

The BUSINESS CASE for BREASTFEEDING

STEPS FOR CREATING A BREASTFEEDING FRIENDLY WORKSITE

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Training Objectives

- Upon completion of this train-the-trainer program, trainees will be able to:
 - Describe 3 ways supporting breastfeeding can improve a company's bottom line
 - List the 4 components of a successful workplace lactation support program, targeting male and female employees
 - Describe at least 2 motivators and 2 barriers to implementing a workplace lactation program
 - Determine the appropriate steps needed to implement or enhance a lactation program in his or her workplace

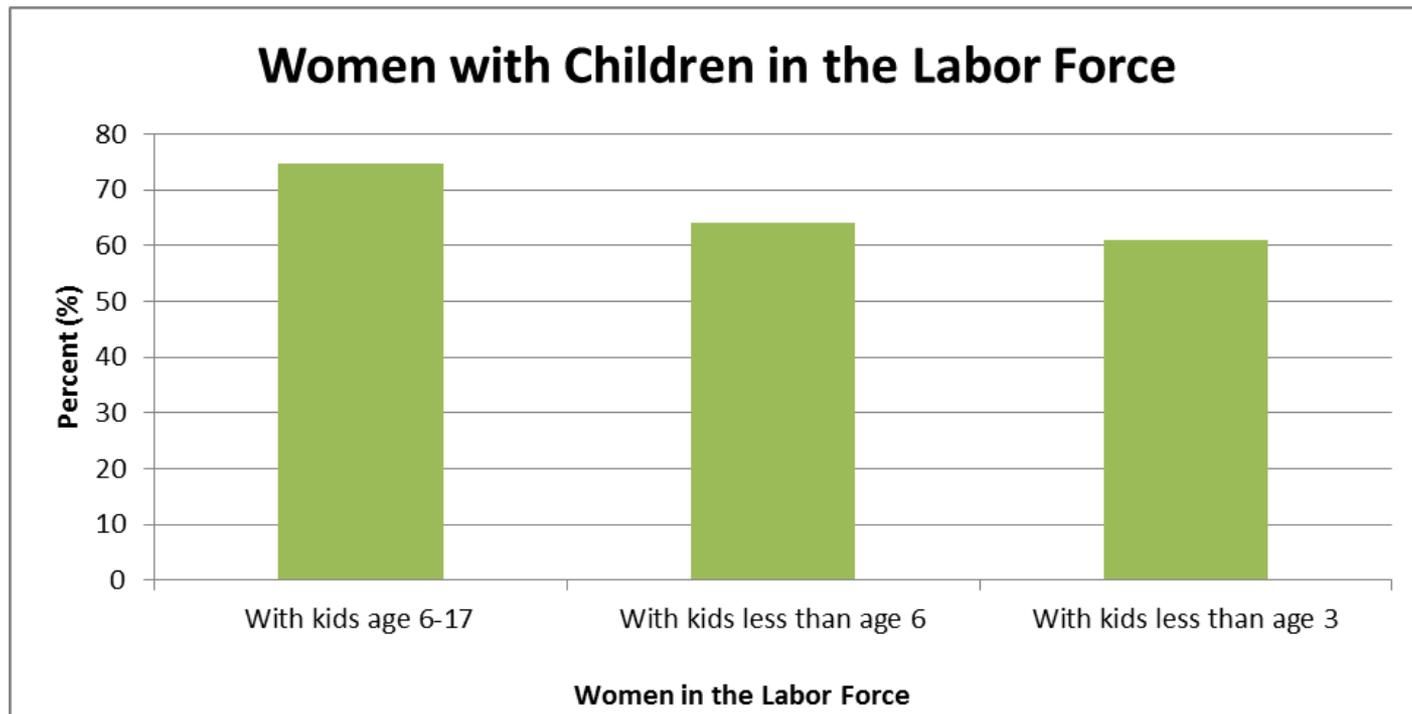
Understanding Business Priorities

- Our current economic environment poses unique challenges
 - Increased competition for fewer customers
 - Employers are more reluctant to consider new programs unless the financial benefits are compelling
- Business priorities
 - Handling more work with fewer employees
 - Increasing productivity among workers

Women in the Workforce

2014 data from U.S. Department of Labor¹ shows:

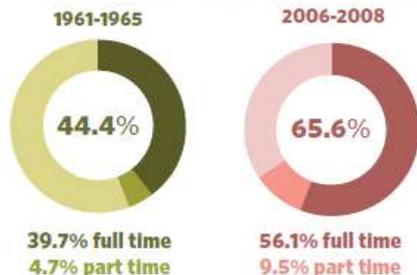
- An estimated 57% of women participated in the workforce.
- Labor force participation rate is higher for women with older children age.



FIRST-TIME MOTHERS AT WORK

Now and Then: How first-time mothers have changed their employment and leave patterns

Percentage of First-Time Mothers Who Worked During Pregnancy



2 of 3

first-time mothers worked during pregnancy (2006-2008)



When Did First-Time Mothers* Stop Working During Pregnancy?

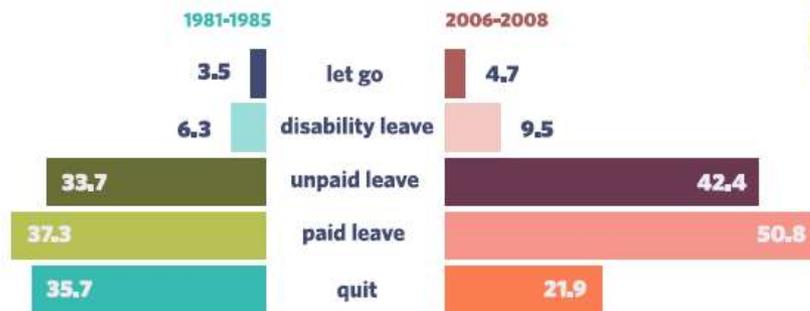
*excludes women who did not work during pregnancy
1961-1965 vs. 2006-2008



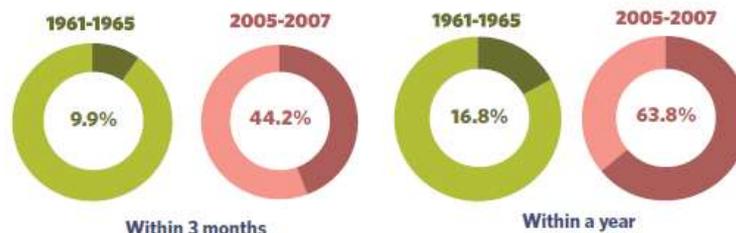
Leave Arrangements*

Used By First-Time Mothers† Who Worked During Pregnancy

* Totals exceed 100 percent because women may use multiple types of leave.
† Before or up to 12 weeks after giving birth.



More Women Are Working Sooner After First Birth



80%

of mothers who returned to work within 12 months of giving birth returned to their same employer (2005 - 2007)

Source: U.S. Census Bureau, Income and Program Participation Survey

dol.gov

Supporting Breastfeeding is

WIN-WIN

for Companies and Employees

Health Impact of Breastfeeding

Recommended by major medical and professional organizations

- American Academy of Pediatrics (AAP)
- American College of Obstetricians and Gynecologists (ACOG)
- American Academy of Family Physicians (AAFP)
- U.S. Surgeon General
- Association of Women's Health, Obstetric, and Neonatal Nurses (AWHONN)
- Academy of Nutrition and Dietetics (AND)

Infant Benefits of Human Milk²

Decreased Incidence

- SIDS
- Necrotizing enterocolitis
- Respiratory infections
- Ear infections
- GI infections
- Celiac disease
- Neurodevelopmental issues
- Allergies
- Bowel disorders
- Obesity
- Diabetes
- Leukemia

Impact on Children in Child Care

Health impact is even greater on infants enrolled in child care centers³

- Child care attendance is associated with double the odds of needing antibiotic therapy
- Infants breastfed at least 4 months significantly decreased those odds
- Protective effect of breastfeeding on children in child care persists well into child's second year of life

Maternal Health Benefits of Breastfeeding²

Decreased Incidence and Risk

- Postpartum bleeding
- Menstrual blood loss
- Rheumatoid arthritis
- Obesity
- Cardiovascular disease
- Diabetes
- Breast cancer
- Ovarian cancer
- Postpartum depression

Plus, improved birth spacing!

Economic and Community Benefits

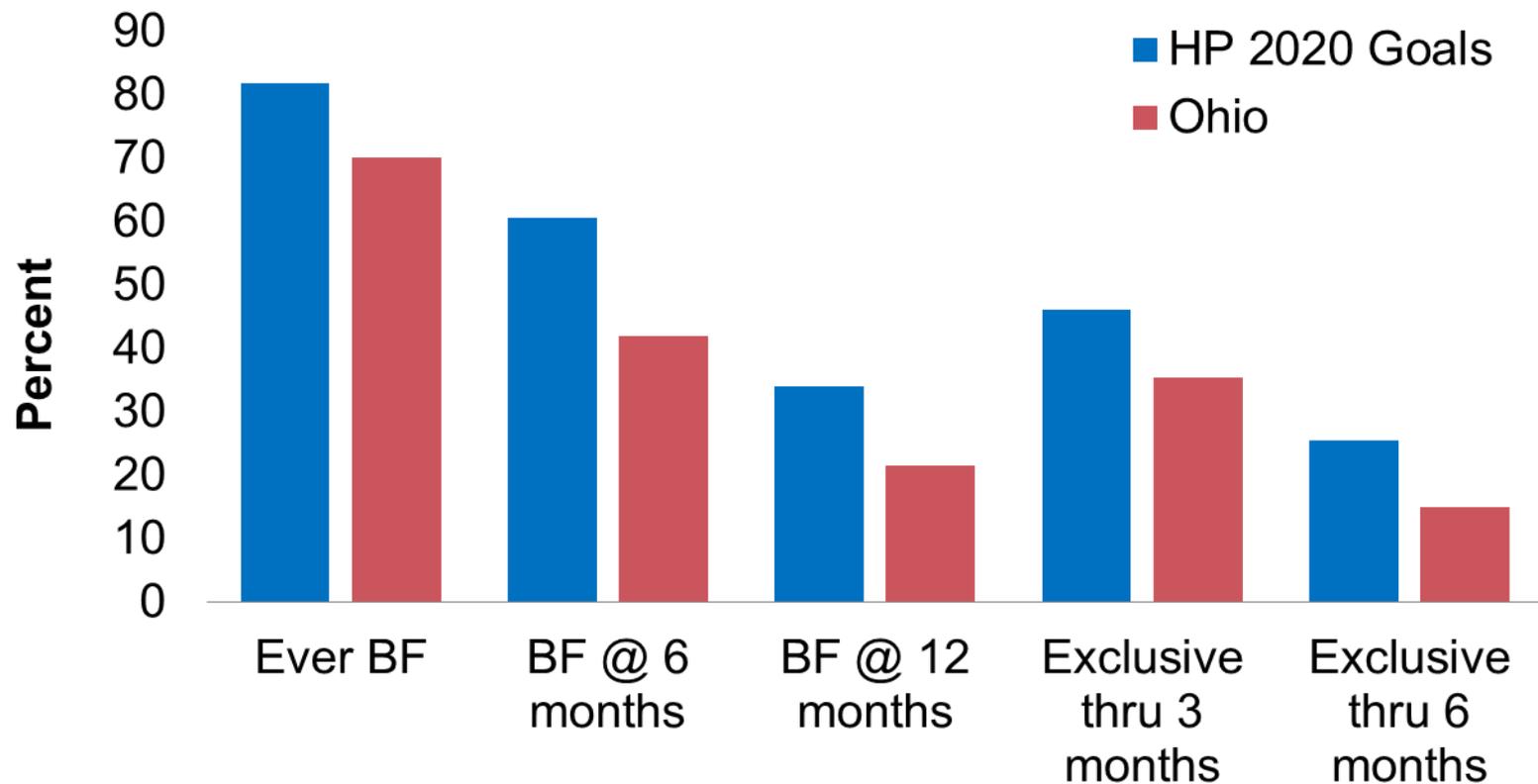


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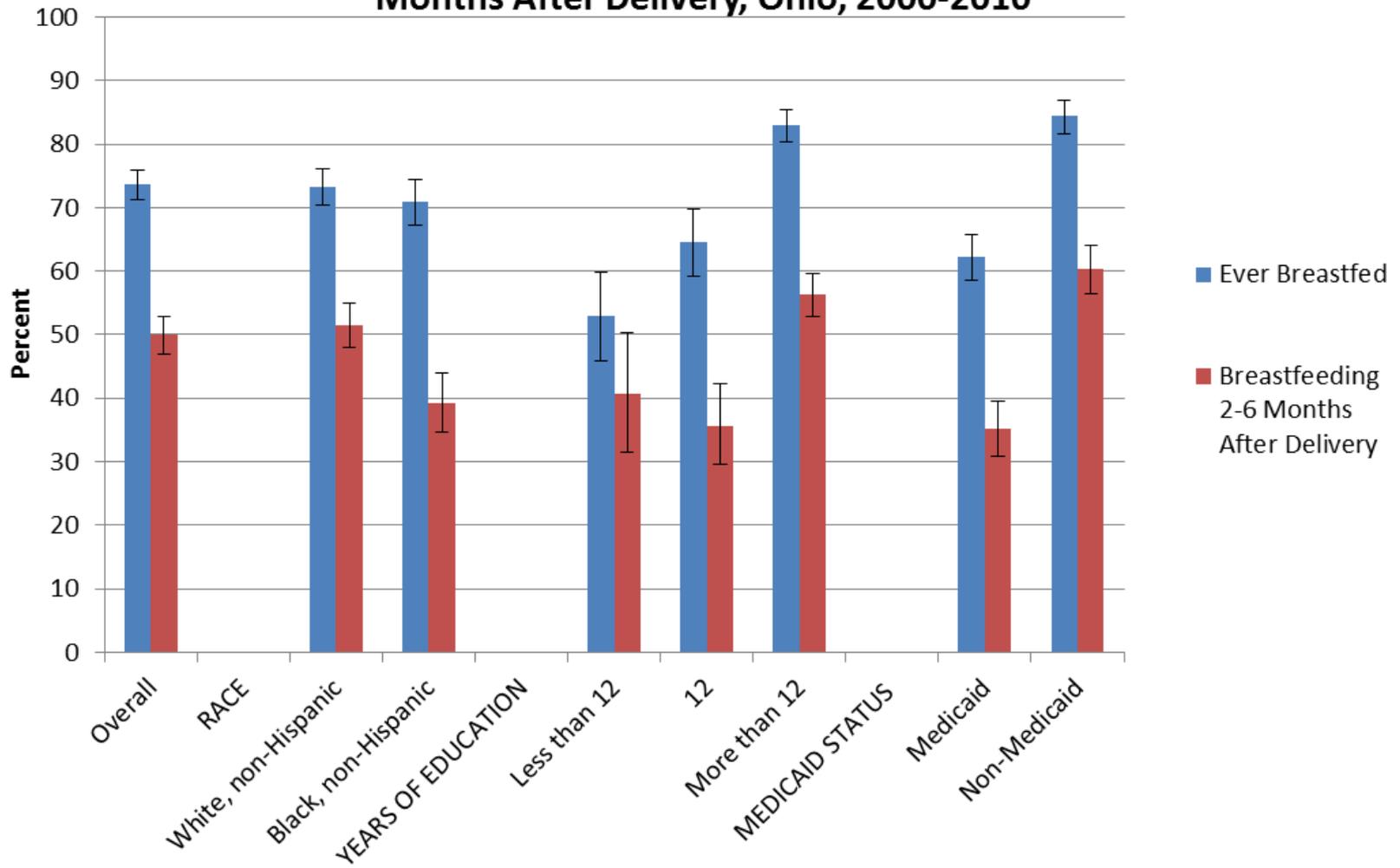
- Reduced health care costs
- Environmentally friendly
- Decreased energy demands for production and transport of infant formula

Breastfeeding in Ohio

2014 Ohio Breastfeeding Rates Compared to Healthy People 2020 Goals⁵



Mothers Who Ever Breastfed and Who Were Still Breastfeeding 2-6 Months After Delivery, Ohio, 2000-2010



Source: Pregnancy Risk Assessment Monitoring System, Ohio Department of Health



Breastfeeding Makes
Good Business Sense

Lactation Support: Reduces Health Care Costs⁶

- For every 1,000 babies who are NOT breastfed compared to exclusively breastfed babies, there are an *extra*:
 - 2,033 physician visits
 - 212 hospitalization days
 - 609 prescriptions
 - Formula fed babies have 3x the healthcare costs of breastfed babies

Lactation Support: Lowers Turnover Rates

- Employee retention is a leading challenge for employers
- National retention rate after maternity leave absence is 59%
- Companies with lactation programs have higher retention rates
 - Mutual of Omaha—83% ⁷
 - 9-company study—94.2% ⁸

Lactation Support: Reduces Absenteeism

- One-day absences occur twice as often for employees whose babies are not breastfed⁹
- Absenteeism rates are lower for male employees when female partners breastfeed¹⁰

Lactation Support: Greater Job Satisfaction¹⁰

Employees

- Work later into pregnancy
- Return to work sooner
- Have higher productivity and morale
- Have higher employer loyalty
- Work more often on their own time

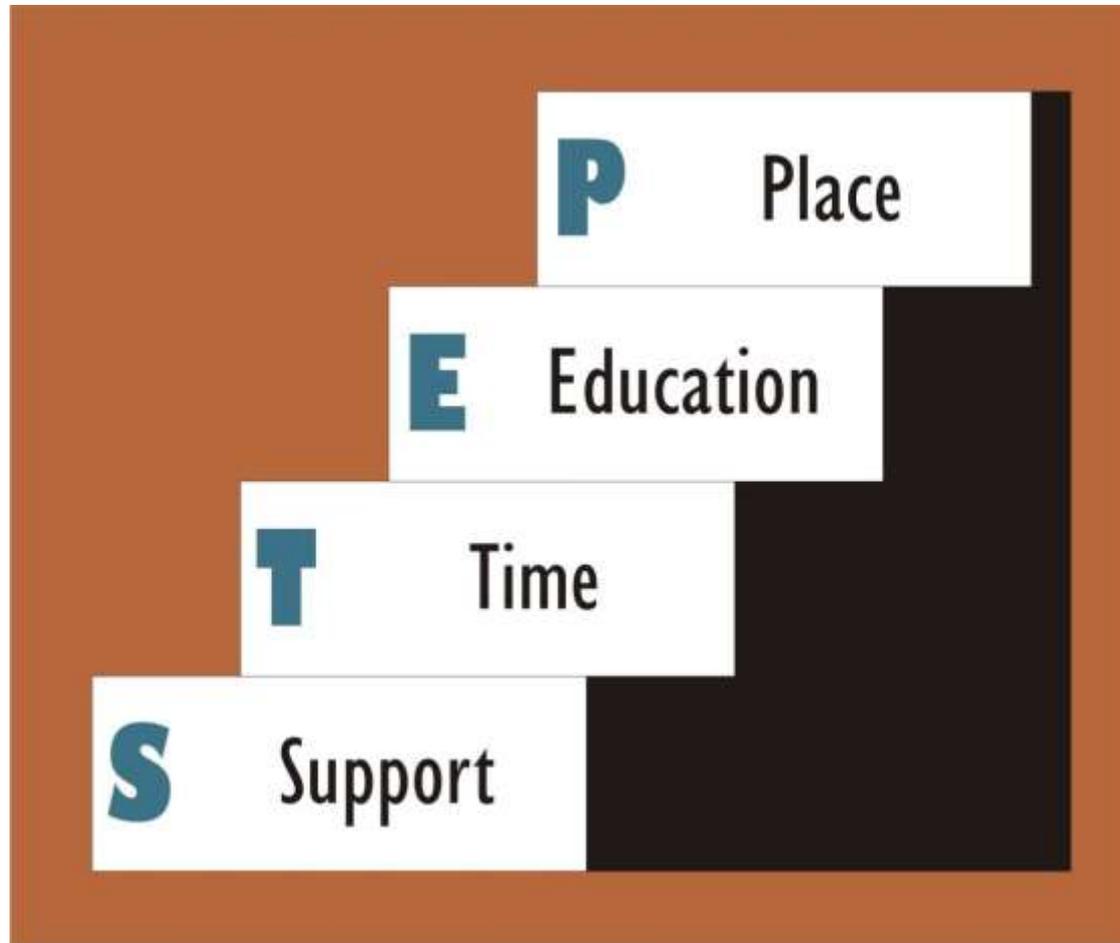
Spillover effect—less perceived stress at home¹¹

Easy Ways to Support Breastfeeding Employees

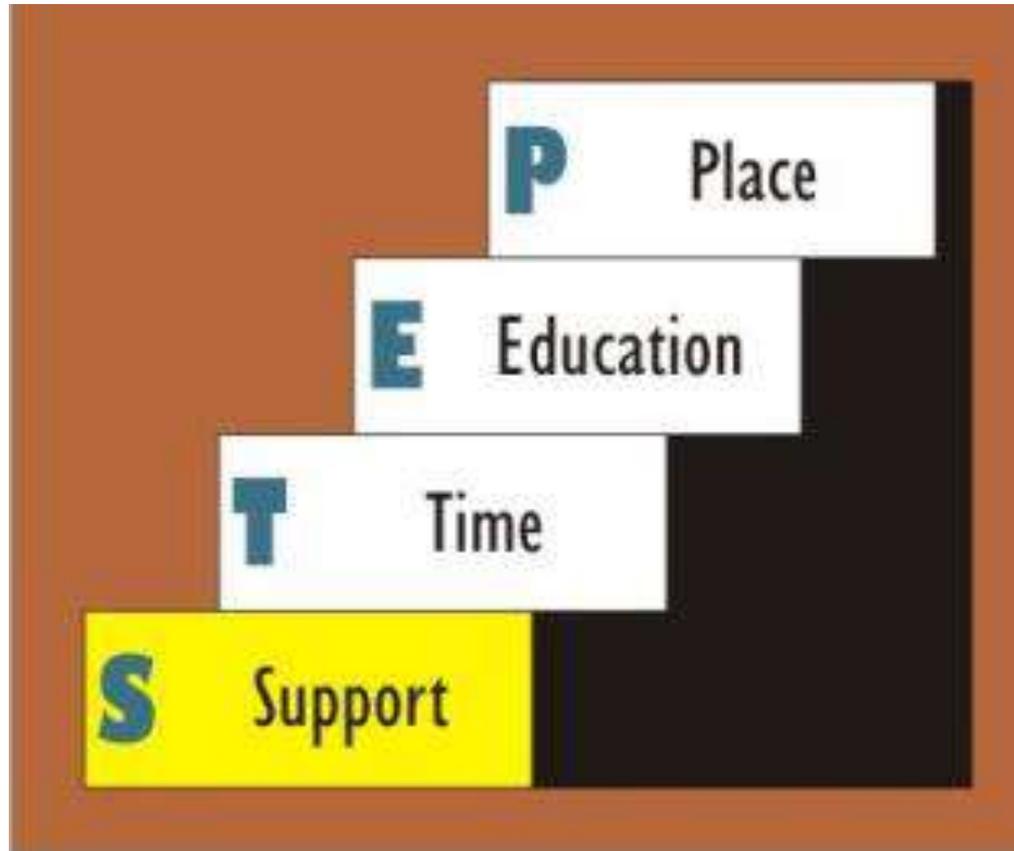
Basic Needs of Breastfeeding Employees are Minimal

- Time and space to express milk regularly
- Support from supervisors and colleagues
- Information on how to successfully combine breastfeeding with employment
- Access to health professionals who can assist with breastfeeding questions and concerns

Steps to Lactation Support



Support



Beginning a Lactation Support Program in Your Company

- Start with a pilot project and assessment of need
- Determine where to house the program
 - Health benefit services, wellness division, Employee Assistance Program
- Convene a task force with key company stakeholders to identify needs and solutions
- Gain assistance from community resources
- Promote the program with all employees, supervisors, and co-workers to gain buy-in and support

Elevator Speech

- What service are you proposing?
- What problem will it help solve?
- Who will it impact?
- How will the service improve the bottom line?
- What do you want the listener to provide?
- How will you help?

Sample Elevator Speech

Hello, Mr. _____. I'm glad I ran into you. I'm _____ and I've just heard of an exciting program that helps lower health care costs, reduce absenteeism, and improve staff retention. It's a four-step program to support breastfeeding employees and make your company a more desirable place to work. Would you be willing to meet for 20 minutes to discuss this further? I could bring some resources and ideas for you to consider.

Managerial Support

- Top down support is important for success
- While policies are important, some companies are reluctant to institutionalize a formal policy
- Options:
 - Develop the program first—then the policy
 - Integrate lactation support within existing policies
 - Sexual harassment policies (to address inappropriate jokes)
 - Employee health benefits policies
 - Personnel policies
 - Gender bias policies

Who Else Can Help?

- International Board Certified Lactation Consultants (IBCLCs)
- Health professionals from hospitals or doctor's offices
- Local breastfeeding coalitions
- WIC Program
- La Leche League
- Community groups such as March of Dimes, Healthy Mothers Healthy Babies, and other local groups

Lactation Policy Resources

- *Business Case for Breastfeeding*

- <http://www.womenshealth.gov/breastfeeding/government-in-action/business-case-for-breastfeeding/>

- Colorado Breastfeeding Coalition

- http://www.cobfc.org/index.php?option=com_content&view=article&id=102&Itemid=73

- National Business Group on Health

- <http://10.64.93.16:9091/servlet/com.trend.iwss.user.servlet.sendFile?downloadfile=IRES-121785909-E53F1F00-20843-20706-154>

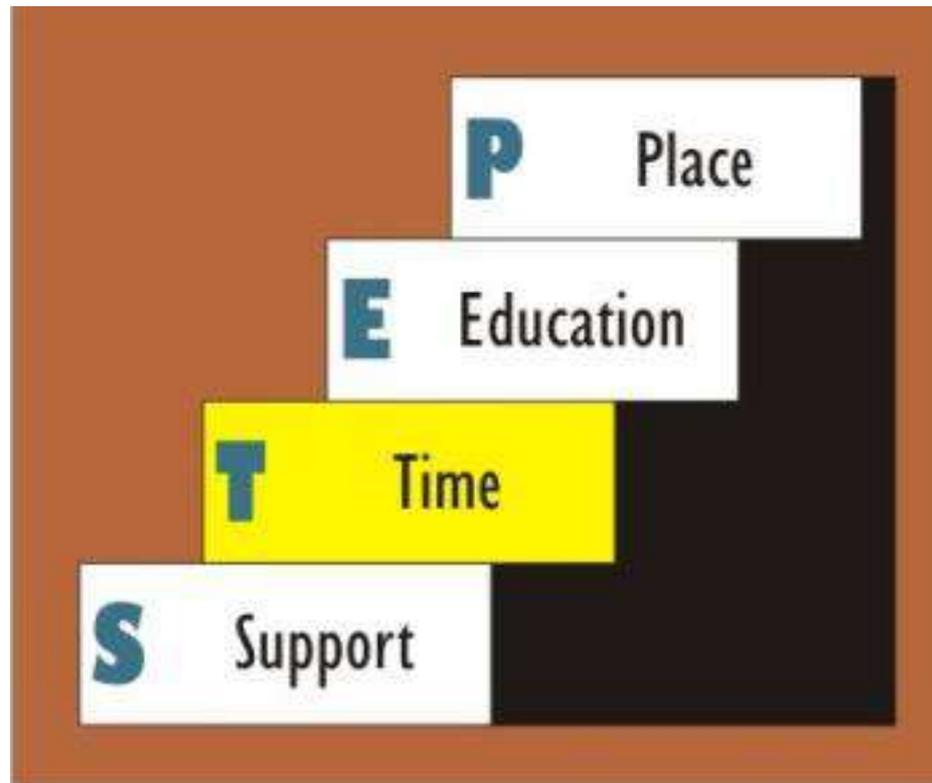
- US Breastfeeding Committee

- <http://www.usbreastfeeding.org/Portals/0/Publications/Workplace-Checklist-2002-USBC.pdf>

ODH Policy on Nursing Mothers

“ODH is committed to providing space and encouraging reasonable break time for nursing employees to express breast milk during work hours.”

Time



Gradual Return to the Workplace

Basic Needs

- Gradual phase back to work to allow mother and baby time to adjust to the separation

Options

- Part-time for a period of time
- Job sharing
- Telecommuting
- Flexible scheduling

Time to Express Milk

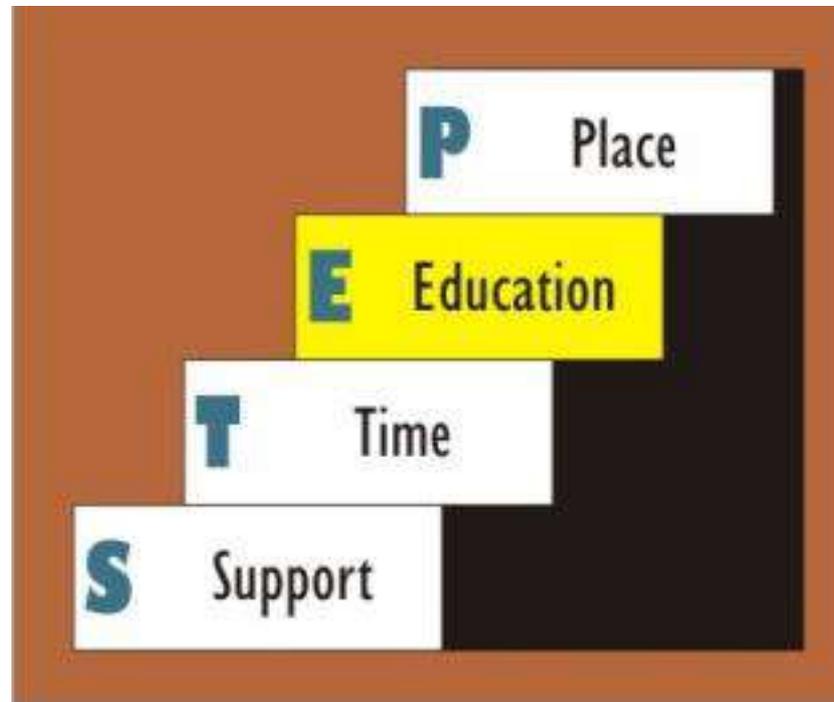
Basic Needs

- Two to three 15-20 minute breaks during a typical 8-hour work period
 - Frequency may decrease with increasing age of child

Options

- Use regular allotted breaks and lunch period
- If more time is needed:
 - Offer it as paid time
 - Offer it as unpaid time
 - Provide flexible schedules that allow employee to work earlier or stay later

Education



Education

Basic Needs

- Prenatal information on breastfeeding
- Postpartum assistance in the hospital, at home, and back at work

Education

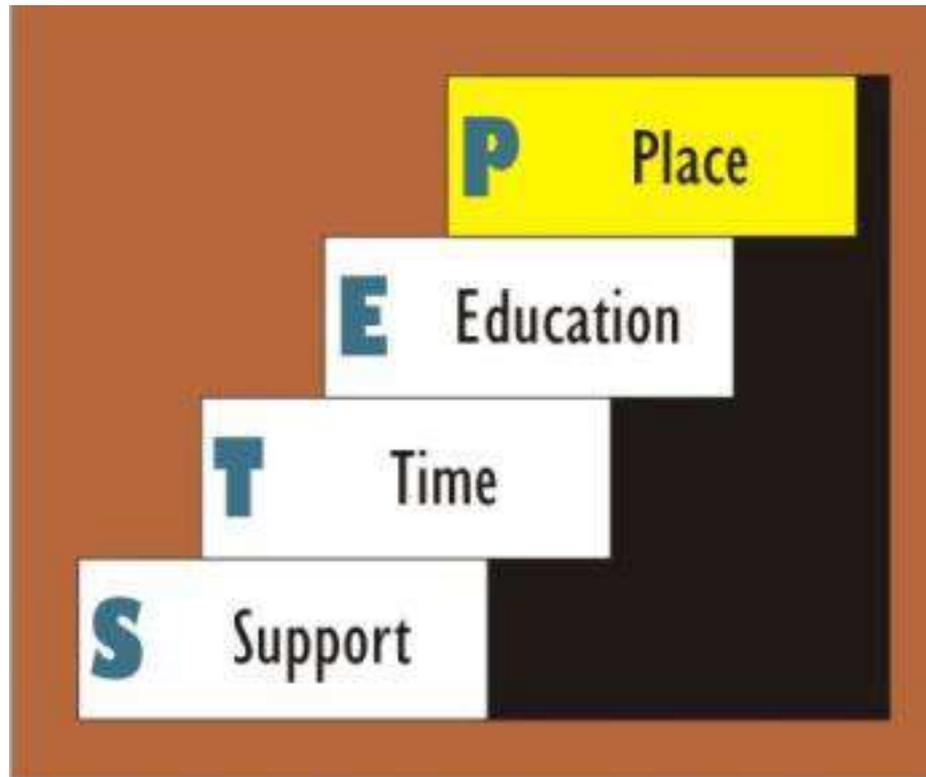
Flexible Options

- Prenatal and postpartum breastfeeding class
- Informational materials and videos
- Contract with a lactation consultant or other lactation expert to provide individualized back-to-work consult with the contract lactation expert
- Referrals to community classes and lactation experts

Options for Classes

- Prenatal classes
 - Getting a good start with breastfeeding
 - Preventing and managing concerns
 - Building and sustaining milk production
 - Expressing, storing, and handling human milk
- Postnatal classes and consultations
 - Options for combining breastfeeding and work
 - Preparing baby for separation
 - Setting a milk expression schedule
 - Educating supervisors and co-workers

Place



Private Room for Milk Expression

Basic Needs

- “Private space, other than a restroom, shielded from view and free from intrusion from the public and co-workers”
 - 4' x 5' space minimal
 - Access to nearby running water
 - Electrical outlet
 - Lock on door

Private Room for Milk Expression

Flexible Options

- Private locked office, conference room, or other space
- Lactation room set up in small office space
- Construct walls to enclose a small space in a larger room, women's lounge, or other area
- A restroom is **NOT** a sanitary place to breastfeed or express milk!

Room Amenity Options

- Chair and shelf or table for breast pump
- Sink
- Refrigerator for storage of breast milk
 - Employees could also use a personal cooler
- Breast pump equipment options
 - Employee brings her own
 - Company purchases or rents a durable pump that more than one mother can use
 - Company provides or subsidizes a portable pump designed for working mothers to take to and from work

Number of Rooms Needed

- Factors in determining number of rooms:
 - Types of work spaces
 - Physical size of the company and number of buildings
 - Numbers of women of childbearing age
 - Breastfeeding rates
 - Typical work period
 - Times when most women tend to pump
- Projections:
 - 1 station per 50 women of childbearing age

ODH Lactation Room



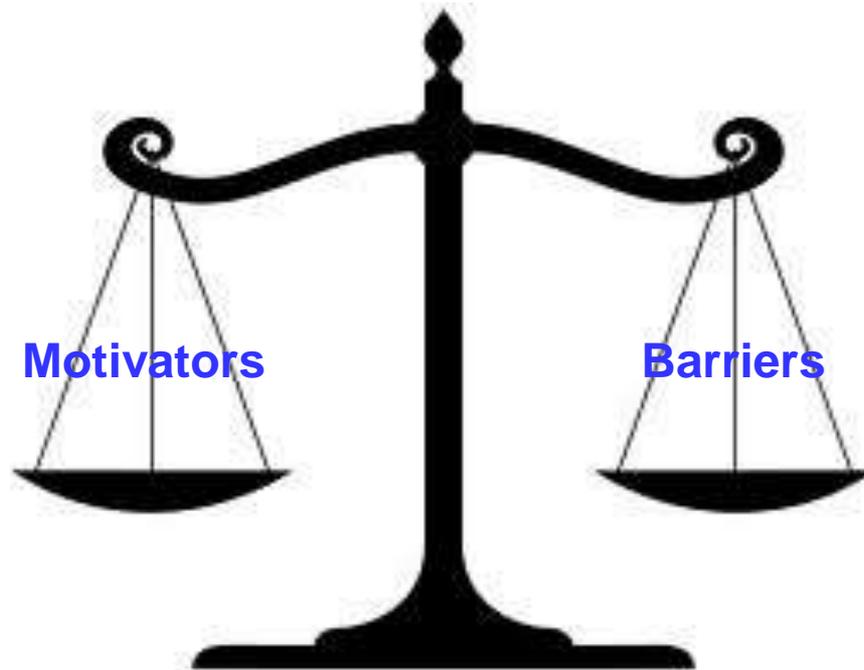
Promoting the Program

- Promotion increases awareness, usage and ROI
- Promotion ideas:
 - Job interviews
 - HR orientation
 - Ribbon-cutting event
 - Coordinate with World Breastfeeding Week (Aug 1-7) or annual promotion during World Breastfeeding Week
 - Posters, fliers or table tents
 - Employee newsletters
 - Employee health fairs and wellness events

Collecting Feedback and Evaluation Related to the Program's ROI

- Keep usage logs
- Track number of class attendees, web site usage, and lactation consults
- Collect data on:
 - Absenteeism and turnover rates
 - Employee satisfaction with the company
 - Disability costs
 - Health care costs
 - Breastfeeding duration

Motivators and Barriers



What Motivates Employers?

- **Investing in Proven Programs**
 - Providing successful program models increases management buy-in for lactation support

What Motivates Employers?

- **Employer Recognition Programs**
 - Provides positive publicity for those businesses that are supporting their breastfeeding employees
- Healthy Ohio Breastfeeding Friendly Employer and/or Business Award
 - Application and award winners are listed at <http://www.healthy.ohio.gov/businesses/businesses.aspx>

Healthy Ohio Breastfeeding Friendly Employer Award Recipients (2014)

Gold Award Winners

- Children's Hospital – Dayton
- Community Hospitals and Wellness Centers
- Joint Township District Memorial Hospital
- Nationwide Children's Hospital
- Parkview Physicians Group Ohio
- Southern Ohio Medical Center
- Wilson Memorial Hospital

Silver Award Winners

- Anthem Blue Cross Blue Shield
- BP – Husky Refining, LLC
- Cuyahoga County Board of Health
- King's Daughters Medical Center
- LifeCare Alliance
- Lima Allen Council of Community Affairs
- State of Ohio Bureau of Workers' Compensation
- Tuttle Services, Inc.
- Wood County Hospital

Bronze Award Winners

- Bendix
- Bryan Publishing Company – The Bryan Times
- Ohio State Board of Cosmetology
- Equity Trust Company
- Online Computer Library Center
- Ohio Department of Mental Health and Addiction Services – Central Office
- Vinton County WIC

***The *Employer Award* recognizes breastfeeding friendly employers that support their employees by establishing and maintaining comprehensive, high-quality lactation support programs for their employees and work towards establishing paid maternity leave for all employed mothers.**

Healthy Ohio Breastfeeding Friendly Business Award Recipients (2014)

Children's Hospital - Dayton
Joint Township Medical Center
LifeCare Alliance
Lima Allen Council of Community Affairs
Nationwide Children's Hospital
Parkview Physicians Group - Midwest Community
Health Associates
King's Daughters Medical Center
Southern Ohio Medical Center
State of Ohio Bureau of Workers' Compensation
Tuttle Services, Inc.
Wilson Memorial Hospital
Wood County Hospital
Vinton County WIC

* The Business Award recognizes breastfeeding friendly businesses that create a supportive environment for their clients or customers who wish to breastfeed onsite.



Ohio Law

- OH Rev. Code 3781.55 Breast-feeding in places of public accommodations
 - A mother is entitled to breast-feed her baby in any location of a place of public accommodation wherein the mother is otherwise permitted.



Patient Protection and Affordable Care Act

- General Requirements
 - “Reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child’s birth” and “a place, other than the bathroom, that is shielded from view and free from intrusion.”

Patient Protection and Affordable Care Act

- Time and Location of Breaks
 - Reasonable amount of break time to express milk as frequently as needed by the nursing mother
 - Frequency and duration of breaks will vary
 - A bathroom is not a permissible location
 - A space can be temporarily created or converted to provide a function space
 - Area must be shielded from view and free from intrusion

Patient Protection and Affordable Care Act

- Who is covered?

- Employees whose employer is covered under the Fair Labor Standards Act (FLSA) section 7

Who?	Covered?
Hourly OT eligible	YES
Salary OT ineligible	NO

- Employers with fewer than 50 employees are not subject to the FLSA break time requirement if compliance with the provision would impose an undue hardship.
- Employers are not required under FLSA to compensate nursing mothers for breaks taken for the purpose of expressing milk.

Barriers

- Lack of space
 - Space = Money
 - Space is often limited



ODH Lactation Room 2

Strategies to Address Space Needs

- Lactation rooms can be created in temporary spaces or converted spaces
 - Vacant office space, conference room, closet, lounge area near a restroom or storeroom
- Larger spaces can be turned into multiple suites by using partitions or curtains
- Approach building manager who leases space to consider shared lactation room

Barrier

- **Lack of Flexible Scheduling Options**
 - Settings that require more rigid work hours
 - Ex. Manufacturing plants, schools, hospitals, restaurants
 - Regulated industries that are bound by law to retain employees “on the floor”

Strategies to Address Scheduling Needs

- Remember:
 - Breaks are predictable; absences are NOT
 - Milk expression can generally be handled during lunch and regular breaks
 - Lactation support is a temporary need
- Regulated industries may need to follow a stricter scheduling plan
 - Schedule breaks into shifts

Barrier

- **Potential Resistance from Colleagues**
 - Employee benefit programs are often weighed on the basis of perceived fairness by workers¹²
 - Perceived unfairness affects employee trust in management and willingness to take on extra tasks

Strategies to Gain Co-Worker Buy-In

- Companies offer many programs for narrow groups because employees have different needs that require individualized programs
 - Ex. Smoking cessation program or chronic disease management programs
- Promote the program as a company health benefit and family-friendly benefit that helps **all** employees
 - Improved performance, reduced absenteeism
- Include co-workers in initial planning
- Maintain ongoing communication with staff members
 - Co-worker satisfaction surveys

Next Steps

- Locate your local breastfeeding resources
- Compile a list of local businesses in your area
- Reach out to the businesses
- Start with your own agency if you do not have a lactation support program/policy

Objectives

- Upon completion of this train-the-trainer program, trainees will be able to:
 - Describe 3 ways supporting breastfeeding can improve a company's bottom line
 - List the 4 components of a successful workplace lactation support program, targeting male and female employees
 - Describe at least 2 motivators and 2 barriers to implementing a workplace lactation program
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References

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- ³Dubois L, Girard M. Breast-feeding, day-care attendance and the frequency of antibiotic treatments from 1.5 to 5 years: a population-based longitudinal study in Canada. *Soc Sci Med*. 2004;60(9): 2035-2044.
- ⁴Bartick M, Reinhold A. The Burden of Suboptimal Breastfeeding in the United States: A Pediatric Cost Analysis. *Pediatrics*. 2010;125:e1048.
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- ¹²Coella A. Coworker Distributive Fairness Judgments of the Workplace Accommodation of Employees with Disabilities. *Acad Manage Rev*. 2001; 26(1):100-116.

Business Case for Breastfeeding: <http://mchb.hrsa.gov/pregnancyandbeyond/breastfeeding/>



Questions/Comments



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