

The BUSINESS CASE for BREASTFEEDING

STEPS FOR CREATING A BREASTFEEDING FRIENDLY WORKSITE

EMPLOYER SPOTLIGHTS



Descriptions of lactation programs in these Employer Spotlights are used as examples of organizations with breastfeeding programs. Mention of trade names, commercial practices, or organizations in this publication does not imply endorsement by the U.S. Department of Health and Human Services or the U.S. Government.

EMPLOYER SPOTLIGHT

California Public Health Foundation Enterprises
Management Solutions WIC, Irwindale, California

“Breastfeeding is part of our
culture now.”

Chrissy Partridge
Employee Perinatal Support Coordinator

Anticipatory guidance and support have been the hallmark of the not-for-profit California PHFE WIC Program's employee breastfeeding support program. Initially implemented to prevent poor pregnancy outcomes among employees (due to premature births, low birth weights, and fetal demise), the program not only accomplished that goal but grew a culture where exclusive breastfeeding has become the norm! Breastfeeding rates are dramatically higher than the national average, and employees feel valued in their ability to continue breastfeeding and working. The program provides exemplary support from pregnancy until lactation ends and includes an innovative peer support program through trained lactation coaches who provide coworker support and help. Program organizers have become adept at allocating creative spaces for lactation rooms in small unused areas. With all 54 WIC Centers featuring breastfeeding-friendly environments, breastfeeding is truly the social norm at California PHFE WIC Program.

Program Components:

Private Area to Express Milk:

Lactation rooms 6' x 10' or smaller in all 54 WIC centers. Refrigerators for storing breast milk provided in the employee kitchen.

Breastfeeding Equipment:

Electric pump available in all lactation rooms; free provision of attachment kits.

Milk Expression Scheduling:

Paid work time for milk expression: up to four 15-20 minute breaks per work day, and flexible scheduling. Phasing back to work options provided.

Education:

Early pregnancy class and continued monthly prenatal support group classes during 2nd and 3rd trimesters of pregnancy taken as part of work time.

Support:

Follow-up by a selected Trained Lactation Coach (TLC), a fellow employee peer who breastfed her child, with access to an International Board Certified Lactation Consultant (IBCLC) if needed. Monthly postpartum support groups attended as part of work time, recognition program, and strong breastfeeding-friendly "culture" within the organization.

Program Impact:

Dramatic impact on company, including:

- Rate of deliveries with poor pregnancy outcomes dropped from 21 percent to less than 6 percent.
- Dramatic breastfeeding rate increases:
 - 100 percent breastfeeding initiation rates
 - 55-80 percent at 6 months
 - >50 percent breastfeeding at 12 months

Contact:

Breastfeeding Supervisor
PHFE Management Solutions WIC Program
12781 Schabarum Ave.
Irwindale, CA 91706
626.856.6618 ext. 218

EMPLOYER SPOTLIGHT

CIGNA Corporation Philadelphia, Pennsylvania

“CIGNA Moms is part of our company’s Healthy Life strategy and exemplifies our commitment to improving the health of our employees and their newest family members.”

Vicky Dickson, Director, Employee Health
CIGNA Corporation

CIGNA Corporation (NYSE: CI), headquartered in Philadelphia, and its subsidiaries constitute one of the largest publicly-owned providers of health and related benefits in the United States and selected markets around the world. In 1995, CIGNA implemented a comprehensive program to eliminate worksite barriers that keep women from choosing to breastfeed and continuing to breastfeed after returning to work. Today, for those mothers who choose to breastfeed their babies and will continue to breastfeed after returning to work, CIGNA’s program helps make the transition easier - and healthier - for mothers and children. The program, CIGNA Moms, is designed to help a mother provide the best nutrition for her baby by making it easy to breastfeed before and after return to work.

- Breastfeeding support ensures optimum success for mother and baby. Mothers receive ongoing support from a network of breastfeeding experts before and after the birth of the baby.
- Before delivery, a lactation consultant will talk with mothers about what they can do to prepare for breastfeeding and what to expect when the baby arrives.
- After the baby arrives, during a mother’s short-term disability, a lactation consultant will contact mothers at home to answer questions, talk about a healthy nursing diet, discuss proper breast care, and help mothers prepare to return to work while continuing to nurse.
- Before mothers return to work, a consultant will teach them how to properly store milk, give tips on maintaining milk supply, and demonstrate the use of the breast pump.
- After mothers return to work, during the next six months, a consultant will contact mothers every few weeks to answer questions and ensure they are doing well.

When mothers enroll in CIGNA Moms, the following services are offered at no charge:

- Ongoing advice and help from a professional lactation consultant
- Access to Nursing Mothers’ Rooms at CIGNA office sites
- Breast pump
- A milk storage system and carrying case and a personal set of bottles, pump shields and tubing to ensure proper hygiene when expressing milk
- Literature on breast engorgement, breastfeeding and working, milk storage and collection, and sore nipple management

With an employee pool of approximately 24,000, company officials believe the potential cost reductions in health care expenses and employee turnover more than offset the nominal expenses to implement and maintain a program that supports an employee’s decision to breastfeed. The CIGNA Moms program is now available at all CIGNA offices nationwide, with more than 400 employees participating annually.

Program Components:

Private Area to Express Milk:

Onsite Nursing Mothers’ Rooms

Breastfeeding Equipment:

Breast pumps, carrying case, and all supplies needed

Milk Expression Scheduling:

Flexible scheduling for milk expression needs during regular break times

Education:

Prenatal education kit, classes, and consultation with a lactation consultant before and after giving birth

Support:

Telephone support for breastfeeding women during maternity leave, and return-to-work consultation and ongoing support from a lactation consultant

This Employer Spotlight is continued on next page

Program Impact:

- Annual savings of \$240,000 in healthcare expenses for breastfeeding mothers and children
- 77 percent reduction in lost work time due to infant illness, with annual savings of \$60,000
- Lower pharmacy costs due to 62 percent fewer prescriptions
- Increased breastfeeding rates – 72.5 percent at 6 months compared to national average of 21.1 percent for employed mothers
- Recognized as a Workplace Model of Excellence by the National Healthy Mothers/ Healthy Babies Coalition
- A formal study conducted by the UCLA Centers for Healthy Children found that the program

enabled mothers to efficiently express breast milk without impacting workplace productivity, and did indeed result in substantial cost savings to the company. The program also accomplished its goal of improving breastfeeding rates, which are now significantly higher than the national average.

Contact:

Director, Employee Health
CIGNA Corporation
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Philadelphia, PA 19192
215.761.3921

EMPLOYER SPOTLIGHT

The Home Depot Atlanta, Georgia

“Starting a lactation program is not that hard. You can begin with a nice room, a place for moms to go to express milk. If you start with something like this that moms really appreciate, you can build on it.”

Wendi Bailey, M.Ed.
Manager – Building Better Health
The Home Depot

The Home Depot is committed to removing the obstacles to women achieving the Healthy People 2010 goal of continued breastfeeding at 6 and 12 months. The organization established a comprehensive lactation support program at their headquarters in Atlanta and provides new mothers with incentives to continue breastfeeding. The Home Depot subsidizes the cost of a personal electric breast pump for each employee who breastfeeds; the longer she breastfeeds, the higher her rebate.

Data collected by the company show that the efforts are working. In addition to cost savings to the business, the program has helped many employees breastfeed long past the 6-month goal. Because of the program's success at the Atlanta home office, company officials are now piloting the program at two divisional offices and in select retail stores.

Program Components:

Private Area to Express Milk:

Two lactation rooms, each accommodating multiple users through curtained private areas. Rooms have comfortable chairs, sink, and refrigerator for storing breast milk.

Breastfeeding Equipment:

The cost of a personal portable electric breast pump is subsidized.

Milk Expression Scheduling:

Breaks scheduled as part of routine breaks.

Education:

Quarterly series of two prenatal breastfeeding classes provided by a certified lactation consultant and staff registered dietitian. “Return to work” class offered before employee comes back to work. Educational materials and resources available in the Nursing Mothers’ Rooms.

Support:

Ongoing telephone and e-mail access to a lactation consultant. Electronic support through Web site “chat room” for nursing employees. The multiple user design of the lactation rooms also provides opportunities for mother-to-mother support.

Program Impact:

Ongoing monthly follow-up surveys with program participants reveal that the program contributes to:

- Reduced employee absenteeism (only 3 days absence per nursing employee due to baby’s illness compared to the national average of 9 days in the first year)
- Cost savings of \$42,000/year, on average, due to lower absenteeism rates
- High employee satisfaction
- Higher breastfeeding rates among employees (an average of over 8 months)

Contact:

Health Promotion Specialist – Building Better Health
The Home Depot
2455 Paces Ferry Road
Atlanta, GA 30339
770.433.8211, ext. 18489

EMPLOYER SPOTLIGHT

Los Angeles Department of Water and Power
Los Angeles, California

“A lactation program is easy to start and inexpensive to run. You don’t need much. A 3’ x 4’ room with a power outlet is a good start, and it helps your employees come back to work...and stay at work!”

Renee Sicignano
Lactation/Childbirth Educator

Although 80 percent of its employees are male, the Los Angeles Department of Water and Power has recognized significant benefits from supporting and encouraging families with breastfeeding.

It’s all part of the company’s family friendly initiative available to female workers and partners of male workers. There are even special programs for dads employed by the company. The program includes three onsite lactation rooms, flexible scheduling for milk expression, loan of a hospital-grade electric breast pump, and free provision of pump attachment kits. A multifaceted education program includes breastfeeding, childbirth, and parenting classes. A lactation specialist is available on call to assist new families with breastfeeding questions, and postpartum support groups for both fathers and mothers are available.

A formal evaluation of the program has found a significant impact on healthcare savings, lower absenteeism rates, lower turnover rates, and improved employee loyalty and productivity.

Program Components:

Private Area to Express Milk:

Three 3’x 8’ rooms.

Breastfeeding Equipment:

Loan of a hospital-grade electric pump and free provision of attachment kits.

Milk Expression Scheduling:

Flexible scheduling for milk expression, with extra time needed absorbed. Mothers do not abuse this time; they value the mother-friendly work environment and work hard so they do not lose it.

Education:

Classes on breastfeeding, childbirth, and parenting for families, as well as “dads only” classes and support groups.

Support:

On-call access to a lactation consultant; support groups for mothers and fathers.

Program Impact:

Dramatic impact on company, including:

- 35 percent lower healthcare claims
- 33 percent return to work sooner than anticipated
- 27 percent lower absenteeism rates
- 71 percent take less time off since participating in the program
- 67 percent worry less about family concerns on the job
- 83 percent are more positive about the company;
- 67 percent intend to make the company their long-term employer

Contact:

Lactation/Childbirth Educator
111 North Hope St.
Los Angeles, CA 90012
213.367.3549

EMPLOYER SPOTLIGHT

*Madigan Army Medical Center
Ft. Lewis, Washington*

“The limitations are in your own mind. Try setting up a pumping station in a military field tent! If the Army can do it, anyone can!”

Lisa Jones, Lactation Consultant
Madigan Army Medical Center

With women making up over 20 percent of the active duty force in the United States, one U.S. Army base in Ft. Lewis, WA set in motion a plan to help active duty soldiers, dependents, and civilian employees of the Madigan Army Medical Center continue breastfeeding.

Provided free of charge to beneficiaries, the program offers a private area for soldiers and hospital employees to express milk, access to hospital-grade breast pumps, prenatal education, and access to a lactation consultant. At the heart of the program is the “Policy on Support for Soldiers with Nursing Infants,” which provides general guidelines for both commanders and soldiers on responsibilities for supporting breastfeeding, including a 4-month deployment delay when possible, and arrangements for expressing milk.

The program is part of the Medical Center’s initiative to improve and support obstetrical practices within the military on a par with the civilian community, and supports practices such as allowing the caregiver or father to be at a nearby facility with the baby to facilitate “touch” time with the baby, and making arrangements to have the mother’s milk shipped back to the baby when a soldier and baby must be separated. In some instances this has required ingenuity and creativity. For instance, soldiers who are deployed may be provided a breast pump, and milk is kept frozen with dry ice through contracts with meat packing companies, and shipped back to the caregiver via mail couriers, overnight express delivery services, and transport planes.

Although the challenges seem great, Lisa Jones, former lactation consultant for the program, prefers to focus on solutions. “It’s not an ‘if’ scenario,” she says. “It’s HOW can we make it work. There’s always something we can do that will benefit everyone.”

Program Components:

Private Area to Express Milk:

14’ x 14’ sized room with curtained seating areas to accommodate up to four nursing mothers. Room includes a sink, bulletin board, and educational resources. Available for active duty and dependents, as well as hospital staff.

Breastfeeding Equipment:

Hospital-grade electric pump for both active duty families, dependents, beneficiary families, and hospital employees.

Education:

Class for pregnant active duty and beneficiary families; postpartum class.

Support:

Access to a lactation consultant; weekly breastfeeding mother’s group; Command “Policy on Support for Soldiers with Nursing Infants.”

Program Impact:

- Reduced maternal-child health costs and clinic visits
- Improved employee satisfaction and retention of trained soldiers
- Positive public relations
- Recognized as the 2004 “Outstanding Employer” by Healthy Mothers/Healthy Babies Coalition of Washington

Contact:

Lactation Office
Madigan Army Medical Center
9040A Fitzsimmons Drive
Tacoma, WA 98431
253.968.2774

EMPLOYER SPOTLIGHT

Mutual of Omaha Omaha, Nebraska

“I nursed all three of my children for a year and I could not have been so successful without the help and the nice facilities at Mutual.”

Regional Manager – West Region
Medicare Audit and Reimbursement
Mutual of Omaha

Mutual of Omaha, which employs 4,600 people primarily in its Omaha office, found that going the extra mile to help employees feel comfortable with breastfeeding after they return to work can provide big dividends to the company, as well.

The “extra mile” for Mutual of Omaha includes two state-of-the-art lactation rooms converted from small, little used areas. The “Renaissance Room” and “Mediterranean Room” are designed to help mothers feel relaxed and comfortable in the midst of a hectic workday, which facilitates milk flow and volume. The attractively furnished rooms include a sink, soft lighting, ergonomic chairs, telephones to check voicemail or check on their baby, and refrigerators to keep milk stored safely. Hospital-grade electric breast pumps are available, and company-wide baby showers add to a comprehensive education and support effort that helps employees feel better prepared to juggle the demands of parenthood and employment.

Mothers appreciate the supportive, family-friendly environment and access to ongoing support from an onsite Registered Nurse and local Lactation Consultants. Data collected by the company show the nominal investment also helps the company by contributing to significant cost savings.

Program Components:

Private Area to Express Milk:

The 9'x 11' lactation suite accommodates three 4'x 5' milk expression spaces.

Breastfeeding Equipment:

Hospital-grade electric pump; local hospital provides attachment kits when mothers are discharged.

Milk Expression Scheduling:

Supportive managers work with employees on milk expression needs. Maternity leave up to 12 weeks, with up to 70 percent pay for 6 weeks as part of “disability coverage” benefits.

Education:

Onsite Registered Nurse meets with pregnant employees and provides postpartum education once the employee is back at work. Company-wide employee baby showers are held twice a year for pregnant employees and partners.

Support:

Ongoing access to onsite Registered Nurse and local Lactation Consultants once the baby is born. Dependent care referral program enables employees to locate quality childcare providers.

Program Impact:

- Named one of the “100 Best Companies for Working Women” by Working Mother magazine.
- Reduction in newborn healthcare claims
 - Hospital healthcare costs for newborns are 2.7 times less for babies whose mothers participate in the program. (\$115,881/year additional cost for non-participants' claims)
 - Per newborn healthcare claims are \$1,269 for program participants compared to \$3,415 for those who do not participate
- High employee satisfaction

Contact:

Manager, Employee Health Services
Mutual of Omaha
Mutual of Omaha Plaza
Omaha, NE 68175
402.351.2089

EMPLOYER SPOTLIGHT

Patagonia
Ventura, California

“A company can provide family service programs because it’s a good business decision. At Patagonia, we do it from the heart, because it’s the right thing to do.”

Anita Furtaw
Director of Family Services

Patagonia, a small, privately-owned outdoor sportswear company, has a longstanding commitment to a family-centered work environment. As one of the country’s first worksites to implement onsite childcare in 1984, it was only natural that a lactation support program be implemented to complement the range of support services available to both male and female employees.

At the heart of the program is keeping nursing mothers close to their babies, and Patagonia has worked hard to remove the obstacles to continued breastfeeding for employees. Before the onsite childcare program began, it was not unusual for mothers to set up portable cribs near their workstations and to nurse at their desks or in staff meetings. With the comprehensive lactation program mothers have many more options, including private space in the childcare center for nursing their babies or expressing milk, flexible options for returning to work and scheduling time with their babies, and company-wide support that has become a true breastfeeding-friendly culture.

“This is a wonderful program,” says Anita Furtaw, Director of Family Services at Patagonia. “We’ve had hundreds of babies nurse well into their first year. Anyone who is even thinking about this type of support should turn that thought into action, because it’s good for business, and it’s good for moms and babies.”

Program Components:

Private Area to Express Milk:

Two private Nursing Mother Rooms, 6’x 7’ and 6’x 14’

Return to Work Options:

8 weeks paid leave for each parent to bond with the baby (can be taken together or separately), plus 8 weeks disability leave allowed.

Milk Expression Scheduling:

Flexible leave to either breastfeed or express milk as needed, without punching a time clock.

Education:

Prenatal packets with breastfeeding information and resources.

Support:

Onsite childcare center, and resources for locating quality childcare providers. Ongoing lactation assistance from child development program staff, with easy access to an IBCLC for more challenging breastfeeding concerns.

Contact:

Director of Family Services
Patagonia
259 West Santa Clara St.
Ventura, CA 93001
805.667.4611

EMPLOYER SPOTLIGHT

*Pecan Ridge School
Canton, Texas*

“We care about what’s best for each family. We are very proud to provide a facility that will help a child to stay on breast milk as long as possible. Families are in such a hurry to get back to busy lives...anything we can do to help provide for the baby. After all breast is best!”

Becky Swindall, Director
Pecan Ridge School

Nestled in Canton, Texas is an early childhood education center serving children from 6 weeks to 12 years of age. Though the school employs only 22 teachers and staff, they have nevertheless found that providing lactation support for both teachers and parents who choose to breastfeed is a smart choice!

The program is a simple “no frills” approach that meets basic needs of staff: a place to breastfeed or pump milk, access to their baby, and time to feed when baby is ready to eat. Teachers with nursing babies are provided relief from their classroom in order to go and nurse their child. Support extends to mothers of children enrolled in the school as well. When babies are hungry, staff are happy to phone mothers to come and feed their baby, and trained to keep the baby happy until mommy arrives!

Program Components:

Private Area to Express Milk:

Private room behind the office available for nursing mothers to breastfeed or express milk. Or, mothers may nurse in the “baby room” which provides a comfortable recliner for nursing.

Breastfeeding Equipment:

Employees provide their own pump, if needed, and store milk in refrigerator in their classroom.

Milk Expression Scheduling:

Staff are allowed to nurse their baby any time the baby needs to eat. No questions!

Education:

Pregnant employees are counseled about the importance of breastfeeding by the center director.

Support:

School breastfeeding policy with support options for both staff and parents of students is displayed at the office bulletin board. Referrals are made to lactation resources in the community.

Contact:

Director
Pecan Ridge School
Canton, TX
903.567.0515

EMPLOYER SPOTLIGHT

*U.S. Department of Defense/The Pentagon
Washington, D.C.*

“The lactation rooms are smart and professional. The Pentagon is a very male dominated environment, and having somewhere to go not only to pump, but also to talk about babies and motherhood with other employees, has been quite helpful.”

Pentagon Employee

The Pentagon, headquarters of the United States Department of Defense, is a virtual city in itself, with more than 23,000 military and civilian staff. It also houses a highly regarded successful corporate lactation program as part of its employee work-life program.

Despite the enormous size of the Pentagon (with three times the floor space of the Empire State Building and 17.5 miles of corridors!) and predominantly male workforce, the typical lactation support program components used by most companies also work well here. These components include private, comfortable space and leave time to express milk, a refrigerator to store milk, and breastfeeding education and support. Access to the lactation rooms is not a problem; despite the vast size of the Pentagon, it takes no more than 7 minutes to walk between any two points in the building. If usage is an indicator of success, the Pentagon proudly reports a usage average of 667 visits to the rooms per month.

Program Components:

Private Area to Express Milk:

Two Nursing Mothers' Rooms accommodating multiple users through curtained or walled-off areas. Each room provides a refrigerator, sink, an area to store breast pump equipment, and comfortable chairs and tables. Rooms are secured with punch code locks.

Breastfeeding Equipment:

The company provides a hospital-grade electric breast pump; employee purchases her own accessory kit.

Milk Expression Scheduling:

Employees work with individual supervisors to arrange leave time for milk expression.

Education:

Educational materials on breastfeeding.

Support:

Mother-to-mother support in the multiple-user room set-up.

Contact:

Nurse Educator for DiLorenzo Tri-Care Clinic
Corridor 8, Room MG 886A4
5801 Army Pentagon
Washington, D.C. 20310-5801
703.692.8898

This will in no way be used to sell a product or service.

EMPLOYER SPOTLIGHT

*Pizza Hut
Dallas, Texas*

“Our business decided a long time ago that people are our most important asset. If you take care of them, the business will take care of itself.”

Craig Kasprzycki, Manager
Human Resources/Lifestyle Enhancement
Pizza Hut

At the Restaurant Service Center in Dallas, TX, headquarters for Pizza Hut, YUM! Brands, and YUM! Restaurants International, a mother-friendly workplace is a way of life for the company's 800 employees. The onsite wellness center, an established ingredient in this family-based environment, includes a childcare facility and numerous service conveniences such as a lactation support program for breastfeeding mothers. The program originated from an organized grassroots action team of established peer leaders focused on ways to better care for staff. The basic lactation support model was presented and sold to management and supervisors and has been an overwhelming success.

According to Craig Kasprzycki, Manager, HR/Lifestyle Enhancement, at Pizza Hut, “For a nominal sum of money you can receive an infinite amount of loyalty and team member satisfaction. Personally, I think that is a small price to pay for what you're creating within your culture, and the trust and respect you earn among your team members.”

Program Components:

Private Area to Express Milk:

Nursing Mothers' Room located within the ladies' locker room. Amenities include lockers to store breast pump attachment or equipment, telephone, comfortable chair, and nearby access to a safe water source. Refrigerators are located on each wing of every floor for storing breast milk.

Breastfeeding Equipment:

Company provides electric breast pumps; employees provide their own attachment kits, or can use their own breast pumps.

Milk Expression Scheduling:

Flexible scheduling provided. Employees take responsibility to make up extra time needed by arriving to work early, leaving later, or shortening their lunch period. Frequent communication between supervisors and team members makes this flexible scheduling work.

Education:

Prenatal breastfeeding seminars are open to all staff.

Support:

Ongoing access to onsite Registered Nurse and local Lactation Consultants is available once baby is born. Dependent care referral program enables employees to locate quality childcare providers.

Program Impact:

- Strong employee support and appreciation
- Designated a “Mother-Friendly” business by the Texas Mother-Friendly Worksite Program

Contact:

Manager
HR/Lifestyle Enhancement
Pizza Hut
14841 Dallas Parkway
Dallas, TX 75013
972.338.8060

EMPLOYER SPOTLIGHT

Texas Instruments
Dallas, Texas

“The real risk for a company is losing an employee...having them decide not to come back from maternity leave. People say our program plays a big part in their decision to come back to work.”

Betty Purkey, Manager
Work-Life Strategies
Texas Instruments

A grassroots effort by breastfeeding mothers captured the attention of managers at Texas Instruments and led to the successful implementation of an onsite lactation support program. The company had numerous challenges to address, including a predominantly male workforce and manufacturing sites that require working in cumbersome head-to-toe sanitized suits. Yet the challenges have not proven to be obstacles, and staff have found that implementing a lactation program is a low-cost way to retain valuable employees.

Program Components:

Private Area to Express Milk:

Nursing Mothers' Rooms are in all buildings nationwide, including the manufacturing plants. Typical size: 10' x 10'. Amenities include a comfortable chair, breast pump and surface area for the pump, and refrigerator for storing milk.

Breastfeeding Equipment:

Company provides a hospital-grade pump; employee buys the attachment kit.

Milk Expression Scheduling:

Employees express milk during designated breaks as worked out with the supervisor. Phasing back to work is encouraged by the employer and negotiated between employees and supervisors.

Education:

Employees can access the pregnancy center on the LiveHealthyAtTI.com Web site which offers a wealth of information ranging from pre-natal care and healthy pregnancy to baby's first weeks.

Support:

Access to 24-hour lactation support through a lactation consultant service contracted by the company.

Contact:

Manager
Work-Life Strategies
Texas Instruments
12500 Texas Instruments Blvd.
Dallas, TX 75243
214.480.2045