



Breastfeeding Playbook

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About This Document

Key Driver Diagram

The Key Driver Diagram displays a shared theory of how outcomes might improve based on information gathered from research, observation, and experience, and sets forth the collaborative's goal. The primary drivers represent key components of the system that need to be in place to achieve the goal.

Change Package

The Change Package identifies a set of changes (i.e., how to put primary drivers in place) and offers links to PDSA examples and resources to support these interventions. The Change Package lays out change ideas to help home visiting programs improve the key outcome and processes.

Measurement System

The Measurement System Guide lists the shared aims and a set of common measures that teams will report during the collaborative.

Key Driver Diagram

SMART Aim <i>The goal of the collaborative</i>	Primary Driver (PD) <i>Critical system elements that are necessary and sufficient to achieve the aim</i>
Among infants who are ever breastfed, 30% will be exclusively breastfed (given nothing but breast milk) through 3 months of age, and 15% will be exclusively breastfed through 6 months of age.	PD1: Skilled and supported home visitors
	PD2: Knowledgeable and supported families
	PD3: Strong community linkages

Change Package

PD1: Skilled and supported home visitors

Change Ideas (for LIAs)	PDSA Examples	Resources
Provide training on breastfeeding basics at hire, at start of CQI project, and at least annually	BF.PD1.C1. Well Start lactation modules	• Well Start Lactation Management Self-Study Modules Level I • Self-Efficacy Scale for Home Visitors to Promote Breastfeeding • WIC's Breastfeeding Support: ○ Breastfeeding 101 ○ Breastfeeding Basics ○ Breastfeeding Basics for Moms: Your Breastfeeding Questions Answered
Support advanced training and certification in lactation support for home visitors	BF.PD1.C2. CLC training	• Advanced BF training guide • Lactation Counselor Training Course and CLC Certification from The Center for Breastfeeding at Healthy Children Project

Provide training on administration of Breastfeeding Self-Efficacy Scale (BSES-SF) to enhance infant feeding discussions	BF.PD1.C3. Training with the BSES-SF for Home Visitors	• Self-Efficacy Scale for Home Visitors to Promote Breastfeeding
Discuss family needs and supports related to breastfeeding during reflective supervision	BF.PD1.C4. Supervisors provide reflective inquiry and feedback while shadowing home visitors	• Form A for Supervisors

PD2. Knowledgeable and supported families

Change Ideas (for LIAs)	PDSA Examples	Resources
Collect critical information on families' breastfeeding decisions (e.g., intention, initiation, duration, reasons for discontinuing)	BF.PD2.C1. Example1. Collecting data on intention to breastfeed at intake and 36 weeks BF.PD2.C1. Example2.Checklist for BF information BF.PD2. C1. Example 3. BF Registry	• BF Registry
Introduce evidence-informed, family-centered breastfeeding curriculum and educational materials at key breastfeeding time points	BF.PD2.C2. Example1. Standard use of educational materials at home visits BF.PD2.C2. Example2.Use of Infant Feeding Home Visit Guide	• OWH's Your Guide To Breastfeeding • Infant Feeding Home Visit Guide • Injoy Breastfeeding Curriculum

	BF.PD2.C2. Example 3. Family involvement in selecting BF education materials	• Office of Women’s Health “It’s Only Natural” BF resources • “Teach Me How to Breastfeed” Music Video • Additional resources for PD2C2
Utilize the three-step counseling strategy to engage families in early conversations about breastfeeding	BF.PD2.C3. Effective Communication Techniques Role Play	• Effective Communication Strategies to Engage Families in Infant Feeding: ○ 3-Step Counseling Strategy ○ Motivational Interviewing Techniques
Develop infant feeding plans with expectant parents	BF.PD2.C4. Infant feeding questionnaire	• Infant Feeding Plan • Infant Feeding Toolkit For Home Visitors
Support parents to share their infant feeding plan with their doctor and birthing team	BF.PD2.C5. Infant feeding plan	• Infant Feeding Plan
Engage families to lead and participate in breastfeeding support groups	BF.PD2.C6. Example 1. Virtual BF support group BF.PD2.C6. Example 2. Virtual support group	• La Leche League: BF Peer Support Group Locator • La Leche League online peer support group

Assess families' breastfeeding self-efficacy at critical time points, including areas of strength and needed supports	BF.PD2.C7. Example 1. BSES-SF with prenatal families BF.PD2.C7. Example 2. BSES-SF with postpartum mom BF.PD2.C7. Example 3. Visit schedule to encourage rapid support postpartum	• Breastfeeding Self-Efficacy Scale (BSES) For Families • Critical Time Points Table
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PD3. Strong community linkages

Change Ideas (for LIAs)	PDSA Examples	Resources
Develop organizational partnership with key community partners to support breastfeeding families (e.g., breastfeeding coalitions, WIC, Baby Friendly birthing facilities, informal supports)	BF.PD3. C1. 5 Strategies	• Developing BF Community Partnerships • Baby-Friendly hospital or birthing center locator
Refer and connect families with community-based breastfeeding supports that align with infant feeding plan	BF.PD3.C2. Joint visit with community CLC	• Partnering with WIC • Breastfeeding Catalogue of Community Partnerships • Example BF Referral Protocol

Develop partnerships with places that serve expectant families to support prenatal enrollment in home visiting	BF.PD3.C3. Diaper bank partnership	• National Diaper Bank Directory
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The Measurement System

Overview of Measures

SMART AIM	Outcome Measure
Among infants whose mothers initiate breastfeeding, 30% of infants will be exclusively breastfed to 3 months of age and 15% of infants will be exclusively breastfed to 6 months of age.	• 30% of infants will be exclusively breastfed to 3 months of age • 15% of infants will be exclusively breastfed to 6 months of age

Primary Drivers	Process Measures
PD1. Skilled and supported home visitors	95% of home visitors trained in lactation competencies
PD2. Knowledgeable and supported families	• 65% of families with an intention to breastfeed at enrollment • 75% of families with an intention to breastfeed at 36 weeks gestation • 90% of families with an infant feeding plan written prior to delivery • 90% of families with an intention to breastfeed that are assessed for breastfeeding self-efficacy prior to delivery • 75% of families with an intention to breastfeed that initiate breastfeeding
PD3. Strong community linkages	75% of families with a need for breastfeeding support identified this month that receive additional support

In-Depth Look at Measures

The following measures were selected to reflect the processes necessary to achieve the SMART aim. They are listed in the order in which these processes occur in many sites and are labeled with the Primary Driver they reflect.

Measure #1

% of home visitors trained in lactation competencies

Data Elements

- *Numerator:* # of home visitors employed by your program who have received training in lactation competencies in the last 12 months
- *Denominator:* # of home visitors employed by your program

Associated Driver

Primary Driver 1

Training in lactation competencies:

Foundational breastfeeding knowledge training may include certified lactation consultant (CLC)/IBCLC certification; training offered through local WIC departments; evidence-based, nationally recognized online training; or training done in partnership with a CLC.

Measure #2

% of families with an intention to breastfeed at enrollment

Data Elements

- *Numerator:* # of prenatal families that report intention to breastfeed at enrollment
- *Denominator:* # of prenatal families

*People who are not recommended to breastfeed due to certain medical conditions should be removed from the measure.

Associated Driver

Primary Driver 2

Prenatal Families: Families that are pregnant during the reporting month.

Families remain in this measure throughout pregnancy and are removed from the measure the month after they deliver.

Intention to breastfeed at enrollment:

The family reports prenatally that they plan to breastfeed, with or without formula supplementation, in the first few weeks of life.

Measure #3

% of families with an intention to breastfeed at 36 weeks gestation

Data Elements

- *Numerator:* # of prenatal families that report intention to breastfeed at 36 weeks gestation
- *Denominator:* # of prenatal families that have reached 36 weeks gestation

*People who are not recommended to breastfeed due to certain medical conditions should be removed from the measure.

Associated Driver

Primary Driver 2

Measure #4

% of families with an infant feeding plan written prior to delivery

Data Elements

- *Numerator:* # of prenatal families that have reached 36 weeks gestation and have an infant feeding plan written prior to delivery
- *Denominator:* # of prenatal families that have reached 36 weeks gestation

Associated Driver

Primary Driver 2

Prenatal families that have reached 36 weeks gestation:

Families that are at least 36 weeks pregnant during the reporting month. Families remain in this measure through the remainder of their pregnancy and are removed from the measure the month after they deliver. Exclude families that deliver before 36 weeks gestation.

Intention to breastfeed at 36 weeks gestation: The family reports between 35 weeks gestation and delivery that they plan to breastfeed, with or without formula supplementation, in the first few weeks of life. Exclude families that deliver before 36 weeks gestation.

Infant Feeding Plan: Identifies a family's infant feeding goals and who can help them meet those goals and communicates the family's plans to everyone involved. They are intended for all families and to be shared with the family's obstetrician/midwife, labor and delivery team, WIC peer counselor, and others supporting the family.

Measure #5

% of families with an intention to breastfeed that are assessed for breastfeeding self-efficacy prior to delivery

Data Elements

- *Numerator:* # of prenatal families that report intention to breastfeed at 36 weeks gestation and are assessed for breastfeeding self-efficacy prior to delivery
- *Denominator:* # of prenatal families that report intention to breastfeed at 36 weeks gestation

Associated Driver

Primary Driver 2

Prenatal families that report intention to breastfeed at 36 weeks:

Families that are at least 36 weeks pregnant during the reporting month and report between 35 weeks gestation and delivery that they plan to breastfeed, with or without formula supplementation, in the first few weeks of life. Families remain in this measure through the remainder of their pregnancy and are removed from the measures the month after they deliver. Exclude families that deliver before 36 weeks gestation. This is also the numerator of measure 3.

Assessed for breastfeeding self-efficacy prior to delivery:

In partnership with the family, the home visitor utilizes the Breastfeeding Self-Efficacy Scale or another model-specific tool or assessment designed to assess self-efficacy and confidence with breastfeeding. Assessment may occur at any point during pregnancy, though families are not included in this measure until they reach 36 weeks gestation.

Measure #6

% of families with an intention to breastfeed that initiate breastfeeding

Data Elements

- *Numerator:* # of families with child age ≤ 6 months of age that reported an intention to breastfeed at 36 weeks gestation and breastfed any amount
- *Denominator:* # of families with child age ≤ 6 months of age that reported an intention to breastfeed at 36 weeks gestation

*People who are not recommended to breastfeed due to certain medical conditions should be removed from the measure.

Associated Driver

Primary Driver 2

Initiate breastfeeding: Child was ever fed breast milk. In addition to breast milk fed directly from the birthing parent to the infant, breastfeeding also includes feeding the infant pumped or expressed breast milk.

Families with child age ≤ 6 months of age that reported an intention to breastfeed at 36 weeks gestation: Includes support by: a home visitor trained in lactation, including certification as a CLC or IBCLC; other certified provider within the home visiting agency; breastfeeding support group / Baby Café within the home visiting agency or in the community; community-based CLC or IBCLC; WIC peer counselor; outpatient lactation clinic; or other community-based referral partner. This additional support may come from an individual within your program, outside your program but within your agency, or outside of your agency. Providing a list of resources for breastfeeding help or breastfeeding assessment sheet does not qualify as additional breastfeeding support.

Measure #7

% of families with a need for breastfeeding support identified this month that receive additional support

Data Elements

- *Numerator:* # of families with a need for breastfeeding support identified this month that received additional breastfeeding support
- *Denominator:* # of families with a need for breastfeeding support identified this month

Associated Driver

Primary Driver 3

Families with a need for breastfeeding support: Include families that express a need for breastfeeding support in the reporting month and families that the home visitor thinks would benefit from additional support in the reporting month based on use of the Breastfeeding Self-Efficacy Scale or another model-specific tool or assessment designed to assess self-efficacy and confidence with breastfeeding.

Additional breastfeeding support: Includes support by: a home visitor trained in lactation, including certification as a CLC or IBCLC; other certified provider within the home visiting agency; breastfeeding support group / Baby Café within the home visiting agency or in the community; community-based CLC or IBCLC; WIC peer counselor; outpatient lactation clinic; or other community-based referral partner. This additional support may come from an individual within your program, outside your program but within your agency, or outside of your agency. Providing a list of resources for breastfeeding help or breastfeeding assessment sheet does not qualify as additional breastfeeding support.

Measure #8

% of infants fed breast milk exclusively to 3 months of age

Data Elements

- *Numerator:* # of children 3 to 12 months old who were fed breast milk exclusively to 3 months of age
- *Denominator:* # of children 3 to 12 months old who were fed breast milk any amount

Associated Driver

SMART Aim

Fed breast milk exclusively:

Child receives only breast milk – no solids, water, or other liquids from the time of birth.

Measure #9

% of infants fed breast milk exclusively to 6 months of age

Data Elements

- *Numerator:* # of children 6 to 12 months old who were fed breast milk exclusively to 6 months of age
- *Denominator:* # of children 6 to 12 months old who were fed breast milk any amount

Associated Driver

SMART Aim