“Elevating and Sustaining the Breast Feeding Culture in Your Hospital

St. Joseph’s Hospital Health Center
February 3, 2014
Gael Gilbert, RN
Director, MCH Services
St. Joseph’s was designated as a Baby Friendly Hospital in March 2009.

We are in the re-designation process that will conclude in December 2014.
Thank you to the Baby Friendly Committee for their efforts.

A special thank you to the Baby Friendly “Brain Trust”.

Diane Gould, RN
Beth Lipke, CNS
Heather Waldau, CNS
Objectives for this presentation:

1. How does change theory and culture impact breast feeding
2. Process and tools for planning, implementation and evaluation.
3. How to facilitate this process.
4. Lessons learned from our journey.
What is Culture?

1. The beliefs, customs, art, etc. of a particular society, group, place or time.
2. A way of thinking, behaving or working that exists in a place or organization.

Meriman-Webster Dictionary, 2013
What constitutes a breast feeding culture?

1. What are your feeding practices and policies?
2. What do you educate your patients about?
3. What expectations do your staff have of patients?
4. What expectations do your patients have about feeding their infants?
5. Do you practice what you preach?
1. People react differently to change.
2. Everyone has fundamental needs that have to be met.
3. Change often involves a loss with staff going through a loss curve.
4. Expectations need to be managed realistically.
5. Fears have to be dealt with.
Planning for Change

1. Identify your team
   a. Interdisciplinary
   b. Staff with passion

2. Preparation for the plan
   a. GAP analysis
      * What’s your current state compared to ______________
      * Staff knowledge/attitudes/support
      * Baseline data
   b. Research the literature and best practice
   c. Network with other hospitals
Planning for change

3. Develop your plan
   a. Concrete
   b. Timeline
   c. Outcomes
   d. Budget

   Keep key players and decision makers in the loop.

4. Implement your plan
   a. Evaluate
   b. Small tests of change
   c. Celebrate your victories
   d. Learn from what didn’t go well
   e. Educate
   f. Communicate
Where were we in 2005?

1. Implemented Mother Baby nursing on postpartum in 1997.
2. Had a “low tech” Birth Place”.
3. Developed a lactation service including a support center.
4. Education for staff included annual competency and orientation for new staff.
5. Implemented Employee Pumping Room.
6. Discharge phone calls

We were ready to take this to the next level. But were we ready?
1. Used Baby Friendly self appraisal tool (10 Steps)

2. Results:
   a. Inconsistencies in practice between disciplines and service area
   b. Baseline outcomes:
      * 58% of infants were supplemented
      * 50% of infants put to breast in one hour
      * 70% of moms were breastfeeding at discharge.
      * 10% of babies were skin to skin within one hour.
We had work to do!

Guiding Principles:

Patients would be provided consistent support and information no matter where they were in the system.

SJHHC would establish a system wide breast feeding culture.

Baby Friendly 10 Steps would be use to guide us.
1. Formed Baby Friendly Initiative Steering Committee and Subgroups.
2. Kick off open house
   a. Recruited new committee members
   b. Got the word out
3. Reviewed and updated all policies
4. Educational aids for patients and staff
5. Added breastfeeding to all teaching guides
6. Thermoregulation policy changes
7. Developed educational requirements for all team members that included both didactic and clinical
8. Began purchasing own formula leading to changes in discharge packs (Sleep sacks!!!!)
9. Renovated post partum area to all private rooms
1. Breastfeeding is hardwired into our culture
2. Outcomes for the last quarter of 2013:
   * Exclusive breastfeeding rate - 83%
   * Rooming In-100%
   * Skin to Skin -100%
Future Objectives

1. Incorporate breastfeeding documentation into our new HER.
2. Streamline the audit process.
3. Receive re-designation in 2014
Lessons We’ve Learned

1. Is a process not a destination
2. Need to focus to sustain
3. Is worth all the time and effort
4. Manage the data!
1. Know your own practice
2. Model behaviors and mentor staff
3. Help with the roadblocks
4. Keep the process on track
Questions?

Gael Gilbert, RN

gael.gilbert@sjhsyr.org

(315) 445-6820