

CHAMPS Wednesday Webinar: Getting Hospital Leadership on Board

Sherry Pitts, CEO & Rene Simpson, BSN, IBCLC
Merit Health Woman's Hospital

Jan Waddell, RN, IBCLC
St. Tammany Parish Hospital

Lori Feldman-Winter, MD, MPH
CHAMPS Physician CHAMPion Lead

This webinar is being recorded.

Please MUTE your line by pressing *6. Please do not press hold.



CHAMPS Updates

Webinars

- **This is the last webinar of the season!**
- **We will start up again in the fall**
- **Check our website for updates**
 - **CHAMPSBreastfeed.org**

CHAMPS Updates

CHAMPS Trainings

- **4-hour Clinical Skills Trainings**
 - **July 7th, Methodist Le Bonheur Olive Branch (MS)**
 - Register here: <http://bit.ly/1YcSQVK>
 - **July 26th, Ochsner Kenner (LA)**
 - Registration opens Friday (6/23)
- **15-hour Didactic Training**
 - **July 18th-20th, Merit Health Wesley (MS)**
 - Register here: <http://bit.ly/27HIAec>
- **More information**
 - <http://www.champsbreastfeed.org/events.html>

CHAMPS Updates

CHAMPS Baby Cafés

More information: http://www.champsbreastfeed.org/events_community.html

- **Mississippi (Greenville)**

- The FIRST Baby Café™ in Mississippi opened on Wednesday, April 27, 2016! The Baby Café™ will be open every Wednesday (with the exception of holidays) from 11am - 2pm at the Washington County Health Department.
- For more information, please contact: Maggie Allen, Lactation Consultant (662) 394-0010 or Tawanda Logan-Hurt, District Breastfeeding Coordinator (662) 455-9429!

- **Louisiana (New Orleans)**

- The FIRST Baby Café™ in Louisiana opened on Wednesday, June 1, 2016! The Baby Café™ will be open every Wednesday (with the exception of holidays) from 10am - 2pm at the Earhart Center.
- For more information, please contact: Portia Williams: nolababycafe@gmail.com!

Systems for Success: The Baby-Friendly Hospital Initiative in the USA

Save the Date and Call for Abstracts!

Conference Date: Monday November 14th, 2016

Location: BCBS MS Headquarters

3545 Lakeland Drive,

Flowood, MS

Organized by:

CHAMPS

(Communities and Hospitals
Advancing Maternity
Practices)

Hosted by:

Blue Cross Blue Shield Mississippi

In Collaboration with:

- South Carolina Department of Health and Human Services
- Mississippi State Department of Health
- United States Breastfeeding Committee
- Baby-Friendly USA

Have a project to share?

Send an abstract of up to 250 words to champsbreastfeed@gmail.com for consideration for an oral or poster presentation at the conference.

Abstract Deadline: Sept 1st, 2016

The number of Baby-Friendly™ Hospitals in the US is growing faster than in any other nation.

Attend this conference to learn how national projects, insurers, state-based initiatives, government agencies, and other systems are making it happen!



COPYRIGHTED

Mississippi CHAMPS Conference

SAVE THE DATE:

Date: Thursday November 17th, 2016

Location: BCBS MS Headquarters
3545 Lakeland Drive,
Flowood, MS

Funded by:

The Kellogg Foundation
&
Blue Cross Blue Shield MS

Organized by:

CHAMPS
Communities and Hospitals
Advancing Maternity
Practices
&
Blue Cross Blue Shield MS



BlueCross BlueShield
of Mississippi
It's good to be Blue.



W.K.
KELLOGG
FOUNDATION

- **What?** A meeting for all Mississippi and Tennessee CHAMPS Hospitals for 1 day of learning, collaborating, networking, and sharing experiences
- **Where?** BCBS MS Headquarters, Flowood, MS
- **Who can attend?** CHAMPS hospital teams and community partners from MS and TN
- **How much?** Free to CHAMPS hospitals and community partners

For updates, please visit
CHAMPSbreastfeed.org

COPYRIGHTED

CHAMPS Wednesday Webinar: Getting Hospital Leadership on Board

Sherry Pitts, CEO & Rene Simpson, BSN, IBCLC
Merit Health Woman's Hospital

Jan Waddell, RN, IBCLC
St. Tammany Parish Hospital

Lori Feldman-Winter, MD, MPH
CHAMPS Physician CHAMPion Lead

This webinar is being recorded.

Please MUTE your line by pressing *6. Please do not press hold.



Objectives

By the end of this webinar, participants will:

- Be able to describe why it is important to engage their hospital leadership in the Baby-Friendly Hospital Initiative
- Be able to state ideas for how best to reach out to and work with hospital leadership on Baby-Friendly Designation



Sherry Pitts, CEO

Rene Simpson, BSN, IBCLC

Merit Health Woman's Hospital, Flowood, MS



Our History

- Merit Health Woman's Hospital opened in 1975
- We offer women superior medical treatment and personal care
- Critical lifesaving care is available for premature infants and others who require special medical attention

Beginning of Baby Friendly



- Selected by CHAMPS
- Large Learning Curve

Started with 2013 mPINC Scores

- Looked at Overall Score
- Labor and Delivery Score
- Breastfeeding Initiation
- Post Partum Care and Practices



Educate Yourself Before Going to Administration

- Start a Notebook
- www.babyfriendlyusa.org
- www.champsbreastfeed.org
- CHAMPS Webinars



Schedule a Meeting with Administration

- Be organized
- Prepare a folder with printed information from the Discovery Phase
- Include: TEN STEPS, International Code of Marketing of Breast Milk Substitutes, Sample CEO Letter, and Fee Schedule
- Set Target Date for Registration and CEO Letter
- Be the Expert. Administration may need you to start with the basics.

Learn and Ask Questions

- Continue to Learn
- Ask Questions
- YOU will be the resource for YOUR Administration





Jan Waddell, RN, IBCCLC

St Tammany Parish Hospital, Covington, LA



WORLD-CLASS HEALTHCARE. CLOSE TO HOME.



COMMUNITIES AND HOSPITALS
ADVANCING MATERNITY PRACTICES

COPYRIGHTED



NEW FAMILY CENTER

- 19 bed LDRP unit approximately 1750 deliveries/yr
- L&D/post partum/nursery physically in same area but separate units
- Level III NICU
- Some cross training but not a mother baby unit

Lactation History

- Lactation Services instituted in 1996
- Jan 1st and only IBCLC for 7 years
- Currently have 5 on staff
- Jan is a lactation consultant + BFHI team leader
- BFHI idea introduced to management 15+ years ago



Prior to BFHI Journey

- Collecting initiation stats since 1999 - 56%
- Entered BFHI pathway December 2015
- 12/15 Initiation rate 79.6% - exclusivity rate 59%
- Many BFHI concepts in place but much room for improvement

Engaging STPH Leadership

- Indications JACHO may require BFHI in the future
- Improvement of CDC mPINC scores
- Possible ties to hospital reimbursement
- Not just a breastfeeding initiative
- Best practices for mother/baby care
- Decreased admits to NICU
- Grant funding currently available in Louisiana
- Local competitor on pathway to BFHI

Now and in the future

- 6 months into BFHI: 6% increase in breastfeeding initiation 0.5% increase in breastfeeding exclusivity
- Currently in (D2) Development Phase
- Goal to be in D3 by fall 2016
- Continue to work towards senior management support for controversial hurdles i.e. 24 hour rooming in





Lori Feldman-Winter, MD, MPH

CHAMPS Physician CHAMPion Lead

Cooper University Hospital, Camden, NJ



COMMUNITIES AND HOSPITALS
ADVANCING MATERNITY PRACTICES

COPYRIGHTED

Kotter, 1995

1. Establish a sense of urgency

Based on market, competitive, social, performance (etc.) realities, the change must be seen as critical to organizational survival/success

RISK:
Not
Sufficiently
Compelling
!!!



2. Form a powerful guiding coalition

Assemble a leadership group with enough commitment, credibility, influence, and authority to lead, model, and sustain the change effort

RISK:
Not A
Credible/
Cohesive
Team
!!!



3. Create a Vision

A clearly stated "higher" vision that speaks powerfully to participants and personally spurs them to "go the extra mile"

RISK:
Vague,
Insufficient
Motivation
!!!



4. Communicating the Vision

Use multiple vehicles and venues to communicate the new vision/strategies Teach new behaviors by the example.

RISK:
Less than
Over-Comm
by Factor of
10
!!!

COPYRIGHTED

Kotter, 1995

5. Empower others to act on the vision

Get rid of obstacles; Change systems /structures that seriously undermine the vision; Encourage risk taking

RISK:
**Not
Neutralizing
Resistance
!!!**



6. Plan for and create short-term wins

Plan for and create visible performance improvements ; Recognize and reward employees involved in the improvements

RISK:
**Leaving
Successes
to Chance
!!!**



7. Consolidate improvements and produce still more change

Use increased credibility to amplify change in systems, structures, and policies; Hire, promote, and develop employees who can implement the vision; Reinvigorate process with new projects, themes, and change agents

RISK:
**Declaring
Victory Too
Soon
!!!**



8. Institutionalize new approaches

Articulate and reward the connections between the new behaviors and corporate success; plan leadership succession consistent with the vision

RISK:
**Declaring
Victory Too
Soon
!!!**

Operationalize Kotter's Message

1. Establish a sense of urgency

- Based on market, competitive, social, performance (etc.) realities, the change must be seen as critical to organizational survival/success
- **Develop the case for urgency about changing maternity care practices, especially with regard to equity, morbidity, mortality, and each of the elements of the Triple Aim-cost, outcomes, patient experience/satisfaction**

Operationalize Kotter's Message

2. Form a powerful guiding coalition

- Assemble a leadership group with enough commitment, credibility, influence, and authority to lead, model, and sustain the change effort
- **Create a powerful guiding coalition, budget resources to create a taskforce or steering committee, and incentives for regular meetings and progress**

Operationalize Kotter's Message

3. Create a Vision

- A clearly stated “higher” vision that speaks powerfully to participants and personally spurs them to “go the extra mile”
- **Create a vision of what a Baby-Friendly hospital looks liked and how patients will experience care in this new setting**

Operationalize Kotter's Message

4. Communicating the Vision (by a factor of 10)

- Use multiple vehicles and venues to communicate the new vision/strategies Teach new behaviors by the example.
- **Communicate this vision effectively by strategic use of resources, marketing, and public relations. Involve the community and patient relations departments to dispel myths about Baby-Friendly and celebrate progress on the Ten Steps.**

Operationalize Kotter's Message

5. Empower others to act on the vision

- Get rid of obstacles; Change systems /structures that seriously undermine the vision; Encourage risk taking
- **Empower all members of the team to act on the vision by creating seamless methods of care and documentations, including revisions of the electronic health record, and organizing regular huddles and rounding.**

Operationalize Kotter's Message

6. Plan for and create short-term wins

- Plan for and create visible performance improvements ; Recognize and reward employees involved in the improvements
- **Use the PDSA small cycles of change to create short-term wins, particularly around delivery and skin-to-skin care, with knowledgeable clinicians and willing patients, then share their stories**

Operationalize Kotter's Message

7. Consolidate improvements and produce still more change

- Use increased credibility to amplify change in systems, structures, and policies; Hire, promote, and develop employees who can implement the vision; Reinvigorate process with new projects, themes, and change agents
- **Consolidate improvements to create more change necessary to reach the 80% threshold, don't declare victory too soon! Audit processes regularly, round to monitor changes that ensure full adoption and integrity of implementation.**

Operationalize Kotter's Message

8. Institutionalize new approaches

- Articulate and reward the connections between the new behaviors and corporate success; plan leadership succession consistent with the vision
- **Hardwire/anchor the changes into policies, staff expectations, and the culture of the institution such that practices, including mother-baby separation, bottle-feeding, and delivery room care without skin-to-skin, become unnatural and uncomfortable for staff**



These slides and a recording of the webinar will be available on our website tomorrow:
<http://www.champsbreastfeed.org/webinars.html>