

2018-2019

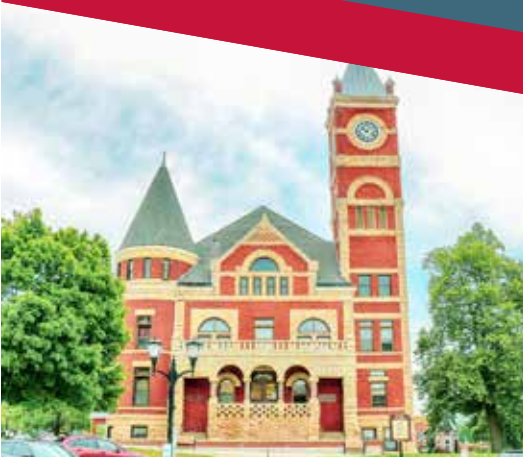
FINAL REPORT

UniverCity Year

Better • Places • Together

Increasing breastfeeding rates in Green County: A media communications campaign

POPULATION HEALTH SCIENCES 780: PUBLIC HEALTH: PRINCIPLES AND PRACTICE



Increasing Breastfeeding Rates in Green County, WI:

A Media Communications Campaign

Acknowledgment

This project was completed in partnership with UW-Madison's UniverCity Year, a program that helps local government leaders throughout Wisconsin find practical solutions to their toughest challenges. We are grateful for the support of Green County and UniverCity Year staff.

Summary Statement

The Green County Health Department and the Green County Breastfeeding collaborative have made a commitment to increasing breastfeeding rates by 2019 through a wide variety of strategies. In 2016, Green County identified the need to "develop a comprehensive breastfeeding resource with a mainstream message that can be disseminated to the community by 2017" (Green County Healthy Community Coalition, 2016). The following report shares evidence-based suggestions of ways to implement this intervention through media, website communications, and community partnerships, including goals for the intervention and suggested evaluation methods.

Issue

Recent years have seen a surge in research and literature regarding the benefits of breastfeeding for both mothers and children. Specific calls to action to support breastfeeding and increase rates have been released by The American Public Health Association (APHA), the Surgeon General's office, the Centers for Disease Control and Prevention (CDC), and the American Academy of Pediatrics (AAP), to name a few. Known benefits include lower maternal risk for developing breast cancer, ovarian cancer, type II diabetes, and hypertension (Feltner, Palmieri Weber, Stuebe, Grodensky, Orr, & Visawanathan, 2018). Likewise, children who are breastfed experience protection from gastrointestinal and respiratory illnesses, at least a 12% reduction in risk for obesity, and there is evidence to suggest a causal relationship between breastfeeding and children's intelligence (Horta & Victora, 2013). In accordance with Healthy People 2020 and Healthy Wisconsin, Green County has set a goal to reach and maintain greater than 75% breastfeeding rates at one month post-partum by June 2019. In 2017, the percentage of mothers breastfeeding at one-month was 73.1%. That rate has decreased from 77.0% in 2015 and 76.8% in 2016 (Green County WIC Data, 2018).

Only after identifying the specific barriers mothers face in initiating and continuing breastfeeding are we able to suggest an intervention grounded in evidence. According to the Wisconsin State Health Assessment and Health Improvement Plan 2017, the most common reason Wisconsin mothers gave for not breastfeeding was: "I didn't want to" at 54% (Wisconsin

Department of Health Services, 2017, p. 56). However, it has been shown that the more mothers know about breastfeeding, the more likely they are to want to begin and continue exclusive breastfeeding (Haroon, Das, Salam, Imdad, & Bhutta, 2013). Haroon's systematic review of how promotional interventions can best effect breastfeeding behavior and practice begins by describing the target behavior thus laying the groundwork for future intervention work (2013). Her findings support the Wisconsin Department of Health Services suggestion that lack of knowledge (closely followed by lack of confidence) was the most common reason given for "less than optimum breastfeeding duration," defined as exclusive breastfeeding through 6 months of age (Haroon et al., 2013, p. 2). In addition to the aforementioned barriers, women also identify the lack of breastfeeding support from family, friends, partners, and others as significant inhibitive factors (Bridges, Howell, & Schmied, 2018). Research shows that breastfeeding initiation and continuation is highly influenced by social and cultural surroundings, including family situations, the infant's health status, employment status of the mother, and other personal experiences (Burns, Schmied, Sheehan, & Fenwick, 2010). Finally, obstacles for continuation of breastfeeding include the mother's perception of milk production and the prospect of returning to work (Haroon et al., 2013).

To address these issues, the Green County Breastfeeding Collaborative will design a media campaign to increase rates of breastfeeding in accordance with the county's 2016 Community Health Improvement Plan (Green County Healthy Community Coalition, 2016). As technology advances, people are increasingly using the internet to access health information (Cline & Haynes, 2001). As misinformation about health information is widely evident on the internet, public health professionals must ensure that the information patients access is accurate and reliable (Cline & Haynes, 2001). The Green County Health Department hopes to combat this misinformation by making their webpages and social media an evidence-based resource for residents seeking breastfeeding information. This project will inform the Green County Breastfeeding Collaborative regarding best practices for internet-based health information promotion and suggest supplementary actions to ensure success.

Finally, identifying opportunities to improve current practice will drive the foundation of this intervention. Breastfeeding media promotion initiatives have traditionally focused on targeting pregnant women and mothers. Although mothers are a key audience, other important groups should also be included in a promotional campaign. Research supports that breastfeeding information specifically targeting fathers is associated with twice the likelihood of infants being exclusively breastfed through 6 months (Mahesh et. al, 2018). In addition to engaging partners of breastfeeding moms, public health professionals should develop relationships with local businesses and employers to help facilitate an easier and more supportive return to work for mothers continuing to breastfeed. Developing a specific breastfeeding policy, becoming a breastfeeding-friendly business, and consequently promoting this designation can lead to increased breastfeeding duration rates for employees of those companies (Hilliard & Brunt,

2018). By addressing these gaps in current practice, this intervention will be innovative and evidence-based.

Community & Partnerships

The target audiences for this proposal include Green County mothers, their family members, partners, employers, and local businesses. Green County residents at large will also be a key audience, as the ultimate goal is to create community support, acceptance, and awareness of the importance of breastfeeding.

While this intervention proposal focuses on a promotional media campaign to increase breastfeeding rates, we will also consider goals set in Monroe Clinic's Community Health Needs Assessment including: securing community breastfeeding champions, surveying employers, creating a centralized referral system, and training new lactation counselors (Green County Healthy Community Coalition, 2016). This larger context and community support will help the promotional campaign gain traction.

This multifaceted intervention will require strong relationships with key partners in the community including all members of the Green County Community Health Coalition (to include chairs: Monroe Clinic, Green County Health Department, and the University of Wisconsin Extension), local businesses and employers, non-profit organizations, and educational and governmental institutions. Although Green County is resource-limited compared to its neighboring counties, there remain numerous opportunities for partnership and collaboration. The Green County Breastfeeding Collaborative, comprised of Monroe Clinic: Women's Health, Birth Center and Pediatrics, Stephenson County Health Department, and other breastfeeding advocates, will play a crucial role in the success of this promotional campaign. The support and commitment to this project from all of these partners will increase the reach and efficacy of the materials.

Local businesses and non-profits should be engaged to further support the promotion of this intervention. Inspired by the existing relationship between the Green County Breastfeeding Collaborative and the local YMCA, this proposal suggests expanding community based partnerships to include the following: The Brooklyn Recreation Committee, Public Libraries (Albertson Memorial, Brodhead Memorial, Monroe, Monticello, and New Glarus Public Libraries), Monroe Arts Center, Monroe Farmers' Market, Main Street Monroe, Green County Tourism, local DMVs, Green County government offices (including city halls, police and fire departments etc.), and licensed child care centers. Fostering close relationships within the community will not only provide ample opportunity for educational and promotional forums but also an increased understanding and acceptance of breastfeeding throughout Green County.

Perhaps the most important population with which to establish a strong and mutually beneficial relationship is Green County employers. Green County has already completed a survey of all employers with fifty or more employees to gauge acceptance and protocol for breastfeeding in the workplace. This work will be expanded upon through creation of a toolkit for Green County businesses to become breastfeeding friendly through development of a breastfeeding specific policy and designation of lactation space. Ultimately, this information will supplement the resources section of Green County's website and Facebook page. See Figures A-H for further suggestions and resources in both English and Spanish.

Health Equity

Significant racial and ethnic disparities persist in breastfeeding initiation and duration in the US, with low rates “especially seen among non-Hispanic Black, American Indian/Alaska Native, and Hispanic/Latina populations” (Louis-Jacques, Deubel, Taylor, & Stuebe, 2017, p. 1). Structural, social, and socioeconomic factors must be considered when developing promotional materials for breastfeeding. Similarly, culturally competent materials must be created to ensure that the information resonates with the target population. Green County has already identified the Hispanic population as a key target of this intervention and will need to create Spanish-language copies of all intervention materials. Spanish language resources from the U.S. Wage and Hour Division and Wisconsin Department of Health Services can be found in Appendices A and B. The Wisconsin Department of Health Services also offers materials in Spanish which can be found on their Breastfeeding Education Resources Page (“Breastfeeding Education”, 2018). In addition, expanding other WIC or Monroe Clinic services to the Hispanic community, such as employing Spanish-speaking lactation counselors, will be important to reducing breastfeeding disparities. Beyond this information campaign, Green County should consider other barriers to breastfeeding among groups in their community and identify future interventions that could directly target those groups.

Evidence-Based Strategy

Over the past several years, communicating health information through a professional website and a social media presence has become an essential function of community health departments. Utilizing social media allows health departments to efficiently disseminate scientifically-accurate and credible health information to their communities in a cost-effective manner. With a specific focus on breastfeeding, recent research has shown that technology-based perinatal information promotion presents an opportunity for health care providers to reach a broad base of patients who otherwise might not seek hospital or clinical care (Demirci, Cohen, Parker, Holmes, & Bogen, 2016). Thus, to increase breastfeeding rates in Green County, a media campaign is proposed to increase health knowledge and improve community support. This campaign will be multi-faceted and focus on website, social media, and in-person communications.

Effective Messaging Techniques

Prior to implementing this strategy, it is important to understand how best to communicate health information to the public. One of the first steps should be considering how individual behavior can influence larger population outcomes (Institute of Medicine [IOM], 2015). Health messaging is more effective and easier to comprehend when it is framed as an individual change, as opposed to a larger population change. Next, the length of exposure should be considered. When health problems are rooted in larger societal or cultural norms, such as is the case with breastfeeding, it is crucial to use “a slow, incremental process of communication over time, with repetition from multiple sources” (IOM, 2015, p. 7). This will be vital for this breastfeeding promotion campaign to ensure that the campaign leads to sustained behavior change. Although social media and web-based communications are a good start, exposure via paid media or earned media should also be considered. Local media outlets will be a new partner for the Green County Health Department to consider in this intervention.

Public health digital campaigns should “produce timely, engaging visual content” that is best suited for the platform and relates to current events to generate public interest (IOM, 2015, p. 25). Similarly, relevant data should be used to strengthen the content and should be shared with a unified voice (IOM, 2015). Health messages are more persuasive when they reflect societal values and are more likely to resonate with the target audience (IOM, 2015). Green County Health Department should spend time brainstorming what messages their community will best respond to and how they should frame all communications. For example, it was found that messages focusing on the relationship between socioeconomic status and health generated more anger among Republicans and Democrats, but messages focusing on health as a personal responsibility generated much more anger among Democrats (IOM, 2015). This does not mean that Green County should shy away from messages that may cause some political disagreements, but they should instead focus on how to best frame their communications in a way that will be most accessible and meaningful to their community.

Personal stories are also incredibly powerful and should be utilized for this campaign. Hearing stories from other moms, partners, and employers can help drive education and action among the target audience. Storytelling can lead to better retention and comprehension of material than sharing data or information (IOM, 2015). Green County should find local community members who would be interested in briefly sharing their experiences with breastfeeding. These stories could be shared via narratives on the website or via quotes on social media. According to the CDC, normalizing breastfeeding via positive images can help women believe that it is a feasible option for them (Shealy, Li, Benton-Davis, & Grummer-Strawn, 2005). The City of Philadelphia Health Department is currently running a breastfeeding promotional campaign, ‘Philly Loves Breastfeeding’, that uses images of diverse women breastfeeding to normalize the practice. Their website contains valuable resources and ideas that could be useful for Green County (Department of Public Health City of Philadelphia, n.d.).

Application of Messaging Techniques

The CDC has created a social media toolkit which should be used to guide social media campaign development and communications in public health (2011). The CDC recommends that social media messages are targeted to a specific population, contain science-based health information, facilitate information sharing, and encourage participation (2011). For example, a social media post that is specific to the target audience that includes a call to action or is shareable amongst followers is much more effective than a generic post that includes only facts or information in text form. Furthermore, the CDC emphasizes the importance of evaluation throughout the process of implementing a social media campaign (2011). In targeting health messages effectively, it is critical to understand the health literacy of the target audience and to adapt materials accordingly.

Infographics are useful to quickly disseminate health information but should be easy to understand and have a clear message. Figures A-H illustrate several excellent breastfeeding messages from the World Health Organization, both in Spanish and English (2017, 2018). These examples were chosen based on their simplicity, key messages, and credibility. These could be shared via social media posts with a call to action or provided as a resource on the Green County Health department website. The Wood County Breastfeeding Coalition is also a terrific model and resource for Green County to model their campaign after. Their website includes information for breastfeeding friendly businesses and a resources page, including handouts and links (Wood County Breastfeeding Coalition, 2018a). The Wood County Breastfeeding Coalition also runs a Facebook page which will be a useful resource for Green County to consult as they begin to develop their social media messaging (Wood County Breastfeeding Coalition, 2018b).

Goals

In developing any public health intervention strategy, it is necessary to define specific short, medium, and long-term goals. Short term goals for this media campaign will span the first six months of the campaign, to be completed by June 2019. First, we suggest the Green County Health Department partner and collaborate with five community partners to advertise their Facebook page and website. Collaborating with community organizations and businesses will help to increase website traffic and number of Facebook followers. For example, providers at Monroe Clinic could hand out information about how to join the Facebook page for new mothers, and the YMCA could encourage community members at classes and events to follow the Green County Health Department Facebook page for health-related information. Social media posts should also direct traffic to the Green County Health Department website, or to other high-quality and credible online resources, once it is updated with breastfeeding information. By June 2019, we expect the Green County Health Department to increase their Facebook followers by 30% and website traffic by 10%. Furthermore, we suggest the Green County Health Department develop roughly 25 posts before the campaign, so that they have consistent

information available to post once a week for the first six months (see figures and appendices for examples).

Intermediate goals for this intervention should be completed by 2020. The Green County Health Department has identified a goal of reaching and maintaining greater than 75% breastfeeding rates at one month postpartum. Furthermore, we recommend that the Green County Health Department continue to grow their relationships with community organizations to expand opportunities for education and awareness. In doing so, the Green County Health Department should create opportunities for in-person communications such as at community classes or events. For example, the Green County Health Department could promote breastfeeding information and support during a class at the YMCA or could co-sponsor an event at the library for new moms and their children. Another intermediate goal is to increase the number of employee and public lactation rooms in the community by 10%.

The long-term goals for this intervention will be aimed at community education, acceptance, and support of breastfeeding. The first goal will be to educate community members with effective social media posts and website materials. Additionally, this intervention will have an end goal of increasing breastfeeding acceptance and support within the community at large. Ultimately, the Green County Health Department aims to become a resource to mothers, partners, and employers seeking evidence-based, credible health information through both their website and Facebook page. We suggest that these goals be evaluated and accomplished by 2021.

Resources Required

While a social media campaign can be an effective way to educate the community and create a culture of awareness and acceptance of breastfeeding, implementing this intervention effectively requires resources including time, skills, and money. In order to implement an effective social marketing campaign and to influence breastfeeding behaviors, Green County will need to be prepared to conduct ongoing formative evaluation. This evaluation is necessary to inform the creation of relevant and engaging social media materials and to tailor the campaign to the specific needs of their target audience (Bryant & Grier, 2005). This formative evaluation must also be conducted to ensure that materials utilize effective health messaging strategies in addition to effective marketing strategies (Bryant & Grier, 2005). Green County will need to dedicate staff time to consistently update their website and social media pages in order to engage followers and ensure that community members are receiving the most up-to-date health information. Furthermore, staff will need to be trained in effective health messaging and social media marketing strategies, and they will need to remain dedicated to continuing education regarding the ever-changing trends in social media. Finally, Green County will need to dedicate money to updating their website and ensuring the website is engaging, reliable, and user-friendly.

Our group encourages Green County to dive further into the resources cited in this section, including *Communicating to Advance the Public's Health* by the Institute of Medicine (2015), *The Health Communicator's Social Media Toolkit* by the CDC (2011), and *The CDC Guide to Breastfeeding Interventions* (Shealy, et al., 2005). These publications provide in-depth information about health promotion campaigns that expand far beyond what we can include in this report.

Evaluation

The evaluation process for this project should be viewed through a communications lens. This iterative and process-based evaluation will improve not only the effectiveness of the suggested campaign but also Green County's community engagement and resource allocation within a limited environment. Formative, process, and impact evaluations are indicated as part of program implementation and best practices will be described (Brownson, Baker, Deshpande, & Gillespie, 2018).

In general, the importance of a formative evaluation cannot be understated and has already been discussed. Ideally, the evaluation process begins before the intervention is chosen and implemented (Thompson & Kegler, 2015). Working within a small county health office, it is important to understand that funds and personnel may be unavailable to launch an extensive evaluation program (including but not limited to: community-based focus groups, data collection instruments, analysis of questionnaires, incentives etc) (Thompson & Kegler, 2015). However, this does not mean that evaluation of suggested interventions is impossible. Important steps that small county health departments can take when considering evaluation of interventions include the following: (a) Conduct a literature search regarding successful programs similar to the chosen intervention; (b) Use existing data to understand facilitators and barriers to the targeted behavior change; (c) Engage the targeted population and stakeholders to ensure the suggested intervention will meet their needs. Much of the data required for a basic, initial evaluation will be available in Community Health Assessment and Improvement Planning documents. Furthermore, these steps to begin a formative evaluation were taken by master's level students at the University of Wisconsin and are presented in the Logic Model and formative goals in Table 1.

After an evidence-based intervention is selected (i.e. promotional media campaign to increase breastfeeding rates and duration), funds allocated, and implementation begun, process and impact evaluations are instrumental to program success. In this case, process evaluation measures relate specifically to the short-term goals set forth in the logic model. A successful media campaign will first, and foremost, increase awareness of the identified issue and provide accurate information at an appropriate literacy level. At this point, Green County should have created or compiled material to promote breastfeeding education, awareness, and importance to establish its website and social media presence as a trusted information source. A process

evaluation can be quantified by achievement of SMART (specific, measurable, attainable, result-focused, time-specific) goals as laid out in Table 2. The process evaluation is iterative in practice and thus each milestone should be examined for potential problems and consequently reworked to ensure realistic realization.

Similarly, an impact evaluation will aim to address the intermediate and long-term goals set in the logic model. In the proposed timeline, an impact evaluation should occur after an active presence on Facebook, partnerships in the community, and an up-to-date website are established; perhaps another 6 months post-website debut (by January, 2020). At this time, Green County should address whether the media campaign has achieved its intended goal of establishing the Green County Health Department as an educational and resource-rich presence (both online and within the community) for breastfeeding moms and their partners. This evaluation presents a significant challenge in that it will require substantial resource allocation. For this reason, we suggest a partnership with future UniverCity and University of Wisconsin Madison graduate students to aid in this evaluation's success. A fieldwork placement or capstone subject would be a cost-effective, educational, and long-term solution to ensuring quality analysis of the impact of this promotional media campaign. Suggested methods for impact evaluation can include focus groups and/or surveys with mothers, partners and employers, analysis of WIC breastfeeding initiation and continuation data, or other data collection methods as deemed appropriate by Green County.

Funding Sources

In order to implement this campaign, it will be necessary to obtain financial support. Because this program will be used to advertise services already established in Green County, they may be able to allocate funds they've already secured for breastfeeding promotion toward this social media campaign. Furthermore, grants are available from the United States Department of Agriculture Food and Nutrition Service (USDA FNS), the W.K. Kellogg Foundation, and Aetna to further programs with a focus on increasing breastfeeding rates and supporting infant nutrition (Aetna Foundation, 2012; USDA FNS, 2014; W.K. Kellogg Foundation, 2018).

Logic Model

Program: Breastfeeding in Green County

Inputs (What we invest)	Outputs (What we do and who we do it to)		Outcomes – Impact (The incremental events/changes that occur as a result of the outputs)		
	<i>Activities</i>	<i>Participation</i>	Short: by June 2019	Medium: by 2020	Long: by 2021
<p>Staff time to create effective messaging materials for social media and website</p> <p>Staff time to build and strengthen relationships within the community</p> <p>Staff training to increase effective health messaging skills</p> <p>Financial resources necessary to ensure website is updated and user-friendly</p>	<p>Engage community partners to advertise Facebook page</p> <p>Advertise community resources that are currently available</p> <p>Post informative and educational information to Facebook and website</p> <p>Staff training in effective health messaging and social media strategies</p>	<p>Green County mothers, partners, employers, and community members</p> <p>Community organizations and businesses</p> <p>Public health department staff</p> <p>Advocates</p>	<p>Collaborate with 5 community partners to advertise Green County Public Health Facebook page and website</p> <p>Increase Facebook followers by 30%</p> <p>Increase website traffic by 10%</p> <p>Develop website and posting materials and increase brand awareness</p> <p>Consistently post breastfeeding related Facebook updates (at least once a week)</p>	<p>Reach and maintain greater than 75% breastfeeding rates at one month postpartum</p> <p>Build relationships and collaborate with 5 community organizations and businesses to effectively advertise available resources and services</p> <p>Increase number of employee & public lactation rooms in community by 10%</p> <p>Partner with community organizations to plan 4 opportunities for in-person communications per year</p>	<p>Educate community members with effective social media posts and website material</p> <p>Increase breastfeeding acceptance in the community</p> <p>Increase awareness of Green County Breastfeeding Collaborative and Green County Health Department as a resource to mothers, partners, and employers</p>

Assumptions

Ability to access adequate funding

Community organizations and businesses will be open to partnership

External Factors

Social shift away from Facebook and toward alternative social media sites

Availability of lower-quality health information online

References

- Aetna Foundation. (2012, February 14). Aetna Foundation Funds Research, Programs to Encourage Breastfeeding and Combat Infant Mortality | Aetna Foundation. Retrieved November 14, 2018, from <https://news.aetnafoundation.org/press-release/health-care-equity/aetna-foundation-funds-research-programs-encourage-breastfeeding-an>
- Breastfeeding Education. (2018). Retrieved from <https://www.dhs.wisconsin.gov/nutrition/breastfeeding/education.htm>
- Bridges, N., Howell, G., & Schmied, V. (2018). Exploring breastfeeding support on social media. *International Breastfeeding Journal*, 13(1). <https://doi.org/10.1186/s13006-018-0166-9>
- Burns, E., Schmied, V., Sheehan, A., & Fenwick, J. (2009). A meta-ethnographic synthesis of women's experience of breastfeeding. *Maternal & Child Nutrition*. <https://doi.org/10.1111/j.1740-8709.2009.00209.x>
- Centers for Disease Control and Prevention. (2011). *The Health Communicator's Social Media Toolkit*. Centers for Disease Control and Prevention. Retrieved from https://www.cdc.gov/socialmedia/tools/guidelines/pdf/socialmediatoolkit_bm.pdf
- Centers for Disease Control and Prevention. (2018). CDC Breastfeeding Report Card. Retrieved from <https://www.cdc.gov/breastfeeding/data/reportcard.htm>
- Cline, R. J. W., & Haynes, K. M. (2001). Consumer health information seeking on the Internet: the state of the art. *Health Education Research*, 16(6), 671–692.
- Demirci, J. R., Cohen, S. M., Parker, M., Holmes, A., & Bogen, D. L. (2016). Access, Use, and Preferences for Technology-Based Perinatal and Breastfeeding Support Among

- Childbearing Women. *The Journal of Perinatal Education*, 25(1), 29–36.
<https://doi.org/10.1891/1058-1243.25.1.29>
- Feltner, C., Palmieri Weber, R., Stuebe, A., Grodensky, C., Orr, C., & Visawanathan, M. (2018). *Breastfeeding Programs and Policies, Breastfeeding Uptake, and Maternal Health Outcomes in Developed Countries*. Agency for Healthcare Research and Quality. Retrieved from <https://effectivehealthcare.ahrq.gov/topics/breastfeeding/research>
- Green County Health Department. (2015). *The Health of Green County Community Health Assessment*. Green County Health Department.
- Green County Health Department. (2017). *2016 Annual Report*. Monroe, WI: Green County Health Department.
- Green County Healthy Community Coalition. (2016a). *2016 Community Health Improvement Plan*. Monroe, WI: Monroe Clinic.
- Green County Healthy Community Coalition. (2016b). *2016 Community Health Needs Assessment*. Monroe, WI: Monroe Clinic.
- Green County WIC. (2018). *WIC Green Co. Breastfeeding Stats 2010-2017*(No. BFQ2001-2). Wisconsin WIC Program.
- Grier, S., & Bryant, C. A. (2005). Social marketing in public health. *Annual Review of Public Health*, 26, 319–339. <https://doi.org/10.1146/annurev.publhealth.26.021304.144610>
- Haroon, S., Das, J., Salam, R., Imdad, A., & Bhutta, Z. (2013). Breastfeeding promotion interventions and breastfeeding practices: a systematic review. *BMC Public Health*, 13(S20). Retrieved from <https://bmcpublichealth.biomedcentral.com/articles/10.1186/1471-2458-13-S3-S20>

- Hilliard, E., & Brunt, A. (2018). Impact of an Infant Friendly Business Designation. *Health Promotion Practice*, 152483991880744. <https://doi.org/10.1177/1524839918807442>
- Horta, B., & Victora, C. (2013). *Long-term effects of breastfeeding: a systematic review*. World Health Organization.
- IOM (Institute of Medicine, & Darla Thompson. (2015). *Communicating to Advance the Public's Health: Workshop Summary*. Washington, D.C.: The National Academies Press.
- Louis-Jacques, A., Deubel, T. F., Taylor, M., & Stuebe, A. M. (2017). Racial and ethnic disparities in U.S. breastfeeding and implications for maternal and child health outcomes. *Seminars in Perinatology*, 41(5), 299–307. <https://doi.org/10.1053/j.semperi.2017.04.007>
- Mahesh, P. K. B., Gunathunga, M. W., Arnold, S. M., Jayasinghe, C., Pathirana, S., Makarim, M. F., ... Senanayake, S. J. (2018). Effectiveness of targeting fathers for breastfeeding promotion: systematic review and meta-analysis. *BMC Public Health*, 18(1). <https://doi.org/10.1186/s12889-018-6037-x>
- Department of Public Health City of Philadelphia. (n.d.). Feeding Your Baby is Normal. Retrieved from <https://phillylovesbreastfeeding.org/>
- Shealy, K., Li, R., Benton-Davis, S., & Grummer-Strawn, L. (2005). *The CDC Guide to Breastfeeding Interventions*(pp. 29–32). Atlanta: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention. Retrieved from https://www.cdc.gov/breastfeeding/pdf/breastfeeding_interventions.pdf
- Thompson, N. J., & Kegler, M. C. (2015). Program Evaluation. In *Research Methods in Health Promotion*(2nd ed., pp. 337–365). San Francisco, CA: Jossey-Bass, A Wiley Brand. Retrieved from

[http://dinus.ac.id/repository/docs/ajar/Laura_F._Salazar,_Richard_A._Crosby,_Ralph_J._DiClemente-Research_Methods_in_Health_Promotion-Jossey-Bass_\(2015\).pdf](http://dinus.ac.id/repository/docs/ajar/Laura_F._Salazar,_Richard_A._Crosby,_Ralph_J._DiClemente-Research_Methods_in_Health_Promotion-Jossey-Bass_(2015).pdf)

United States Department of Agriculture Food and Nutrition Service. (2014, April 23). USDA Announces Grants to Support State Breastfeeding Programs | Food and Nutrition Service. Retrieved November 14, 2018, from <https://www.fns.usda.gov/pressrelease/2014/fns-0001-14>

United States Department of Labor, Wage and Hour Division. (2010). Hoja de Datos #73: Madres Que Están Amamantando. Washington D.C.: US Department of Labor.

United States Department of Labor. (n.d.). *Break Time for Nursing Mothers (Spanish)*. Mini Card

Wisconsin Department of Health Services. (2017). Wisconsin State Health Assessment and Health Improvement Plan, 113.

Wisconsin Department of Health Services. (2018, May 23). Breastfeeding. Retrieved November 1, 2018, from <https://www.dhs.wisconsin.gov/wic/breastfeeding>

Wisconsin Department of Health Services. (2018). State Statute 253.16: Your Right To Breastfeed Pocket Card. Wisconsin Department of Health Services.

W.K. Kellogg Foundation. (2018, November 1). Grants. Retrieved November 14, 2018, from <https://www.wkkf.org:443/grants>

Wood County Breastfeeding Coalition. (2018a). Retrieved from <http://woodcountybreastfeeding.org/>

Wood County Breastfeeding Coalition. (2018b). Retrieved from <https://www.facebook.com/woodcountybreastfeedingcoalition>

World Health Organization. (2018, July 23). Breastfeeding infographics. Retrieved from

<http://www.who.int/topics/breastfeeding/infographics/en/>

World Health Organization. (2017, August 03). OMS | Lactancia Materna – infografías.

Retrieved from <http://www.who.int/topics/breastfeeding/infographics/es/>

World Health Organization. (2015a). *Breastfeeding Support: What We Can All Do*. Poster.

World Health Organization. (2015b). *Breastfeeding Support: Todos Podemos Contribuir*. Cartel.

World Health Organization. (2015c). *Breastfeeding Support: What Employers Can Do*.

World Health Organization. (2015d). *Compatibilicemos Lactancia Materna y Trabajo: Que*

Pueden Hacer Los Empleadores.

World Health Organization. (2015e). *Breastfeeding Support: What Mums Can Do*.

World Health Organization. (2015f). *Apoyo A La Lactancia Materna: Que Pueden Hacer Las*

Madres.

World Health Organization. (2015g). *Breastfeeding Support: What Dads Can Do*.

World Health Organization. (2015h). *Apoyo A La Lactancia Materna: Que Pueden Hacer Los*

Padres.

Table 1

Formative Goals SMART Checklist

<i>Formative Goals</i>	<i>Specific</i>	<i>Measurable</i>	<i>Attainable</i>	<i>Results-Focused</i>	<i>Time Specific</i>
Create online resources for Green County mothers including an FAQ and support page by June 2019	Website resources	3 topics	Realistic allocation of resources	Establish Green County web presence as reliable resource	6 month time frame
Create ~25 articles or posts to use on social media attracting partners, women, businesses, and employers to Green County Health Department's Facebook to advertise June 2019 kick-off of new website	Grow sustainable social media presence	1 article post per week until June 2019, increasing online presence and engagement	Realistic allocation of resources; see appendix	Establish Green County web presence as reliable resource	6 month time frame broken down into weekly goals
Identify 5 community organizations by June 2019 for new partnerships for future advertisement and activities	Contact/engage community organizations	5 community partners	See table 1 for partnership engagement	Establish Green County Health Department as a community based resource	6 month time frame

Table 2

Process Goals SMART Checklist

<i>Process Goals</i>	<i>Specific</i>	<i>Measurable</i>	<i>Attainable</i>	<i>Result-Focused</i>	<i>Time Specific</i>
Have we posted 1 community engaging article a week on Facebook until website debut? (June 2019)	Facebook activity	1 post/week for 24 weeks	Do we have enough staff time allocated to our Facebook page?	Active facebook engagement builds credible presence	Weekly goals for 6 months
Have we successfully compiled a toolkit including infographics, FAQs, and resources for our target population? (June 2019)	Website building	Is our website easy to use and at the appropriate health literacy level?	Do we have enough staff time allocated to build this toolkit?	Widespread dissemination of information for moms, partners, employers	6 month goal
Have we identified and begun relationship building with 5 community partners?	Reach out to 5 community partners	Conversation/contact made with 5 community organizations	Do we need to identify other partners?	Building community presence	5 partners in time for website kick off (6 months)



Figure A: World Health Organization. (2015a). *Breastfeeding Support: What We Can All Do*. Poster.



Figure B: World Health Organization. (2015b). *Breastfeeding Support: Todos Podemos Contribuir*. Cartel



Figure C: World Health Organization. (2015c). *Breastfeeding Support: What Employers Can Do*



Figure D: World Health Organization. (2015d). *Compatibilicemos Lactancia Materna y Trabajo: Que Pueden Hacer Los Empleadores*



Figure E: World Health Organization. (2015e). *Breastfeeding Support: What Mums Can Do*.



Figure F: World Health Organization. (2015f). *Apoyo A La Lactancia Materna: Que Pueden Hacer Las Madres*.

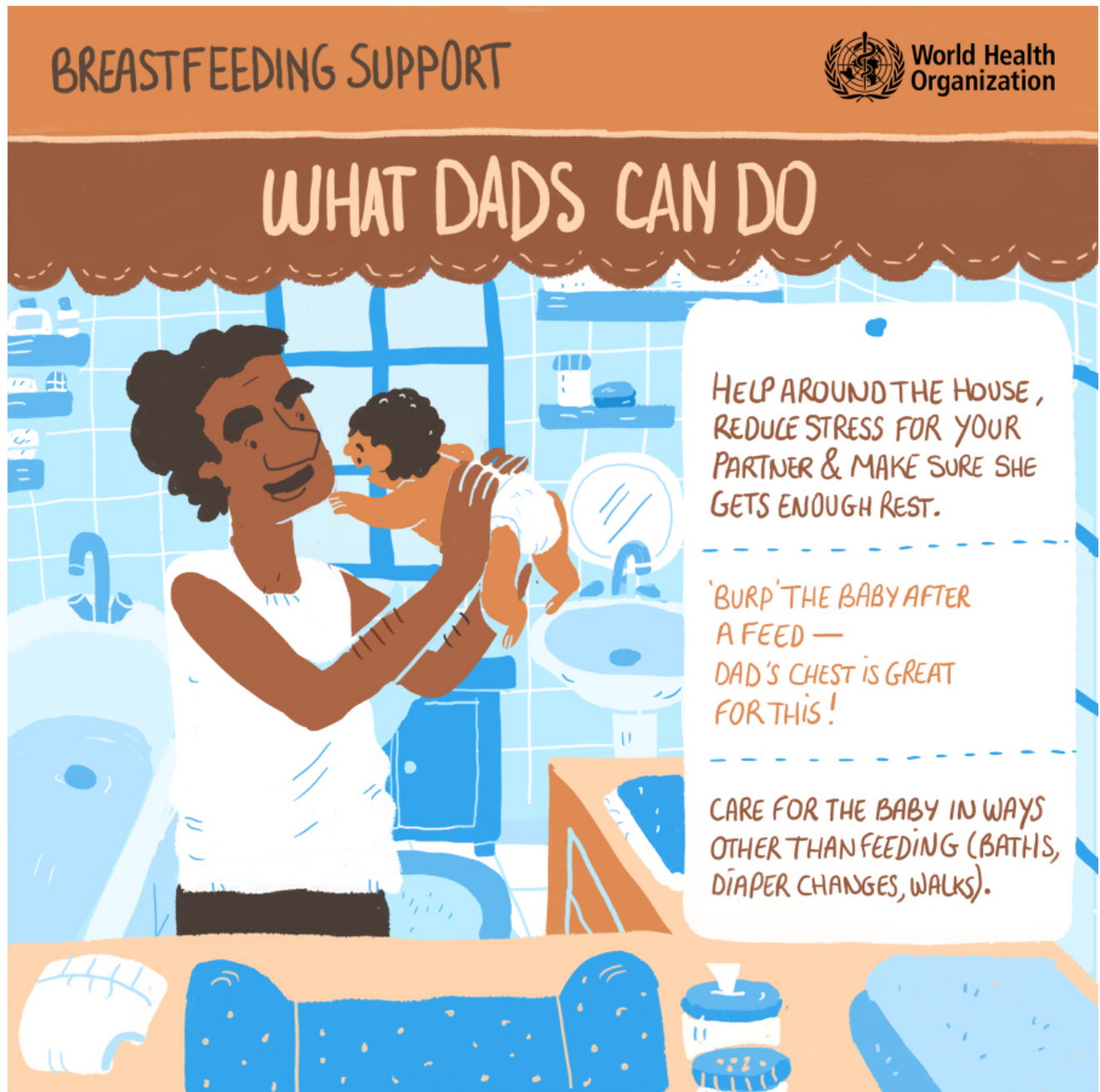


Figure G: World Health Organization. (2015g). *Breastfeeding Support: What Dads Can Do*.



Figure H: World Health Organization. (2015h). *Apoyo A La Lactancia Materna: Que Pueden Hacer Los Padres*.

WHIS18 SPA 0414



1-866-4US-WAGE
www.dol.gov/whd

Obtenga información cómo funciona el seguro en www.healthcare.gov

al 1-866-4US-WAGE (487-9243) o visite www.dol.gov/whd

Para más información o para presentar una reclamación, llame a la División de Horas y Salarios o directamente busque en un tribunal las soluciones apropiadas.

investigación puede presentar una reclamación por represalias en contra" porque ha presentado una queja o cooperado con una Un empleado que es "despedido o de cualquier otra manera discriminado

ACTOS ILEGALES

Receso para Madres que Amamantan

bajo la Ley de Normas Justas de Trabajo (FLSA)



DIVISIÓN DE HORAS Y SALARIOS
DEPARTAMENTO DE TRABAJO DE LOS ESTADOS UNIDOS



Receso para Madres que Amamantan

La Ley de Normas Justas de Trabajo (FLSA—por sus siglas en inglés) requiere que los empresarios provean **tiempo y espacio** para que una madre que amamanta no exenta bajo el alcance de la ley se saque la leche de los pechos para su niño lactante durante un año después de haber tenido a su hijo(a).

- Los empresarios tienen que permitir un **receso** razonable cada vez que una empleada bajo el alcance de la ley necesite sacarse la leche de los pechos.
- Los empresarios tienen que proveerles a las empleadas **espacio** que sea:
 - funcional para sacarse la leche de los pechos
 - protegido de la vista al público
 - libre de ingreso de personas
 - disponible según se necesite, Y
 - **NO un baño.**

Las empleadas exentas podrían estar bajo el alcance de una ley estatal que provea recesos para madres que amamantan. Si un empresario tiene menos de 50 empleados **Y** puede demostrar que el cumplimiento de esta ley le impondría una inconveniencia excesiva al empresario, ese empresario no tiene que proveer recesos para madres que amamantan.

Aviso: No se les exige a los empresarios pagar a las madres que amamantan por los recesos tomados para el propósito de sacarse la leche de los pechos. Sin embargo, donde los empresarios ya proveen recesos pagados, el empresario le tiene que pagar a la empleada que tome esos recesos para sacarse la leche de los pechos.

bajo la Ley de Normas Justas de Trabajo (FLSA)

Figure I: United States Department of Labor. (n.d.). *Break Time for Nursing Mothers (Spanish)*. Mini Card

Appendix A

Wisconsin Breastfeeding Law Card: Spanish (Wisconsin Department of Health Services, 2018)

En Wisconsin, las madres tienen derecho a amamantar.**Ley Estatal 253.16**

Una madre puede amamantar a su hijo/hija en cualquier lugar público o privado en donde tanto la madre como el hijo están autorizados a permanecer. En dicho lugar, ninguna persona le puede prohibir a la madre amamantar a su hijo/hija, ordenarle que se traslade a otro lugar para amamantar a su hijo/hija, ordenarle que cubra al niño o que cubra su seno mientras amamanta, o de otro modo prohibir a una madre que amamante a su hijo/hija.

Si alguien le solicita que abandone un lugar público mientras está amamantando a su hijo/hija, cortésmente explíquele que la ley protege el derecho de una madre a permanecer en el lugar donde está amamantando a su hijo/hija.



State of Wisconsin
Department of Health Services
Division of Public Health
P-00165S (12/2013)

About UniverCity Year



UniverCity Year is a three-phase partnership between UW-Madison and one community in Wisconsin. The concept is simple. The community partner identifies projects that would benefit from UW-Madison expertise. Faculty from across the university incorporate these projects into their courses, and UniverCity Year staff provide administrative support to ensure the collaboration's success. The results are powerful. Partners receive big ideas and feasible recommendations that spark momentum towards a more sustainable, livable, and resilient future. Join us as we create **better places together**.



univercityalliance@wisc.edu
608-890-0330
univercity.wisc.edu