

Coordination Strategies

Handbook

A Guide for WIC and Primary Care Professionals



Special Supplemental
Nutrition Program for
Women, Infants, and
Children



Migrant Health
Centers



Indian Health Service
and Tribal Health
Systems



Community Health
Centers

The contents of this guidance document do not have the force and effect of law and are not meant to bind the public in any way.¶

This document is intended only to provide clarity to the public regarding existing requirements under the law or agency policies.¶

Coordination Strategies

Handbook



Prepared for:

Supplemental Food Programs Division
Food and Nutrition Service
U.S. Department of Agriculture
Alexandria, VA

Prepared by:

Health Systems Research, Inc.
Washington, DC

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 14th and Independence Avenue, SW, Washington, DC 20250-9410 or call (202) 720-5964 (voice or TDD).
USDA is an equal opportunity provider and employer.

FOREWORD

The Coordination Strategies Handbook project is funded through a grant from the Food and Nutrition Service (FNS), U.S. Department of Agriculture. The Bureau of Primary Health Care (BPHC) and the Indian Health Service (IHS), Department of Health and Human Services, cooperated with FNS at the Federal level to develop the handbook.

The project was undertaken in response to a mandate of P.L. 103-448, the Healthy Meals for Healthy Americans Act of 1994. The Act stipulates the increase of WIC services at community and migrant health centers (C/MHCs), especially new health centers, and improvement of coordination of WIC services at IHS clinics. Among the activities undertaken in response to this mandate is the development of this handbook. It is intended to serve as a reference tool for local agencies, as well as a source of inspiration, in pursuing coordination and collocation efforts.

TABLE OF CONTENTS

Chapter One	What's So Great About Coordination?	3
	About This Handbook	6
	Using This Handbook	7
Chapter Two	How Will I Know a Model Coordination Effort When I See One?	11
Chapter Three	Twelve Model Sites	17
	<i>Table: Model Site Characteristics</i>	20
	Sacopee Valley Health Center	21
	North Hudson Community Action Corporation	25
	Mississippi Band of Choctaw Indians WIC Program/ Choctaw Health Center	29
	North Central Family Medical Center	35
	Fond du Lac Human Services	41
	Hidalgo County WIC Program/ Hidalgo County Health Care Corporation	45
	Samuel U. Rodgers Community Health Center	51
	Panhandle Community and Migrant Health Center	56
	Valley-Wide Health Services, Inc.	61
	Marana Health Center	67
	Central Valley Indian Health Center, Inc.	71
	Yakima Valley Farm Workers Clinic	77
Chapter Four	Innovative Coordination Strategies	85
	<i>Table: Administrative Profiles</i>	86
	Policy and Administrative Coordination	88
	Strategy 1: Interorganizational Agreements	88
	Strategy 2: Collocation/Satellite Clinics	90
	Strategy 3: Patient Records and Information Sharing	91
	Strategy 4: Joint Data Collection and Analysis	94
	Strategy 5: Coordinated Service Planning	95
	Strategy 6: Sharing of Staff and Other Resources	95
	Strategy 7: Staff Training and Development	98
	Strategy 8: Quality Assurance	100





Chapter Five

Clinical Coordination102
 Strategy 1: Referrals103
 Strategy 2: Coordinated Appointment Scheduling104
 Strategy 3: Clinical, Educational, and Nutritional Protocols ..105
 Strategy 4: Nutrition Education107
 Strategy 5: Cultural and Linguistic Appropriateness of Care ..109
 Strategy 6: Coordinated Screening and Enrollment
 and Case Management110
 Community-based Initiatives112
 Strategy 1: Outreach112
 Strategy 2: Special Initiatives114
 Strategy 3: Community Involvement117

We Want to Improve Coordination, But...121

Challenges to Coordination and
 Strategies for Overcoming Them121
 Understanding the Value of Coordination121
 Organizational Dynamics124
 Cross-program Challenges127
 Keys to Fostering Collaboration134

Chapter Six

**Assessing and Developing
 Your Own Coordination Strategies139**
 How Should I Use this Guide?140
 Coordination Assessment Guide140

Appendix A: The WIC Program and Primary Care Service Providers165
Appendix B: Forty-six Partner Agencies that Completed Interviews171
Appendix C: Reactor Panel Members181
Appendix D: State WIC Agencies185
Appendix E: Indian Health Service/Tribal Health System Nutrition Contacts ..195
Appendix F: State Primary Care Associations199

PROGRAM AREA INDEX

Policy and Administrative Coordination

Interorganizational Agreements	30, 74, 88, 89, 127
Collocation/Satellite Clinics	45, 90, 91, 123, 129, 141, 144
Patient Records and Information Sharing	31, 37, 46, 57, 67, 91, 92, 93, 132, 145
Joint Data Collection and Analysis	31, 42, 94, 132, 146, 147
Coordinated Service Planning	68, 95, 128, 148
Sharing of Staff and Other Resources	36, 42, 56, 62, 78, 95, 96, 97, 98, 130, 149
Staff Training and Development	22, 26, 37, 56, 57, 62, 78, 89, 93, 98, 99, 123, 125, 126, 145, 150
Quality Assurance	37, 52, 72, 100, 101, 102, 141, 151

Clinical Coordination

Referrals	32, 73, 88, 89, 91, 102, 103, 113, 125, 128, 129, 152, 153
Coordinated Appointment Scheduling	22, 32, 62, 102, 104, 152, 154
Clinical, Educational, and Nutritional Protocols	26, 37, 63, 69, 79, 105, 106, 128, 156
Nutrition Education	27, 88, 89, 95, 102, 107, 108, 109, 117, 127, 129, 132, 134, 148, 157
Cultural and Linguistic Appropriateness of Care	27, 32, 47, 57, 63, 69, 73, 74, 98, 109, 133, 158
Coordinated Screening and Enrollment and Case Management	26, 79, 110, 111, 155

Community-based Coordination

Outreach	23, 27, 33, 38, 43, 47, 53, 63, 69, 74, 79, 88, 96, 97, 104, 111, 112, 113, 114, 128, 131, 140, 148, 159
Special Initiatives	23, 27, 32, 43, 47, 48, 114, 115, 116
Community Involvement	117, 118, 160

SITE INDEX BY REGION

The site index provides a listing of each WIC program and health center mentioned in the handbook, as well as the page numbers where they appear. The sites are arranged by the 8 U.S. Department of Agriculture regions, which for the most part correspond with the 10 U.S. Department of Health and Human Services' (DHHS) regions. Within each region, sites are presented alphabetically by State and then alphabetically by the name of the WIC program. As many of the WIC programs are sponsored by health centers, the name of the WIC program is often the same as the health center's name.

Northeast Region (DHHS Region I and II)

Maine

WIC	Sacopee Valley Health Center	
Clinic	Sacopee Valley Health Center	.21-24, 86, 94, 123

New Hampshire

WIC	Ammonossuc Community Health Services, Inc.	
Clinic	Ammonossuc Community Health Services, Inc.	.87, 95, 99, 102, 112, 115

New Hampshire

WIC	Coos County Family Health Services, Inc. WIC Program	
Clinic	Coos County Family Health Services, Inc.	.87, 112, 117

New York

WIC	Open Door Family Medical Group	
Clinic	Open Door Family Medical Group	.87, 91, 97, 100, 110, 111, 112

Mid-Atlantic Region (DHHS Region III including New Jersey)

New Jersey

WIC	North Hudson Community Action Corporation WIC Program	
Clinic	North Hudson Community Action Corporation	.25-28, 87, 125, 129

Pennsylvania

WIC	Allegheny County Health Department WIC Program	
Clinic	Sto-Rox Neighborhood Health Center	.87, 99, 111, 117, 133

Pennsylvania

WIC	United Neighborhood Facilities Health Care Corporation	
Clinic	Community Health Net	.87, 88, 111, 126

Mid-Atlantic Region (DHHS Region III including New Jersey)

Virginia

WIC	Piedmont Health District WIC Program	
Clinic	Central Virginia Community Health Center87, 93, 99, 132

Washington, DC

WIC	Cardozo WIC Program	
Clinic	Unity Health Care, Inc.86, 93, 110, 112, 114, 116

Southeast Region (DHHS Region IV)

Alabama

WIC	Quality of Life Health Services, Inc.	
Clinic	Quality of Life Health Services, Inc.86, 90, 96, 99, 101, 110

Florida

WIC	Indian River County Health Department	
Clinic	Fellsmere Medical Center86, 115, 117, 118

Mississippi

WIC	Mississippi Band of Choctaw Indians WIC Program	
Clinic	Choctaw Health Center29-34, 86, 98, 110, 134

North Carolina

WIC	Henderson County WIC Program	
Clinic	Blue Ridge Health Center86, 122, 133

North Carolina

WIC	Twin County Rural Health Center WIC Program	
Clinic	Twin County Rural Health Center, Inc.86, 90, 97, 111, 115, 131

South Carolina

WIC	North Central Family Medical Center WIC Program	
Clinic	North Central Family Medical Center35-40, 87, 124

Tennessee

WIC	Claiborne County Health Department	
Clinic	Clear Fork Clinic87, 91, 131, 133

Midwest Region (DHHS Region V)

Indiana

WIC	Allen County WIC Program	
Clinic	Neighborhood Health Clinics, Inc.86, 89, 94, 128

Michigan

WIC	Health Delivery, Inc.	
Clinic	Bayside Health Center86, 91, 109, 113

Minnesota

WIC	Fond du Lac WIC Program	
Clinic	Fond du Lac Human Services41-44, 86, 94, 126

Wisconsin

WIC	Family Planning Health Services WIC Program	
Clinic	Bridge Community Health Clinic87, 88, 93, 103, 126, 129

Southwest Region (DHHS Region VI)

Louisiana

WIC	Bayou Comprehensive WIC Program	
Clinic	Bayou Comprehensive Health Center86, 96, 106, 107, 115, 116, 128

Louisiana

WIC	Outpatient Medical Center at Natchitoches WIC Program	
Clinic	Outpatient Medical Center at Natchitoches86, 100, 106, 113

New Mexico

WIC	First Choice Community Health Care WIC Program	
Clinic	First Choice Community Health Care87, 106, 113, 116

Oklahoma

WIC	Cherokee Nation WIC Program	
Clinic	W.W. Hastings Hospital87, 108, 114

Oklahoma

WIC	Chickasaw Nation	
Clinic	Carl Albert Indian Health Facility87, 100, 101, 108, 113

Texas

WIC	El Paso City-County Health Department	
Clinic	Centro San Vicenti87, 102, 103, 117, 124

Texas	
WIC	Hidalgo County WIC Program
Clinic	Hidalgo County Health Care Corporation45-49, 87, 92, 114

Mountain Plains Region (DHHS Regions VII and VIII)

Colorado

WIC	Valley-Wide Health Services, Inc. WIC Program
Clinic	Valley-Wide Health Services, Inc.61-65, 86, 92, 106

Iowa

WIC	Siouxland WIC Clinic
Clinic	Siouxland Community Health Center86, 101, 108, 110

Kansas

WIC	Shawnee County Health Agency
Clinic	Shawnee County Health Agency86, 112, 113

Missouri

WIC	Dunklin County Health Department
Clinic	Southeast Missouri Health Network86, 95, 104

Missouri

WIC	Family Care Health Centers
Clinic	Family Care Health Centers86, 116, 117

Missouri

WIC	Samuel U. Rodgers Community Health Center WIC Program
Clinic	Samuel U. Rodgers Community Health Center51-54, 86, 108, 126, 134

Nebraska

WIC	Panhandle Community and Migrant Health Center WIC Program
Clinic	Panhandle Community and Migrant Health Center55-59, 86, 128, 130

North Dakota

WIC	Fargo Family Health Care Center WIC Program
Clinic	Fargo Family Health Care Center86, 104, 123

North Dakota

WIC	Spirit Lake Tribe
Clinic	Fort Totten IHS Clinic86, 90

Western Region (DHHS Regions IX and X)

Arizona

WIC	Marana Health Center	
Clinic	Marana Health Center67-70, 86, 106

Arizona

WIC	Mariposa Community Health Center, Inc. WIC Program	
Clinic	Mariposa Community Health Center, Inc.86, 115, 116, 128

California

WIC	Central Valley Indian Health	
Clinic	Central Valley Indian Health Center, Inc.71-76, 86, 97

California

WIC	Community Medical Centers, Inc.	
Clinic	Community Medical Centers, Inc.86, 89, 96, 99, 102, 105, 114, 128

California

WIC	Sonoma County Indian Health Project, Inc.	
Clinic	Sonoma County Indian Health Project, Inc.86, 96, 103, 113, 116, 118

California

WIC	United Health Centers of the San Joaquin Valley, Inc.	
Clinic	United Health Centers of the San Joaquin Valley, Inc.86, 89, 92, 103, 107, 108, 109, 132

Idaho

WIC	Fort Hall Indian Health Center	
Clinic	Fort Hall Indian Health Center86, 93, 105

Oregon

WIC	Confederated Tribes of Warm Springs Indian Reservation	
Clinic	The I.H.S. Warm Springs Service Unit87, 94, 110, 118

Washington

WIC	Columbia Basin Health Association	
Clinic	Columbia Basin Health Association87, 106, 112, 114, 126

Washington

WIC	Yakima Valley Farm Workers Clinic	
Clinic	Yakima Valley Farm Workers Clinic77-81, 87

ICON KEY

Model Site



This indicates that the site you're reading about is one of 12 models of coordination featured at length in Chapter Three.

Health Centers and Services



This indicates that the site is a federally funded community health center that provides primary health care services in medically under-served areas.



This indicates that the site is a federally funded community health center that is focused on serving the primary health care needs of migrant farm workers and their families.



This indicates that the site is funded through the Federal Indian Health Service. Some of these sites are tribally operated and are referred to as “tribal health systems.”



This indicates that the site is a WIC local agency, a WIC program operated by an Indian Tribal Organization (ITO), or a site that coordinates services with an area WIC program. WIC is the federally funded Special Supplemental Nutrition Program for Women, Infants, and Children.

Coordination Efforts



This indicates coordination efforts between health centers and WIC programs that take place at the policy and administrative level (like jointly funding staff or staff training).



This indicates coordination activities between health centers and WIC programs that take place at the community outreach level (like marketing or the use of volunteers).



This indicates coordination initiatives between health centers and WIC programs that take place at the clinical level (such as coordinated appointment scheduling or common protocols).

Site Settings



This indicates that the site serves a population living mostly or entirely in a rural area.



This indicates that the site serves populations living in a combination of rural and urban settings.



This indicates that the site serves a population living in or near a major metropolitan area.

Acronyms Used in the Handbook

AI/AN	American Indians/Alaskan Natives	MCH	Maternal and Child Health
BPHC	Bureau of Primary Health Care	MHC	Migrant Health Center
CAP	Community Action Program	MOA	Memorandum of Agreement
CHC	Community Health Center	MOU	Memorandum of Understanding
C/MHC	Community and Migrant Health Center	NAWD	National Association of WIC Directors
EPSDT	Early Periodic Screening Diagnosis and Treatment	OSHA	Occupational Safety and Health Administration
FNS	Food and Nutrition Service	RD	Registered Dietitian
FQHC	Federally Qualified Health Center	RFP	Request for Proposals
FTE	Full-Time Equivalent	STD	Sexually Transmitted Disease
HRSA	Health Resources and Services Administration	THS	Tribal Health Systems
HIV	Human Immunodeficiency Virus	USDA	U.S. Department of Agriculture
IHS	Indian Health Service	WIC	Special Supplemental Nutrition Program for Women, Infants, and Children
ITO	Indian Tribal Organization		