

WOOD COUNTY BREASTFEEDING FRIENDLY BUSINESS TOOLKIT



PROMOTE. PROTECT. SUPPORT.



CONTENTS



3	WE MADE IT WORK: TESTIMONIALS	13	STEP 2: ASSESS THE NEEDS AND CAPACITY FOR LACTATION ACCOMMODATION
4	TOOLKIT OBJECTIVE	25	STEP 3: CREATE A LACTATION ACCOMMODATION POLICY
5	SMALL INVESTMENT YIELDS BIG RETURN	36	STEP 4: CREATE OR DESIGNATE A LACTATION ROOM
6	THE BOTTOM LINE	40	STEP 5: IDENTIFY SUPPORT SERVICES
7	BENEFITS OF BREASTFEEDING	44	STEP 6: COMMUNICATE THE POLICY
9	WHAT IS A BREASTFEEDING FRIENDLY BUSINESS?	45	STEP 7: MEASURE SUCCESS
10	WHAT DOES IT TAKE TO BE BREASTFEEDING FRIENDLY?	51	STEP 8: EVALUATE AND SUSTAIN THE PROGRAM
11	8 STEPS TO A BREASTFEEDING FRIENDLY BUSINESS	52	GET DESIGNATED
12	STEP 1: GET HUMAN RESOURCES AND MANAGEMENT ON BOARD	54	FAQS

We Made It Work.....



“When first approached by a Leadership Marshfield project team about having a mother's lounge in the new Everett Roehl Marshfield Public Library, I couldn't envision the amount of public use that this room is getting. Through community efforts we were able to install a sink, baby changing station, small refrigerator, waste basket, and comfortable rocking chair. A very important later addition was a large mirror for breastfeeding mom's to check their appearance (Are all the buttons done right?) after nursing or expressing. People are always appreciative and a bit surprised to see this featured room when we are giving tours.”

*Lori Belongia, Director
EVERETT ROEHL MARSHFIELD PUBLIC LIBRARY*



“As the Nursery Coordinator my primary mission is to lead people to a deeper relationship in Christ regardless of age or season of life. We have created a cozy and quiet place where mothers can nurse their babies and entertain small children while at the same time watching the service live on a TV located in the nursing room. My hope is that mothers will feel like they are part of the service even if they aren't in the sanctuary..”

*Liz Gosse, Nursery Coordinator
NORTH RIDGE CHURCH, MARSHFIELD WI*



MAKING BREASTFEEDING WORK FOR EMPLOYERS

TOOLKIT OBJECTIVE >>

The Wood County Health Department in collaboration with the Wood County Breastfeeding Coalition is striving to ensure businesses are supportive of breastfeeding by assisting with policy development, strategizing ways to make current spaces work for private areas to express milk, and finding resources to help businesses achieve breastfeeding friendly designation.

ABOUT THIS TOOLKIT >>

The Wood County Breastfeeding Friendly Business Toolkit was designed as a resource for businesses, organizations, and individuals to create environments that promote and support breastfeeding. Breastfeeding has significant health benefits for mothers and children and also benefits businesses.

This toolkit is a guide to help businesses become breastfeeding friendly. It is designed to encourage businesses to utilize policies and practices outlined in the eight steps in this toolkit. This toolkit serves as a resource to help employers develop the capacity to promote breastfeeding and successfully implement a cost effective breastfeeding support program.

INTRODUCTION >>

The World Health Organization and the American Academy of Pediatrics recommend exclusive breastfeeding as the preferred method of infant feeding for at least the first six months of life, and continued breastfeeding with appropriate complementary foods through at least the first year. With many mothers returning to work within a few weeks to months after childbirth, worksite lactation support is essential.

More and more women are choosing to breastfeed and want to be successful in doing so while returning to work, which is why supporting a mothers choice to breastfeed is so important.

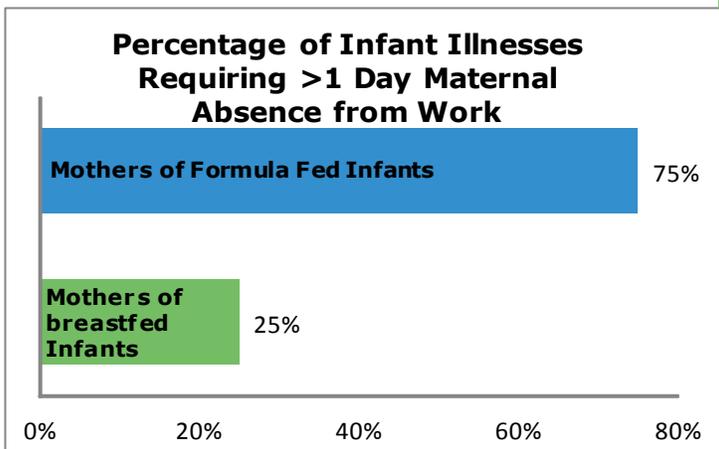
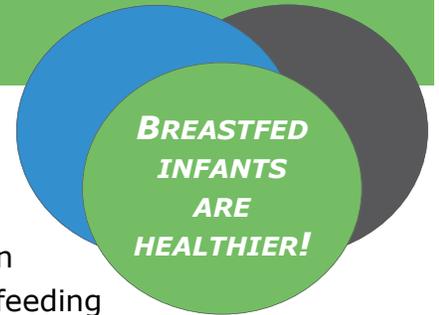
SMALL INVESTMENT YIELDS BIG RETURN

Supporting your breastfeeding employees saves money.

BUSINESSES SEE UP TO A \$3 RETURN FOR EVERY \$1 INVESTED IN WORKSITE LACTATION PROGRAMS.

1 BREASTFEEDING EMPLOYEES MISS WORK LESS OFTEN

- Formula feeding moms have 3 times as many one-day absences from work to care for sick children in the first year of life than breastfeeding moms.
- For every 1000 formula feeding babies, their mothers would miss an estimated combined total of one full year of work more than breastfeeding mothers, because their children are sick more often.

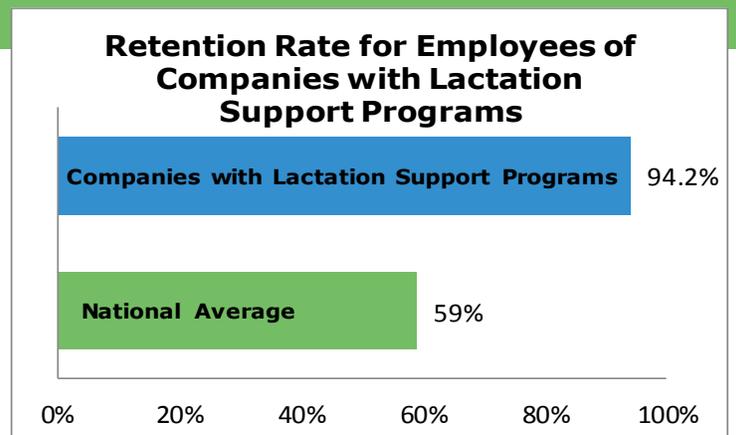


2 BREASTFEEDING LOWERS HEALTH CARE COSTS

- Due to healthier babies and moms.
- Infants who receive only their mothers' milk for the first three months incur \$331 less in health care costs over the first year of life.
- Mutual of Omaha found that their newborn healthcare costs are **three times less** when employees participate in the lactation program. They save \$2,146 for each employee!

3 LOWER STAFF TURNOVER

- Employers find that lactation support leads to improved staff productivity and loyalty, which helps retain talented employees.
- Increased retention of experienced employees results in cost savings due to reduced turnover.
- Positive image of a family friendly employer.





THE BOTTOM LINE

Supporting your breastfeeding employees saves money.



EMPLOYERS save money because of lower absenteeism. Parents of breastfed children take less time off to care for sick children, because their children are healthier.



FAMILIES save money when their child is breastfed, compared to paying for formula.



HEALTHCARE costs are lower since breastfed babies require fewer sick care visits, prescriptions and hospitalizations.



If 90% of U.S. families followed guidelines to breastfeed exclusively for 6 months, the U.S. would save \$13 billion each year from reduced medical and other costs.

Consider this...

For every 1,000 babies who are NEVER breastfed there are:

-  2,033 excess office visits
-  212 excess days of hospitalization
-  609 excess prescriptions



BENEFITS OF BREASTFEEDING

Breastfeeding has many benefits for the baby, the mother, the community, and the employer.

One of the most common times women tend to stop breastfeeding is around the time they return to work. To help decrease this, women need support in the workplace. A business can profit from supporting their employees during breastfeeding. Infants who are breastfed are sick less often, so mom misses less time at work. Mom will be more satisfied and thus functioning at her highest capacity! With the new provisions in the Affordable Care Act, businesses are expected to provide breastfeeding support to their employees, including a private place (other than a bathroom) and sufficient break time to express milk.

THE BABY

Breastfeeding provides a unique combination of nutrients and antibodies essential to a baby's health:

- Breastmilk can lower the child's risk of asthma, respiratory infections, ear infections, obesity, diabetes, and sudden infant death syndrome (SIDS).
- Breastfeeding also helps with mother-child bonding because it gives the baby time for close contact with the mother.

THE MOTHER

Breastfeeding is also good for the mother.

- It can lower a woman's risk of breast cancer, ovarian cancer, osteoporosis and heart disease.
- Breast milk is free and takes no time to prepare. As a result, a mother will save money and have more time to spend with her family.
- Maintenance of health and balance between work and family responsibilities results in reduced stress and increased household stability.

THE COMMUNITY

When you value breastfeeding in your business, you show the community that you support your employee's decision to provide breastmilk to their child and understand the importance of breastfeeding.

Breastfeeding is environmentally friendly and is a natural use of resources. There is no waste from packaging, preparation, or leftovers.

WHAT IS A BREASTFEEDING FRIENDLY BUSINESS?

A Breastfeeding Friendly Business is one that actively supports and promotes breastfeeding for its employees. It also maintains a written Lactation Accommodation Policy that is regularly communicated to employees. Breastfeeding support in the workplace can occur in many different forms and will vary among businesses. Every business has different needs, varying resources, and diverse workforces.

MANY NEW MOTHERS WHO RETURN TO WORK ARE UNABLE TO REACH THEIR BREASTFEEDING GOALS.

Breastfeeding through a baby's first year benefits mom and baby for a lifetime. If a mother chooses to breastfeed, she needs to express breastmilk during the workday in order to maintain her milk supply. Many mothers are afraid to speak to their employers about these needs. One of the most common times women tend to stop breastfeeding is around the time they return to work. To help eliminate this, women need support in the workplace.

BREASTFEEDING-FRIENDLY BUSINESSES UNDERSTAND THIS NEED.

They support their employees by providing privacy and flexibility to express and store breastmilk. When breastfeeding employees' physical needs are met, they can better focus on their job responsibilities. The result is improved productivity.

PROVIDING A BREASTFEEDING-FRIENDLY WORKSITE BENEFITS THE ENTIRE WORKFORCE.

Businesses can profit from supporting their employees during breastfeeding. Businesses that support mothers who choose to breastfeed their infants experience improved employee morale, increased employee retention, lower absenteeism, and reduced health-care costs.

WHAT DOES IT TAKE TO BE BREASTFEEDING FRIENDLY?

It's easy and inexpensive! In fact, many businesses already have policies and procedures in place that support employees who choose to breastfeed their infants. A business may be designated as a Wood County Breastfeeding Friendly Business if they offer a written Lactation Accommodation Policy that includes:

- Flexible work schedules that allow time for the expression of milk.
- Access to private space(s), other than a bathroom, for the purpose of milk expression.
- Access to a nearby clean and safe water source and a sink for washing hands and rinsing any breast pump equipment.
- Access to hygienic storage options (including personal coolers) where mothers can safely store breastmilk.

Many businesses also choose to offer additional accommodations such as educational resources, expert support, work-from-home options, onsite or nearby child care, or baby-at-work policies. Employers who choose to be breastfeeding friendly are eligible for different levels of designation. Full criteria for designation as a Wood County Breastfeeding Friendly Business is provided in this toolkit as well as on the [Wood County Breastfeeding Coalition](#) website.

The practical aspect of becoming Breastfeeding Friendly is that there is a lot of flexibility and the program can be customized to meet the needs of the company and its employed mothers.



DESIGNATION AS A BREASTFEEDING FRIENDLY BUSINESS!

The Wood County Health Department, in partnership with the Wood County Breastfeeding Coalition, recognizes employers in Wood County that provide workplace support to their breastfeeding employees through the “***Breastfeeding Friendly Business Program.***” Employers are evaluated based on criteria for three levels of support: **Gold, Silver, and Bronze**. When one of the levels is reached the business will be recognized with a recognition letter, framed certificate, window decal, and various methods of media recognition. All forms of recognition are voluntary.

Designation is accomplished through meeting the 8 steps outlined in this toolkit.



Gold level recognition is the ultimate level of recognition and requires a business to have a written Lactation Accommodation Policy as well as fulfill the Luxurious Accommodations Criteria.



Silver level recognition is a step up from Bronze and requires a business to have a written Lactation Accommodation Policy as well as fulfill the Modest Accommodations Criteria.



Bronze level recognition requires a business to have a written Lactation Accommodation Policy as well as fulfill the Essential Accommodations Criteria.

CHECK LIST OF BREASTFEEDING FRIENDLY BUSINESS ACCOMMODATIONS

CRITERIA	Essential Accommodations BRONZE	Modest Accommodations SILVER	Luxurious Accommodations GOLD
POLICY & EDUCATION	<input type="checkbox"/> Written Lactation Accommodation policy	<input type="checkbox"/> Written Lactation Accommodation policy <input type="checkbox"/> Verbal information provided to all employees about breastfeeding support.	<input type="checkbox"/> Written Lactation Accommodation policy <input type="checkbox"/> Educational packet about breastfeeding given to all expectant employees.
FACILITIES	<input type="checkbox"/> Private Room with a lock <input type="checkbox"/> Electrical Outlet <input type="checkbox"/> Chair <input type="checkbox"/> Small table <input type="checkbox"/> Waste Basket <input type="checkbox"/> Nearby sink with running water <input type="checkbox"/> Nearby refrigerator or storage space for small cooler <input type="checkbox"/> Employee provides her own breast pump	All the Essential Accommodations PLUS <input type="checkbox"/> Upholstered, comfortable chair <input type="checkbox"/> Sink with running water in the room <input type="checkbox"/> Refrigerator in the room <input type="checkbox"/> Nursing stool <input type="checkbox"/> Towel dispenser <input type="checkbox"/> Clock	All the Modest Accommodations PLUS <input type="checkbox"/> Breast pump provided or subsidized by employer (Mother brings own attachment kit) <input type="checkbox"/> Mirror Optional items: <input type="checkbox"/> Radio/CD player <input type="checkbox"/> Telephone <input type="checkbox"/> Nursing mother art
SCHEDULING	<input type="checkbox"/> Flexible breaks (at least 15 minutes as well as a lunch break) during which the employee can express milk or nurse their infant	Same breaks as "Bronze" level One or more of the following: <input type="checkbox"/> Ability to work part-time or some hours from home <input type="checkbox"/> Flextime or job-sharing option <input type="checkbox"/> Onsite childcare <input type="checkbox"/> "Baby-at-work" program <input type="checkbox"/> Maternity leave available for up to 12 weeks	Same breaks as "Bronze" level Two or more of the following: <input type="checkbox"/> Ability to work part-time or some hours from home <input type="checkbox"/> Flextime or job-sharing option <input type="checkbox"/> Onsite childcare <input type="checkbox"/> "Baby-at-work" program <input type="checkbox"/> Maternity leave available for up to 12 weeks
RESOURCES		<input type="checkbox"/> List of local breastfeeding resources	One or more of the following: <input type="checkbox"/> List of local breastfeeding resources <input type="checkbox"/> Lactation consultant services provided for employees (via insurance, paid by employer, or through an agreement with Public Health for free services.)

8 Steps

TO A BREASTFEEDING FRIENDLY BUSINESS



P R O M O T E . P R O T E C T . S U P P O R T .

- 1 GET HUMAN RESOURCES AND MANAGEMENT ON BOARD.**
- 2 ASSESS THE NEEDS AND CAPACITY FOR LACTATION ACCOMMODATION.**
- 3 CREATE A LACTATION ACCOMMODATION POLICY.**
- 4 CREATE OR DESIGNATE A LACTATION ROOM.**
- 5 IDENTIFY SUPPORT SERVICES.**
- 6 COMMUNICATE THE POLICY.**
- 7 MEASURE SUCCESS.**
- 8 EVALUATE AND SUSTAIN THE PROGRAM.**



Step 1

1 GET HUMAN RESOURCES AND MANAGEMENT ON BOARD

A crucial aspect for the success of a breastfeeding friendly worksite program is generating support from all levels of management and employees. Support may be in the form of active participation in the planning or simply approving budget requests and communicating support to all employees. Managers and supervisors set a positive tone for support by educating employees about the policies of the company and ways they will be supported.

- **Communicate** the laws and benefits of breastfeeding.
- **Establish a process** for developing, reviewing, and modifying policies, procedures and protocols related to breastfeeding practice, and environments.
- **Ensure staff receive orientation and education** on breastfeeding policy implementation and support.
- **Form a small committee.** A team of approximately 2-3 people works well. Include a manager and an employee (someone who has/is breastfeeding, if applicable). The purpose of the committee is:
 - To define goals and objectives.
 - To assess the needs and capacity for lactation accommodations.
 - To create or update a Lactation Accommodation Policy and program components.
 - To create a timeline.

In Wisconsin, 80.3% of women breastfed their newborn infants at least once and 58.9% continue to breastfeed six months after giving birth. The national rates are: 81.1% of women have ever breastfed and 51.8% continue to breastfeed at six months. Both federal and state laws provide protections and benefits for nursing mothers.

IT'S THE

LAW

**In 2010, Section 4207
of the Fair Labor
Standards Act of 1938**

**was amended by
adding that an
employer shall
provide:**

*"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 also the stipulation
that this be done in "a
place, other than a
bathroom,
that is shielded
from view and free from
intrusion from coworkers
and the public."*

Step 2

2 ASSESS THE NEEDS AND CAPACITY FOR LACTATION ACCOMMODATION.

Assessing the business environment can help with justification and support for a breastfeeding friendly worksite program and assist in the strategic planning process. Once human resources and management are engaged, the next step is to:

- **Evaluate** how your organization currently supports worksite lactation by assessing the current population, policies, environments, supports, needs, and constraints.
 - Complete the Business Self-Assessment (included in this toolkit).
 - Some needs and capacity assessment questions to consider include:

- How many women are likely to be affected?
- How should space be allocated for a lactation room?
- What resources are available to equip the lactation room?
- What are you currently doing to accommodate your employees' needs in terms of lactation support?
- What is your physical environment? Are there any barriers to consider?
- Do different job functions have different access to or needs for services?
- Is there policy in place? If so, what aspects of the policy need to be improved?
- How will you measure success?

- **Get input from employees**

- Determine their needs.
- Have employees complete one of the following surveys:
 - Lactation Program Implementation Survey (condensed version)
 - Breastfeeding Friendly Business Employee Survey

BUSINESS SELF-ASSESSMENT

HUMAN RESOURCES

PLEASE INDICATE THE FOLLOWING:

Number of employed women of childbearing age (16-44).	
Percent of female employees employed full-time.	
Number of male employees ages 16-44.	
Number of pregnancies among employees annually.	
Breastfeeding rates of employees (if known).	
Current turnover rate among women who take maternity leave.	
Current rates of absenteeism among new mothers and fathers.	

COMPANY POLICIES

INDICATE WHICH OF THE FOLLOWING SUPPORT SERVICES ARE CURRENTLY PROVIDED AT YOUR BUSINESS:

	YES	NO
Have a written policy supporting breastfeeding women.		
Provide access to lactation consultants on-site or through benefits package for breastfeeding/pumping moms.		
Incentivize breastfeeding through your employee wellness program/benefits plan.		

What existing support services, policies, and/or benefits are in place that may be used to support breastfeeding mothers?

BUSINESS SELF-ASSESSMENT

COMPANY POLICIES

PLEASE INDICATE THE FOLLOWING:

What break policies could be adapted to allow for milk expression breaks?

What new policies would need to be developed to provide for lactation support?

PLEASE INDICATE WHICH IS INCLUDED AS PART OF YOUR BUSINESS' FAMILY LEAVE POLICY:

	Yes, all staff eligible	Yes, some staff eligible	No
FMLA.			
Short-Term Disability (STD) as an employee benefit.			
Additional unpaid leave beyond the 12 weeks required for some employees under the Family Medical Leave Act (FMLA).			
Creative combining of existing vacation/sick/holiday time for parental leave.			
Opportunity for employees returning from parental leave to gradually return to work, initially working reduced hours for a specified period of time.			

What policies allow for a gradual return to work following maternity leave? Check all that apply:

- Part-time employment
- Job-Sharing
- Telecommuting
- Flextime
- Other _____

BUSINESS SELF-ASSESSMENT

Indicate which of the following facility supports are currently provided at your business:

What department could likely serve as the administrative home for the lactation support program?	<input type="checkbox"/> Wellness division <input type="checkbox"/> Employee health unit <input type="checkbox"/> Human Resources <input type="checkbox"/> Personnel <input type="checkbox"/> Other _____
What funds are budgeted and available to support a lactation support program?	
Are there any barriers to consider?	
What realistic options do women currently have for expressing milk during the work period in privacy?	<input type="checkbox"/> Personal office <input type="checkbox"/> Office of another employee <input type="checkbox"/> Designated lactation room <input type="checkbox"/> No space <input type="checkbox"/> Other _____
If no designated lactation room exists, what options might be available for a space with an electrical outlet that can be locked?	<input type="checkbox"/> Unused office space <input type="checkbox"/> Closet or other small space <input type="checkbox"/> A room created within another space <input type="checkbox"/> Other _____
What type of breast pump equipment do breastfeeding employees currently receive?	<input type="checkbox"/> None – employees use their own breast pump equipment <input type="checkbox"/> Company purchases hospital-grade electric breast pumps <input type="checkbox"/> Company rents hospital-grade electric breast pumps <input type="checkbox"/> Company provides/subsidizes portable personal use pumps <input type="checkbox"/> Insurance
Does your business provide employees referrals to community breastfeeding resources.	
How do your employees, managers, and stakeholders perceive the need for a breastfeeding friendly support program?	

LACTATION PROGRAM IMPLEMENTATION SURVEY

For employees to fill out to assess where they feel the need is for a breastfeeding program/initiative in the workplace.

1. Does _____ have a policy for employees who are breastfeeding and pumping breast milk?
 Yes No
2. Does _____ have information and resources for breastfeeding mothers posted in the workplace?
 Yes No
3. Are you presently breastfeeding? *IF 'NO' SKIP TO QUESTION #6*
 Yes No
4. Would you utilize a lactation room when you are working? *IF THERE ALREADY IS A ROOM SKIP TO QUESTION #5*
 Yes No
5. Do you use the lactation room when you are working?
 Yes No
6. In your opinion, how supportive of breastfeeding is _____? *SELECT ONE*
 Not at all supportive
 Somewhat supportive
 Very supportive
7. What is your age in years? _____

Optional:

8. What is your gender?
 Female Male Unspecified
9. What is your race/ethnicity? *SELECT ONE*
 White African American Hispanic
 Asian/Pacific Islander Other: _____
10. What is your education level? *SELECT ONE*
 High school graduate (or equivalent)
 Some college (no degree)
 College graduate (Associates degree or higher)

Thank you for taking the time to complete this survey. For more questions about lactation support in the workplace contact Amber France at 715-421-8911

BREASTFEEDING FRIENDLY BUSINESS EMPLOYEE SURVEY

The purpose of this survey is to help plan for the development of a work environment that is supportive of breastfeeding. The survey includes questions for all employees, parenting employees, and management. Participation in the survey is completely voluntary and anonymous. **Please do not write your name or other identifying information on the survey.** All employees are encouraged to participate—we want to hear your thoughts and opinions! It is important that you answer each question completely and accurately. However, you may choose to answer “unsure/don’t know” if the question does not apply to you. This survey will take approximately 10 to 15 minutes to complete.

The survey response deadline is **date**. Please return to **Person/Place** at your earliest convenience.

SECTION 1: EMPLOYMENT INFORMATION

1. ARE YOU AN EMPLOYEE OF ORGANIZATION NAME?

- Yes, I am an employee

2. ARE YOU AN EXEMPT OR A NON-EXEMPT EMPLOYEE? (YOU ARE USUALLY CONSIDERED A NON-EXEMPT EMPLOYEE IF YOU WOULD EARN OVERTIME FOR HOURS WORKED OVER 40 HOURS PER WEEK.)

- Exempt
- Non-exempt
- Don't Know

3. HOW LONG HAVE YOU BEEN EMPLOYED AT ORGANIZATION NAME?

- > 1 year
- 1 year
- 2 years
- 3 years
- 4 years
- 5-7 years
- 8-10 years
- 11 or more years

SECTION 2: BREASTFEEDING ATTITUDES AND EXPERIENCE

4. PLEASE INDICATE WHETHER YOU AGREE OR DISAGREE WITH EACH OF THE FOLLOWING STATEMENTS:

A. ALLOWING WOMEN TO TAKE ADDITIONAL UNPAID BREAKS TO EXPRESS/PUMP MILK DURING THE WORKDAY IS FAIR TO ME.

- Agree
- Disagree
- Unsure/Don't Know

B. ALLOWING WOMEN TO TAKE ADDITIONAL UNPAID BREAKS TO EXPRESS/PUMP MILK DURING THE WORKDAY WILL INTERFERE WITH PRODUCTIVITY.

- Agree
- Disagree
- Unsure/Don't Know

C. WHAT IS YOUR EXPERIENCE WITH COMBINING WORKING AND BREASTFEEDING? CHECK ALL THAT APPLY.

- I am (or my partner is) currently breastfeeding.
- I (or my partner) have continued breastfeeding after returning to work in the past.
- I (or my partner) breastfed in the past but did not continue after returning to work.
- I (or my partner) plan to breastfeed in the next two years.
- I know a coworker who has/is combining working and breastfeeding.
- I have no experience combining working and breastfeeding.

SECTION 3: GENDER

5. WHAT IS YOUR GENDER?

- Male → **Men—Please go to Section 11**
- Female

SECTION 4: WOMEN AND MATERNITY

6. HAVE YOU HAD A BABY IN THE PAST TWO YEARS?

- Yes
- No

7. WERE YOU WORKING DURING YOUR PREVIOUS PREGNANCY(S)?

- Yes
- No

8. WERE YOU EMPLOYED IN YOUR CURRENT POSITION DURING YOUR PREVIOUS PREGNANCY(S)?

- Yes
- No

SECTION 5: BABY IN THE LAST TWO YEARS, WORKED DURING PREGNANCY

9. DID YOU RECEIVE INFORMATION FROM YOUR EMPLOYER ABOUT THE BENEFITS OF BREASTFEEDING DURING YOUR PREGNANCY WITH THIS BABY?

- Yes
- No

10. DID YOU RECEIVE WRITTEN OR VERBAL INFORMATION FROM YOUR EMPLOYER ABOUT WORKSITE ACCOMMODATIONS FOR CONTINUING TO BREASTFEED (E.G., FLEXIBLE BREAKS, PRIVATE SPACE TO PUMP BREASTMILK)?

- Yes
- No

SECTION 6: BABY IN THE LAST TWO YEARS, RETURN TO WORK

11. HOW OLD WAS YOUR BABY WHEN YOU RETURNED TO WORK?

_____ weeks old

12. ON AVERAGE, HOW MANY HOURS DID YOU WORK PER WEEK IN THE FIRST MONTH AFTER YOU RETURNED TO WORK?

_____ hours

SECTION 7: MOTHERS AND BREASTFEEDING

13. WAS THIS BABY EVER BREASTFED OR BOTTLE-FED BREASTMILK, EVEN IF ONLY ONCE?

- Yes
- No

SECTION 8: MOTHERS, BREASTFEEDING BABY

14. Are you still breastfeeding your baby?

- Yes
- No

SECTION 9: MOTHERS, STOPPED BREASTFEEDING

15. HOW OLD WAS YOUR BABY WHEN YOU COMPLETELY STOPPED BREASTFEEDING OR BOTTLE-FEEDING YOUR BABY BREASTMILK?

(Example: If baby completely stopped breastfeeding at six weeks, enter "6" in the box next to "Weeks." If your baby completely stopped breastfeeding at three days, put a "3" in the box next to "Days.")

_____ Days
_____ Weeks
_____ Months

16. DID YOU BREASTFEED FOR AS LONG AS YOU WANTED TO?

- Yes
- No

17. WHAT IS THE MAIN REASON YOU STOPPED BREASTFEEDING?

- My baby had trouble sucking or latching on.
- My baby lost interest in nursing or began to wean him or herself.
- I felt that I breastfed long enough for my baby to get the benefits of breastfeeding.
- I didn't think I had enough milk.
- I could not tell how much my baby ate.
- A health professional said I should feed my baby formula.
- My partner said I should feed my baby formula.
- A family member said I should feed my baby formula.
- Breastfeeding was too painful.
- I could not continue to breastfeed because of my work.
- My child-care provider was not supportive of breastfeeding.
- Other _____

SECTION 10: MOTHERS, No BREASTFEEDING

18. WHAT WAS THE MAIN REASON YOU DID NOT BREASTFEED?

- I tried breastfeeding with a previous child and didn't like it or it didn't work out.
- I could not breastfeed because of my work.
- I was sick or taking medication.
- I thought I wouldn't have enough milk.
- I did not think I would like breastfeeding.
- I didn't know if I could get help with breastfeeding.
- I did not think my baby would be able to breastfeed.
- People told me it was hard to breastfeed.
- I had too many other things to do.
- Other _____

SECTION 11: MEN WITH CHILD 2 OR YOUNGER

19. WAS THIS BABY EVER BREASTFED OR BOTTLE-FED BREASTMILK, EVEN IF ONLY ONCE?

- Yes
- No
- Unsure/Don't Know

SECTION 12: MANAGEMENT STATUS

20. HOW WOULD YOU DESCRIBE YOUR CURRENT POSITION AT YOUR PLACE OF WORK?

- Senior management/administrator
- Middle management/supervisor
- Staff member, not a supervisor or manager
- Other (please specify) _____

SECTION 13: MANAGERS' SURVEY - WORKFORCE

21. APPROXIMATELY HOW MANY *DIRECT-REPORT* EMPLOYEES DO YOU MANAGE OR SUPERVISE?

_____ Employees

SECTION 14: MANAGERS' SURVEY—EMPLOYEE ACCOMMODATION

22. I HAVE ONE OR MORE EMPLOYEES (MALE OR FEMALE) WHO HAS HAD A NEW BABY IN THE LAST 24 MONTHS.

- Yes
- No
- Don't Know

SECTION 15: MANAGERS' SURVEY-FLSA

THE NEXT TWO QUESTIONS REFER TO THE FOLLOWING INFORMATION:

As part of Health Reform, the Fair Labor Standards Act (FLSA) was amended to provide reasonable break time to breastfeeding mothers.

The law requires employers to provide "reasonable break time for an employee to express breastmilk for her nursing child for one year after the child's birth each time such employee has need to express the milk."

Employers are also required to provide "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."

Only non-exempt employees (employees who are not exempt from Section 7 of the FLSA, which includes the FLSA's overtime pay requirements) are entitled to breaks to express milk under the law, though the U.S. Department of Labor encourages employers to provide these breaks to all employees.

Employers are not required to compensate nursing mothers for breaks taken for the purpose of expressing milk. However, when employers already provide compensated breaks, an employee who uses that break time to express milk must be compensated in the same way that other employees are compensated for break time. In addition, the FLSA's general requirement that the employee be completely relieved of duty applies. Otherwise, the time must be compensated as work time.

The law went into effect on March 23, 2010.

SECTION 16: PROGRAM SUPPORT

23. WHICH OF THE FOLLOWING, IF ANY, ARE AVAILABLE IN YOUR WORK AREA? CHECK ALL THAT APPLY.

- There is an accessible, private space (other than a bathroom) with a chair, a table or shelf, and an electrical outlet.
- There is a refrigerator or storage space for a small cooler.
- There is nearby access to a clean and safe water source and a sink suitable for washing hands and rinsing out pumping equipment.
- There is an on-site or nearby child-care center.
- Employees in my area are permitted to take at least two paid 15-minute rest breaks.
- Employees in my area are able to take breaks at times that are convenient for them.
- Employees in my area are able to work flexible schedules.
- I feel that my coworkers have a supportive attitude toward one another.
- I feel that my manager/supervisor is concerned with my individual needs.
- None of the above.
- Unsure/Don't know.

24. BELOW IS A LIST OF THINGS THAT SOME EMPLOYERS OFFER TO SUPPORT BREASTFEEDING EMPLOYEES. IN YOUR OPINION, WHICH OF THESE THINGS ARE NEEDED AT YOUR WORKSITE TO SUPPORT EMPLOYEES WHO WISH TO CONTINUE TO BREASTFEED AFTER RETURNING TO WORK? (CHECK ALL THAT APPLY)

A. FACILITIES:

- Private, comfortable space close to the work area for the purpose of expressing/pumping breastmilk.
- Hospital-grade electric breast pump provided in the workplace.
- Refrigerator designated for use by breastfeeding mothers.
- Written breastfeeding policy stating the expectation that reasonable break time and a private space, other than a bathroom, are provided for expressing (pumping) breastmilk.

B. CULTURE OF SUPPORT:

- Supportive attitude from managers.
- Supportive attitude from coworkers.
- Education for managers about needs of breastfeeding employees.
- A tool for communicating with managers about pumping milk at work.
- Informal mothers' meetings during the lunch period.
- Email list or discussion board for breastfeeding employees.
- Support from other mothers who have breastfed at the worksite.
- Onsite parenting or breastfeeding support meetings.

C. TIME/CONTACT WITH BABY:

- Gradual transition back to work (such as part-time employment or telecommuting for several weeks before resuming full-time work).
- Compressed workweek (such as working longer hours for four days and taking off in the middle of the week to be with the baby and rebuild milk supply).
- Flexible scheduling (combining existing breaks, coming in early, leaving late, shortening lunch break, etc.) to allow for adequate breaks for pumping as needed throughout the workday.
- Help with locating nearby child-care providers who allow direct breastfeeding on a mother's lunch breaks.

D. EDUCATION:

- Lending library of breastfeeding literature, books, videos.
- Breastfeeding classes offered during lunch hour (for employees and partners of employees).
- Breastfeeding classes offered after-hours.
- Written information explaining parental leave.
- List of local breastfeeding support resources.
- Educational toolkit about combining working and breastfeeding.

25. IN YOUR OPINION, HOW SUPPORTIVE OF BREASTFEEDING IS YOUR PLACE OF EMPLOYMENT?

- Not at all supportive
- Somewhat supportive
- Supportive
- Very supportive
- Don't know

The purpose of this survey is to help our organization plan for developing a work environment that is supportive of breastfeeding. Is there anything else you would like for us to know about needs, opportunities, concerns, or barriers in the workplace for regarding breastfeeding?

Thank you for taking the time to complete this survey. The information you have provided will be helpful in assessing the needs of your organization and employees.

END SURVEY

The survey response deadline is ***date***. Please return to ***Person/Place*** at your earliest convenience.

If you have any questions or concerns about this survey, please contact ***Person*** at ***contact info***.

Step 3

3 CREATE A LACTATION ACCOMMODATION POLICY.

- Summarize rationale – business benefits, health benefits, laws.
- Specify expectations of employees: (program participants, management, and coworkers).
- Describe accommodations available for nursing mothers (privacy, time, support, education).

BASIC NEEDS OF A LACTATION POLICY

SPACE. A space other than a bathroom to express milk.

PRIVACY. A private space for milk expression.

TIME. Time to express milk as well as flexible breaks and work options.

SUPPORT. A positive, accepting attitude from upper management, supervisors, and coworkers helps breastfeeding employees feel confident in their ability to continue working while breastfeeding.

ADDITIONAL OPTIONS

EDUCATION. Employer-provided information and resources accessible through the worksite during pregnancy and after the baby is born help prepare women for balancing the requirements for breastfeeding with their job responsibilities.

THE NEXT SECTION “**COMPONENTS OF A BREASTFEEDING FRIENDLY BUSINESS PROGRAM & POLICY**”
OUTLINES CRITERIA THAT SHOULD BE INCLUDED IN A LACTATION ACCOMMODATION POLICY.

COMPONENTS OF A BREASTFEEDING FRIENDLY BUSINESS PROGRAM & POLICY

Supportive policies and practices that enable women to successfully return to work and breastfeed send a message to all employees that breastfeeding is valued. Accommodations are a temporary need for each breastfeeding employee – once babies begin eating solid foods at 6 months, milk expression requirements gradually decreases. Supporting your breastfeeding employees saves money because breastfeeding employees miss work less - often, breastfeeding lowers health care costs and fosters better retention, and increases productivity and loyalty.

A comprehensive workplace breastfeeding friendly business program includes a private space, time for mothers to express milk and workplace support. Many businesses also incorporate educational material for breastfeeding employees.

SPACE

PRIVACY DURING MILK EXPRESSION

It is important to establish a private location where a breastfeeding employee can comfortably and safely express milk during the workday. This can be a woman's private office or an onsite, designated lactation room(s) with an electrical outlet where breastfeeding employees can express milk during the work period. Many employees work in open areas or cubicles that are not private. Simple lactation rooms can be created out of existing building space. Companies with large numbers of female employees can create lactation "suites" by installing partitions or curtains in the lactation room to accommodate multiple users at one time. The cost is usually a one-time expenditure (other than costs involved with standard maintenance), and the return on investment is continuous since many breastfeeding women can make use of the facility over a long period of time.

SPACE SOLUTIONS

Permanent or flexible space that has privacy

- The size can be as small as 4' x 5' to accommodate a comfortable chair and a small table or shelf for a breast pump.
- A clean, infrequently-used existing office space, closet or small storage area.
- An exam/patient room, lounge, or enclosed area.
- Adapting a "small unused space" that is currently not well-utilized.

COMPONENTS OF A BREASTFEEDING FRIENDLY BUSINESS PROGRAM & POLICY

ROOM AMENITIES

- Electrical outlet
- Lock on the door for privacy
- If a lockable door is not possible, provide a sign outside the door with a well-communicated policy to help prevent others from entering the space
- A sink is ideal! If not available, a room close to a sink in order to wash breast pump parts is best!
- Comfortable Chair
- Flat surface such as a small table or shelf for the mother's breast pump



HANDLING EXPRESSED MILK

- Human milk is food. It can be stored in a company refrigerator or in the employee's personal cooler.
- The Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) do not classify human milk as a biohazard. Universal precautions are not required when handling human milk. Businesses can encourage nursing moms to wipe the area clean with antibacterial wipes after each use.
- Restaurants may have policies for storing foods served to customers. If so, an employee's personal cooler or insulated lunch bag is a workable solution for storing human milk. Some companies prefer a mini fridge in the lactation area or the employee's personal office space.

BREASTFEEDING EMPLOYEES SHOULD NEVER BE EXPECTED TO EXPRESS MILK IN A RESTROOM!

RESTROOMS ARE UNSANITARY, LACK APPROPRIATE ELECTRICAL CONNECTIONS, AND DO NOT PROVIDE A PLACE TO COMFORTABLY EXPRESS BREASTMILK.

SCHEDULING ROOM USAGE

Depending on the size of the company and the number of breastfeeding employees that will use the room, companies may want to consider scheduling and logging room usage. There are a variety of ways to schedule and log room usage.

COMPONENTS OF A BREASTFEEDING FRIENDLY BUSINESS PROGRAM

ROOM SCHEDULING METHODS

- Electronic sign-in (a computerized room schedule) that allows employees to log-in their preferred pumping times daily or weekly.
- Schedule sign-in sheet or dry-erase board kept in the room or by the person who has the key to the room.
- E-mail notices sent to employees who are using the room.
- First-come, first-served basis, with an "Occupied" sign outside the door (this is effective if there are only a few women needing the room).

CLEANING THE ROOM

- Lactation program policies should explain who is responsible for keeping the room clean.

TIME

TIME TO EXPRESS MILK

- Milk expression session usually takes around 15 minutes, plus time to get to and from the lactation room. They are needed about every 3 hours which typically amounts to two or three breaks throughout the day.
- Breastfeeding employees need no more than an hour per work day to express milk, which can easily be divided between usual paid breaks and the meal period.

If extra time is needed, it can be tracked and provided as unpaid leave. Many employers allow women the flexibility to come in early or stay late to make up the time. Some employers allow women to adjust their meal break to make up time. Others do not track the extra time taken.

- As the baby begins eating solid foods around 6 months, pumping sessions often become less frequent.

FLEXIBLE BREAKS AND WORK OPTIONS

- Gradual transition back to work.
- Working part-time or working from home a few weeks before resuming full-time work.
- Working longer hours four days per week.
- Allowing employees to go home or to their child care providers to nurse their baby.

COMPONENTS OF A BREASTFEEDING FRIENDLY BUSINESS PROGRAM & POLICY

- Allow the return to work after maternity leave on a Thursday or Friday, to allow the weekend to rebuild milk supply before returning to work for an entire week.
- A positive, accepting attitude from upper management, supervisors, and coworkers helps breastfeeding employees feel confident in their ability to continue working while breastfeeding.

SUPPORT

SUPPORT FROM SUPERVISORS, CO-WORKERS & MOTHERS

- Implement a written Lactation Accommodation and Support Policy.
- Incorporate information about the basic needs of breastfeeding employees into orientation and other company training programs.
- Create a breastfeeding friendly environment.
- Provide information about the designated room and other components of the program to employees.



EDUCATION

- Employer-provided information and resources accessible through the worksite during pregnancy and after the baby is born help prepare women for balancing the requirements for breastfeeding with their job responsibilities. The Wood County Health Department and the Wood County Breastfeeding Coalition will be resources in providing breastfeeding information and resources to breastfeeding employees on:
 - Prenatal education/classes
 - Postpartum lactation counseling
 - Back to work education
 - Community resources
 - Breastfeeding education material (pamphlets, books)

SAMPLE LACTATION ACCOMMODATION POLICIES

ACCOMMODATIONS FOR BREASTFEEDING EMPLOYEES

BUSINESS recognizes that natural breastfeeding of infants is an excellent method of providing the infant with a healthy start on their development. To facilitate the breastfeeding process, **BUSINESS** will take appropriate measures to facilitate breastfeeding and expression of milk by mothers of infants up to one year of age. Because each case may be different, **BUSINESS** encourages the mother to discuss her particular needs with her supervisor.

- **BUSINESS** will designate an appropriate and private area for mothers to use for breastfeeding or to express milk. If the mother prefers, she may use her private office (if applicable).
- **BUSINESS** will make other reasonable accommodations to provide a comfortable and private environment for the mother to breastfeed or express milk, when access to a designated room is not practical because of the work environment or duties.
- The Wood County Health Department will be a resource to provide breastfeeding information or resources to breastfeeding employees.
- Mothers may use paid break times and/or unpaid lunch breaks for breastfeeding or expression of milk. If the designated break times are not adequate, or the scheduled break time does not meet the needs of the mother, she should discuss scheduling options with her supervisor. If the normal break time is not adequate, the mother may use compensatory time, vacation time, or approved unpaid time off. Sick time would not be an option.
- Scheduling of the room (if applicable) is the responsibility of the mother(s) using the room.
- Employees will be expected to provide their own equipment and refrigeration as needed.

SAMPLE LACTATION ACCOMMODATION POLICIES

WORKSITE BREASTFEEDING POLICY

Breastfeeding has been shown to be the superior form of infant nutrition, providing a multitude of health benefits to both infants and their mother. Breastfeeding employees need ongoing support in the worksite to be able to provide their milk for their babies, [Organization Name] subscribes to the following policy:

1. Employees shall be provided a place to breastfeed or express their milk.

An employee lactation room is provided as a private and sanitary place for breastfeeding employees to express their milk during work hours. This room provides an electrical outlet, comfortable chair, and nearby access to running water. Employees may, of course, use their private office area for breastfeeding or milk expression, if they prefer.

2. A refrigerator will be made available for safe storage of expressed breastmilk.

Employees may use their own cooler packs to store expressed breastmilk or may store milk in a designated refrigerator/freezer. Employees should provide their own containers, clearly labeled with name and date. Those using the refrigerator are responsible for keeping it clean.

3. Employees shall be provided flexible breaks to accommodate breastfeeding or milk expression.

A breastfeeding employee shall be provided a flexible schedule for breastfeeding or pumping to provide breastmilk for her child. The time would not exceed normal time allowed for lunch and breaks. For time above and beyond normal lunch and breaks, the employee can come in a little early or leave a little later to make up the time.

4. Staff are expected to provide support for breastfeeding employees.

Realizing the importance of breastfeeding to the infant, the mother, and the company, staff should provide an atmosphere of loving support for breastfeeding employees.

5. Breastfeeding promotion information will be displayed.

The company will provide information on breastfeeding to all pregnant and breastfeeding employees, including local resources. In addition, positive promotion of breastfeeding will be on display in the company and in-house communications with staff.

6. Employee orientation will include information about the company's breastfeeding policy.

The company's breastfeeding policy will be communicated to current staff. New employees will be informed about the company policy in the new employee orientation training.

SAMPLE LACTATION ACCOMMODATION POLICIES

POLICY FOR SUPPORTING BREASTFEEDING EMPLOYEES

In recognition of the well documented health advantages of breastfeeding for infants and mothers, [name of company] provides a supportive environment to enable breastfeeding employees to express their milk during work hours. This includes a company-wide lactation support program administered by [name of department].

[Name of company] subscribes to the following worksite support policy. This policy shall be communicated to all current employees and included in new employee orientation training.

COMPANY RESPONSIBILITIES

Breastfeeding employees who choose to continue providing their milk for their infants after returning to work shall receive:

- **MILK EXPRESSION BREAKS**

Breastfeeding employees are allowed to breastfeed or express milk during work hours using their normal breaks and meal times. For time that may be needed beyond the usual break times, employees may use personal leave or may make up the time as negotiated with their supervisors.

- **A PLACE TO EXPRESS MILK**

A private room (not a toilet stall or restroom) shall be available for employees to breastfeed or express milk. The room will be private and sanitary, located near a sink with running water for washing hands and rinsing out breast pump parts, and have an electrical outlet. If employees prefer, they may also breastfeed or express milk in their own private offices, or in other comfortable locations agreed upon in consultation with the employee's supervisor. Expressed milk can be stored [in general company refrigerators/in designated refrigerators provided in the lactation room or other location/in employee's personal cooler].

- **BREASTFEEDING EQUIPMENT**

[Name of company] [provides/subsidizes/rents] electric breast pumps to assist breastfeeding employees with milk expression during work hours. The company provides [hospital grade pump that can be used by more than one employee/or portable personal use electric breast pump that the employee retains] throughout the course of breastfeeding for the employee. [If using a standard hospital-grade pump, indicate whether the company provides/subsidizes personal attachment kit or where the employee can purchase the kit.] [Indicate whether breast pumps are also available for partners of male employees.]

- **EDUCATION**

Prenatal and postpartum breastfeeding classes and informational materials are available for all mothers and fathers, as well as their partners.

- **STAFF SUPPORT**

Supervisors are responsible for alerting pregnant and breastfeeding employees about the company's worksite lactation support program, and for negotiating policies and practices that will help facilitate each employee's infant feeding goals. It is expected that all employees will assist in providing a positive atmosphere of support for breastfeeding employees. [List other components specific to your company's program]

EMPLOYEE RESPONSIBILITIES

- **COMMUNICATION WITH SUPERVISORS**

Employees who wish to express milk during the work period shall keep supervisors informed of their needs so that appropriate accommodations can be made to satisfy the needs of both the employee and the company.

- **MAINTENANCE OF MILK EXPRESSION AREAS**

Breastfeeding employees are responsible for keeping milk expression areas clean, using anti-microbial wipes to clean the pump and area around it. Employees are also responsible for keeping the general lactation room clean for the next user. This responsibility extends to both designated milk expression areas, as well as other areas where expressing milk will occur.

- **MILK STORAGE**

Employees should label all milk expressed with their name and date collected so it is not inadvertently confused with another employee's milk. Each employee is responsible for proper storage of her milk using [company provided refrigerator/personal storage coolers].

- **USE OF BREAK TIMES TO EXPRESS MILK**

When more than one breastfeeding employee needs to use the designated lactation room, employees can use the sign-in log provided in the room to negotiate milk expression times that are most convenient or best meet their needs.

SAMPLE LACTATION ACCOMMODATION POLICIES

SAMPLE WORKSITE LACTATION POLICY

[Name of company] acknowledges the worksite accommodation law in the U.S. Patient Protection and Affordable Care Act enacted in March 2010, which amends the Fair Labor Standards Act (FLSA), and Section 206-c of the New York State Labor Law, and therefore provides breastfeeding employees the following lactation accommodations:

LACTATION ACCOMMODATION PROVISIONS

- **REASONABLE TIME TO EXPRESS MILK AT WORK**
Employees shall be provided reasonable time to express milk while at work for up to three years following the child's birth each time the employee has need to express milk. Employees should use usual break and meal periods for expressing milk, when possible. If additional time is needed beyond the provided breaks, employees may use personal leave or may make up the time as negotiated with their supervisors.
- **A PRIVATE AREA FOR MILK EXPRESSION**
Employees will be provided with a private place, other than a bathroom, that is shielded from view and free from intrusion from co-workers and the public, to express breast milk. The room can be a designated space for lactation. If this is not practical or possible, a vacant office, conference room, or other small area can be used so long as it is not accessible or visible to the public or other employees while the nursing employee is using the room to express milk. The room will:
 - Be in close proximity to the employee's work station when possible
 - Have a door equipped with a functional lock or, if this is not possible, the room will have a sign advising that the room or location is in use and not accessible to other employees or the public
 - Be well lit
 - Ensure privacy by covering any windows with a curtain, blind, or other covering
 - Contain at a minimum a chair and a small table, counter, or other flat surface
 - Ideally include an electrical outlet and nearby access to clean water

No employee shall be discriminated against for breastfeeding or expressing milk during the work period, and reasonable efforts will be made to assist employees in meeting their infant feeding goals while at work.

This policy shall be communicated to all current employees and included in new employee orientation training. Any act found to be intentional that invades a nursing mother's privacy shall be treated as a disciplinary offense and reported to the appropriate manager.

EMPLOYER RESPONSIBILITIES

[Name of company] will:

- Maintain the cleanliness of the room or location set aside for the use of employees expressing breast milk at work.

EMPLOYEE RESPONSIBILITIES

Breastfeeding employees utilizing lactation support services will:

- Give supervisors advance notice of the need for lactation accommodations, preferably prior to their return to work following the birth of the child. This will allow supervisors the opportunity to establish a location and work out scheduling issues.
- Maintain the designated area by wiping the pump (if provided) and surfaces with microbial wipes so the area is clean for the next user.
- Insure the safekeeping of expressed breast milk stored in any refrigerator on the premises. Breast milk can be stored in a general company refrigerator, in a refrigerator provided in the lactation room, or in the employee's personal cooler.

[Adapted from the "Making it WORK for Employers" Toolkit www.breastfeedingpartners.org]

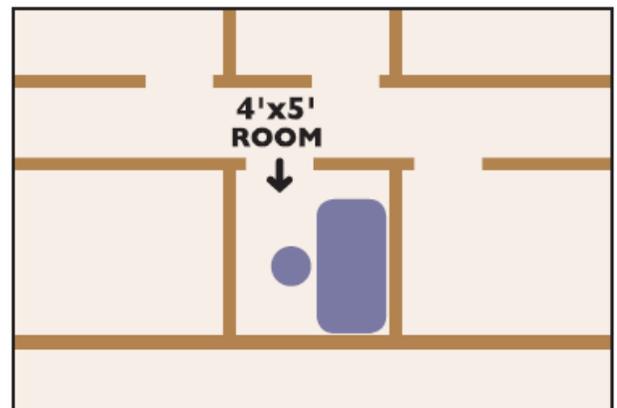
Step 4

4 CREATE OR DESIGNATE A LACTATION SPACE.

Creating or designating a lactation room or area is crucial for the success of a breastfeeding friendly business program. Lactation rooms provide a comfortable place for mothers to express their milk in privacy. A safe environment allows mothers to relax for more efficient milk expression. Basic lactation rooms can be created with little space and can be as simple or elaborate as desired.

PRIVACY DURING MILK EXPRESSION

- Breastfeeding employees should **never** be expected to express milk in a restroom!
 - Restrooms are unsanitary, lack appropriate electrical connections, and do not provide a place to comfortably.
 - By law, an employer must provide a space, other than a bathroom, for a breastfeeding employee to express milk.
- This can be a woman's private office (if it can be locked) or an onsite, designated lactation room(s) with an electrical outlet where breastfeeding employees can use a pump to express milk during the work period.
- The cost is usually a one-time expenditure (besides standard maintenance)
 - Multiple breastfeeding women can make use of the facility over a long period of time= continuous ROI



SPACE SOLUTIONS

Permanent or flexible space that has privacy

- The size can be as small as 4' x 5' to accommodate a comfortable chair and a small table or shelf for a breast pump.
- A clean, infrequently-used existing office space, closet or small storage area.
- An exam/patient room, lounge, or enclosed area.
- Adapting a "small unused space" that is currently not well-utilized.
- Sectioning off a small corner of a room with either permanent walls or portable partitions.
- A walled off corner of a lounge adjacent to the women's restroom.

CREATE OR DESIGNATE A LACTATION SPACE

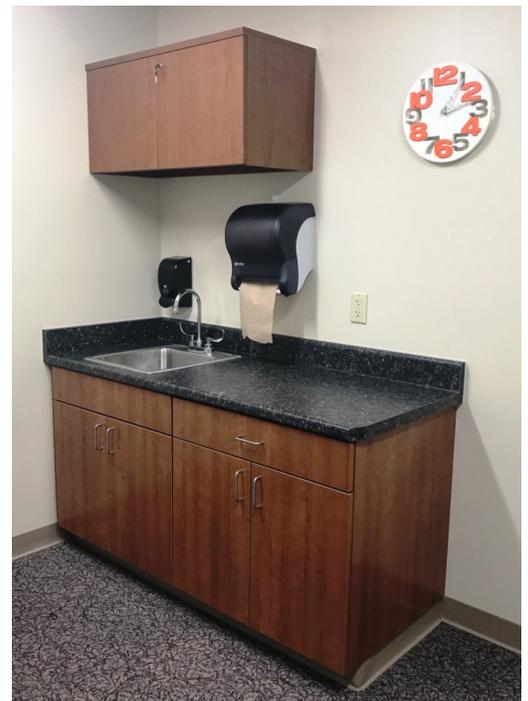
BASIC ROOM AMENITIES

- Comfortable Chair
- Small table or a shelf for the breast pump/supplies
- Waste Basket
- Electrical outlet
- Lock on the door for privacy
 - If a lockable door is not possible, provide a sign outside the door with a well-communicated policy to help prevent others from entering the space.



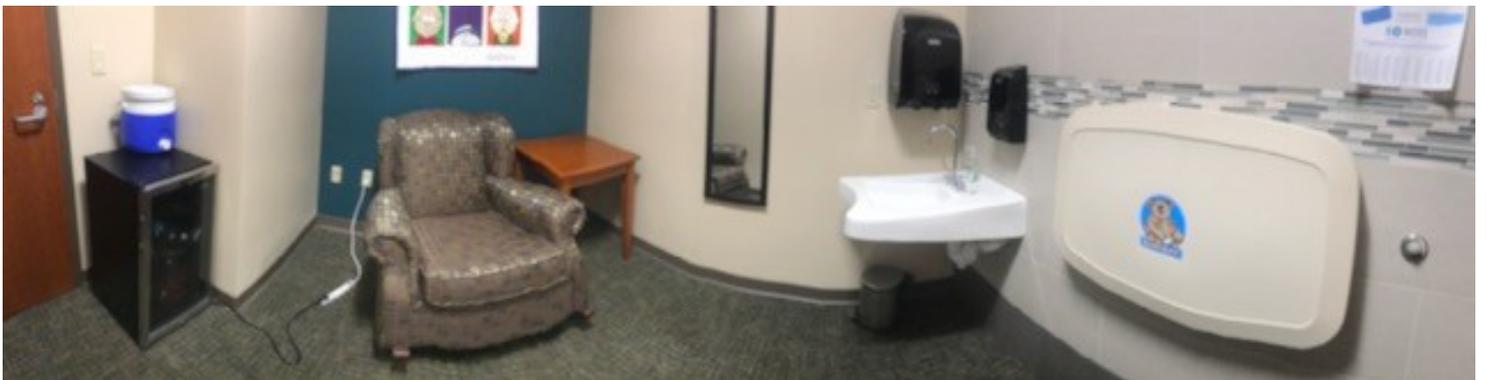
ADDITIONAL AMENITIES

- Breast Pump
- Small Refrigerator
- Radio/CD player
- Telephone
- Nursing mother art
- Sink with running water in room
- Mirror
- Nursing stool



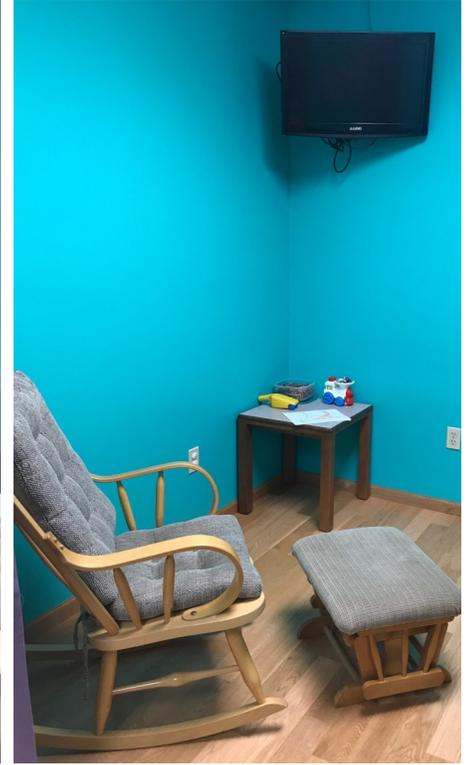
CREATE OR DESIGNATE A LACTATION SPACE

EVERETT ROEHL MARSHFIELD PUBLIC LIBRARY, MARSHFIELD WI



CREATE OR DESIGNATE A LACTATION SPACE

NORTH RIDGE CHURCH IN MARSHFIELD, WI



Step 5

5 IDENTIFY SUPPORT SERVICES.

- The Wood County Health Department and the Wood County Breastfeeding Coalition will be resources in providing breastfeeding information to breastfeeding employees.

→ **Wood County Breastfeeding Services**

→ **Wood County Health Department Breastfeeding Services-Public Health**

→ **Wood County Health Department Breastfeeding Services-WIC**

- Communication between employees and their managers prior to returning to work is necessary in order for both parties to understand what is to be expected.
- Breastfeeding classes, breastfeeding counseling and discussion groups, return to work consultations between employees and their managers, or even providing breast pumps.



Breastfeeding Welcome Here
Aquí se permite amamantar a su bebé



WOOD COUNTY BREASTFEEDING SERVICES

WOOD COUNTY HEALTH DEPARTMENT

Lactation Consultants available Monday through Friday 8am-4:30pm by appointment
715-421-8911

WOOD COUNTY WIC

Lactation services available 24/7 715-213-3537

Lactation Consultant available Monday through Thursday 9am-4:30pm
715-421-8950

ASPIRUS RIVERVIEW HOSPITAL

Aspirus Riverview Family Birth Center 715-421-7452

MARSHFIELD MEDICAL CENTER

Breastfeeding Warmline 715-389-3903

Marshfield Medical Center Birth Center 715-387-7071

**For more information on breastfeeding
and breastfeeding resources visit www.woodcountymbreastfeeding.org**

WOOD COUNTY HEALTH DEPARTMENT

BREASTFEEDING SERVICES

**The Wood County Health Department has 9 professionals certified in lactation.*

PUBLIC HEALTH

SERVICE AVAILABLE MONDAY THROUGH FRIDAY 8AM-4:30PM

By appointment

- Prenatal breastfeeding education
- Breastfeeding consultations (home visits available)

Walk-in (no appointment needed) in the Wisconsin Rapids Office

- Weight checks

BREASTFEEDING FOLLOW-UP

- Lactation consultants call all breastfeeding moms who reside in Wood County.
- Calls are made at 1 month, 3 months, and 6 months postpartum.

BREASTFEEDING EQUIPMENT/ACCESSORIES

- Rental pumps and kits - \$30 one-time fee
- Breastfeeding accessories (Medela)
- Cover-ups- \$5.00
- Pump holders - \$5.00



**For more information on breastfeeding
and breastfeeding resources visit www.woodcountybreastfeeding.org**

WOOD COUNTY HEALTH DEPARTMENT

BREASTFEEDING SERVICES

WIC

AVAILABLE 24/7

Breastfeeding peer counselor (715)213-3537

AVAILABLE BY APPOINTMENT

- Lactation consultations by appointment
- Prenatal breastfeeding education 3 times throughout pregnancy

BREASTFEEDING FOLLOW-UP

Calls to all WIC breastfeeding moms are made

- 2 times in first week
- Weekly in first month
- Monthly in first year
- As needed for follow-up

BREASTFEEDING EQUIPMENT

- Rental pumps
- Hand pumps
- Personal electric pumps
- Accessories



For more information on breastfeeding
and breastfeeding resources visit www.woodcountybrestfeeding.org

Step 6

6 COMMUNICATE THE POLICY.

- Communicate the policy and promote the program.
- Ensure new employees learn about the breastfeeding policy and program during orientation.

PROMOTE THE PROGRAM.

Once the program is in place, it should be widely promoted with potential users (both breastfeeding employees and male employees whose partners are pregnant or breastfeeding), as well as with colleagues, supervisors and managers. Promotion builds both interest and needed support for the program.

OPTIONAL WAYS TO PROMOTE THE PROGRAM

- Employee wellness or health fairs.
- Staff meetings.
- Open house for the lactation room.
- Articles in internal print or web-based newsletters.
- Outreach tables set up in prominent areas, with lactation consultants from the program on hand to answer questions and distribute materials to employees.
- Promotional packets for pregnant employees and partners of employees.
- Word of mouth.
- “Lunch and Learn” sessions.
- Baby shower for expectant employees and partners.
- Posters and bulletin board displays.
- Employee health benefits mailings.
- Company-wide mailing or e-mail.
- Paycheck stuffers promoting the program.

Step 7

7 MEASURE SUCCESS.

- Collecting simple data to document the success and value of the breastfeeding support program can help quantify the potential return on investment, which can be useful in securing ongoing funding and support for the program. Options to collect feedback include:

- **USAGE LOGS**

A record kept in the lactation room for users to record the hours the room is in use and to communicate any needs that may arise. Usage logs are valuable in demonstrating participation and determining if additional rooms are needed.

- Sample usage log provided in the toolkit

- **BREASTFEEDING FRIENDLY BUSINESS PROGRAM FEEDBACK FORM: FOR BREASTFEEDING EMPLOYEES**

- These surveys collect feedback from the women who have used the lactation room or have benefited from the program about what they valued most as well as their recommendations for improving the program.



- **BREASTFEEDING FRIENDLY BUSINESS PROGRAM FEEDBACK FORM: FOR SUPERVISORS AND COLLEAGUES OF BREASTFEEDING EMPLOYEES**

- A survey for supervisors and colleagues of breastfeeding employees can provide insight into how well the program is being accepted and what concerns might need to be addressed.

- **RECORDS KEPT BY THE PROGRAM MANAGER**

- These can include rates of absenteeism and turnover, health care costs, and breastfeeding direction among employees using the program.

BREASTFEEDING FRIENDLY BUSINESS PROGRAM FEEDBACK FORM FOR BREASTFEEDING EMPLOYEES

Thank you for participating in our Breastfeeding Friendly Business Program!

Congratulations on continuing to breastfeed after your return to work! Please take just a few moments to complete this lactation support program feedback form to provide us with your suggestions on ways we can continue to improve services to breastfeeding employees. We urge you to continue to spread the news about the program to your pregnant and breastfeeding colleagues, as well.

How old was your baby when you returned to work? _____ months weeks

How long did you express milk at work for your infant? _____ months weeks

How long did you breastfeed or provide your milk for your infant?
_____ years months weeks

How old was your baby when you first introduced formula or drinks other than breast milk?
_____ months weeks days

HOW VALUABLE WERE LACTATION PROGRAM SERVICES TO HELPING YOU MEET YOUR INFANT FEEDING GOALS? ON A SCALE OF 1-5, WITH 5 BEING "EXTREMELY VALUABLE" AND 1 BEING "DID NOT PARTICIPATE."

LACTATION ROOM	Extremely Valuable 5	Valuable 4	Somewhat Helpful 3	Not Helpful 2	Did not Participate 1	Not Applicable
Company-designated lactation room						
Private Office						
Other location: (please indicate) _____						
Breastfed baby at work						

MILK STORAGE	Extremely Valuable 5	Valuable 4	Somewhat Helpful 3	Not Helpful 2	Did not Participate 1	Not Applicable
Company-designated refrigerator						
Public shared refrigerator						
Personal Cooler						

BREASTFEEDING FRIENDLY BUSINESS PROGRAM FEEDBACK FORM FOR BREASTFEEDING EMPLOYEES

BREAST PUMP EQUIPMENT	Extremely Valuable 5	Valuable 4	Somewhat Helpful 3	Not Helpful 2	Did not Participate 1	Not Applicable
Company-provided or subsidized breast pump						

EDUCATION	Extremely Valuable 5	Valuable 4	Somewhat Helpful 3	Not Helpful 2	Did not Participate 1	Not Applicable
Pamphlet and/or information provided by company						
Access to company-provided lactation consultant or health professional for personal lactation assistance						
Other education: (please indicate) _____						

SUPPORT	Extremely Valuable 5	Valuable 4	Somewhat Helpful 3	Not Helpful 2	Did not Participate 1	Not Applicable
Support from supervisor						
Support from colleagues						
Mother-to-mother support group						

What recommendations do you feel the company should consider to further improve the program?

Other comments:

Thank you for taking the time to complete this survey. For more questions about lactation support in the workplace contact Amber France at 715-421-8911

[Adapted from Investing in Workplace Breastfeeding Programs and Policies: An Employer's Toolkit.]

BREASTFEEDING FRIENDLY BUSINESS PROGRAM FEEDBACK FORM

FOR SUPERVISORS AND COLLEAGUES OF BREASTFEEDING EMPLOYEES

As you know, the company provides a breastfeeding friendly business program to assist breastfeeding employees with providing their milk to their infants. We value your feedback on ways the program can continue to improve to meet the needs of all employees.

How many colleagues or employees under your supervision are you aware of who are currently participating in the breastfeeding friendly business program? _____

Have you attended an employee orientation or training event on the program? yes no

How do you feel the following Breastfeeding Friendly Business Program components have impacted the breastfeeding employee(s)?

PROGRAM COMPONENTS	Positive Impact 3	No Impact Observed 2	Negative Impact 1	Not Applicable
Availability of a lactation room for milk expression				
Opportunity to breastfeed baby at work				
Flexible breaks for milk expression				
Flexible return to work options (ex: part-time, job sharing, telecommuting, flex- time)				
Work site education opportunities such as prenatal classes and support groups				
Other				

How do you feel these same components impact the operation of your department?

PROGRAM COMPONENTS	Positive Impact 3	No Impact Observed 2	Negative Impact 1	Not Applicable
Availability of a lactation room for milk expression				
Opportunity to breastfeed baby at work				
Flexible breaks for milk expression				
Flexible return to work options (ex: part-time, job sharing, telecommuting, flex- time)				
Work site education opportunities such as prenatal classes and support groups				
Other				

BREASTFEEDING FRIENDLY BUSINESS PROGRAM FEEDBACK FORM

FOR SUPERVISORS AND COLLEAGUES OF BREASTFEEDING EMPLOYEES

Please describe what you feel works BEST about the breastfeeding friendly business program.

Please describe what may NOT be working well about the breastfeeding friendly business program.

What suggestions or ideas do you feel would help improve the program?

Other comments:

Thank you for taking the time to complete this survey. For more questions about lactation support in the workplace contact Amber France at 715-421-8911

[Adapted from Investing in Workplace Breastfeeding Programs and Policies: An Employer's Toolkit.]

Step 8

8 EVALUATE AND SUSTAIN THE PROGRAM.

- Evaluate feedback .
- Make any necessary changes.
- Maintain ongoing communication with both the breastfeeding employee and co-workers to ensure that the program is working well. Guidance from the Wood County Health Department, managers and appropriate consultants can help with any adjustments that might be needed during the program's implementation.

GET DESIGNATED AS A BREASTFEEDING FRIENDLY BUSINESS!



FREQUENTLY ASKED QUESTIONS

ARE THE BREAKS PAID OR UNPAID?

The "Break Time for Nursing Mothers" law does not require pumping breaks to be paid. However, if your employer already offers paid breaks and you use those breaks to pump your milk, your time should be paid in the usual way. If you need extra time beyond what is usually allowed for these paid breaks, then the additional time does not need to be paid and your employer might ask you to "punch out" for the additional time.

For example, if your employer normally allows employees to take a 15 minute break, but you need 25 minutes to pump your milk, then 15 minutes should be paid and the other 10 minutes can be unpaid.

If you continue to work during your pumping breaks, you should be paid in the usual way.

HOW MUCH TIME IS "REASONABLE"?

The "Break Time for Nursing Mothers" law recognizes that the amount of time it takes to express breast milk is different for every mother.

According to the Business Case for Breastfeeding it usually takes around 15-20 minutes to pump breast milk, plus the time it takes to get and put away your pump from where it will be stored between pumping sessions, travel to your pumping space, set up and clean your supplies, store your milk, and travel back to your work station for a total of about 30 minutes. Pump time may vary for different pump types (single, double, electric, etc). Although uncommon, some women may need additional time.

WHAT ARE THE BENEFITS TO EMPLOYERS?

Many employers do not realize that breastfeeding can save money. Employer benefits for supporting breastfeeding employees include:

- Breastfeeding employees miss work less often because breastfed infants are healthier.
- Breastfeeding lowers health care costs.
- Breastfeeding support helps employers keep their best employees so that less money is spent hiring and training new employees.
- Breastfeeding employees who are supported in the workplace report higher productivity and loyalty.
- Supporting breastfeeding employees creates a positive public image.

FREQUENTLY ASKED QUESTIONS

HOW OFTEN CAN YOU PUMP DURING THE WORKDAY?

The "Break Time for Nursing Mothers" law requires employers to provide time and space "each time such employee has need to express the milk."

A breastfeeding mother must pump her milk as often as the baby usually eats. During the early months of your baby's life you will probably need to pump your milk every 2-3 hours during the workday.

Because a baby's feeding schedule changes over time, your pumping schedule will probably change too. Once your baby begins eating solid foods, you may be able to pump less often.

BREAK TIME SOLUTION EXAMPLES:

- Pumping during existing authorized breaks.
- Coming in early or staying late to make up for lost time.
- "Floating" staff to cover during pumping and other breaks (lunch, bathroom, smoking).
- Bringing a laptop or phone to the pumping space to continue working while pumping (if this works for you).
- Returning to work part-time (if possible).

REFERENCES

- Breastfeeding Friendly Health Departments (BFHD). Toolkit for Local Public Health and Community Partners. <https://www.co.dakota.mn.us/HealthFamily/HealthServices/WIC/Documents/BreastfeedingFriendlyHealthDepartmentToolkit.pdf>
- Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Division of Nutrition, Physical Activity, and Obesity. (2016). *Breastfeeding Report Card*. <https://www.cdc.gov/breastfeeding/pdf/2016breastfeedingreportcard.pdf>
- Grey Bruce Health Unit. *Breastfeeding Friendly Business: A Toolkit*. (2015). <https://www.co.dakota.mn.us/HealthFamily/HealthServices/WIC/Documents/BreastfeedingFriendlyHealthDepartmentToolkit.pdf>
- Making It Work: For Employers
<http://www.breastfeedingpartners.org/images/pdf/ForEmployersFINAL.pdf>
- Slavit, W. (2009). *Investing in workplace breastfeeding programs and policies: An employer's toolkit*. Washington, DC: Center for Prevention and Health Services, National Business Group on Health. <https://www.businessgrouphealth.org/pub/?id=f2ffe4f0-2354-d714-5136-79a21e9327ed>
- Texas Mother-Friendly Worksite Program
<http://www.TexasMotherFriendly.org>
- U.S. Department of Health and Human Services, Health Resources and Services Administration, Maternal and Child Health Bureau. (2008). *The business case for breastfeeding: steps for creating a breastfeeding friendly worksite*
www.womenshealth.gov/breastfeeding/government-in-action/business-case-for-breastfeeding
- U.S. Department of Health and Human Services. (2011). *Executive Summary: The Surgeon General's Call to Action to Support Breastfeeding*. Washington, DC: U.S. Department of Health and Human Services, Office of the Surgeon General.
<http://www.surgeongeneral.gov/library/calls/breastfeeding/index.html>

REFERENCES

United States Department of Labor, Wage and Hour Division. (n.d). *Break Time for Nursing Mothers*.
<https://www.dol.gov/whd/nursingmothers/>

United States Department of Labor, Wage and Hour Division. (2013). *Fact Sheet #73: Break Time for Nursing Mothers under the FLSA*. <http://www.dol.gov/whd/regs/compliance/whdfs73.htm>.