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Implementing the Business Case for Breastfeeding across a multi-city region: One approach to a health reform mandate and beyond

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Presenter Disclosures

Elisabeth Wallace, MPH


The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

No relationships to disclose




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About CINCH




- The Consortium for Infant and Child Health (CINCH) is a child health coalition with 200+ members serving Hampton Roads, VA, and housed at Eastern Virginia Medical School (EVMS).
- Mission:** Engaging the community to improve children's health in Hampton Roads
- Focus:** Policy, Systems, Environmental Change



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Learning Objectives


- Identify four components of a comprehensive worksite lactation support program.
- Identify three approaches to employers regarding establishing a lactation support program for employees.
- List at least three factors employers must consider in establishing a lactation support program for employees.
- Describe at least two program evaluation methods used to follow progress and determine effectiveness of this program.



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Business Case for Breastfeeding Project


- September 2010 through October 2011
- Primary Goal:** Implement worksite lactation support programs with at least 10 employers in South Hampton Roads, Virginia
- Evaluate sustainability of changes
- Coalition building for breastfeeding promotion
- Community Dialogues on breastfeeding & working



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Funding Support


- Virginia Department of Health's CHAMPION Program (Commonwealth's Healthy Approach and Mobilization Plan for Inactivity, Obesity and Nutrition)
- American Recovery & Reinvestment Act (ARRA) *Communities Putting Prevention to Work*



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Why worksite lactation support?

- Impact of breastfeeding on infant health
- Impact of working on mother's decision to breastfeed
- Affordable Care Act of 2010 emphasis on prevention



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Health Reform Law

SEC. 4207. REASONABLE BREAK TIME FOR NURSING MOTHERS

Section 7 of the Fair Labor Standards Act of 1938 (29 U.S.C. 207) is amended by adding at the end the following:

- (1) An employer shall provide—
 - '(A) a **REASONABLE BREAK TIME** for an employee to express breast milk for her nursing child for 1 year after the child's birth each time such employee has need to express the milk; and
 - '(B) a **PLACE, OTHER THAN A BATHROOM, that is SHIELDED FROM VIEW AND FREE FROM INTRUSION** from coworkers and the public, which may be used by an employee to express breast milk.

From: Patient Protection and Affordable Care Act, 2010, http://docs.house.gov/rules/hr4872/111_hr3590_engrossed.pdf



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Health Reform Law

SEC. 4207. REASONABLE BREAK TIME FOR NURSING MOTHERS

Section 7 of the Fair Labor Standards Act of 1938 (29 U.S.C. 207) is amended by adding at the end the following:

- "(2) An **EMPLOYER SHALL NOT BE REQUIRED TO COMPENSATE** an employee receiving reasonable break time for any work time spent for such purpose.
- "(3) An employer that employs less than 50 employees shall not be subject to the requirements of this subsection, if such requirements would impose an **UNDUE HARDSHIP**....
- "(4) Nothing in this subsection shall preempt a **STATE LAW THAT PROVIDES GREATER PROTECTIONS** to employees....

From: Patient Protection and Affordable Care Act, 2010, http://docs.house.gov/rules/hr4872/111_hr3590_engrossed.pdf



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Business Case for Breastfeeding Toolkit

- DHHS - HRSA (2008)
- Resources for:
 - Employers
 - Advocates
 - Breastfeeding Employees



www.womenshealth.gov/breastfeeding/government-programs/business-case-for-breastfeeding/



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Worksite Lactation Support Program Components


- Private Space
- Flexible Breaks
- Education
- Support



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Outreach Approaches


1. Target mid-size to large employers of women of childbearing age
2. Recruit participation of 'partner' organizations first
3. Direct contact by phone, email, in person
4. Healthcare Reform seminars, Workplace Wellness conference



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Implementation Approaches


5. In-person consultation and site visit at workplace to introduce BC4BF toolkit & Project
6. Lactation Assessment Form
7. Free technical assistance
8. Eligibility criteria for limited-time Incentives



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Eligibility Criteria for Incentives

1. Lactation Program Assessment
2. Lactation Support Policy
3. Designated Lactation Area
4. Procedures
5. Company-wide Promotion
6. Employer Spotlight



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The “Sell” - Benefits to Business


- Compliance with FLSA
- Wellness Initiative
 - increased productivity
 - decreased absenteeism
 - improved staff morale
 - cost savings
- Competitive Employee Benefit
- Community Role Model



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Human Resources Considerations


- Accommodating flexible breaks and addressing ‘extra’ time needed in policies
- Identifying private spaces & access options
- Options for room furnishings and equipment maintenance
- Promoting the Lactation Support Program with new and existing employees
- Long-term sustainability



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Challenges


- Competing demands – low priority
- Contentment with status quo
- Eligibility Criteria too demanding?
- Brief project timeframe
- Identifying an effective champion



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Successes

- 17 businesses were at least minimally engaged
- 16 participated in face-to-face consultations
- 15 completed baseline Lactation Assessment Form
- 14 made implementation progress during project timeframe
- 13 affected by 8 drafted/adopted policies
- 14 created/upgraded 17 lactation rooms



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The Businesses/Employers

Lactation Program Assessment Descriptive Results

Business Description Items	Count	Percent
Type of Business or Organization		
Health	12	80%
Education	4	27%
Government	3	20%
Recreation/Fitness	1	7%
Other	3	20%
Role of Respondent		
Human Resources Manager or Staff	7	47%
Program Manager	3	20%
Occupational Health Manager or Clinician	2	13%
Other	3	20%

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The Businesses/Employers

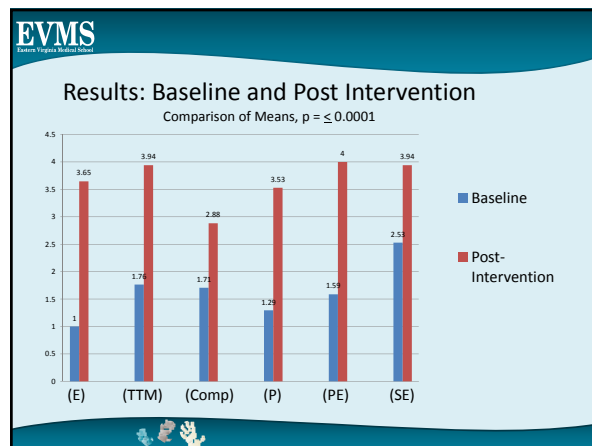
Lactation Program Assessment Descriptive Results

Business Size	n = 15	%
Small (1-99 employees)	3	20%
Mid-sized (100-499 employees)	4	27%
Large (500 or more employees)	8	53%
Estimated Potential Impact		
Female Employees, age 16-44	>4,619	15 to 842
Male Employees age 16-44	1,353	3 to 233
New Babies - Annual Estimate	213	1 to 50

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- ### Evaluation Measures
1. Level of Engagement with Project
 2. Stage of Change – TransTheoretical Model of Behavior Change adapted for organizations,
 3. Comprehensiveness of Lactation Support Program Components
 4. Level of Policy Development
 5. Changes in Physical Environment
 6. Changes in Social Environment

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- ### BC4BF Evaluation Ratings
- **Engagement (E) of businesses/employers with BC4BF Project** Minimal Engagement = 1; Engagement = 2; Moderate Engagement = 3; High Engagement = 4
 - **Stage of Organizational Change (TTM)** Pre-contemplation = 1; Contemplation = 2; Preparation = 3; Action = 4; Maintenance = 5
 - **Implementation/Level of Comprehensiveness of Lactation Support Program (Comp)** Unsatisfactory: No Lactation Support = 1; Satisfactory: Basic Model (2 required items) = 2; Superior: Basic Model plus (3 or more items) = 3

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- ### BC4BF Evaluation Ratings
- **Policy (P): CHANGE Rating** Not Identified as a problem = 1; Problem identification gaining agenda status = 2; Policy formulation and adoption = 3; Written policy and implementation = 4; Policy evaluation and enforcement = 5
 - **Physical Environment (PE): CHANGE Rating** No elements in place = 1; Few elements in place = 2; Some elements in place = 3; Most elements in place = 4; All elements in place = 5
 - **Social Environment (SE): CHANGE Rating** No support or negative support in place = 1; Neutral or some support emerging = 2; Positive support, some encouragement for using BF facilities = 3; Active support, absence of criticism = 4; Enthusiastic support communicated = 5




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Results: Policy Example

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HUMAN RESOURCES

3.20 REST PERIODS, MEAL PERIODS AND BREAKS FOR NURSING MOTHERS




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Results: Policy Example

C. Break Time for Nursing Mothers.


1. In accordance with the Fair Labor Standards Act (FLSA), EVMS provides employees who have need to express breast milk with the following:
 - a. Two 15 minute paid breaks for every four hours of working time, which would replace any other paid break time normally granted during the employee's shift. For those employees scheduled to work a shift in excess of 8 hours, one additional paid 15 minute break may be provided;
 - b. Any additional unpaid breaks as needed to express breast milk (employees must clock out when using unpaid time); and



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Results: Policy Example

- c. A private location, other than a bathroom, to express breast milk upon written request to Human Resources. Please contact Human Resources for the location of your Department's lactation space or more information.
2. Employees intending to express breast milk at work must notify their immediate supervisor, each shift, and schedule breaks to express milk to best accommodate the employee and the Department workflow.
3. Breaks for nursing mothers will be provided for up to one year after the birth of a child.
4. Expressed breast milk must be stored in personal coolers.



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Lactation Rooms and Signage:
Educational Institution Setting




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Lactation Rooms and Signage:
Educational Institution Setting

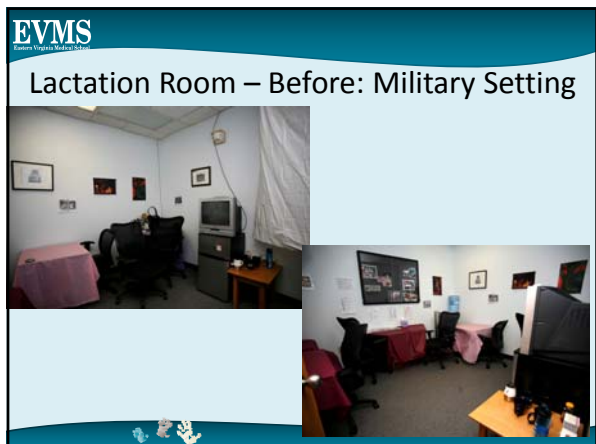



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Lactation Room: Hospital Setting

Before After



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Implications for Implementing Health Reform

- Implementation support useful for large and small employers
- Interest from an external catalyst can accelerate internal compliance & advance comprehensiveness of LSP
- Employers gain LSP expertise quickly with BC4BF Toolkit resources
- Importance of flexibility and adaptation as no two situations are identical, even within a large parent organization (e.g. hospital system)
- Emphasize WIN-WIN-WIN: Healthier babies, employees, business bottom line

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Next Steps

- Seek financial support to continue promotion, coordination and technical assistance
- Outreach to more businesses
- Expand coalition component
- Expand support for parents
- Promote breastfeeding-friendly community
- Monitor health impacts
- Publicity

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- Employer Champions
- Professional groups and coalitions
- Other Volunteers & Staff support

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Breastfeeding Friendly Workplace

- Baby's Lunch Room
- Serenity Room
- Nursing Nook
- Infant Refueling Station (IRS)
- Staff Lactation Room

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