

III. PROGRAM PLANNING AND RESOURCES SECTION
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300 Integrated Work Plan

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300.1 Background

The Integrated Work Plan (IWP) is one of the most important documents for the contractors/grantees and provides the blue print for coordinating interventions and activities among appropriate State Implementing Agencies (SIAs) and grantee/contractor. The IWP document fulfills the requirements for Deliverable 1 in the grant/contract. It describes the target audience, as well as the goals, objectives, and specific activities the grantee/contractor will work towards over the grant/contract period. The IWP also provides the framework for interventions (e.g. Policy, System, and Environmental Change Goals) and evaluation.

The IWP focuses on conducting interventions/activities that reach Supplemental Nutrition Assistance Program Education (SNAP-Ed) eligible Californians and further the NEOPB goals of improving the dietary habits of participants, as well as promoting physical activity, federal nutrition assistance programs, and obesity prevention.

Recognizing that California SNAP-Ed eligible recipients/participants live in a dynamic physical, social, and cultural environment that in turn influences individual behavior, the NEOPB has adopted the Social Ecological Model (SEM) as its theoretical framework (Section 300.4 below provides additional information). In order to sustain healthy dietary behaviors, the individual's and community environment must support healthy behaviors. This means that not only must the individual know what constitutes a healthy diet and have the individual skills to make healthy dietary choices, but they must also have access to healthy food, have neighborhoods that are conducive to engaging in regular physical activity and policies that enable and empower individuals to shape their communities in ways that foster healthy eating and physical activity.

As a result, when developing the IWP, factors at many levels which influence and support healthy dietary changes should be considered. In addition to providing nutrition education to individuals or groups, the IWP should utilize social marketing tools to influence multiple spheres of the SEM. These activities might include one or more of the following approaches:

1. Individual or group-based direct nutrition education, health promotion, and intervention strategies;
2. Comprehensive, multi-level interventions at multiple complementary organizational and institutional levels; and
3. Community and public health approaches to improve nutrition

The details of each approach are listed below.

1. Approach One - activities, direct education, must be combined with interventions and strategies from Approaches Two and/or Three. The direct nutrition education interventions implemented should incorporate features that have shown to be effective such as:
 - Behaviorally-focused messages;
 - Motivators and reinforcements that are personally relevant to the target audience;
 - Multiple channels of communication to convey messages;
 - Approaches that provide for active personal engagement; and
 - Intensity and duration that provide the opportunity for multiple exposures to the message.

Examples of Approach One allowable activities are:

- Conducting nutrition education on all *Dietary Guidelines for Americans* messages including for example: foods to increase such as vegetables and fruits; nutrients to increase by consuming foods with more potassium, dietary fiber, calcium, etc.; and recommending limitations on foods and food components to reduce such as sodium, solid fats, and foods and beverages with added sugar.
 - Conducting individual or group educational sessions on calorie balance and weight management based on the *Dietary Guidelines for Americans*. These sessions could include measuring height and weight or using self-reported heights and weight to determine body mass index (BMI).
 - Integrating nutrition education into ongoing physical activity group interventions.
 - Implementing classes to build basic skills such as cooking or appetite management.
 - Sponsoring multi-component communications activities to reinforce education, such as interactive Web sites, social media, visual cues, and reminders such as text
2. Approach Two - Comprehensive, multi-level interventions at multiple complementary organizational and institutional levels. Approach Two may address several or all elements or levels of the SEM and may target the individual, the interpersonal (family, friends, etc.), organizational (workplace, school, etc.), community (food retailers, food deserts, etc.), and public policy or societal (local laws, social norms, etc.). Key to multi-level interventions is that they reach the target audience at more than one level of the SEM and that the interventions mutually reinforce each other. Multilevel interventions generally are thought of as having three or more levels of influence.

Examples of efforts from Approach Two in conjunction with Approach One could include:

- Developing and implementing nutrition and physical activity policies at organizations with high proportions of people eligible for SNAP-Ed.
- Collaborating with schools and other organizations to improve the school nutrition environment including supporting and providing nutrition education classes and serving on school wellness committees.
- Coordinating with outside groups to strategize how healthier foods may be offered at sites such as emergency food sites frequented by the target audience.
- Establishing community food gardens in low-income areas such as public housing sites, eligible schools, and qualifying community sites.
- Providing consultation, technical assistance and training to SNAP-authorized retailers in supermarkets, grocery stores, a local corner or country store to provide evidence-based, multi-component interventions.

- Working to bring farmers markets to low-income areas such as advising an existing market on the process for obtaining Electronic Benefits Transfer (EBT) machines to accept SNAP benefits;
 - Coordinating with WIC to promote and support breastfeeding activities.
3. Approach Three - Community and public health approaches to improve nutrition Community and public health approaches are efforts that affect a large segment of the population rather than targeting the individual or a small group.

Approach Three activities to consider where SNAP-Ed could assist include:

- Working with local governments in developing policies for eliminating food deserts in low-income areas.
- Collaborating with community groups and other organizations such as Food or Nutrition Policy Councils to improve food, nutrition, and physical activity environments to facilitate the adoption of healthier eating and physical activity behaviors among the low-income population.
- Serving on other relevant nutrition and/or physical activity-related State and local advisory panels such as school wellness committees and State Nutrition Action Coalitions (SNACs).
- Delivering technical assistance to a local corner or country store to create a designated healthy checkout lane.
- Facilitating the reporting of statewide surveillance and survey data on nutrition indicators among the SNAP-eligible population.
- Providing obesity prevention interventions at settings such as schools, child care sites, community centers, places of worship, community gardens, farmers markets, food retail venues, or other settings with a low-income population of 50 percent or greater.
- Conducting social marketing programs targeted to SNAP-Ed eligible populations about the benefits of physical activity.
- Providing low-income individuals with nutrition information such as shopping tips and recipes in collaboration with other community groups who provide access to grocery stores through “supermarket shuttles” to retailers that have healthier options and lower prices than corner stores.
- Conducting health promotion efforts such as promoting use of a walking trail or selection of healthy foods from vending machines.
- Helping local workplaces establish policies for healthy food environments.
- Partnering with non-profits hospitals to coordinate their Internal Revenue Service (IRS)-mandated community benefits program with SNAP-Ed ([http://www.irs.gov/Charities-%26-Non-Profits/Charitable-Organizations/New-Requirements-for-501\(c\)\(3\)-Hospitals-Under-the-Affordable-Care-Act](http://www.irs.gov/Charities-%26-Non-Profits/Charitable-Organizations/New-Requirements-for-501(c)(3)-Hospitals-Under-the-Affordable-Care-Act)).

Copies (Word or Excel format) of the IWP Template and instructions are provided on the NEOPB web site.

300.2 Integrated Work Plan Changes

Place holder until CDSS has a procedure for us to follow.

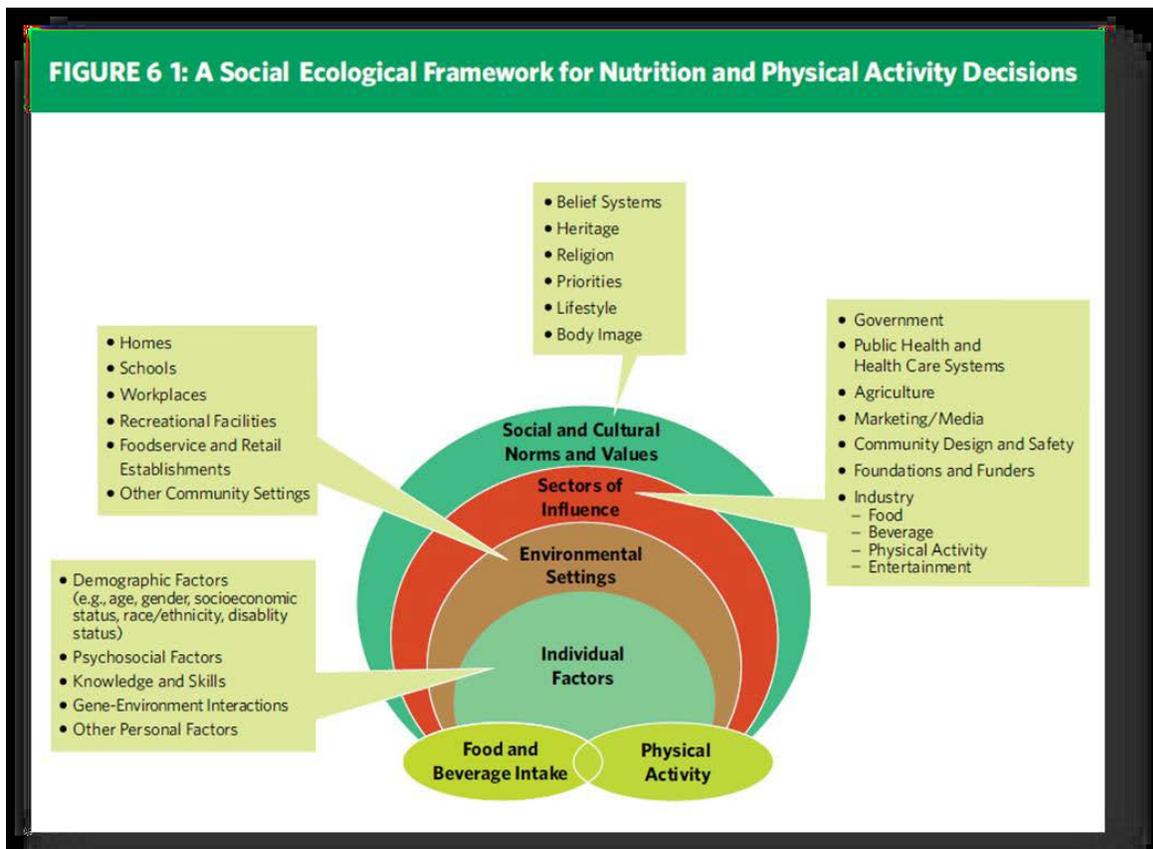
300.3 Collaboration and Partnering Guidelines

Effectiveness of community change goals can be greatly enhanced through collaboration and partnership with others interested in promoting health and nutrition in the SNAP-Ed eligible populations. Such collaboration and partnership can result in delivery of more uniform messages targeting key community change goals and can facilitate use of

multiple channels for communicating those messages to the public. Collaboration with funded and unfunded partners through a Community Nutrition Action Plan (CNAP) is encouraged.

300.4 Social Ecological Model (SEM)

The NEOPB uses the SEM as its theoretical foundation (see SNAP-Ed Guidance 2016, p12). The Social-Ecological Model (SEM) is believed by many public health experts to illustrate how all sectors of society, including individuals and families, educators, communities and organizations, health professionals, small and large businesses, and policymakers combine resources and ideas to shape an individual's food and physical activity choices, and ultimately one's calorie balance and chronic disease risk.



300.5 Social Marketing Tools

When developing a IWP, consider how social marketing tools may be used in SNAP-Ed allowable activities. It is appropriate to apply different social marketing tools at the different levels of SEM. For specific questions relating to the application of the NEOPB's social marketing tools, contractors/grantees are encouraged to contact their PO.

300.6 Curriculum/lesson plans

Only evidence based curriculum and lessons may be used to provide direct education. The listing of approved curriculum/lessons can be located on the NEOPB web page under the Integrated Curriculum List. Lesson Plans/ curriculum need to be presented as written.

300.7 Integrated Work Plan (IWP) Evaluation

The IWP's Objectives/Activities require evaluation of interventions. See Section 500 for details regarding types of evaluation.