

Ten Steps Forward

Creating Baby-Friendly Communities in Illinois



Strategies for Successful Collaboration between Hospitals and Local Health Departments

We Choose Health Sites Engaged in the Baby-Friendly Hospital Initiative

Bond County Health Department

- Greenville Regional Hospital (Greenville, IL)

Champaign-Urbana Public Health District

- Presence Covenant Medical Center (Urbana, IL)
- Carle Foundation Hospital (Urbana, IL)

Clinton County Health Department

- St. Joseph's Hospital Breese (Breese, IL)

DeKalb County Health Department

- Kishwaukee Hospital (DeKalb, IL)
- Valley West Hospital (Sandwich, IL)

Jackson County Health Department

- Memorial Hospital of Carbondale (Carbondale, IL)

Lee County Health Department

- KSB Hospital (Dixon, IL)

Madison County Health Department

- Alton Memorial Hospital (Alton, IL)

Marion County Health Department

- St. Mary's Good Samaritan (Centralia, IL)

McLean County Health Department

- OSF St. Joseph Medical Center (Bloomington, IL)

Stephenson County Health Department

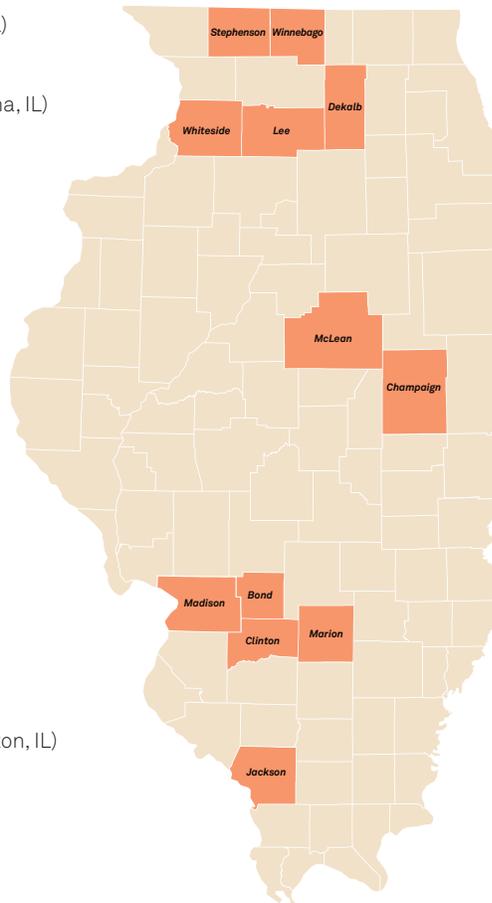
- FHN Memorial Hospital (Freeport, IL)

Whiteside County Health Department

- CGH Medical Center (Sterling, IL)

Winnebago County Health Department

- OSF Saint Anthony Medical Center (Rockford, IL)
- SwedishAmerican Health System (Rockford, IL)



The Ten Steps to Successful Breastfeeding

1. Have a written breastfeeding policy that is routinely communicated to all health care staff.
2. Train all health care staff in the skills necessary to implement this policy.
3. Inform all pregnant women about the benefits and management of breastfeeding.
4. Help mothers initiate breastfeeding within one hour of birth.
5. Show mothers how to breastfeed and how to maintain lactation, even if they are separated from their infants.
6. Give infants no food or drink other than breast-milk, unless medically indicated.
7. Practice rooming in - allow mothers and infants to remain together 24 hours a day.
8. Encourage breastfeeding on demand.
9. Give no pacifiers or artificial nipples to breastfeeding infants.
10. Foster the establishment of breastfeeding support groups and refer mothers to them on discharge from the hospital or birth center.

Source: *Baby-Friendly USA* (www.babyfriendlyusa.org)

Introduction



Attendees of the We Choose Health Train-the-Trainer workshop
East Peoria, Illinois

The goal of Illinois' We Choose Health Baby-Friendly Hospital project was to increase the number of Baby-Friendly hospitals in the state, and in doing so, foster partnerships between each hospital and its local health department. From September 2012 through September 2014, fifteen hospitals and twelve local health departments participated in the Baby-Friendly Hospital project, part of the Illinois Department of Public Health's We Choose Health Initiative, which was made possible through funding from the Centers for Disease Control and Prevention. The collaboration between the hospitals and their local health departments was an effort to create not only a Baby-Friendly hospital, but also to build a Baby-Friendly community that would better support breastfeeding families.

Early in the project, the Illinois Chapter, American Academy of Pediatrics, the technical assistance provider for the project, offered a week-long train-the-trainer workshop for hospital and local health department staff. Participants learned about the evidence that supports the Ten Steps to Successful Breastfeeding, the foundation for Baby-Friendly practices. Hospital participants who attended the workshop with their local health de-

partment staff also had the unique opportunity to work with one another to develop strategies and design staff training for implementing Baby-Friendly in both their hospitals and wider communities. This helped to lay the groundwork for relationships that continued long after the workshop officially concluded.

Collaboration between participating local health departments and the hospitals focused primarily on Steps Three and Ten of the Ten Steps to Successful Breastfeeding. These partnerships led to consistent prenatal education to prepare families for the birth experience at a Baby-Friendly hospital and the creation of referral systems that enabled breastfeeding families to access resources for breastfeeding support immediately after hospital discharge. Because mothers who are personally contacted and connected with sources of breastfeeding support have an increased likelihood of continuing to breastfeed in the early postnatal days and weeks,¹ the network created through these partnerships is invaluable.

A strong commitment from each hospital and local health department to work together to improve breastfeeding rates and support in their community was essential to the success of this project. Each partner had key team members who embraced the opportunity to change the culture of birth and breastfeeding in their community by implementing the Baby-Friendly Hospital Initiative and developing the strategies needed to make those changes. Highlights of their experiences are featured in this guide.

¹Renfrew, M J; McCormick, F M; Wade, A; Quinn, B; Dowswell, T. Support for healthy breastfeeding mothers with healthy term babies. *The Cochrane Library*. 2012;5. doi 10.1002/14651858.CD001141.pub4.

Demographics

- **Champaign County population:** 201,081 (2010 Census data)
- **WIC caseload:** 4,445 (as of September 2014)
- **Carle Foundation Hospital annual births:** 2,469 (2013)
- **Presence Covenant Medical Center annual births:** 830 (2013)

Baby-Friendly Project Leads to First Milk Bank Drop-off Depot in Downstate Illinois

The right person can transform a mission into a movement. That's what happened when an International Board Certified Lactation Consultant from the Champaign-Urbana Public Health District (CUPHD) embraced the opportunity to become the driving force for breastfeeding support in her community, encouraging Presence Covenant Medical Center and Carle Foundation Hospital to pursue Baby-Friendly designation. Pledging the support of CUPHD, she met with key people at the hospitals and shared breastfeeding resources with providers in order to inspire them as they entered the designation process.



As a result of her enthusiasm, collaboration between CUPHD and the hospitals gained momentum and their relationships strengthened, making possible ideas that breastfeeding advocates in Champaign County had long pursued but never achieved.

“The We Choose Health Baby-Friendly project has formed a framework for communication between our community agencies, the hospitals and the public we all serve. It has brought breastfeeding into the local health consciousness. This supportive collaboration raised awareness and turned our depot idea from food for thought into food for fragile babies.”

- Heather Ludwig, CUPHD

Presence Covenant was the first of the two hospitals to enter the Baby-Friendly pathway. Staff from CUPHD and the hospital attended the We Choose Health Train-the-Trainer workshop to learn more about Baby-Friendly and to develop a joint strategy for staff and community education. Staff at Presence Covenant also teamed with CUPHD to present a local screening of *Breastmilk: The Movie* and coordinated a “Miracle Milk Stroll” where families from the community walked together to raise awareness of the importance of breastmilk, particularly for premature and sick babies. CUPHD, with the support of community businesses, including a local clinic, a pharmacy, and partner hospitals, also sponsored a Mom and Baby Expo to celebrate World Breastfeeding Week.

When Carle Foundation Hospital began its pursuit of Baby-Friendly designation, hospital staff joined with representatives from CUPHD to form a Continuity of Care Committee, which seeks to ensure that breastfeeding families receive quality care after discharge.

Most impressively, CUPHD opened the first milk bank drop-off depot in downstate Illinois. After being screened and approved by The Milk Bank, mothers who wish to donate breastmilk can bring it to CUPHD, which then stores and ships it to The Milk Bank in Indiana, where it is processed and distributed to hospitals for babies in need across the US. The breastmilk depot in Champaign donated more than 2,200 ounces of breastmilk within the first two months of opening, providing a great way for breastfeeding mothers to make a difference in the lives of other babies.

CUPHD staff acknowledges the We Choose Health grant as the primary reason it was possible to establish the breastmilk drop-off depot. They also credit the project for giving them an avenue for reaching out to the hospitals and others in order to support breastfeeding in their community. What began with a push from a single person has expanded into a much larger collaborative effort between multiple community partners, all working toward a shared goal: to improve breastfeeding support for families in Champaign County.



Strategies for a Successful Collaboration

- Encourage hospital and local health department staff to attend a Baby-Friendly Hospital train-the-trainer workshop together in order to develop a joint strategy
- Incorporate information on the benefits of giving birth at a Baby-Friendly hospital into all community events
- Develop a continuity of care committee comprised of hospital health care and community breastfeeding advocates to improve follow up for breastfeeding dyads after hospital discharge

Demographics

- **DeKalb County population:** 105,160 (2010 Census data)
- **WIC caseload:** 1,935 (as of September 2014)
- **Kishwaukee Hospital annual births:** 721 (2013)
- **Valley West Hospital annual births:** 248 (2013)

Successful Partnership Results in Higher Breastfeeding Rates



Kishwaukee Hospital, Valley West Hospital, and the DeKalb County Health Department have utilized a simple strategy to achieve their shared goal of increasing exclusive breastfeeding rates in their communities: communication, coordination, and consistency.

As the hospitals pursued Baby-Friendly Hospital designation, newly reinvigorated partnerships with their local health department quickly opened the doors of communication. Realizing that WIC is often incorrectly perceived as a formula program, the health department began the partnership by fully introducing WIC services and goals for breastfeeding promotion to the hospital staff. Once all parties realized that they shared the same goals, staff from all three entities worked together to close the gaps in the community breastfeeding support system that contribute to early cessation of breastfeeding.

Expectant mothers are seen at the health department early in their pregnancy, which presents an opportunity to provide infant feeding education that is consistent with the information mothers will receive at the hospital later on. Expectant mothers are also encouraged by both the health department and hospital staff to attend prenatal

classes offered by KishHealth System.

The health department and hospitals provide postnatal breastfeeding resources and support independently from one another, but they have found that working together to provide this support has elevated the quality of care offered to breastfeeding families. With permission from the mother, hospital staff communicates with WIC staff about issues that a breastfeeding couplet may be experiencing; access to help can then be quickly set up for the family upon discharge. Conversely, when WIC staff needs to discuss a plan of care for a breastfeeding mother and baby, they are able to work with lactation staff at the hospital to develop that plan.

As a result of the improved breastfeeding support in DeKalb County, the health department's breastfeeding rates have increased significantly as measured by the WIC program food packages assigned to breastfeeding mothers. As part of the joint effort in providing breastfeeding education, there has been a strong emphasis on discussing the importance of exclusive breastmilk feeding with mothers. Many mothers are unaware of how vital breastmilk is to their baby, and simply communicating this message has been key to raising awareness about the importance of exclusive breastfeeding.

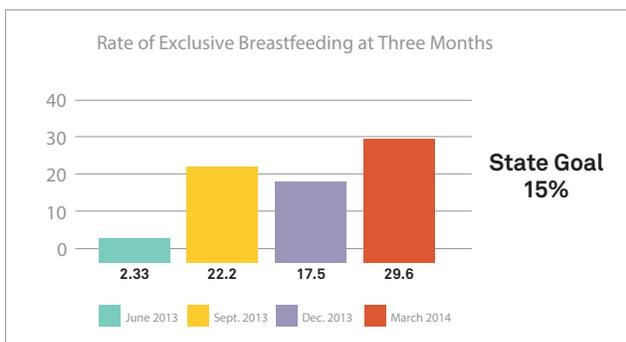
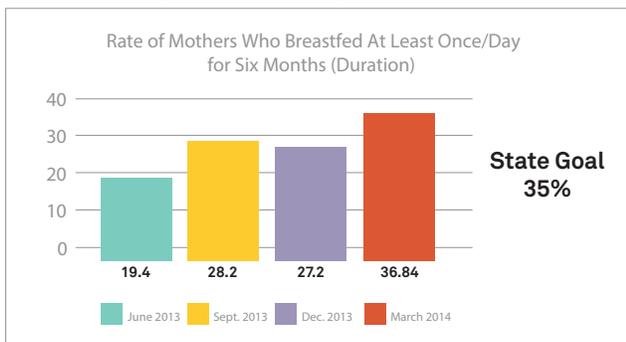
The renewed focus on promoting breastfeeding has resulted in an increase in the quarterly rate of those mothers exclusively breastfeeding at three months from 2.33% in June of 2013 to 29.6% in March 2014. There was also an increase in the quarterly rate of those mothers who breastfed at least once per day for six months (duration) from 19.39% in June of 2013 to 36.84% in March 2014. (See graphs on next page.)

The improvement in the breastfeeding rates is the

result of the successful collaboration between the DeKalb County Health Department and the Kish-Health System. By establishing lines of communication, coordinating their efforts, and ensuring a consistent message, these partners have strengthened the overall promotion, education, and support of breastfeeding for families in DeKalb County.



DeKalb County Breastfeeding Rates



Strategies for a Successful Collaboration

- Form a partnership between the hospital and local health department and confirm that goals align
- Coordinate follow-up care between the hospital and WIC for early intervention when the breastfeeding couplet is experiencing problems
- Ensure that teaching and support done by the hospital and local health department is consistent

Demographics

- **Jackson County population:** 60,218 (2010 Census data)
- **WIC caseload:** 1,360 (as of September 2014)
- **Memorial Hospital of Carbondale annual births:** 2,021 (2013)

Hospital and Local Health Department Strive to Be First to Become Baby-Friendly

The staff at Memorial Hospital of Carbondale did not merely want to transform the culture of breastfeeding at their hospital; they set out to become the first Baby-Friendly designated hospital in the We Choose Health Baby-Friendly Hospital Initiative. To achieve their goal, the hospital developed a comprehensive dashboard with Baby-Friendly indicators, set target dates for completing each phase of the pathway, and implemented a method of tracking daily compliance with the Ten Steps to Successful Breastfeeding. But most importantly, Memorial Hospital of Carbondale worked closely with the Jackson County Health Department for assistance on its mission.

Due to a long history of collaboration between Jackson County and Memorial Hospital of Carbondale, the local health department's support came naturally when the hospital began pursuing Baby-Friendly designation. After hospital staff attended the week-long We Choose Health Baby-Friendly Hospital Train-the-Trainer workshop, their first appeal for support was to the health department. Although the local health department's staff knew little of Baby-Friendly practices, they recog-

nized that the initiative aligned perfectly with their goal of improving the health of the community by supporting breastfeeding.

The health department and hospital assembled a joint breastfeeding task force, meeting monthly to develop strategies that would enable them to accomplish their mutual goals: increasing the number of breastfeeding mothers in the community and sending consistent messages about breastfeeding and Baby-Friendly. Together, they offered quarterly breastfeeding and Baby-Friendly training for hospital and health department staff as well as other partners in the community, such as physicians and their office staff. The health department also worked with the hospital to launch a hospital-based support group for breastfeeding mothers, thereby expanding its reach to all breastfeeding mothers and not just those receiving services from WIC.

In an effort to educate hospital staff and the community as the obstetrics unit staff worked to implement Baby-Friendly practices, the hospital marketing department designed materials that raised awareness about Baby-Friendly. The obstetric unit walls now feature educational murals about The Ten Steps to Successful Breastfeeding so that families awaiting the birth of a baby can better understand the practices associated with Baby-Friendly. Table tents with Baby-Friendly information were also placed throughout the hospital to spread the news that Memorial Hospital of Carbondale is pursuing Baby-Friendly Hospital designation.





Driven by the desire to better serve breastfeeding families in Jackson County, Memorial Hospital of Carbondale made impressive progress in a short period of time, moving from Phase 1 of the Baby-Friendly pathway to Phase 4 in 15 months. The enthusiasm, strong leadership, and collaborative spirit of the staff at both the hospital and the health department have played a key role in that incredible success. Their partnership is an example of how a small group of people can have a major impact in enhancing the health of a community.

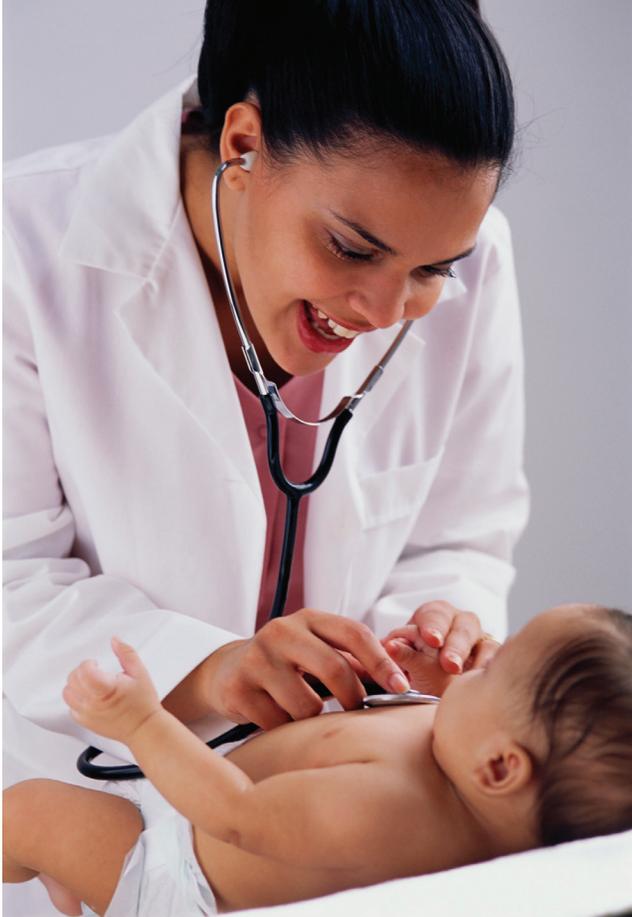
Strategies for a Successful Collaboration

- Set target dates for completion of each phase of the Baby-Friendly pathway
- Raise community awareness about Baby-Friendly by involving the hospital marketing department in creating Baby-Friendly promotional materials, such as a wall mural for the family waiting area and table tents for the cafeteria
- Offer consistent education in breastfeeding support and management to hospital and community partners through local health department quarterly trainings

Demographics

- **Lee County population:** 36,031 (2010 Census data)
- **WIC caseload:** 911 (as of September 2014)
- **KSB Hospital annual births:** 376 (2013)

To Promote Baby-Friendly Practices, Physicians Lead By Example



In a close-knit community like Dixon, Illinois, county seat of Lee County and home of KSB Hospital, physicians share not only medical advice with their patients but also personal stories and experiences. The physicians at KSB had always encouraged patients to breastfeed because they knew the benefits of breastfeeding from experience with their own babies. When KSB entered the Baby-Friendly pathway, the engagement of these physicians proved to be indispensable in developing strong support for breastfeeding at the hospital.

KSB's physicians were aware of the Baby-Friendly Hospital Initiative, but they did not see designation for their hospital as an attainable goal until the Lee County Health Department gave its support as part of this project. Staff members from both organizations met monthly as members of a community breastfeeding coalition, a partnership they credit as instrumental in creating a Baby-Friendly community in Lee County. Through this coalition, hospital staff learned more about the Baby-Friendly Hospital Initiative and began to see what was possible at KSB.

As a result of KSB's participation in the project, the hospital introduced breastfeeding education for its medical residents. As KSB's physicians learned about Baby-Friendly policies, they also got to know members of the breastfeeding support community; in turn, the physicians soon began referring mothers and their babies to resources in this community. In Lee County, support for breastfeeding is a collaborative effort between physicians, hospital staff, local health department staff, and community support groups, such as La Leche League.

The hospital and health department have also implemented a new referral system between the hospital and the local WIC office. KSB informs WIC peer counselors when a WIC client has delivered her baby. Peer counselors then follow up by visiting the new mother in the hospital. This interaction integrates peer counselors into the hospital breastfeeding support team and establishes a support system for mothers during a time when they are most likely to quit breastfeeding.

Increased education, physician engagement, and effective working relationships between the hospital, the local health department, and community partners



have created an exemplary breastfeeding support network in Lee County. Thanks to strong physician buy-in, improved referrals for new mothers, and an embrace of evidence-based Baby-Friendly practices, KSB Hospital and the Lee County Health Department have made a tremendous difference for breastfeeding families in Lee County, both in the hospital and after discharge.

Strategies for a Successful Collaboration

- Reach out to physicians to offer education on the Baby-Friendly Hospital Initiative, breastfeeding, and community resources
- Encourage physicians to act as role models for mothers by sharing their positive personal experiences with breastfeeding
- Establish a system that will make WIC peer counselors more visible in the hospital

Acknowledgements

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This guide was produced by the Illinois Chapter, American Academy of Pediatrics' Baby-Friendly Hospital technical assistance team: Mary Elsner, Director, Obesity Prevention Initiatives; Billy Kalb, Coordinator, Obesity Prevention Initiatives; and Beth Seidel, Consultant Manager, Baby-Friendly Hospital Project. Thank you to all hospital and health department representatives whose input helped shape the content of the guide.

Additional Resources

Baby-Friendly Community Initiative for Aotearoa New Zealand:

<http://www.babyfriendly.org.nz/going-baby-friendly/baby-friendly-community-initiative>

Baby-Friendly USA: <http://www.babyfriendlyusa.org>

Illinois Baby-Friendly Discussion Group on Facebook: <http://www.facebook.com/groups/IlBFDiscussion>

Illinois Breastfeeding Blueprint: <http://www.ilbreastfeedingblueprint.org>

Illinois Breastfeeding Hospital Tool Kit: http://www.ilbreastfeedingblueprint.org/pages/hospital_toolkit/35.php

Illinois Chapter, American Academy of Pediatrics: <http://illinoisAAP.org>

Illinois Physicians' Statement on Breastfeeding:

<http://illinoisAAP.org/wp-content/uploads/ILPhysiciansStatementOnBreastfeeding.pdf>

Illinois State Breastfeeding Taskforce: <http://illinoisbreastfeeding.org>

Illinois WIC: <http://www.dhs.state.il.us/page.aspx?item=30513>

Surgeon General Key Actions for community and clinical support of breastfeeding:

<http://www.usbreastfeeding.org/Portals/0/Coalitions/Teleconferences/2011-10-11-Teleconf-Handouts.pdf>

United States Breastfeeding Committee: <http://www.usbreastfeeding.org>

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