

Hiking the Mountain: One Step at a Time

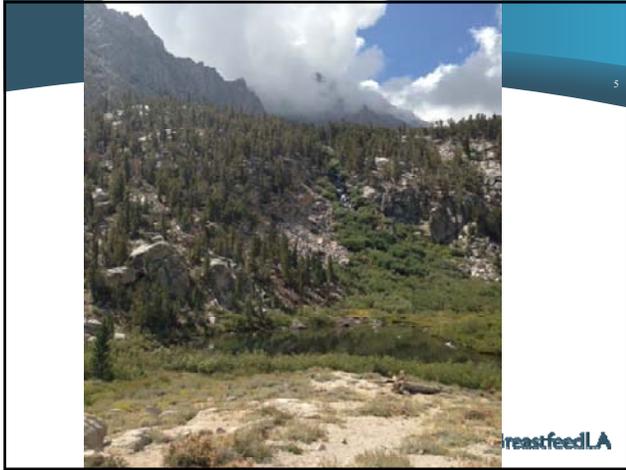
The Path to Baby-Friendly
Karen Peters, MBA, RD, IBCLC
August 2013



Karen Peters Disclosures

- No financial disclosures
- Represents BreastfeedLA
- Does NOT represent
 - Baby-Friendly USA
 - The Joint Commission







Ten Steps to Successful Breastfeeding

1. Policy
2. Staff Education
3. Prenatal Education
4. Skin-to-skin
5. Hand expression
6. Exclusive breast milk
7. Rooming in
8. Cue based feeding
9. No artificial nipples/pacifiers
10. Follow up care



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*Colorado Can Do 5!



Los Angeles County

57 birthing hospitals



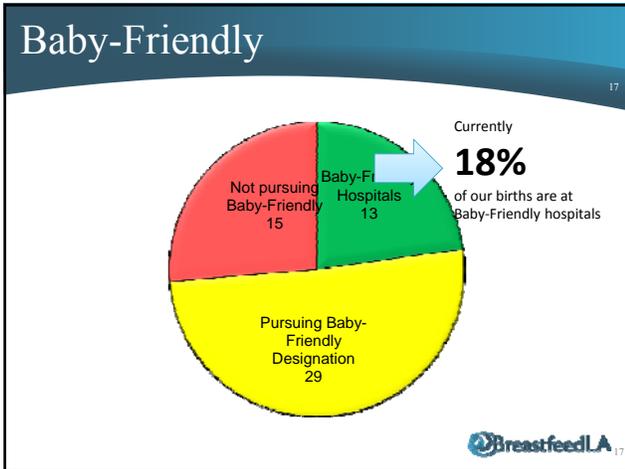
Approx. 130,000 births in 2011



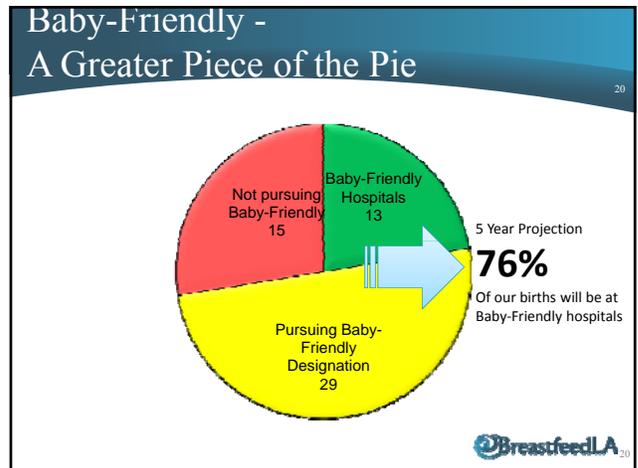
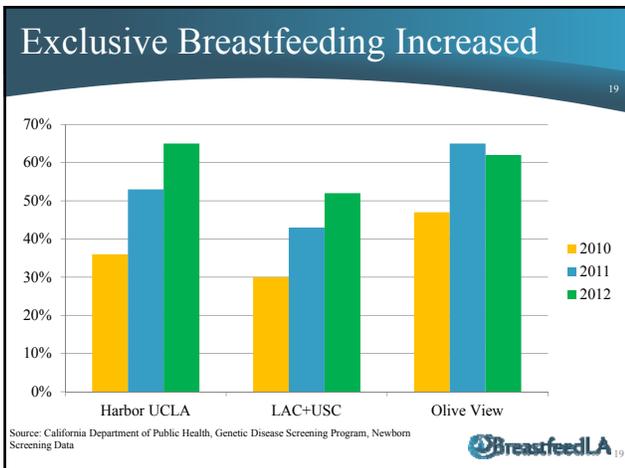
Baby-Friendly: Continuous Quality Improvement

- Evaluate current practices
- Adopt new policies and practices
- Monitor improvements over time



- ### LA Baby-Friendly Hospitals
- Glendale Memorial Hospital and Health Center
 - Harbor UCLA Medical Center
 - Henry Mayo Newhall Memorial Hospital
 - Kaiser Permanente Medical Center, Baldwin Park
 - Kaiser Permanente Medical Center, Downey
 - Kaiser Permanente Medical Center, Los Angeles
 - Kaiser Permanente Medical Center, South Bay
 - Kaiser Permanente Medical Center, Panorama City
 - Kaiser Permanente Medical Center, West Los Angeles
 - Kaiser Permanente Medical Center, Woodland Hills
 - LAC+USC Medical Center
 - Providence Holy Cross Medical Center
 - Valley Care Olive View- UCLA Medical Center
- BreastfeedLA 18

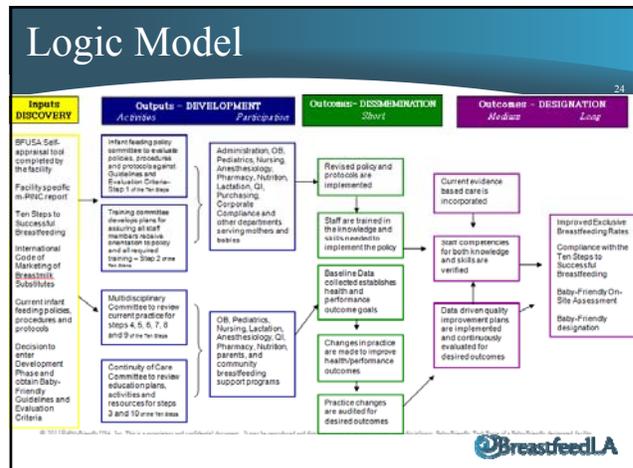
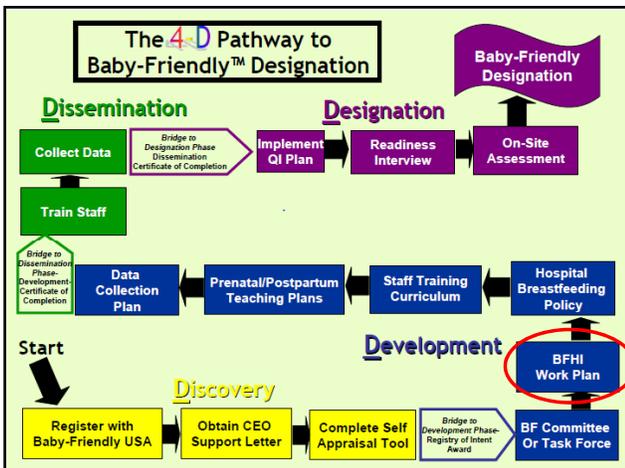
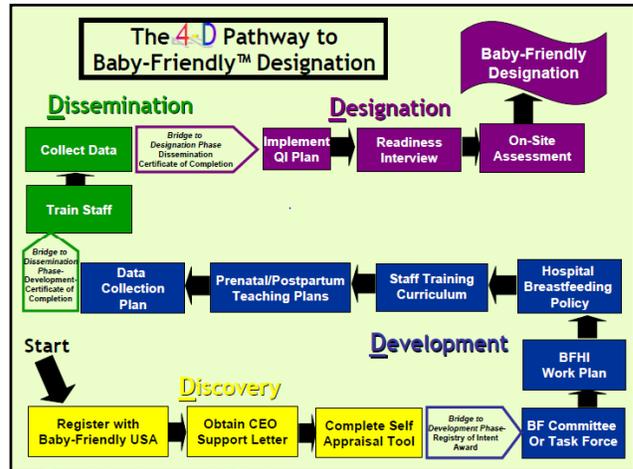


Impact of Baby-Friendly Hospital Policies

- Higher breastfeeding rates
- *Even among populations that do not traditionally breastfeed*



Merewood, *Pediatrics*, 2005

Multi-disciplinary Committee

25

<p>Essential</p> <ul style="list-style-type: none"> • Administration • Nursing <ul style="list-style-type: none"> – L&D – Mother/Baby • Physicians • Quality Improvement • Purchasing • Lactation 	<p>As needed</p> <ul style="list-style-type: none"> • IT • Nutrition • Pharmacy • OT • Clinics • Marketing • Social Work • Others?
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Sub-Committees

26

- Policy
- Education
- Practices
- Community
- Purchasing



Sub-Committees

27

<ul style="list-style-type: none"> • Policy • Education • Practices • Community • Purchasing 	<p>Step 1</p> <p>Step 2</p> <p>Steps 4 - 9</p> <p>Steps 3 & 10</p> <p>WHO Code</p>
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How to Run Your Committee

28

Baby-Friendly USA, Inc.
Baby-Friendly Hospital Initiative (BFHI)
DEV_2_Task Force and Meeting Planner




Meeting Frequency

- Monthly – whole team
- Weekly - subcommittees



29

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Prioritize Practice Changes

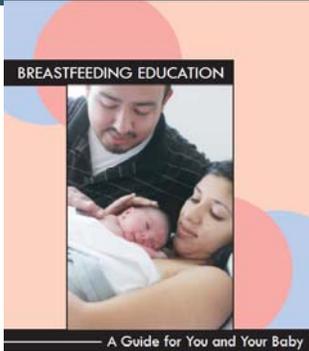
- Step 3

30

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Prioritize Practice Changes

- Step 3
 - Prenatal Education



31

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Prioritize Practice Changes

- Step 4

32

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Bundle Practice Changes

33

- Step 4
 - Skin to skin
 - Breastfeed with in first hour
- Step 7
 - Rooming in



Next Steps

34

- Step 6
- Step 9



Next Steps

35

- Step 6
 - Exclusive breastfeeding
- Step 9
 - Alternative feeding devices
- Supplementation



Clinical Competencies

36

- Step 5
- Step 8



Clinical competencies

37

- Step 5
 - Show mothers how to breastfeed
 - Hand expression
 - Support lactation during separation
- Step 8
 - Feeding on demand
 - Teach feeding cues



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Purchasing Formula

38



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Fair Market Value

39




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Purchasing formula

40

- Development
 - Calculate fair market value
 - Begin contract negotiations
- Dissemination
 - Choose timeline
- Designation
 - Three months of receipts are required

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Keeping Score

41

Scorecard

	A	B	C	D	E	F
Phase 1						
Phase 2						
Phase 3						
Phase 4						
Phase 5						
Phase 6						
Phase 7						
Phase 8						
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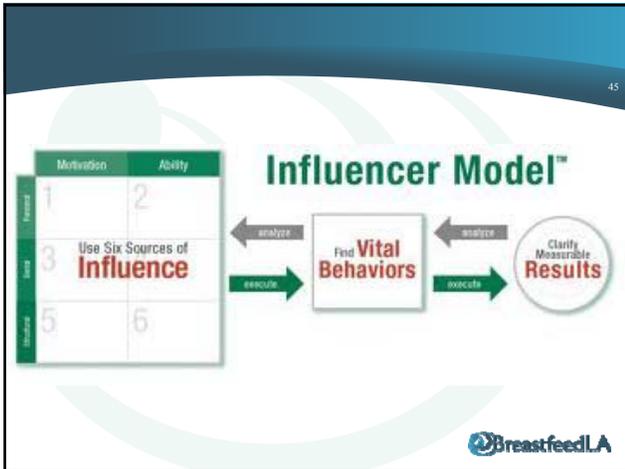
42

Change Vital Behaviors

- <http://www.youtube.com/watch?v=o-N5TtyToE>

43

44



Six Sources of Influence

	Motivation	Ability
Personal	1 Make the Undesirable Desirable	2 Over Invest in Skill Building
Social	3 Harness Peer Pressure	4 Find Strength in Numbers
Structural	5 Design Rewards and Demand Accountability	6 Change the Environment



- Why Teach Hand Expression?**
- To provide supplementation with own mother's milk
 - Softens areola for easier latch
 - Assists with milk transfer
 - instruct mother to hand express directly into the baby's mouth
 - The skin to skin contact of hand expression provides stimulation for milk production and letdown
 - Reinforces to mother that every drop is valuable.
- Mannel, *Core Curriculum for Lactation Consultant Practice*, 2007

How to Do Hand Expression

49

DVD:
Breastfeeding Management, Teaching Tools for
Physicians and Other Professionals
Jane Morton, MD



Harness Peer Pressure

50

- Identify influential leaders/preceptors
 - Watch one
 - Do one
 - Teach one
- Shift reports
- Rounding



Strength in Numbers

51

- Buddy system
- Super users




Hand Expression Environment

52

- Policy
 - Prenatal education
 - Postpartum
- Ensure privacy
- Use breast models
- Post hand expression rates
 - Celebrate success!



Hand Expression Accountability

- Demand accountability after implementing intrinsic and social motivators
 - Competencies
 - Audit the mothers

	Motivation
Structural	5 Design Rewards and Demand Accountability



Leverage Many Sources

Six Sources of Influence

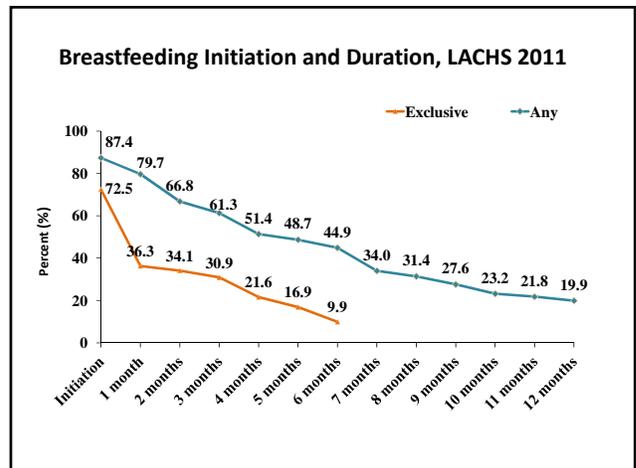
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- 4 or more sources
- Yields 10 times the success

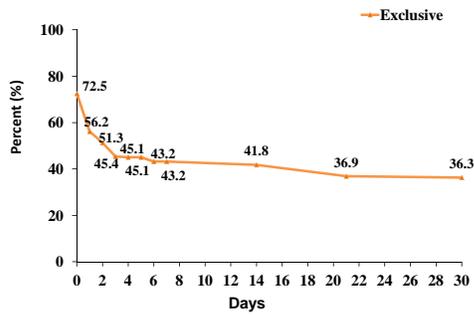


Hospital Practices: Can They Impact Breastfeeding?

Karen Peters
August 2013

Breastfeeding Initiation and Duration, LACHS 2011

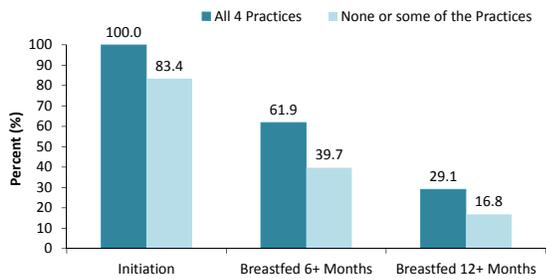


Hospital Practices

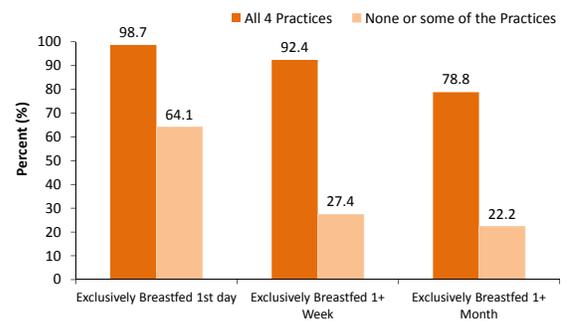
- Breastfeed in 1st hour
- Only fed breast milk
- Rooming-in
- Given phone number for help



Hospital Practices & Any Breastfeeding, LACHS 2011



Hospital Practices & Exclusive Breastfeeding, LACHS 2011



Hospital Practices Impact Breastfeeding

61

- Increased initiation
- Longer any breastfeeding duration
- Longer exclusive breastfeeding duration



Breastfeeding levels the playing field

62

*Breastfeeding is a natural "**safety net**" against the worst effects of poverty ...it is almost as if breastfeeding takes the infant **out of poverty** for those first few months in order to give the child a **fairer start in life** and compensate for the injustice of the world into which it was born.*

James P. Grant
Former Executive Director UNICEF

