs And Assets

Once you have formed your advisory council, you should work together to conduct a community needs assessment to develop an understanding of your community's needs, assets, and gaps that can be strengthened with your programming.

What is a community needs assessment?
A community needs assessment looks at what a community needs, its strengths, and its resources. By collecting and analyzing information, like who lives in the community, people's social and economic resources, and typical health problems, you can identify important issues and what services are missing from the community. This information helps you create specific plans for your mobile WIC program that will make it easier for people to access WIC services and benefits.

Why is a community needs assessment important?
A community needs assessment helps identify the specific challenges and barriers faced by the community that make it difficult to access and use WIC benefits and services. Understanding this information early in the program planning process helps make sure your mobile WIC program will have a meaningful impact on the community. In addition, a community needs assessment provides you with a baseline set of data that you can compare future data collection to, allowing you to measure your program's impact and support program improvement efforts. Involving the community in the assessment process through focus groups, interviews, and surveys, also helps build trust, leading to community support for the program and eventually, stronger program outcomes.

How do I conduct a community needs assessment?
Follow these steps with your advisory council:

1. Define what is being assessed:
Clearly define what "community" means. Community can be defined as a combination of a specific geographic area(s) and specific population(s). Use your advisory council's community expertise and experience to make sure your definition of community is inclusive and reflective of people who are eligible for and receiving services.

2. Create an asset map:
After defining your community, the next step in the assessment process involves working closely with your advisory council to develop a resource called an asset map. This exercise will set up the rest of your assessment process by providing you with a strong base understanding of who and what assets exist within the community.

What is an asset map?
An asset map is a *visual representation of the resources, services, and strengths of a community.* It is a physical map with marks for community resources such as WIC clinics, mobile health clinics, schools, churches, healthcare facilities, community centers, grocery stores, farmers markets, parks, and other relevant resources. Building an asset map allows you to see where existing support systems are, gaps in these systems, and other areas in your community that can be strengthened and supported. By highlighting community strengths and areas for improvement, this tool will help your team plan your outreach efforts, strategic relationship building, and deciding where to bring your mobile WIC unit.

Why is an asset map useful?
An asset map will help your mobile WIC program plan and improve service delivery and help guide your community needs assessment. When deciding where to bring the mobile unit, use the map as a guide:

- Look for locations like grocery stores and farmers markets and reach out to see if they are interested in partnering with you by allowing you to park your unit there.
- Look for large gaps between WIC clinics. Many programs find that offering their mobile WIC services in areas far from a WIC clinic allows them to reach eligible populations in remote areas.
- Use your asset map to strengthen community partnerships by helping you identify potential collaborators and outreach locations, allowing you to strategically build relationships with local organizations, businesses, and leaders. This collaboration can strengthen your program's reach and impact.

For guidance on how to build an asset map, refer to our **Asset Mapping Guide** (page 10).

> Use Mobile Health Map's **Mobile Clinic Impact Tracker** to see if there are any mobile clinics in your community.

Asset Mapping Guide

How do I make an asset map?

You can make an asset map by hand or online, depending on your needs and preferences:

Creating an asset map by hand

- ☐ <u>Gather your materials:</u> You will need a large physical map of the community, pens, markers, sticky notes, and highlighters.

- ☐ <u>Set aside time for the advisory council to meet:</u> Schedule a time for your advisory council and your project team to meet, preferably in person.

- ☐ <u>Identify important locations:</u> Use markers to pinpoint important locations like WIC clinics, mobile health clinics, healthcare facilities, community centers, grocery stores, farmers' markets, and other resources.

- ☐ <u>Categorize resources:</u> Use different colors or symbols to represent different types of resources (e.g., use a red marker for all healthcare facilities). Create a legend or key that explains what each type of marking represents.

- ☐ <u>Add details:</u> Write down important information next to each location, such as contact details, hours of operation, and services offered. Sticky notes can help for adding removable details.

- ☐ <u>Review and update:</u> Regularly review and update your asset map to show any changes in the community, such as new resources of changes in pre-existing ones.

Creating a virtual asset map

- ☐ <u>Choose an online tool:</u> Select an online tool that you will use to build your map. Some options are: **Google My Maps**, **ArcGIS Online**, or **PolicyMap**. Make sure you research the tool to make sure it will do everything you would like it to do and fits your budget; some online tools are free and others require payment. You should also read about the privacy settings of these tools - some free versions require your map to be publicly accessible to anyone who would like to view it, which may or may not be important to your team.

- ☐ <u>Gather data:</u> Gather data on community resources, including addresses, contact information, services offered, and other relevant details. It can be helpful to store all of this information in an Excel spreadsheet.

- ☐ <u>Create the map:</u> Plot each location you found on the virtual map. Most online tools will allow you to import data from spreadsheets to make mapping quicker and easier.

- ☐ <u>Customize the map:</u> Same as with the physical map, use different icons, colors, and labels to differentiate between types of resources. Add detailed information for each location, such as contact details, languages spoken, and hours of operation.

- ☐ <u>Share and collaborate:</u> Most online mapping tools let you share the map with others to collaborate virtually. This can be helpful if you would like to get input from your team or the advisory council.

- ☐ <u>Regularly update:</u> Just like with a physical map, your virtual asset map is a living document, meaning it can be altered and added to at any time. Make sure you build in time regularly (e.g., quarterly or yearly) to update it.

Using either method will allow you to create a comprehensive asset map that will help you better understand your community and allow you to utilize community resources and strengths effectively.

Once your map is complete, bring together your team and advisory council to discuss your observations. Here are some sample questions the group could ask to analyze the asset map:

1. What gaps or under-served areas have we identified on the map?

2. How accessible are these assets to different demographic groups, including marginalized communities?

3. What existing partnerships or collaborations do we have with the assets we've identified?

4. How do community members perceive these assets, and are all members of the community adequately represented on the map?

Example: Asset Map
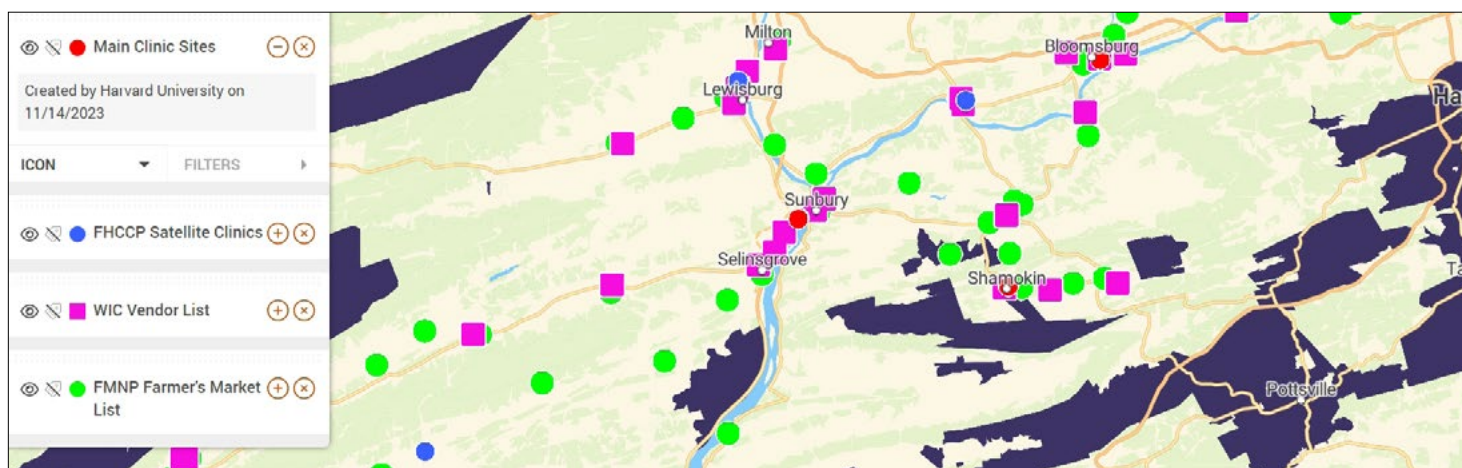
This sample asset map was created with Policy Map and shows one county, Cumberland, in Pennsylvania. You can create asset maps that show metrics that are relevant for your own communities.

- 🔵 Family Health Council of Central Pennsylvania's (FHCCP) satellite clinics
- 🔴 FHCCP fixed clinic sites
- 🟪 WIC vendors
- 🟢 Farmer's markets
- Regions where the percentage of children aged 0-6 with income under 200% of the poverty level is 61.83% or greater

Reflection Section:
Developing an Asset Map

Resource Identification

1. What are essential resources in the communities we serve that should be included in an asset map?

Collaboration & Partnership

2. How can an asset map facilitate new partnerships or strengthen existing ones?

3. What potential new collaborators should we consider now to strengthen our program and community reach?

Updating and Maintenance

4. How often should we update the asset map?

5. Who will be responsible for maintaining and updating the asset map?

Step 3: Identify The Goals Of The Assessment

After building your asset map and reflecting on your findings with the advisory council, work with the council to develop specific goals that you hope to achieve with the assessment. Having concrete goals to refer back to throughout the assessment process will help guide your efforts to make sure they are efficient and effective. Refer back to the asset map and your analysis of the map when creating your goals to make sure they are relevant and reflective of the community you're working in.

When setting goals we recommend using the **SMARTIE Goals framework**, which encourages reflec-tion throughout the goal setting process to make sure your goals are grounded in equity and inclusion. Take a look at this helpful **worksheet** you can use with your advisory council to come up with equitable and inclusive goals for your community needs assessment.

An example of an overarching SMARTIE goal for a community needs assessment could be: "By December 2024, conduct a comprehensive community needs assessment in partnership with at least five local organizations, making sure that at least 50% of survey respondents represent historically marginalized communities, and that the final report includes actionable recommendations to address identified inequities in access to WIC services." This large goal can be broken down into several smaller, even more specific goals to help guide your work.

Step 4: Develop A Data Collection Plan

Using your goals, make a list of the data you will need to collect.
What categories of data do you want to include? These categories are called **"key metrics"** (E.g., Demographic Data - Ethnicity, Age, Gender distributions, etc.)

Decide what methods you will use to collect this data.
Using different kinds of data collection is called **"mixed-methods"**, which **allows you to collect both numerical data, called quantitative data, and descriptive data, called qualitative data**. Using mixed-methods can help provide more detailed and nuanced information that can strengthen your understanding of the community.

With a mixed-methods approach here are some different methods you can use:

- **Surveys:** Allow you to reach a large number of people across various populations. For best practices in survey design, refer to our **Survey Best Practices tool** (page 41) to make sure your survey is as effective as possible.
- **Interviews:** Allow you to ask specific questions. Typically, interviews are conducted with key stakeholders, such as advisory council members and leaders in WIC, to learn more about the needs the mobile program will address.
- **Focus groups:** Bring together a group of people who share common characteristics, such as being WIC recipients, or identifying as LGBTQIA+, etc. Focus groups are an effective way to learn about the specific needs of target populations.
- **Analysis** of publicly available data (e.g., Census data)

Decide on the target population(s) and the number of people you want to speak with for each method of data collection.
Make sure you are going to reach a group of people that is representative of the community you will be serving.

Develop a timeline for data collection activities and assign tasks to team members.
- Creating a visual that the whole team can refer back to throughout the assessment process will help keep the team on track to meet deadlines. You can use a physical calendar, an online project management platform, such as **Asana**, or a free program like Excel.
- Make sure you include time to recruit participants for focus groups and interviews and to conduct outreach for your survey. If possible, allow at least 1 month for scheduling and community outreach and additional time to create outreach and recruitment materials.

Build tools like surveys and focus group and interview guides.
If you plan on including populations who speak languages other than English, make sure you budget for the cost and time it takes for translation services. If possible, you will want to conduct your outreach and data collection efforts in the native language of the target population.

Before using your data collection tools, test them out with your team and community advisory council to make sure they are accessible and effective.

Create outreach and recruitment materials for focus groups and surveys.

To get people interested in participating in your focus groups and survey you can work with community based organizations (CBOs) to decide how to best reach your target community. Refer to your asset map to identify community partners that can help you with these tasks. Recruitment can look like:

- Staff at the CBO sharing about your focus group and/or survey through word of mouth
- A flier in the target community's native language with focus group or survey information

Fliers are a great way to distribute information to a large group of people. You can put physical copies of the flier around your community, you can have a CBO distribute them for you, or you can distribute it online through social media.

- Fliers can be created for free using Microsoft Word or a graphic design program like **Canva**.
- Use a QR code that links to your survey or focus group sign up on your flier to make it easy for people to interact.

Step 5: Locate Sources of Existing Data

Public hospitals and public health departments regularly conduct community health needs assessments (CHNAs). While a CHNA doesn't replace a needs assessment for your mobile WIC program, it can provide a general understanding of your community's health, and demographic landscape. **Here** is an example of a CHNA from a hospital system in Central Pennsylvania. Search for local CHNAs in your own community and use them as a jumping off point for data collection.

Typically, CHNAs will have an "Appendix," "Data Sources," or "Methodology" section that will list the data sources that were used to conduct the assessment. You can refer to this list to dig deeper into data that is relevant to your mobile WIC programs needs assessment.

In addition to CHNAs, public health departments typically have publicly available data you can use in your assessment.

If you are interested in a specific population or topic (e.g., opioid overdose data) see if there is a specific department or bureau (e.g., MA Bureau of Substance Addiction Services) that has data about that particular subject matter.

Chickasaw Nation mobile WIC unit.

The **Census website** is another great resource for finding quantitative data.

Step 6: Conduct Data Collection

Step 7: Analyze And Synthesize Your Data

Once you analyze your data and you have uncovered trends, patterns, and themes, pull together your findings so you can see the whole picture of your community. It is helpful to bring together your quantitative and qualitative findings to see how they build off one another and create a story about the needs and strengths of the community. This process is called "synthesis."

The final format of your synthesized data depends fully on your program's needs and capacity. Some programs produce formal reports that contain the findings of their community needs assessments, which may be particularly useful if you are planning to share this needs assessment with external stakeholders such as funders or a board of directors. If you prefer to share your findings in a different way, you can also create a slide deck, a Word document, or a spreadsheet to showcase your findings.

Marion County Public Health Department mobile WIC unit.

Step 8: Develop Recommendations for Your Program

Utilize your findings to guide program planning and outreach.

Quantitative findings, such as trends in demographic data, can help you decide how to staff your program, which community-based organizations to reach out to, and where you may want to bring your mobile unit. For example, your data shows a large number of newly arrived immigrants from a country where English is not the native language. You notice there is a large population of these individuals in a specific town. How could this data influence your program planning?

You might consider hiring a staff member that speaks the native language of this population to make your services more accessible and appealing.

You should reference your asset map to see if there is a community-based organization that works with this population. If there is, reach out and begin developing a strategic relationship so they know of your services and can connect eligible people with the mobile program. This CBO can act as a trusted community partner to help guide where you bring your mobile clinic to reach

the target population. If there is not a CBO that works with this population, think creatively and use your asset map to figure out other ways to reach this community. For example, can you reach them through a faith based organization, through school events, etc.

Qualitative data, in particular, can be helpful in designing ongoing data collection to measure program success and guide future program improvement efforts.

You can use findings from your focus groups and interviews to develop a survey that measures how people think and feel about the services you are providing with your mobile program and how they impact client perspectives and experiences. If you do utilize a survey to measure the impact of your mobile WIC program, you want to make sure you distribute the survey right when the program begins to establish a baseline and distribute it again after your services have been available for a while (e.g., one year, 18 months, etc.) to measure how your program has impacted the results.

For example, one theme that came out of your focus groups with WIC recipients was an acknowledgment of limited public transportation in rural communities which makes it difficult for people to access their WIC clinic, so they miss appointments and do not re-certify their benefits. How can this theme influence a survey question to see if there are any improvements in access to benefits?

A survey question addressing the topic of access may be:

> *In the past 12 months, how often have you or someone in your household missed a WIC appointment or been unable to re-certify your benefits due to challenges with transportation?*
> - *Never*
> - *Once or twice*
> - *Several times (3-5 times)*
> - *Frequently (more than 5 times)*

A follow up question to get more information may be:

> *If you missed a WIC appointment or were unable to re-certify your benefits, what were the main reasons? Please select all that apply:*
> - *Lack of access to reliable transportation*
> - *Distance to the WIC clinic*
> - *Clinic hours that do not align with your schedule*
> - *Health or mobility issues*
> - *Other (please specify)*

Program Planning and Design

There are many considerations as you begin planning for your mobile WIC program. This section covers the core elements of starting your mobile WIC program, including securing funding, staffing, training, and equipping your vehicle to deliver services.

Finding Funding

When looking for funding for your mobile WIC program, there are several sources that can provide support for your vehicle, staff, operations, services, and more. Here are some potential funding sources to get you started:

- **Federal Grants:** Many mobile WIC programs rely on federal grants designed to support nutritional and health services for women and children. These grants can be a main source of funding because of their stability and scope.
- **State Funding:** You may find additional funding from your state government, which often has its own health and human services budget to support programs like WIC.
- **Partnerships:** Forming partnerships with other research, healthcare, nonprofit, and community organizations can also be a way to obtain funding, especially if you work on a grant or project together. These partnerships may also offer contributions such as services, space, or equipment.
- **Corporate Sponsorships:** Some organizations looking to enhance their corporate social responsibility may sponsor programs that directly impact the communities where their employees work.

Staffing

Having a team focused on your mobile services is important for operating your WIC program. Many mobile WIC programs have found that having separate staff dedicated to their mobile unit ensures its consistent operation. While some WIC programs borrow staff from their fixed sites to work on the mobile unit, this can make it difficult to maintain a consistent schedule for both their mobile and fixed programs. One mobile WIC program described why they decided to have separate staff on the mobile unit:

> *"That was something we really put a lot of thought into, because we wanted the staff to be dedicated to the mobile unit. The concern with not having dedicated staff for the unit was that they would be torn between 'am I needed at one of the locations or do I need to work on the unit?' So we really wanted them to be specifically just for the van."*

Having dedicated staff for the mobile program also allows you to build ongoing relationships with the participants and partners that the clinics travel to. When possible, plan for consistency in scheduling to build trust with your communities. This could look like having a team of staff members who will work exclusively or mostly on your mobile vehicle or having each staff member consistently work at the same sites. Here are some staff roles that other mobile WIC programs have found helpful:

- **Nutritionist:** Assesses nutritional needs, food preferences, and dietary requirements for your WIC participants. Provides counseling and education on healthy eating and develops personalized nutrition plans. Nutritionists play an important role in promoting healthier eating and improved wellbeing for your participants.
- **Community health educators:** Also known as community health workers, they share health information, resources, and referrals in a way that is relevant to the specific needs of your communities. They teach participants about maintaining a healthy lifestyle and conduct community workshops to empower people with knowledge.
- **WIC nutrition aid:** Handles outreach efforts, manages referrals to other health and social services, helps participants understand and use their WIC benefits, and offers community-specific suggestions for using WIC vouchers.
- **Program assistant:** Provides administrative support, such as scheduling, data entry, managing participant records, and coordinating services.
- **Nurse:** Performs health screenings and assessments, administers immunizations, coaches participants, and provides participants with their WIC benefits. Nurses are important in identifying and assisting with health issues that may impact participants' nutrition and wellbeing.
- **Van Driver:** Dedicated to driving the vehicle to different sites and handling vehicle maintenance.
- **Lactation Consultant:** Provide support to breastfeeding mothers, offering advice and information to help them make informed decisions.

Team Training

Working on a mobile unit is a new experience for most staff. Here are a few steps and trainings to ensure your team is comfortable in their roles:

- **Mobile operations training:** It is helpful for all staff to be familiar with the logistics of operating the mobile unit including placing and storing equipment and supplies, setting up and breaking down supplies at each site, responding to emergency situations, and using safety equipment.
- **Vehicle operations and maintenance:** Train your driver and other relevant staff on vehicle operations, basic troubleshooting, and regular maintenance. This training can include navigating and parking the van, preventive maintenance to identify potential vehicle issues, and handling common mechanical or technical issues.
- **Safety training:** Ensure your team knows how to stay safe at different locations. This training can include recognizing and responding to medical emergencies and assessing and ensuring safety for both participants and staff in diverse settings.
- **Vehicle Equipment:** To provide comprehensive and effective services, it is beneficial to stock your vehicle with a range of equipment. This list can include clinical equipment, office equipment, technology, vehicle hardware, and WIC supplies. Take a look at the **Program/ Mobile Vehicle checklist** (page 18) that includes supplies other mobile WIC programs have used for their vehicles.

Above: Marion County mobile WIC team serving clients aboard their mobile unit.

Below: Marion County Public Health Department mobile WIC team providing services in the community at the Al Haqq Foundatoin Festival.

Program/Mobile Vehicle Checklist

Mobile WIC Clinic Inventory

- ☐ Baby weight scales
    - ☐ Baby length board
- ☐ Stadiometer
- ☐ Hemoglobin test kit with lab requirements
- ☐ Educational materials
- ☐ WIC cards
- ☐ Clinic stamp
- ☐ First aid kit
- ☐ Labels
- ☐ WIC posters
- ☐ Van operating manual
- ☐ Cell phone charger
- ☐ Manual food instruments
- ☐ Personnel contact list
- ☐ Van/vehicle
    - ☐ Fire extinguisher
    - ☐ First aid kit
    - ☐ And Justice for All poster

Other Items

- ☐ Fuel
- ☐ Welcome to WIC Guides
- ☐ Guide to Helpful Programs and Services
- ☐ Rights & Responsibility Cards
- ☐ Breastfeeding Referral List
- ☐ Voter Registration List
    - ☐ Voter Registration Cards
- ☐ Laminated Health Histories
- ☐ Laminated Rights & Responsibilities

Breastfeeding Equipment & Supplies

- ☐ Multi-User Pump
- ☐ Manual Pump
- ☐ Single-User Pump
- ☐ Collection Kit
- ☐ Breast Pump Release Forms
- ☐ Black Breastfeeding Bags
- ☐ Breastfeeding Go-Bag (bras, pamphlets, etc.)

Equipment & Supplies

- ☐ Laptop
- ☐ Signature Pad
- ☐ Card Reader
- ☐ Power/Extension Cords
- ☐ Laptop
    - ☐ Laptop charger cord
- ☐ Printer
    - ☐ Printer toner
    - ☐ Printer paper
- ☐ Clipboard
- ☐ Dry Erase Markers
- ☐ Wi-Fi or Mi-Fi
- ☐ Dry Erase Markers
- ☐ EBT Cards

Lab Supplies

- ☐ Sterile gloves
- ☐ Hand sanitizer
- ☐ Alcohol Pads
- ☐ Gauze
- ☐ Lancets
- ☐ Micro-cuvettes
- ☐ Band-Aids
- ☐ Sharps Container
- ☐ Biohazard Bag
- ☐ Paper Towels
- ☐ Sanitizer Spray
- ☐ Barrier Paper

All Equipment Secured for Travel

- ☐ A/C Unit
- ☐ Blood Collection Equipment
- ☐ Portable Step Stool
- ☐ Laptop/Printer
- ☐ Safety Triangles
- ☐ Stools
- ☐ A-frame Chalkboard & Chalk
- ☐ Weighing/Measuring Equipment

Nutritional Education Supplies

- ☐ Class List
- ☐ Self-Paced NE Lessons

Preparing to Get on the Road

Considerations for Your Mobile Unit

Purchasing and designing your mobile unit is an important step in building your mobile WIC program. There are several resources that can guide you through this process. Take a look at these online resources to get you started:

Start a Mobile Clinic from Mobile Health Map

Mobile Healthcare Vehicles Guide from Mobile Healthcare Association*

Mobile Healthcare Start-Up Guide 2.0 from Mobile Healthcare Association's*

Ultimate Guide to Starting a Mobile Medical Program from Mission Mobile Medical

The Mobile Healthcare Association provides a variety of resources to mobile clinics, including quarterly Special Interest Group (SIG) meetings, regional coalitions, and an annual meeting. Some resources, such as the guides linked above, are only available to their members. To learn more about the association and membership options, take a look at the their website **here.*

In addition to these resources, this section provides guiding questions that will help you consider what you want your vehicle to look like and what features you would like it to have. Take some time to jot down your answers to these questions. You can also note questions to bring back to your team so you can think it through together.

If you have an existing program and already have your mobile unit, this is still a useful exercise. You can apply many of these ideas to existing mobile units or think about what you could improve on a new mobile unit in the future.

Workflow

Think about what a day on your unit will look like. This will help you decide how much space you need on your unit and what features you'll need to accomplish your daily tasks.

How many staff will be on the vehicle each day? Will clients be coming onto the unit for services or will services be provided outside?
Make sure the mobile unit is large enough to fit everyone you plan to have aboard. If you are planning to have a small staff and/or provide services outside of the unit, you may only need a small van. However, if you have a large staff and/or plan to bring clients aboard to receive services, you may want to look at more spacious options.
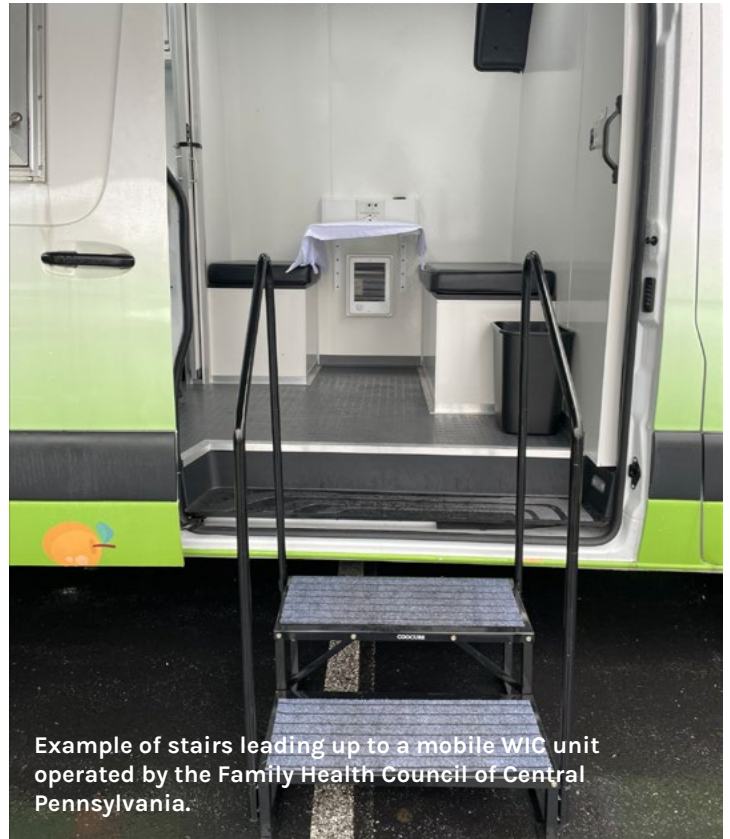
Example of stairs leading up to a mobile WIC unit operated by the Family Health Council of Central Pennsylvania.

What services will be provided on the van? What supplies are needed for these services?
Make a list of the services you will provide and the supplies you need for each service. Creating this supply list will help you decide how much storage space you need and what features you want to include on the unit.

Example: If you will be measuring the height and weight of babies on your unit, you will want to include a table that can hold a scale.
Example: If you plan to provide lactation support and distribute lactation supplies to new mothers, you might want comfortable seating options, such as a padded bench or chair for the mother to sit. You will also need storage space for the lactation supplies.

Will staff have access to a restroom at partner sites?
Depending on your relationships with your community partners, such as a grocery store or church you park in front of, your staff may or may not be able to use their restrooms. If you plan to park your mobile unit at locations without restroom access, consider a vehicle with a restroom on board. You can decide whether or not clients are allowed to use this restroom - some programs allow this, while others do not, depending on their programming and the capacity of their unit's waste tank.

How often will we need to use Wi-Fi? What is cell service like in the areas we plan to travel through?
Many tasks on the van require Wi-Fi connectivity, like using [Google Maps](#) and entering client data into a computer system. Mobile units often have a router or a hotspot that connects to a cellular network and provides Wi-Fi for your devices on the unit. Depending on your budget and needs, you can decide whether a router or a hotspot is better for your unit. Some things to keep in mind about connectivity aboard a mobile unit:

- Research which cellular networks (ex. T-Mobile, AT&T, Verizon, etc.) are most available in the communities your van will travel to. You can choose to purchase one SIM card from one provider, or like some programs, you can purchase SIM cards from multiple providers and switch them out based on your location.
- When choosing which type of system you would like, for example 4G vs 5G, weigh out the pros and cons, including your plans for future system upgrades. Oftentimes, the 4G network may be more affordable upfront, however there can be high costs associated with upgrading it to 5G if you later decide to upgrade your system.
- There are companies, such as [West Networks](#) and [Kajeet](#), that specialize in providing mobile healthcare units with connectivity solutions. If you want guidance while making decisions about connectivity for your mobile unit, you can reach out to an IT professional or one of these companies to talk about options that will best meet your needs.
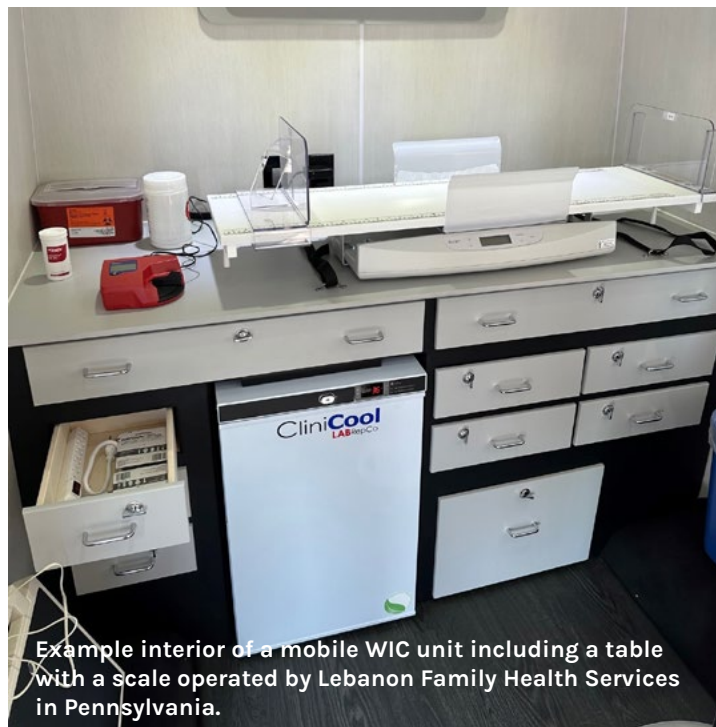
Example interior of a mobile WIC unit including a table with a scale operated by Lebanon Family Health Services in Pennsylvania.

Where will I park the van outside of business hours?
Finding a spot to park your van is an important piece of the planning process. You will need to consider factors including the size of the vehicle, whether you need a parking permit, and how close the parking is to charging or electricity as needed. One mobile WIC program shared questions that they considered when getting their vehicle:

💬 *"Where was the unit going to be parked on a regular basis? Where could it be plugged in? Do we have to have something installed so it could be charged? What were the run times with the batteries when we're out?...Some of those things, we found out about as we were getting close to [the vehicle arriving], but weren't things we thought about when we were writing the grant."*

Accessibility

If people are required to go on the mobile unit to receive services, there are a few things you can consider to make sure the vehicle is accessible, allowing you to reach as many people as possible.

How can we make our unit accessible to people with different mobility capacities?
Wheelchair lifts allow people in wheelchairs to easily board the mobile unit. An open concept floor plan may be more accessible to someone with mobility challenges or someone in a wheelchair, instead of multiple individual consultation stations that create sharp corners and hard-to-maneuver floor space. If you want to include multiple consultation stations but still be physically accessible for everyone, you may consider a larger mobile unit instead of a smaller van.

How can we accommodate large families and families with multiple children? What are some things that would make it easier for a family with multiple children to receive services?
Having a space specifically for children on the mobile unit can make it easier for caregivers to receive services. Additional space will let clients know it is okay for them to bring children to their appointments and allow parents and caregivers to focus on their appointment. Some things you can include in this space are:

- A TV that plays child-friendly programming
- A comfortable seating area, such as a bench or space on the floor for a colorful carpet for kids to sit on.
- This is a great opportunity to provide kids with WIC materials like chef hats, food-related coloring books, food menus, and other materials that can get kids interested in nutrition.

Security and Safety

There are few things you can consider to make sure your mobile unit, staff, and clients remain safe and secure. Here are some questions to think through with your team:

Who will be driving our unit and what will their comfortability be with driving a large vehicle? What are some challenges our drivers might face while out on the road?
Some mobile WIC programs hire staff with experience driving larger vehicles specifically to operate their mobile unit, however, many programs rely on existing staff to drive and operate the unit. There can be a learning curve, however a tool like a backup camera may assist a new driver and help any driver feel safer and more comfortable behind the wheel.

Backup cameras can be built into mobile units to assist drivers with reversing and parking. This tool also helps keep pedestrians safe, especially when your unit is operating in a location with a lot of kids and foot traffic.

Dashboard cameras (dash cams) can also be a useful tool to keep on the mobile unit. A dash cam sits on the dashboard and records the road ahead of the vehicle. This can be helpful if the mobile unit is ever involved in an accident.

Where will our vehicle be stored? What can we do to make sure the vehicle, our staff, and our clients are safe and secure?
If possible, your vehicle should be stored in a secure location when it is not being used. To provide additional security, some programs install external security cameras that monitor the mobile unit's surroundings. This can come in handy by deterring acts of vandalism and break ins. Security cameras can also be helpful in the case of an unexpected event, such as a client falling outside of the unit; having a recording can allow your team to look back and see what happened.

How can we ensure a new site will be safe for our staff and clients?
Work with your program staff to decide on specific criteria for a site location that can be used to decide on where to park your mobile unit at a new location. It is recommended that a program staff member visits any new location prior to bringing the mobile unit for services, to make sure it is safe and can accommodate your unit. Take a look at the **Criteria for Site Locations tool** (page 22). Use this criteria as a starting place and make any edits or add new criteria that your staff comes up with.

The Family Health Council of Central Pennsylvania's mobile WIC team

What are some emergency situations that could occur on the mobile unit and how can we keep our staff and clients safe in those situations?
Make sure your mobile unit has an egress (an exit separate from the entrance) that can be used in the case of an emergency that requires an immediate exit, such as a fire. In mobile units, an egress may be an exit door at the back of the unit, push-out windows that can be pushed out from the inside, emergency windows that can be broken open, or a skylight or roof hatch. When you are deciding on an egress, you also want to keep in mind accessibility, for example, are there emergency exits for wheelchair users?

What can we do on a daily basis to make sure our mobile unit is safe for operation?
Work with your manufacturer, Fleet Services, and/or your project team to develop a daily checklist that covers everything you need to check prior to taking your unit out on the road. Here is a checklist you can work from for your own program: **Mobile Unit Walk-Around/In Cab Checklist** (page 23).

Criteria for Site Locations

Contributed by mobile clinic consultant, Hiram Paniagua of HP Consulting & Services LLC

A mobile WIC program staff member will make a visit to any new location to determine if the location is appropriate for the mobile unit. Criteria include, but are not limited to:

☐ The location of the mobile unit is in a location that will not impede traffic flow and allows for patient traffic to safely access the unit without disruptions to surrounding areas.

☐ Solid, level parking surfaces are present with safeguards to prevent movement of the mobile unit when parked.

☐ A minimum separation of 30 feet between the mobile unit and any building.

☐ A minimum separation of 30 feet from any outside air intake, HVAC, or generator exhaust.

☐ At least 20 feet separation from any non-sprinklered building.

☐ Appropriate access into and out of the area by the mobile unit.

☐ Ensures that patients will be able to safely access and exit the mobile unit without interference with adjacent building exits or fire lanes

DuPage County Health Department's mobile WIC team providing services in the community at a table.

Mobile Unit Walk-Around/in Cab Checklist

Contributed by mobile clinic consultant, Hiram Paniagua of HP Consulting & Services LLC

Checklist	Date: / /24	Initial	Date: / /24	Initial	Date: / /24	Initial
Record date and mileage						
Check engine oil level						
Check coolant level						
Check windshield washer fluid						
Check power steering fluid level						
Visual check of engine						
Check for any visual leaks						
Mirrors: clean and adjust						
Check the windshield wipers						
Clean side and rear view cameras						
Check lights signals, brakes, reverse and running lights						
Check the tire pressure						
Check the tire wear						
Check the wheels						
Check the steps for proper operation						
Check the entire exterior of the unit						
Check the edges of roof: check for tree damage						
Check AC cowlings for any damage						
Awning: check for tree damage						
Check the seat belt						
Check all gauges and dashboard indicator lights						
Check defroster						
Check the slide out for proper operation						
Check the lab refrigerator for proper operation (temperature)						

NOTES:

Lebanon Family Health Services team in the community with educational materials at a table under their unit's awning.

Weather

Every mobile WIC program will face its own unique set of challenges specific to the locations it operates in. The weather and climate in your community can have great impacts on your program and should be considered when you are designing your mobile unit.

What kind of weather do we see in our communities throughout the year?
Extreme heat and cold: Heating and cooling systems are very important when trying to create a safe and comfortable environment for your staff and clients. If you anticipate having staff and clients on your unit year round, make sure the unit can provide the necessary temperature regulation to manage hot and cold weather. Portable fans can also be placed throughout the mobile unit to assist with air flow, especially during hotter months or when staff is working in the vehicle without the engine running.

Where will clients be receiving services, inside or outside of the mobile unit? Where will clients wait for their appointments?
Retractable awnings that can be opened when the mobile unit is parked can help create a comfortable environment. An awning will help protect your clients from rain, snow, and sun when they are receiving services or waiting for their appointments outside. Awnings also provide staff with a protected space to stand while doing outreach or providing services. If you aren't able to put an awning on your unit, instead you can keep a large beach umbrella on the unit that can easily be set up outside when necessary.

Determining a Schedule

Creating a sustainable schedule is important for getting your WIC mobile program started and for expanding your services. Organizing the right schedule for your work involves balancing the needs of the community with the availability and needs of staff. Here are some considerations for creating a schedule that maximizes accessibility and impact:

1. **Starting Small:** the process of determining your initial schedule will likely be organic, evolving over time as you figure out how to best meet the needs of your community and staff. Many mobile WIC programs find it beneficial to begin their scheduling with a small, manageable number of sites. These sites are often where programs have already established relationships with community partners. This can allow your program to begin developing a schedule with familiar locations as you find your footing and establish a reliable presence in the community. These initial locations often include community centers, health clinics, or churches where your team already has provided services or where the community already gathers.

2. One program shared how they started their mobile WIC schedule and how their schedule grew over time:

> *"I started to look at 'What do we need? What are areas where there's no clinic?' And then **I'd start looking for places and I'd call.** People would also start hearing about the mobile unit and go, 'Hey you need to go here because they have a lot of moms that go here.' That helped because **people started reaching out to me, and actually I now have a waiting list of places."***

3. **Advance Planning:** many WIC appointments need to be scheduled months in advance. Having certain sites scheduled regularly, such as every month or every other month, can help participants plan in advance and know that they will be able to get the services they need. Scheduling community sites for your mobile clinic months in advance helps ensure that the mobile unit is expected and that both staff and community are prepared for upcoming services. This also provides stability for your program so that your team knows where they will be in advance.

4. **Flexible Appointments:** while having a regular schedule can be helpful, flexibility is also beneficial to accommodate the needs of different sites. One mobile WIC program explained that:

> *"Initially, we tried monthly schedules at shelters, but it was inconsistent. Now, caseworkers call when there are immediate needs, and we find time during the week. It's about adapting to what actually works."* In addition, offering both virtual and in-person appointments can increase your program's reach. Community members will have more options that best suit their needs.

5. **Community Requests and Events:** attending community events is an important part of community outreach and engagement. As your services grow, you will likely receive more requests from the community for your van to attend events. Finding ways to facilitate and incorporate community requests is an important piece of planning your schedule. For instance, you might think about having an event request form on your website sharing contact information that people can reach out to if they want to request WIC services at an event.

6. **Staff Considerations:** a key aspect of scheduling involves considering the needs of your staff. Planning shifts and breaks ensures the team remains energized and effective. If you are out in the community, you may need to determine a plan for where your mobile team will be able to access washroom facilities or spaces to eat lunch during breaks.

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Reflection Section:
Preparing to Get on the Road

Vehicle Selection and Design

1. What specific features does our mobile WIC unit need to meet the needs of the communities we serve?

Workflow Planning

2. What will the daily workflow inside our mobile WIC unit look like?

3. How can we optimize the layout and features of our mobile unit to support the services we plan to offer?

Staffing and Training

4. What training do our staff need to operate and provide services in the mobile unit?

5. How will we address the unique challenges of mobile units (e.g. vehicle emergencies, providing services on the road)?

Reflection Section:
Preparing to Get on the Road (cont.)

Technology

6. How will we ensure reliable internet access for our mobile unit, especially in areas with less cellular service?

Security and Safety

7. What security measures are necessary to protect the mobile unit and staff?

8. What emergency protocols do we still need to establish to ensure the safety of staff and participants in case of an unexpected event?

Logistics and Parking

9. Where will the mobile unit be parked when not in use? What logistical factors need to be considered to ensure it is safe and secure location?

Outreach & Community Engagement

Effectively engaging community members and organizations is important to the success of mobile WIC programs. This section offers strategies for building strong community partnerships, marketing mobile WIC services, engaging the community, and creating educational materials. These efforts ensure that your mobile WIC program is visible, accessible, and tailored to the needs of the communities you serve.

Building Community Partnerships

Developing community partnerships requires time and intentional effort. Many mobile WIC programs describe this process as an organic one, involving the maintenance of existing relationships and the cultivation of new ones. We also encourage you to reach out to new partners throughout this process. Check out our **Outreach Email Template** (page 30) for guidance on how to connect with new partners. Planning is essential in this process of developing partnerships. For example, you may need to obtain permissions to park your vehicle at new locations or coordinate with store staff if you would like to assist customers using their WIC benefits. Take a look at this example **Letter of Agreement** (page 31) that can be tailored to your mobile WIC program and partnership site.

To begin this process, it's helpful to create a list of existing community partners and reach out to them to discuss how you can continue supporting each other's work. For example, one mobile WIC program collaborated with a local food pantry to offer their services at the pantry's location. From this initial list, you can add new community partners based on recommendations from other programs, understanding the community resources your participants use, and making new connections as you continue to operate in the community.

Potential Community Partners

There are many partners you can collaborate with to engage the community. Here are some that other mobile WIC programs have found important to their work:

- **Head Start:** This comprehensive early childhood education program is available in every state in the U.S. Partnering with Head Start allows you to integrate nutritional education and support into settings already focused on child development and family services.
- **Community centers:** These are vital hubs for local activities and services, providing a central location for people to gather. Mobile WIC programs partnering with community centers can reach a wide demographic, including families, seniors, and children.
- **Medical facilities:** Collaboration with hospitals, clinics, and health centers allows mobile WIC programs to reach participants when they are already attending appointments and accessing health services. This facilitates a holistic approach to health and wellness, ensuring participants receive comprehensive care that includes nutritional guidance.
- **Churches:** Attending community spaces such as churches can help you connect with participants and spread the word out about WIC services.
- **Medicaid centers:** These centers are frequented by people already receiving or in need of governmental assistance. Scheduling WIC visits to coincide with other appointments can provide convenient access to WIC.
- **Apartment complexes:** Engaging with people directly where they live can help connect your program with new or existing participants.
- **Schools:** Educational centers, especially elementary schools, can be helpful in reaching WIC participants. Some mobile WIC programs that also offer wraparound services find it beneficial to offer additional services that can engage the community. For example, one mobile program offers STI testing at high schools in addition to their WIC services.
- **Food pantries:** Parking outside food pantries has proven helpful for many programs in engaging their target populations.
- **Grocery stores:** Mobile WIC programs have successfully engaged community members while they shop, providing opportunities to introduce key programs and, when time allows, enroll participants into WIC.
- **Mobile health clinics:** Partnering with mobile health clinics can enhance outreach efforts and ensure comprehensive care by combining medical and nutritional services. Mobile health clinics often already have established community partnerships that can help expand the reach of mobile WIC services and integrate them more deeply into the network of community resources.

Community Engagement Strategies

Effectively engaging the community and promoting your mobile WIC program requires a variety of strategies. This section outlines several ways to improve outreach and ensure services are accessible within your communities.

Marketing Materials and Distribution:

- **Print materials:** Create flyers, brochures, and other print materials with information about your mobile WIC program, including services offered, contact details, educational information, and the van's schedule. Tailor these materials to specific locations you frequent and distribute them in community spaces.
- **Multilingual materials:** To increase accessibility, produce educational and promotional materials in various languages common in the communities you serve. This ensures all potential participants can access the information.
- **Incentives:** You may consider getting small incentives for participants and their families. One mobile clinic shared that their WIC office is able to order incentives like drawstring backpacks, books, breast milk storage bags, or even beach balls.

💬 *"They get excited when you're bringing something. Kids are there, too, and we're like 'look what I have!' and then they just get super excited."*

Engaging both kids and caretakers can help create a fun atmosphere and increase participation.

When creating these materials, work with a trusted client, a community advisor from the advisory council, or a community partner to make sure they are relevant and accessible for the communities you are trying to reach.

Digital Engagement:

- **Online presence:** Keep your program's website and social media platforms updated with the van's schedule and educational content.
- **Social media advertising:** Use social media platforms to advertise your mobile WIC services and upcoming events.
- **Reminders and alerts:** Utilize text messaging systems to send appointment reminders to participants. Use your state texting system or a separate service to update participants about their appointments or schedule changes.

Community Presence:

- **Van branding**: Utilize your vehicle's exterior to share about your services. "Wraps" are stickers or prints that cover the outside of your vehicle and can contain WIC branding, program names, and/or images to make the van more appealing and eye-catching. One mobile WIC program described their van as *"a moving billboard because it's wrapped in marketing"* and can help more people recognize and learn about the program.
- **Community events:** Actively participate in community events such as health fairs, farmer's markets, town halls, and community baby showers. This helps you learn more about the community and allows the community to learn more about your services.
- **Participant giveaways:** Give away small promotional items like stress balls, pens, and keychains to participants. Some programs also offer cookbooks and chef's aprons for both children and adults. These items can enhance participant engagement with your services.

An example of the Family Health Council of Central Pennsylvania's mobile WIC vehicle wrap.

Outreach Email Template: Potential New Community Partner

Subject: Partnership for Community Health and Nutrition

Dear _____,

I hope this message finds you well. I am reaching out to explore potential collaboration with [Community Organization's Name]. Our team at [Your Organization's Name] is dedicated to [your work e.g. maternal and child health] through our mobile WIC program. We deliver WIC services directly to community spaces to ensure that all families in our community have access to essential nutrition and health support.

We believe that by collaborating with [Community Organization's Name], we can both have a great impact in our communities. Our mobile unit can provide on-site WIC services, education, and referrals that are convenient and accessible for the community members you serve, whether at events or directly at your facilities.

We are excited to discuss how we can work together to support our community's health and are interested in the opportunity to talk about our work in more detail.

Please let us know if you have time for a meeting or have any questions. We look forward to the possibility of working together to make a positive impact.

Warmly,
[Your Name]
[Your Position]
[Your Organization]
[Your Contact Information]

Sample Letter of Agreement

FHCCP
Family Health Council of Central Pennsylvania, Inc.

3461 Market Street
Suite 200
Camp Hill, PA 17011
717-761-7380
717-763-4779 FAX
www.fhccp.org

Patricia A. Fonzi
President / CEO

Letter of Agreement
Mobile WIC Clinic

This letter of agreement is made between [Insert business name] and Family Health Council of Central PA, Inc., Tapestry of Health WIC Program, Effective [Insert Date]

(Insert business name) agrees to provide space for the Tapestry of Health mobile clinic to provide WIC services. Agreed upon space at the location indicated below will be made available during normal business hours according to the following schedule. [Insert business name] agrees to allow use of bathroom facilities for staff and clients accessing the mobile clinic.

Location: _____

Frequency: _____

Effective date: _____

This agreement may be terminated with a written 90 (ninety) day notice by either party.

_____   _____
Business Name   Date

_____   _____
Family Health Council of Central PA, Inc.   Date
Tapestry of Health

Reflection Section:
Outreach and Community Engagement

Current Partnerships

1. Who are our current community partners?

2. What successes have we experienced with these partnerships, and are there any challenges that need to be addressed?

Identifying Potential Partnerships

3. What types of organizations or community spaces have we not yet partnered with but could help our outreach efforts?

Outreach Strategies

4. Which outreach strategies have been most effective?

5. Are there any new methods that could enhance how we engage with the community?

Reflection Section:
Outreach and Community Engagement

Inclusivity and Accessibility

6. Are our marketing and educational materials effectively reaching and communicating with the diverse populations in our community? Are there any ways we can improve these materials for better inclusivity?

Measuring Impact: Program Evaluation

Data Collection

Once your mobile WIC program is up and running, it is important to evaluate its impact for a few different reasons. Program evaluation allows you to make sure your services are meeting the needs of the community. It also helps you tell your program's story to key stakeholders, like funders and your advisory council.

This section explains why program evaluation through data collection and analysis is an essential part of a successful program. It covers key data points to capture and provides sample tools for gathering feedback from the community. This section also discusses staff processes for data collection and analysis.

Why is data collection important?
Ongoing, structured data collection will allow your team to *measure the impact of your mobile WIC program, highlight its successes and strengths, and find areas for growth in service delivery.* By tracking specific numbers, *quantitative data collection* will *help you measure how well your program is meeting its goals* and *help you make informed decisions* as you move forward.

Qualitative data collection, like interviews or short answer surveys, *helps you understand the needs and experiences of your participants.* Feedback from surveys and focus groups can provide valuable insights into what is working well and what might need to change. This information can guide adjustments to improve your services and better meet the community's needs.

Data should also be used to support funding efforts, such as reporting back to funders and other stakeholders. This sharing of results maintains transparency with your stakeholders and helps create the case for continued or additional funding, especially when your data shows the positive impact of your programming.

What data should we collect?
The data you choose to collect should be tailored to your program's specific needs and goals. Similar to the community needs assessment, it can be very helpful to work with your team and stakeholders, such as your advisory council, to develop goals for your program. These goals will help guide your data collection efforts. For example, if you have a goal to

The Chickasaw Nation mobile WIC team working with participants aboard their vehicle.

increase WIC enrollment for the Hispanic population in your community, you may be particularly interested in collecting demographic data, especially numbers that show the ethnicities of your participants.

Some common data points, also known as metrics, that you can collect to gather comprehensive information that reflects your program's performance and areas for improvement are:

1. Client Visits & No Show Rate
   - Number of total participant visits
   - Number of participant appointments
   - Number of participant no-shows for appointments
   - Number of participants previously enrolled at a brick-and-mortar site
   - Number of walk-in participants
2. Enrollment - these metrics can be broken down by participant category (pregnant woman, infant, child, breastfeeding mother, non-breastfeeding mother)
   - Number of new participants enrolled
   - Number of re-certifications
3. Quality of Services:
   - Client satisfaction ratings (very satisfied, satisfied, dissatisfied, very dissatisfied)
   - Types of services received (i.e. Benefit enrollment, lactation counseling, nutrition counseling and education, etc.)

4. Referrals:
   - Number of referrals made to participants
   - Types of referrals made to participants (i.e. Substance use disorder support, smoking cessation, mental health, gas cards, local organizations, SNAP enrollments, insurance, etc.)
5. Demographics:
   - Risk factor measures of participants
     - Household size
     - Household income
     - SNAP recipient status
     - Health insurance status
   - Demographic measures
     - Age
     - Race
     - Ethnicity
     - Preferred spoken language
     - Client zip code
6. Community engagement:
   - Number of staff hours spent in the community
   - Number of requests for the mobile unit to attend community events
   - Community partners
7. Other services:
   - Number of consultations with lactation consultant
   - Number of breast feeding pumps given out

This list of metrics is not exhaustive and should be edited to meet your specific program needs. It can be added to or simplified based on your program's capacity, interest, and goals.

The Chickasaw Nation mobile WIC team measuring an infant's weight aboard their vehicle.

How is Data Collected?

Collecting data for your mobile WIC program involves several methods to ensure you gather well-rounded and accurate information. We recommend you work with program staff to develop a data collection plan and workflow that works best for your team. For example, some programs may use a state-wide electronic system to enter data, while others create their own data entry system using Microsoft Excel, or even pen and paper. Once you have a system in place, it is important to make sure all staff are trained to complete this data collection regularly

Here are some effective ways to collect data:

Intake questionnaire for new participants (this data may include):
- Demographic information
- Health status
- Nutritional needs
- Whether or not they have been enrolled in WIC before, and if so, what site they previously received services at.

This data helps *tailor services to meet each participant's specific needs* and *helps track overall program reach.* Intake questionnaires also streamline the onboarding process, making it easier for staff to collect consistent and thorough information. These questionnaires can be completed with pen and paper by the client, or they can be facilitated by a staff member asking the questions and recording the responses.

When asking clients to answer these questions, especially when they are new to your program, make sure you explain what this data will be used for to help make the client feel comfortable and safe.

Take a look at our **Sample Intake Questionnaire** (page 39) to get an idea of how you can ask these questions and make changes to make it fit the needs of your program.

Surveys as Feedback Mechanisms

Surveys are a powerful tool for collecting feedback from participants. They can be used to assess participant satisfaction, gather opinions on the services provided, and identify areas for improvement. Surveys can be distributed in various ways, including in person, online, or via text message or email. It is best practice to regularly collect survey data to ensure your program remains responsive to participant needs and can adapt to any changes or challenges that arise. For best practices in survey design, refer to our **Survey Best Practices** (page 41).

Focus groups for in-depth insights

Focus groups are another great way to get valuable feedback. By bringing together small groups of participants to discuss their experiences and opinions, you can learn about the strengths and weaknesses of your program. Focus groups create a safe and structured environment for clients to share their thoughts and opinions in greater detail. Focus group data can reveal themes, trends, and issues that may not come through surveys alone, providing a more well-rounded understanding of participant experiences.

Because focus groups require a larger time commitment from staff and participants, it is recommended to conduct them infrequently, such as on an annual or biennial basis. To get some inspiration for your own focus groups, refer to our **Sample Focus Group Guide** (page 43).

Data Analysis

Data analysis is an *important step in transforming your data from numbers and themes into a story about your program and impact.* This process can seem overwhelming because it can be complex and take time, however there are many approaches you can take to get strong results. It is all about finding what works best for you and your program. Many programs successfully do their own data analysis by looking for patterns and trends using tools that you probably already have access to, like Excel. Others may have access to a data analyst through their state's WIC program who assist them with data analysis. If you prefer professional help, you can also subcontract with an evaluation specialist or data analyst, like **Mobile Health Map**, using grant funding, or even partner with a local college or university, where graduate students often assist. Whether you're analyzing the data yourself or with the help of an expert, the goal is the same: to use the results to tell your program's story.

Marion County Health Department mobile WIC program.

Reporting and Data Visualization

Understanding and sharing the impact of your mobile WIC program is key to its success and long-term growth. This section will show you how using data can strengthen your program by focusing on data visualization and reporting. You'll learn how showcasing your program's impact can benefit both your team and external partners, like funders. We'll provide examples of how you can use data in different ways, such as creating dashboards, writing annual reports, or preparing updates for funders or your board. We'll also discuss how data plays a role in continuously improving your program, ensuring your mobile WIC services stay effective and continue to meet the needs of your community.

What is data visualization and why is it helpful?
Data visualization is the process of turning data into easy-to-understand figures like charts, graphs, and maps. These visuals help make complex information clearer and highlight patterns, trends, or unusual points that might be hard to spot by looking at the full dataset. Using visuals makes your findings easier to grasp and more engaging for your audience, whether they are funders, community members, or your program team. By presenting data visually, you can tell a powerful story about your program that can be used for different purposes.

Here are a few examples of data visualizations and the stories they tell. These visuals come from a dashboard that was created by Mobile Health Map as part of a collaboration with the Family Health Council of Central Pennsylvania.
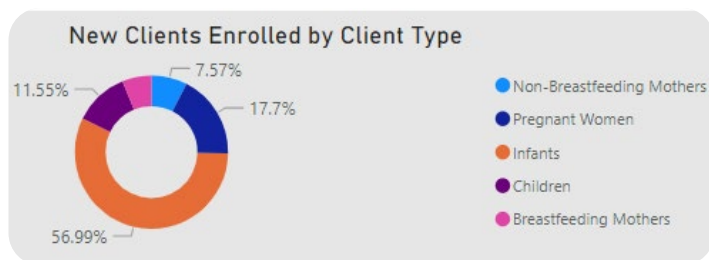
This chart breaks down a program's total new clients enrolled by client type. This can be helpful when deciding what materials to keep on the mobile unit. For example, because the majority of clients are children and infants, the program might want to reflect on how welcoming their unit is for families with children. They may want to increase the supplies they have for kids, like coloring books, aprons, chef hats, etc.
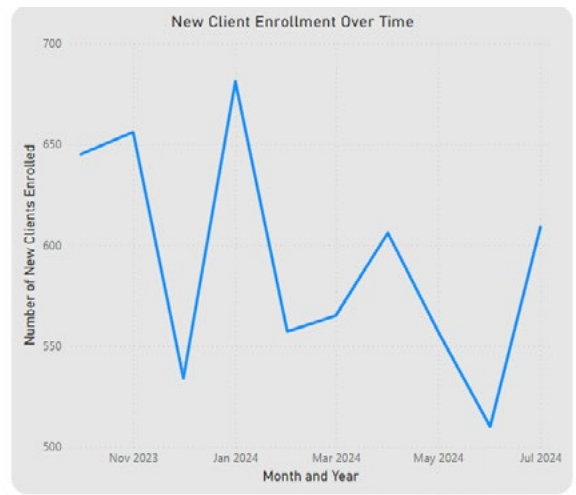
This graph shows client enrollment over time, highlighting peaks and dips in service. When you collect data over several years, you may see repeated patterns, such as a dip in services during colder months. This might encourage you to look at your program plan and make adjustments to strengthen outreach or alter your service delivery model to make services more accessible and comfortable during winter months. For example, you might partner with a local grocery store that will allow you to use space inside their store to set up a table for your services.

The Family Health Council of Central Pennsylvania's mobile WIC team providing services in the community.

This map shows the number of participants attending clinics by their zip codes. Mapping is a valuable tool that can help you plan where you are providing services. By looking at this map you are able to see how far folks are traveling to reach their WIC clinics. As a mobile WIC program, you can make decisions on new sites and community partners by looking for areas on the map where a large number of clients are traveling a far distance to reach their WIC clinic. Bringing your mobile program into their zip code could make the program more accessible for them by decreasing travel time. This final example is part of a dashboard created by

New Clients Enrolled by Client Type
- Non-Breastfeeding Mothers
- Pregnant Women
- Infants
- Children
- Breastfeeding Women

7.57%, 17.7%, 56.99%, 11.55%

Client Distribution by Preferred Spoken Language
- Arabic
- ASL
- English
- Nepalese

0.41%, 93.09%

Client Distribution by Race
- American Indian or Alaska...
- Asian
- Black or African American
- Native Hawaiian or Other ...
- White

0.62%, 8.41%, 86.60%

New Client Enrollment Over Time

Mobile Health Map for FHCCP. The above dashboard shows several different charts, key values, and a graph that come together to show a snapshot of the data for WIC programs in Pennsylvania. Dashboards are great tools for mobile WIC programs because they turn complex data into clear, easy-to-read visuals, like charts and graphs, all in one place. They help you quickly see what's working well and where improvements are needed. With a dashboard, you can track key program metrics in real time, making it easier to make informed decisions, communicate progress to your team, and show impact to funders and stakeholders. This makes managing and improving your program simpler and more effective.

How can data support a mobile WIC program?
Program Improvement: Data is important for understanding what your mobile WIC program is doing well and where it can improve. By looking at what is working and what is not, you can make decisions about how to improve your services. Regularly checking your data and using these findings to update your program ensures it stays relevant and meets your community's needs. Regularly reviewing your data often helps you spot trends and find any gaps in your services.

Many programs handle data analysis on their own, however if you have access to a data or evaluation expert, consider having them regularly gather specific data for you, such as on a monthly basis. This way, you can actively use this information to help improve your program's strategy.

Sustainability: Data plays a crucial role in ensuring the sustainability of your mobile WIC program. By collecting and analyzing data, you can clearly demonstrate the program's impact and effectiveness. This evidence is vital when seeking continued funding and support from stakeholders, including government agencies, grant providers, and community partners. You can provide these stakeholders with a written report that summarizes your key findings, however we recommend incorporating visuals to strengthen the case for your program and make your findings more digestible.

Trust building: Reports and visualizations help communicate the value of your program to a wider audience. Clear, compelling presentations of your data can help build trust and transparency with the community and stakeholders, further securing their support. Your annual report is a formal way to share your data with funders and the greater community. Additionally, you can include data, especially when transformed into easily digestible visualizations, in more informal touch points with the community, such as a monthly newsletter or blog post.

For one on one evaluation support and expert guidance, reach out to Mobile Health Map at: **MobileHealthMap@hms.harvard.edu**

Sample Intake Questionnaire

Thank you for taking the time to complete this questionnaire. The information provided will help us better understand your needs and ensure you receive the best possible service.

Demographic Information

Full Name

First Name: _____   Last Name: _____

Date of Birth

_____

MM/DD/YYYY

Gender (Select one)
- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Transgender
- ☐ Prefer not to say
- ☐ Other (please specify): _____

Contact Information

Street Address: _____

City: _____   State: _____   Zip Code: _____

Phone Number

(_ _ _) - _ _ _ - _ _ _ _

Email Address

_____

Ethnicity (optional, please select one)
- ☐ Hispanic or Latino
- ☐ Not Hispanic or Latino

Race (optional, select all that apply)
- ☐ American Indian or Alaska Native
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ White
- ☐ Other (please specify): _____

Health Status

Do you have any chronic health conditions? (E.g., Diabetes, High Blood Pressure, Asthma, etc.)
☐ Yes (please specify): _____
☐ No

Are you currently pregnant?
☐ Yes
☐ No

Do you have any children under the age of 5?
☐ Yes
☐ No

## Nutritional Needs	## WIC Enrollment History
Do you have any special dietary needs or restrictions? ☐ Yes (please specify): _____ ☐ No	**Have you ever been enrolled in the WIC program?** ☐ Yes ☐ No
Are you currently breastfeeding? ☐ Yes ☐ No	**If yes, when was the last time you received WIC services?** Year: _____
Do you want any information or support around breastfeeding? ☐ Yes ☐ No	**Which WIC site did you previously receive services from?** Name of Site: _____ City/State: _____
Do you have access to fresh fruits and vegetables? ☐ Yes ☐ No	**Are you currently enrolled in WIC at another location?** ☐ Yes ☐ No
Do you have any concerns about your current diet? ☐ Yes (please specify): _____ ☐ No	**If yes, which site?** _____

Additional Information

Is there anything else you would like us to know about you and/or your situation?

_____
_____
_____

Survey Best Practices

This tool is designed to guide mobile WIC programs in creating effective surveys to gather feedback from participants and community members. Surveys are crucial for understanding participant satisfaction, identifying areas for improvement, and collecting data to inform program decisions.

1. Define Your Objectives

- Clearly outline the goals of your survey with your project team so you have a clear understanding of what information you are trying to gather. You can use the SMARTIE Goals framework to make sure your goals are focused on equity and inclusion.
- What specific information is needed? Are you seeking feedback on program satisfaction, identifying unmet needs, or evaluating specific services?
- Make sure each question aligns with your objectives to make sure the survey is as efficient and relevant as possible.

2. Know Your Audience

- Understand who you are surveying. Are they current participants in your program, potential participants, or community stakeholders?

3. Ensure Accessibility

- Reference your needs assessment and work with your advisory council to make sure the survey will be accessible to your target communities.
  - Tailor the language, tone and complexity of the survey to match the literacy level of your audience.
  - Make sure the survey is available in the native language of the population(s) you are aiming to reach.
  - Make sure the survey is administered in a format that is accessible to the population(s) you are aiming to reach, e.g., if the survey is online, make sure the community you are trying to reach has access to Wi-Fi and is comfortable using technology.
- If you are offering your survey online, make sure that it is accessible to individuals with disabilities. You can review **Web Content Accessibility Guidelines** (WCAG) for guidance.

4. Keep it Short and Simple

- Limit the survey to 5-10 questions to maximize completion rates. Long surveys can discourage participation.
- Use clear, concise language that is straightforward and easy to understand.
- Ask direct questions that lead to clear actionable answers.

5. Use a Mix of Question Types

- Combine multiple-choice, Likert scale (e.g., strongly agree to strongly disagree), and open-ended questions to capture a range of data.
- Use open-ended questions sparingly, as these take more time to answer and analyze.
- Include a "Prefer Not to Answer" option to allow participants to skip questions they are uncomfortable answering.

6. Get Community Feedback on Your Survey

- Have your project team take the survey to identify any confusing questions or technical issues.
- Share your survey with your advisory council to make sure the survey is relevant and accessible to the population(s) you are aiming to reach.

7. Consider Privacy

- If possible, guarantee confidentiality and inform participants about how their data will be used and protected.

8. Carefully Distribute

- Partner with community-based organizations to distribute your survey directly to the community.
- Use multiple channels to reach your audience: email, SMS, social media, and in-person distribution during mobile WIC visits.
    - In-person distribution can include a QR code that participants can scan with their phones after their appointments, or a paper copy of the survey that people can complete at/on the mobile unit

9. Offer Incentives

- Provide small incentives, such as gift cards or entry into a prize draw, to encourage participation.
- If you do offer an incentive, make sure it is appropriate and meaningful to your target audience.

10. Analyze and Share Results

- Plan how you will analyze the data. Using software or tools, such as **Survey Monkey**, **Qualtrics**, or **Google Forms** to create and distribute your survey allow you to analyze your results in these platforms or export your findings into other platforms like Google Sheets and Excel.
- Share the findings with your team and stakeholders to drive program improvements.
- Share back a summary of your findings with the community, in particular people who participated in the survey, to build trust and demonstrate how their feedback is valued and used.

11. Follow Up and Act on Feedback

- Develop a plan for how to use the survey results to make meaningful changes to your program.
- Communicate any changes or improvements made as a result of the survey feedback to participants and stakeholders.
    - You can do this through a formal report, or more informal social media post, newsletter, or blog post.

12. Schedule Regular Survey Collection

- Make surveys a regular part of your program evaluation to continuously gather feedback and track changes over time.
- Establish a routine, such as quarterly or biannual surveys, to monitor program effectiveness and community needs.

Sample Focus Group Guide: Mobile WIC Program Evaluation

Welcome and Introduction

Hello, my name is [Your Name] and I work at [Program Name]. Thank you for joining us for today's focus group! We are conducting this focus group to gather feedback from the community. Your insights will help us improve our services.

This focus group will last approximately [Amount of Time]. If at any point throughout this conversation you need to step away, please feel free to do so.

We will be discussing a series of topics related to your experience with [Program Name]. Please feel free to share your thoughts openly. There are no right or wrong answers. If you need a question repeated or phrased differently, please ask and I will be happy to do so. If you decide after answering a question that you would like your response to be "off the record," please just let me know. Additionally, if there is a question you don't feel comfortable answering, you do not need to answer it.

We may use quotes from this conversation in our [Annual Report, etc.], however we will not share your name or any identifying information. For example, we may say, "In a focus group discussion, one participant shared….". We ask that you are respectful of your peers' privacy, and you do not discuss what your peers share outside of this space.

Discuss how participants will receive their stipend (i.e. electronically, through the mail, in person, etc.). Provide specific details about the stipend, including what kind of stipend it is (i.e. cash, gift card, etc.) and how much it is for.

> ## Icebreaker
> To begin, can we go around the room and have everyone share their name and a Fun Fact (e.g., your favorite food to cook and/or eat).

Initial Awareness and Access

- How did you first learn about the mobile WIC program?
- Why did you choose to use the mobile WIC program as opposed to a standalone site, also called a brick-and-mortar site?
- Was the mobile WIC unit easy to find and access? How could this be improved?
- If you did not receive services on the mobile WIC unit, where would you have received services? Would you have received services?

Service Experience

- How would you describe your overall experience with the mobile WIC program?
- How would you rate the quality of the services provided on a scale of 1-10, 10 being excellent? Why would you give it this rating?
- Please describe your interactions with program staff.
- Did you feel that your needs were understood and addressed during your visit?
  - If they were, what was done to make you feel this way?
  - If they were not, what can we do better?

Program Impact

- Please describe any changes you have noticed in your family's nutritional habits since using the mobile WIC program.
- How has the program helped you meet your family's nutritional needs?
- How has the program, if at all, impacted your knowledge about nutrition and healthy eating after using these services?

Convenience and Accessibility

- How convenient is the location and timing of the mobile WIC program?
- Were there any challenges or barriers you faced in accessing our services (e.g., hours of operation, location)?
- What suggestions do you have for improving the convenience and accessibility of the mobile WIC program?

Feedback on Specific Services

- How satisfied are you with the information and resources provided by the program?
- Were you able to receive all the services you needed during your visit (e.g., nutrition counseling, food benefits, lactation support, referrals)? Were there any services you were hoping to receive that you did not?
- What additional services or resources would you like the mobile WIC program to offer?

Suggestions for Improvement

- What do you see as the strengths of the mobile WIC program?
- What areas of the mobile WIC program do you think need improvement?
- If you could change one thing about the mobile WIC program, what would it be?

Wrap-up and Final Thoughts

- Is there anything else you would like to share about your experience with the mobile WIC program?

Thank you for taking time to meet with us and share your thoughts. [Inform participants about how their feedback will be used (e.g., "Your feedback will be reviewed and used to make improvements to the mobile WIC program.") and let participants how you plan to share back your findings with them]

Reflection Section:
Measuring Impact

Identifying Key Metrics

1. What metrics do we want to track to measure the success of our mobile WIC program?

2. How do these metrics align with the goals of our program?

Data Collection

3. What methods are we currently using to collect data in our program?

4. Are there any other methods we want to use to improve our data collection?

Community Feedback

5. What are some ways we can integrate community feedback into evaluating our program and developing our services?

Conclusions: Empowering Communities Through Mobile WIC Services

Thank you for reading the Mobile WIC Toolkit. We hope you feel equipped and inspired in your mobile WIC work. The path towards improving access to nutrition and health services is both challenging and rewarding. By applying and reflecting on the strategies and information in this toolkit, your program can enhance its impact, reaching more people who would benefit from WIC services.

As you continue your mobile WIC journey, you can access the free resources of **Mobile Health Map (MHM)**.

MHM offers a platform for you to understand and share your mobile program's impact and explore a vast set of resources and best practices for your program. We encourage you to contribute your experiences as well as to learn from a community of mobile health clinics across the country.

Above: Clients entering the Chickasaw Nation mobile WIC unit.

Below: The Chickasaw Nation mobile WIC team providing services to participants in the community

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