



# LACTATION IN THE WORKPLACE TOOLKIT

---

## Table of Contents

<b>Statement of Support</b> .....	4
Healthy Columbia Willamette Member Organizations.....	5
<b>HCWC Background</b> .....	6
<b>Introduction</b> .....	7
<b>How to Use This Toolkit</b> .....	8
<b>Best Practices and Legal Requirements</b> .....	10
<b>Equity and Empowerment Lens Application</b> .....	13
4P Reflective Questioning Exercise.....	13
<b>Introduction to Workplace Lactation/Breastfeeding Employee Survey</b> .....	15
<b>Sample Employee Survey</b> .....	16
<b>Introduction to Lactation in the Workplace Manager/Supervisor Training</b> .....	24
<b>Training Outline for Managers/Supervisors</b> .....	25
Key topics.....	25
Training objectives.....	25
Benefits of breastfeeding.....	25
Business case for breastfeeding.....	25
Oregon, Washington and ACA requirements .....	26
Our organization’s policies ( <i>for you to edit</i> ) .....	26
What employees need to know.....	26
Christina at work: Milk expression during a typical workday .....	27
Creating a culture of support: Do’s and don’ts! .....	28
Summary .....	29
References .....	29
Additional Resources .....	29
<b>Introduction to Lactation Support in the Workplace Model Policy</b> .....	30
<b>Sample Model Policy</b> .....	32
Background.....	32
Definitions.....	32
Time and leave.....	33

---

Manager/supervisor responsibilities .....	33
Human Resources responsibilities .....	33
Employee responsibilities .....	34
Optional, temporary work duty reassignment .....	34
Baby-friendly workplace .....	34
Notification of policy to all employees .....	34
Education/support/resources.....	34
Lactation space/room standards .....	34
Milk storage .....	35
Breast pumps .....	35
Accommodations for non-employees.....	36
<b>Conclusion</b> .....	<b>37</b>
<b>Sample Resources</b> .....	<b>38</b>



## Statement of Support for Work Environments Encouraging Continuation of Breastfeeding and Lactation/Milk Expression

The Healthy Columbia Willamette Collaborative (HCWC) believes a healthier next generation starts with us. As leaders in healthcare, we play an important role in supporting families as they return to work while continuing to provide breastmilk as their babies' first food. Through our practices, policies, buildings, and personnel, we are working to ensure that all of our employees are supported in providing the best, most nutritious start to their babies' lives.

The benefits of breastfeeding for infant health are numerous and well-documented. Breastfeeding reduces the risk of pediatric overweight, obesity, diabetes, allergies, asthma, and hypercholesterolemia. It also reduces the risk of serious health issues for mothers including breast, ovarian, and endometrial cancers, osteoporosis and bone fractures, postpartum depression, and insulin needs in diabetic mothers. The American Academy of Pediatrics, the World Health Organization, the Agency for Healthcare Research and Quality, and many other health authorities recommend exclusive breastfeeding throughout a baby's first six months of life and continued breastfeeding for two years (with appropriate complementary foods) as long as mutually desired.

In the four-county region of Clackamas, Multnomah, and Washington Counties in Oregon, and Clark County, Washington, breastfeeding initiation rates are higher in the general population than the national average, but drop significantly after just a few months. In both states, there are disparities in breastfeeding initiation and duration among women based on income, education, race/ethnicity, Medicaid status, and age. Returning to work plays a significant role in a parent's decision to stop breastfeeding.

A work environment that supports breastfeeding and lactation not only improves health for parents and children, it also benefits employers through increased retention and employee satisfaction. In addition, due to the health benefits of breastfeeding, employees are less likely to use sick leave and health insurance costs may be lower.

Collectively, HCWC organizations employ over 40,000 people in the four-county region. Our organizations are committed to addressing and improving our organizational policies and practices in lactation support in order to support a healthy workforce, reduce health inequities, and increase rates of breastfeeding in our region.

## Healthy Columbia Willamette Member Organizations

Adventist Medical Center

Clackamas County Public Health Department

Clark County Public Health

FamilyCare

Health Share of Oregon

Kaiser Sunnyside Hospital

Kaiser Westside Hospital

Legacy Emanuel Medical Center

Legacy Good Samaritan Medical Center

Legacy Meridian Park Medical Center

Legacy Mount Hood Medical Center

Legacy Salmon Creek Medical Center

Multnomah County Health Department

Oregon Health and Science University

PeaceHealth Southwest Medical Center

Providence Milwaukie Hospital

Providence Portland Medical Center

Providence St. Vincent Medical Center

Providence Willamette Falls Medical Center

Tuality Healthcare

Washington County Public Health Division



## HCWC Background

HCWC is a collaborative of 15 hospitals, four health departments, and two coordinated care organizations (CCOs) in Clackamas, Multnomah, and Washington Counties in Oregon and Clark County, Washington.

This unique public-private partnership aims for stronger relationships between communities, CCOs, hospitals, and public health departments; meaningful community health needs assessments; and a platform for collaboration around health improvement plans and activities that leverage collective resources to improve the health and wellbeing of our communities.

Between spring 2012 and summer 2013, HCWC conducted a regional community health needs assessment (CHNA). Informed by community health needs identified through the CHNA and subsequent content expert input, HCWC member organizations committed to collectively pursue two community health improvement strategies:

- Promote breastfeeding/lactation support
- Prevent prescription opioid misuse

Currently, HCWC is finalizing the 2016 CHNA, which will be available August 2016. For more information on the process and CHNA reports, visit [www.healthycolumbiawillamette.org](http://www.healthycolumbiawillamette.org).

## Introduction

In June 2014, content experts from HCWC member organizations and community representatives convened a workgroup with a shared objective of increasing the number of people who intend to breastfeed and reach their breastfeeding goals.

Due to changing requirements in the 2010 Patient Protection and Affordable Care Act, support for employees to express milk at work emerged as an important issue that could be addressed collectively. This workgroup developed a set of tools that HCWC member and community organizations may use to improve their internal policies and practices to better support lactation in the workplace.

When possible, these tools are modeled after national examples, such as the U.S. Breastfeeding Committee's *Business Case for Breastfeeding*. However, this toolkit is designed to fill gaps and meet needs that may not have been addressed previously. These tools are intended for modification to meet the individual needs of each organization.

Recognizing the diversity of employees, this toolkit intentionally uses language that is inclusive of individuals and families with unique situations, including adoptive parents, transgender employees, and/or employees with unusual work circumstances. As such, the terms "pumping," "lactation," and "milk expression" are used somewhat interchangeably throughout this document. The term "breastfeeding employee" in the manager/supervisor training refers to any employee who expresses milk for the purpose of feeding a baby.

## How to Use This Toolkit

The purpose of this toolkit is to help organizations improve workplace support for lactating employees. In order to meet the differing needs of individual organizations, this toolkit is modular and designed to be customized. The introduction to each tool or module includes suggestions for adapting the tool to meet specific needs.

When comparing the level of support for lactating employees, organizations vary widely. Some may have robust programs that offer multiple designated nursing rooms for staff and visitors. They may even provide internal lactation support from a specialist. Meanwhile, other organizations lack any type of support system and have no current plan or policy. No matter where your organization falls on this spectrum, this toolkit can start the conversation to better support employees and add to existing efforts.

It will be necessary to work within your organization to implement the policies and practices recommended in this toolkit. The following steps are provided as a possible action plan:

**1. Identify stakeholders and key partners.** You will need support from people across multiple departments to drive organizational change. These key people will help you to navigate your organization, identify resources, and provide information to ensure this work is successful. Ideally, this group will include representatives from human resources and facilities. It should also include employees who have breastfed or expressed milk while at work and supervisors. This will help create buy-in and ensure that important information is not left out as you move forward with implementation. Review current policies and identify who administers them.

**2. Develop a work plan and timelines with key stakeholders.**

**3. Assess where you are.** Gather information on current spaces and gather feedback from employees (this can be done through the employee survey). Identify gaps and areas for improvement. Understand your current organizational structure and who key decision-makers are (Human Resources, Facilities, Leadership, Lactation Support Services, etc.).

**4. Determine what changes need to be made.** Based on the assessment, changes may include: revising policies (such as including paid parental leave), securing lactation spaces, developing trainings, or developing communication tools.

**5. Define your goals and objectives.** Restating goals and objectives keeps people focused as the project moves along. Examples include:

*Sample Goals*

- Recruit and retain talented employees by enhancing family-friendly policies.
- Cultivate a breastfeeding-friendly workplace environment, which in turn will increase employee breastfeeding duration and satisfaction.

- Comply with federal and state laws pertaining to human milk expression in the workplace.
- Serve as a leader and role model on wellness efforts that improve family health and reduce chronic disease rates.

*Sample objectives (by next year, Organization Name will):*

- Update policies for milk expression breaks.
  - Create new lactation spaces, or at a minimum, identify ideal locations for new lactation spaces.
  - Develop a map of county and off-site locations that identifies designated lactation spaces.
  - Implement an organization-wide system for reserving locations.
  - Train supervisors on how to collaborate with breastfeeding employees to balance both personal and workplace needs.
  - Host a booth celebrating and promoting employee breastfeeding at a wellness fair.
  - Develop a limited breastfeeding support program for employees.
  - Develop content for an Employee Breastfeeding Support webpage (introduction, FAQs, additional resources, etc.).
- 6. Identify resources needed for implementation.** These may include financial, human resources, or facilities' support to identify, designate, and furnish dedicated lactation spaces.
  - 7. Develop a communication plan.** This may include employee communication via email, newsletter, website, or in-person presentations at staff meetings, or through one-on-one conversations with employees to explain changes or seek feedback. Standing meetings with major stakeholders such as human resources or facilities departments can support effective collaboration.
  - 8. Adopt/implement the changes.**
  - 9. Evaluate how things are going. Implement improvements, based on feedback.**
  - 10. Celebrate! You are doing good work!**

**Where to find this toolkit:** [www.healthycolumbiawillamette.org](http://www.healthycolumbiawillamette.org)

**Disclaimer:** *The materials provided in this toolkit are for informational purposes only and are not for the purpose of providing legal advice. You should contact an attorney to obtain advice with respect to any particular issue or problem.*

## Best Practices and Legal Requirements

When employees return to work after giving birth or adopting a baby, employers have an opportunity to support employees' productivity, retention, and work-life balance during a challenging time. Under federal and state laws, most employers also have an obligation to do so.

You may use this Best Practices Checklist to ensure that your workplace is supporting lactating employees in ways that enhance recruitment and retention, reduce workplace disruption, support the health of employees and their dependents, and meet legal requirements, all while creating functional, practical lactation spaces.

Federal and state laws vary, but every best practice on the list below is followed by the relevant statute, if applicable. Failure to comply with state or federal laws may lead to fines.

This list of best practices can be used as a part of your assessment.

- Provide a space to express breastmilk that is:
  - Not a bathroom ([Fair Labor Standards Act](#), [Revised Code of Washington \[RCW\] 43.70.640](#))
  - Private ([Fair Labor Standards Act](#), [Oregon Revised Statutes \[ORS\] 653.077](#); [RCW 43.70.640](#))
  - Shielded from view ([Fair Labor Standards Act](#), [ORS 653.077](#))
  - Free of intrusion by other employees or the public ([Fair Labor Standards Act](#), [ORS 653.077](#))
  - Lockable
  - Available as frequently as needed ([Fair Labor Standards Act](#))
  - Near employees' work areas ([ORS 653.077](#))
  - Convenient, sanitary, and safe ([RCW 43.70.640](#))
  - Functional for milk expression ([Fair Labor Standards Act](#))
  - Comfortable and pleasant
  - Near, or includes, a convenient, hygienic refrigerator ([RCW 43.70.640](#))
  - Near, or includes, a clean, safe water supply such as a sink ([RCW 43.70.640](#))
  - Available as long as needed by the employee; at least 18 months ([ORS 653.077](#))
  - A permanently designated room, or
  - A temporary, consistently available private space such as office, conference room, storage room, or lounge connected to a restroom as long as the space meets all other requirements.
- To be functional for milk expression, the space should include, at a minimum:
  - Adjustable, wipe-able chair
  - Table or desk
  - Electrical outlet
  - Calendar or room reservation system
  - Nontoxic cleaning supplies (e.g., alcohol-based wipes)
  - Wastebasket
  - Regular cleaning by janitorial staff

- Ideally, for full functionality, the space should include:
  - Signage designating the room's intended use (i.e., "Lactation Room")
  - Lockers or other storage for breast pump and supplies
  - Sink with hot and cold running water in room or very close by
  - Refrigerator, with thermometer, in room or very close by
  - Microwave (for steam-sanitizing pump parts) in room or very close by
  - Tape and pen (for labeling containers of expressed milk)
  - Hospital grade, multi-user breast pump
  - Adjustable lighting
  - Adjustable temperature controls
  - Footstool
  - Mirror
  - Clock
  - Bulletin board
  - Resource station, such as a bookcase, for educational literature
  - Wi-Fi
  - Telephone for emergencies
  - Computer for employees who choose to work while expressing milk
  - Artwork
- Provide employees with reasonable breaks to express milk:
  - Whenever needed ([Fair Labor Standards Act](#))
  - No less than 30 minutes per four-hour shift ([ORS 653.077](#))
  - During paid break time or during additional unpaid break time ([Fair Labor Standards Act](#), [ORS 653.077](#))
  - Treated as paid work time (whether or not breaks are paid) for the purpose of calculating the number of hours the employee works (i.e., to determine employer's health insurance contributions) ([ORS 653.077](#))
  - Unpaid time can be made up by working before or after shift, but does not have to be ([ORS 653.077](#))
- Provide family-friendly scheduling options such as:
  - Paid Parental Leave
  - Flexible schedules ([RCW 43.70.640](#))
  - Temporary reduced hours
  - Temporary change in job duties ([ORS 653.077](#))
  - Job-share
  - Telework
  - Allow baby in workplace for feedings
  - Allow employees to bring baby to work
- Create a supportive workplace culture:

- Develop and adopt a personnel rule or policy outlining organizational support for milk expression
- Communicate the personnel rule or policy to management, human resources, and leave administrators
- Post signage for lactation spaces
- Ask employees about their need for lactation accommodations during return-to-work planning
- Be positive about making the accommodation
- Do not tolerate harassment, negative remarks, complaints about the employees' need to take breaks for milk expression or status as a lactating employee
- Check-in with employee to determine if barriers need to be addressed

**Discrimination or retaliation against employees who need lactation accommodations can lead to fines or lawsuits.**

## Equity and Empowerment Lens Application

With any change to an organization’s policies and practices, there is the potential for unintended consequences. The way decisions are made and how they are implemented may affect who is positively or negatively impacted by the changes.

In order to make sure that equity and diversity were considered in the development of this toolkit, the HCWC workgroup collaborated with Multnomah County’s Health Equity Initiative (HEI) to apply an equity and empowerment lens to the employee survey, manager/supervisor training template, and the model policy. A set of critical reflective questions (below) were created and applied while reviewing the draft tools. This process uncovered potential blind spots and improved the quality and inclusivity of the tools.

We encourage organizations to use the reflective questions listed below or to develop their own questions by reviewing the [Equity and Empowerment Lens](#), when adapting and implementing components of this toolkit.

### About the Multnomah County Equity and Empowerment Lens

The Equity and Empowerment Lens (with a racial justice focus) is a “quality improvement tool used to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. At its core, it is a set of principles, reflective questions, and processes that focuses at the individual, institutional, and systemic levels by: deconstructing what is not working around racial equity; reconstructing and supporting what is working; shifting the way we make decisions and think about this work; and healing and transforming our structures, our environments, and ourselves.”

### 4P Reflective Questioning Exercise

Employee Survey	
<b>PEOPLE Questions</b>	Whose voice might be left out by the way the survey is designed? Are there any questions that are missing from the survey?
<b>PLACE Questions</b>	What can be done to ensure all employees have access to the survey?
<b>PROCESS Questions</b>	How can the survey be designed so employees feel safe in answering honestly? Is there potential for any employee to be negatively impacted by the questions on the survey?
<b>POWER Questions</b>	How will decision-makers be accountable for responding to the results of the survey?

<b>Manager/Supervisor Training Template</b>	
<b>PEOPLE Questions</b>	How can we design the training template so managers/supervisors' existing knowledge and culture can be integrated into the training?
<b>PLACE Questions</b>	What barriers might some managers/supervisors face in attending the training? What can we recommend to help overcome these barriers?
<b>PROCESS Questions</b>	What can we recommend that will ensure the training is integrated into organizational culture?
<b>POWER Questions</b>	How can the training template be designed so managers and supervisors feel empowered and committed to following/implementing the policies presented?

<b>Model Policy</b>	
<b>PEOPLE Questions</b>	Who would be positively affected by the model policy? Who would potentially be left out or excluded?
<b>PLACE Questions</b>	How well does the model policy incorporate and address different realities of employee's work environments? How could it be improved?
<b>PROCESS Questions</b>	What process can we recommend to encourage the inclusion of diverse voices in how the model policy is implemented and adapted?
<b>POWER Questions</b>	What guidance can we provide to ensure organizational accountability to the policy and protections for employees?

---

## Introduction to Workplace Lactation/Breastfeeding Employee Survey

If your organization has implemented practices and policies that support breastfeeding and lactation, we congratulate you! You and your employees are likely seeing benefits such as reduced health care costs, less time away from work to care for sick kids and parents, reduced employee turnover, and increased employee morale.

No matter where you are in the process of evaluating and improving your policies and practices, an important step is continuous evaluation and improvement. To assist you, the Healthy Columbia Willamette Collaborative created the attached employee survey tool. This tool is intended to help you evaluate how well your efforts are meeting the needs of your employees and to identify areas for improvement. During pilot testing, this survey was adapted to meet specific needs at both Washington and Multnomah County Health Departments with positive results.

Your organization may choose to administer the attached survey as-is; however, we recommend customization to meet your organization's specific needs. For example you may want to:

- Select and sort the model questions to meet your information goals, policies, and practices.
- Fill in the name of your organization as indicated in italics on the survey questions.
- Choose a survey vehicle that will work best for your organization. This may be an online vehicle such as Survey Monkey, a written survey, or a proprietary survey tool specific to your organization. Copy and paste the questions into your selected vehicle.
- Identify a survey administration process that will maintain anonymity of respondents.
- Determine if you will administer the survey via a link to all employees, to specific employees returning from family leave, or via some other prioritization system.
- Adapt the questions and wording to fit your organizational practices. For example, organizations that allow new parents to bring babies to work may want to reference both breastfeeding and milk expression, while other organizations may wish to delete "breastfeeding" from the survey questions.
- Identify the hosting department and a contact for questions/concerns. Add this information at the end of the survey as indicated.
- If the survey will have an end date, indicate the deadline in the survey instructions.
- Consider an incentive or drawing to encourage participation.

Again, we congratulate and thank you and your organization for supporting your employees and their families in a positive and healthy way.

## Sample Employee Survey

Organization Name recognizes that supporting our employees to continue to breastfeed/express milk after returning to work from parental leave is good for babies, parents, and our overall work environment. Name of sponsoring body (e.g., Human Resources, Wellness Committee) would like to learn more about how well we are meeting our employees' needs in this area.

If you have needed/wanted to breastfeed/express milk during work hours at Organization Name, please share your experiences with us. Your responses will help us evaluate our support and prioritize areas for improvement. Everyone's experience is different, so if there is something that you would like us to know that this survey doesn't ask about, please enter your comments in the space at end of the survey.

You may stop the survey at any time and may skip any questions you do not want to answer. All surveys are anonymous; however, if you would like to be contacted directly by Name of Responding Department or Individual for follow-up, you may choose to include your name and contact information below.

We appreciate your time and feedback.

---

### 1. Please select the department in which you currently work.

### 2. Have you adopted or given birth to a child while an employee at Organization Name?

- Yes
- No

### 3. How many weeks of leave did you take after the birth/adoption of your (most recent) child? (please include FMLSA, OFLA, paid time off, disability, unpaid leave, etc.)

- 1 – 3 weeks
- 3 – 6 weeks
- 6 – 9 weeks
- 9 – 12 weeks
- More than 12 weeks

**4. When did you first hear about our organization's breastfeeding/milk expression at work policy?**

- New employee orientation
- Human Resources - when preparing for parental leave
- Supervisor
- Co-worker
- Other - Write In (Required)
- I haven't heard about the policy

**5. Did you continue to breastfeed/express milk after returning to work at Organization Name? (Please mark "yes" if you tried at least once to continue breastfeeding or expressing milk after returning to work.)**

- Yes
- No

**6. For how many weeks or months did you continue to breastfeed/express milk after returning to work?**

- Less than 1 week
- 1 – 4 weeks
- 1 – 3 months
- 3 – 6 months
- More than six months

**7. When was the last time you needed to breastfeed/express milk while working at Organization Name?**

- 0 – 6 months ago
- 7 – 11 months ago
- 1 - 2 years ago
- Two or more years ago

**8. Did work-related factors (i.e., breaks, accommodations, etc.) influence your decision to breastfeed/express milk while working at Organization Name?**

- Yes - Positively
- Yes - Negatively
- No
- Not Sure

**9. Did worksite culture and attitudes influence your decision to breastfeed/express milk after returning to work at Organization Name?**

- Yes - Positively
- Yes - Negatively
- No
- Not Sure

**10. How much did your work shift or work location positively impact your ability to breast feed or express milk at work?**

- A lot
- A little
- Not at all
- Not Sure

**11. How did you find out about our organization's facilities for breastfeeding/milk expression?**

- Manager/Supervisor
- Other employees/co-workers
- Human Resources

- Benefits
- Wellness committee
- Written policy
- Facilities or property manager
- Other: \_\_\_\_\_

**12. Did Organization Name's breastfeeding/milk expression policies and practices impact your level of job satisfaction when you returned to work?**

- Positive impact
- No impact
- Negative impact

**13. Please rate the following factors that may have influenced your decision to breastfeed/express milk and to continue doing so after returning to work at Organization Name.**

**RATE Organization Name's policies and benefits related to parental leave, breastfeeding/milk expression:**

	Needs Improvement	Acceptable	Excellent	N/A
Length of parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid Parental Leave policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to use sick and vacation time to replace salary during leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to use short-term disability Insurance during leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ability to take unpaid, administrative leave past FMLA/OFLA 12-week period	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to telework/work from home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support of hospital and health plan for breastfeeding/milk expression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible break time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate break time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare on site or nearby	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to bring child to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Breast pump rental program (if available)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**RATE Organization Name's facilities for breastfeeding/milk expression:**

	Needs Improvement	Acceptable	Excellent	N/A
Dedicated breastfeeding/milk expression facilities nearby	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Privacy of breastfeeding/milk expression facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality and comfort of breastfeeding/milk expression space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of space for breastfeeding/milk expression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ease of scheduling/reserving the breastfeeding/milk expression space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of breast pump in breastfeeding/lactation space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refrigeration in or near breastfeeding/milk expression space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenient availability of ADA compliant space for breastfeeding/milk expression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sink with running hot and cold water in or near breastfeeding/milk expression space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**RATE the support you experienced for breastfeeding/milk expression at Name of Organization:**

	Needs Improvement	Acceptable	Excellent	N/A
Breastfeeding friendly culture at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisor/manager support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring/colleague support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Assistance Program support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**14. Did a group or individual provide breastfeeding support or lactation advice after you returned to work?**

- Yes (Please describe)
- No

**15. If you used a breast pump, how did you acquire it?**

- Employer-sponsored breast pump rental program
- Purchased, but covered or reimbursed by health insurance
- Purchased at personal expense (not reimbursed)
- Rented from hospital or other

**16. Did you use the breast pump provided in the Organization Name's breastfeeding/milk expression space(s)?**

- Yes
- No

**17. If not, why not?**

- Preferred to use my own
- Did not trust cleanliness
- Was not available when I needed it
- Not the same as the pump I used at home
- I needed a hospital grade pump for medical reasons
- Other:

**18. How did you learn about insurance coverage for breast pumps?**

- N/A

- Benefits
- Human Resources
- Employee Wellness Committee
- Health Insurance — Provider: \_\_\_\_\_
- Other employees/coworkers
- I never received information about this
- Other: \_\_\_\_\_

19. Please select the department you worked for when you needed to express milk while at work.

20. Please select the building you worked in when you needed to express milk while at work.

21. Do you have any additional comments about breastfeeding while working at *Organization Name*?

If you would like to speak to someone in more detail about this survey or topic, please email *Name of Contact* at *email address*.

Thank you for completing the survey!

# Introduction to Lactation in the Workplace

## Manager/Supervisor Training

Congratulations on taking steps to improve your policies and practices for breastfeeding employees. Balancing work and family is an important priority for employees. When returning to work after welcoming a new baby, time and a convenient, private space in which to express milk during the workday can help an employee continue to give their best to both work and baby. These family-friendly benefits also bring a return on investment through lower health care costs, lower employee absenteeism rates, lower turnover rates, and higher employee productivity and loyalty.

An organization's leaders can significantly impact their employees' ability to express milk at work by fostering a culture of understanding and support. One way to increase knowledge, awareness, and understanding is by training supervisory staff.

Most employees want to do their best work every day. Both supervisors and employees may have concerns about how this can be done while still meeting the needs of milk expression. Rest assured, many organizations have met this challenge and continue to operate well.

In this section, you will find a written outline for manager/supervisor training that corresponds to a power point that may be found online at: [www.healthycolumbiawillamette.org](http://www.healthycolumbiawillamette.org).

Additional support materials listed below are designed to support this training and can be found in the appendices of this toolkit or online at: [www.healthycolumbiawillamette.org](http://www.healthycolumbiawillamette.org).

- PowerPoint template for training managers/supervisors
- "In-Use" signage for lactation spaces
- Supervisor checklist
- Suggested websites to share with employees
- Suggested apps to share with employees who spend time in the field (nursing room locators)
- Sample map of lactation spaces
- Sample letter for employees who are welcoming a child

## Training Outline for Managers/Supervisors

### Key topics

- Benefits of breastfeeding
- The business case for breastfeeding
- Affordable Care Act(ACA), Oregon, and Washington Requirements
- Your organization's policies (*for you to edit*)
- Employee example
- Creating a culture of support
- Summary and closing
- Additional tools and resources

### Training objectives

Upon completion of this training, supervisors will be able to:

- List three organizational requirements for supporting breastfeeding employees.
- Describe the location of lactation spaces within your department.
- State two ways supervisors can support breastfeeding employees.
- Develop talking points for a meeting with an employee who is expecting a child or breastfeeding.

### Benefits of breastfeeding

Understanding the value of breastmilk helps to frame the discussion of why it is important to support breastfeeding employees. The World Health Organization (2016) recommends exclusive breastfeeding for 6 months. Thereafter, infants should receive complementary foods with continued breastfeeding up to 2 years of age or beyond.

Benefits of human milk include:

- Lower risk of infection and illness for babies;
- Faster recovery from birth and reduced risk of certain cancers for parents.

### Business case for breastfeeding

More than 90 percent of mothers in our region begin breastfeeding after birth (CDC, 2014). When they return to work, a supportive environment encourages productivity and job satisfaction. Workplace support for breastfeeding employees results in a 3:1 return on investment (HRSA, 2008) through:

- Reduced health care costs;
- Reduced turnover;
- Lower absenteeism rates because breastfed babies are healthier and their parents are less likely to miss work. One-day absences occur half as often among parents whose infants are fed human milk;
- Increased productivity and company loyalty;
- Improved ability of employer to recruit and retain talent.

## Oregon, Washington and ACA requirements

In 2010, Patient Protection and Affordable Care Act (ACA) amended section seven of the Fair Labor Standards Act (FLSA) to require employers to provide nursing employees with:

1. Reasonable break time to express breast milk;
2. A place, other than a bathroom, that may be used to express milk; and
3. Ensure provisions #1 and #2 are met for up to one year after the child's birth.

Washington requirements:

In addition to enforcing ACA requirements, the state of Washington allows employers to use the designation of "infant-friendly" if the employer has met certain guidelines. Washington also prohibits discrimination and/or retaliation against breastfeeding mothers.

Oregon requirements:

- Allows ACA provisions #1 and #2 (see above) for up to 18 months;
- At least 30 minutes for milk expression for every four hours worked;
- Unpaid employee rest periods for milk expression;
- A private place for milk expression. This space must be in close proximity to the employee's work area. (A \$1,000 fine per incident of non-compliance can be imposed by the Oregon BOLI.)
- Allows temporary alteration of regular job duties if necessary (Oregon Wage and Hour Law).

## Our organization's policies *(for you to edit)*

Organization Name has worked to develop supportive policies and practices that enable employees to successfully return to work while feeding their child human milk. These practices send a message to all employees that breastfeeding is valued here.

We ask supervisors to support breastfeeding by making reasonable accommodations for employees who want to breastfeed after returning to work. Your attitude and practices can encourage other employees to exhibit a positive, accepting attitude as well.

1. *Discuss your organization's policies and practices for supporting employees.*
2. *Include information on locations of available lactation spaces. Include pictures or maps if available.*

## What employees need to know

- Whether organizational policies permit baby to breastfeed on site
- Where lactation spaces are located
- How to reserve and access lactation spaces. A shared online calendar may help. *Tip: Remember HIPPA and privacy considerations when planning access to shared lactation spaces (does the door lock?)*
- How to accommodate milk expression when in the field

- That their manager/supervisor will take time to discuss lactation accommodations and other information (ideally, before parental leave is taken)
- That management and leadership support breastfeeding

## What employees should expect from a lactation space

- A clean, private space free from intrusions
- Lockable door or “In use” signage
- A comfortable chair that can be cleaned easily
- An electrical outlet
- A desk or table
- Cleaning supplies (wipes, paper towels)
- Running hot and cold water (or access to running water)
- A small refrigerator or access to one, if available. A shared lunchroom fridge is okay for milk storage.

## Christina at work: Milk expression during a typical workday

- Meet Christina! She is an employee and a new mom.
- Christina works in the front office of a health clinic. When she is not answering phones, Christina is at the front desk admitting clients, processing paperwork, and maintaining the clinic’s flow. Christina’s job is demanding, and her contribution is critical to the efficient operation of the clinic.
- When Christina returns to work, she plans to use the designated lactation room. In preparation for her return, Christina and her manager planned staff coverage to maintain good customer service. After discussing accommodations with her supervisor, Christina plans to express milk during her morning, afternoon, and lunch breaks.
- Milk production is a constant, ongoing process. When Christina removes milk by breastfeeding or pumping, her body automatically makes more milk to replace it. The more frequently milk is removed, the greater the quantity of milk produced. If milk is not removed regularly, Christina will experience pain and discomfort. She also risks infection and a drop in milk supply.
- While at home with her baby, Christina breastfed approximately 10 times in a 24-hour day. This helped her to maintain a milk supply of about 30 ounces per day.
- When Christina returns to work, her schedule will shift, and she will be unable to express milk as frequently during the workday. Because of this, she will breastfeed more in the evening and nighttime hours in order to keep up with production. Occasionally, Christina will also need to express milk more often during the workday.
- When her break starts, Christina needs a few minutes to grab her bag and walk to a nearby lactation room, which is approximately two minutes away.
- When she arrives in the lactation room, Christina washes her hands and unpacks her equipment. She settles in to a comfortable chair and expresses milk during a 10-minute session. When she is finished, Christina labels her collected milk and seals the lid.

- Human milk is safe at room temperature for eight hours. If packed in a cooler with ice, human milk is safe for 24 hours. In the fridge, it is safe for five days.
- Time to pack up!
- Christina returns to her work station, relieved, refreshed, and feeling supported at work. Christina maintains this routine for six months.
- Three 30-minute breaks work best for Christina and her workplace. This allows time for Christina to walk to the designated space, prepare, pump for approximately 10 minutes, and pack up. Christina's schedule may not work for every employee in every department, but her team was able to provide the coverage needed when she was away from her workstation.
- Some situations call for creative solutions. Consider whether the employee could come in early, leave late, temporarily work part-time, work from home, or have duties modified.

## Creating a culture of support: Do's and don'ts!

### *DO:*

- Familiarize yourself with your organization's policies.
- Know where lactation spaces are located.
- Know who to ask for supervisor support (*For you to edit: organization-specific contact information*)
- Understand that employees experience stress when returning to work after welcoming a new child
- Work with employees to balance work duties and personal needs. Be flexible with breaks and schedules.
- Provide employees with supportive resources: a simple handout or website link with community breastfeeding support information, FAQs, etc.
- Set aside time to meet with breastfeeding employees to plan and demonstrate support
- Ensure that your department knows how to support clients, customers, vendors, patients, and visitors who need privacy to breastfeed or express milk.
  - Inform your work team about parents' rights to breastfeed wherever they are.
  - If a parent requests privacy, direct the individual to an available lactation room or private space in your work area.

### *DON'T:*

- Ask an employee when they will be done.
- Treat an employee's needs like an inconvenience.
- Consider the restroom a suitable place to express milk.
- Insist pumping should be done at certain times or for a certain amount of time. Every individual varies.
- Ask personal questions such as, "How many ounces do you collect?" or "What do you do in there?"
- Treat breastfeeding/pumping employees as if they are ill.
- Tolerate disrespect toward breastfeeding employees from other team members.

## Summary

- Organizational support for breastfeeding employees brings many benefits: healthier babies, happier employees, cost savings to organizations, and compliance with state and federal requirements.
- It is important for supervisors to become familiar with organizational policies that support breastfeeding employees. (*For you to edit: include where to access your organization's information.*)
- A culture of support for breastfeeding includes respect for individual needs, flexibility, and collaboration for practical solutions.

## References

1. Exclusive Breast Feeding. (2016). Retrieved from [http://www.who.int/nutrition/topics/exclusive\\_breastfeeding/en](http://www.who.int/nutrition/topics/exclusive_breastfeeding/en)
2. United States Breastfeeding Committee (USBC). (2016). Federal Workplace Law. Retrieved from <http://www.usbreastfeeding.org/p/cm/ld/fid=234>
3. CDC National Center for Chronic Disease Prevention and Health Promotion. Division of Nutrition, Physical Activity and Obesity. (2014). *Breastfeeding Report Card*. Retrieved from <http://www.cdc.gov/breastfeeding/pdf/2014breastfeedingreportcard.pdf>
4. U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA), Maternal and Child Health Bureau. (2008). *The Business Case for Breastfeeding*. Retrieved from <http://www.womenshealth.gov/breastfeeding/government-in-action/business-case-for-breastfeeding/business-case-for-breastfeeding-for-business-managers.pdf>
5. U.S. Department of Labor, Wage and Hour Division. (n.d.). Retrieved from [http://www.dol.gov/whd/nursingmothers/sec7rflsa\\_btnm.htm](http://www.dol.gov/whd/nursingmothers/sec7rflsa_btnm.htm)
6. WithinReach. (2013). *Know Your Rights: Breastfeeding Laws*. Retrieved from <http://www.withinreachwa.org/what-we-do/healthy-communities/breastfeeding/about-breastfeeding/breastfeeding-laws/>
7. Oregon Health Authority. (n.d.). *Breastfeeding Laws*. Retrieved from <https://public.health.oregon.gov/HealthyPeopleFamilies/Babies/Breastfeeding/Pages/Laws.aspx>

## Additional Resources

The following slides provide supplemental material to support this training

- Lactation space “in-use” signage
- Supervisor checklist
- Suggested websites to share with employees
- Suggested apps to share with employees who spend time in the field (nursing room locators)
- Sample map

*The PowerPoint template of this training can be found at [www.healthycolumbiawillamette.org](http://www.healthycolumbiawillamette.org).*

## Introduction to Lactation Support in the Workplace Model Policy

This model policy is a template that can be adapted by organizations to replace or strengthen existing policies and practices for employee lactation, milk expression, or breastfeeding in the workplace. The HCWC Lactation in the Workplace Workgroup advocates for organizations to adopt strong policies, while recognizing that it would be difficult for an organization to adopt the following policy as-is. We encourage employers to use this model policy as a template for revising and tailoring policies to meet the needs of your employees and work environment.

The language used in this policy is intentionally chosen to be gender inclusive, while not completely mechanizing the biological process of breastfeeding. As such, terms used throughout this document include pumping, lactation, and milk expression somewhat interchangeably.

Organizations should consider who would be positively affected by the policy and who would potentially be left out or excluded. Some examples include:

- Employees who pump past 18 months.
- Transgender employees.
- Non- employees who are using space at an organization (e.g. contracted employees, such as security guards, janitorial staff, etc.).
- Workplace circumstances that make full implementation of policy difficult (i.e., temporary buildings, mobile employees, etc.).

Language within the model policy, such as “negotiate,” implies that employees have a certain amount of power and control over their work environment. HCWC encourages organizations to empower employees to voice how the organization can best meet their needs.

Organizations should also consider how well the model policy incorporates and addresses different realities of employees’ work environments and how it could be improved. For example:

- The organization could provide mobile or temporary options for milk expression.
- The policy could include suggestions or recommendations for how to accommodate employees that work split or overnight shifts, have limited mobility, or work at different locations.
- The organization could work with public agencies (i.e., fire departments) or businesses (i.e., mother/baby stores) to establish lactation sites for mobile employees.

Organizations should consider processes that encourage the inclusion of diverse voices in how the model policy is adapted and implemented. Some ideas include:

- Create a policy review or implementation committee that includes a variety of employees most impacted by decisions (including different work situations).
- Ask employee resource groups to review the policy and provide feedback on implementation

- Invite stakeholders to vet the policy (i.e., employment specialist, lactation specialist, BOLI, managers/supervisors, frontline workers).
- Solicit input from groups that can speak to best practices for gender inclusive language and practices.
- Work with other organizations to identify successes and challenges.

Strong policies can protect and promote employee health; however, policy adoption alone is not enough to ensure that all employees are able to take breastfeeding, lactation, or pumping breaks where, when, and as often as they need. We recommend that organizations conduct regular assessments, employee surveys, and engage in ongoing quality improvement processes in order to ensure that the intent of supporting employee lactation needs is in fact occurring within all work environments, shift arrangements, and employee classifications.

Finally, organizations should take steps to ensure that the policy is followed. Clearly communicating legal requirements and identifying who is accountable at the workplace are important first steps. Employees at all levels should understand the policy and feel supported in implementing it. Other tools in this toolkit can help organizations identify gaps in policies and practices and train managers and supervisors to better support employees who choose to express milk at work.

## Sample Model Policy

### Policy title: Lactation Support in the Workplace

*Department responsible for administering/enforcing the policy (ex: Administration, Human Resources, etc.)*

*Date of the policy*

*Review schedule/next review date*

### Background

Organization Name values the health and wellbeing of our employees, their families, and our community. Support for breastfeeding/milk expression at the workplace aligns with our mission to support healthy people in healthy places.

In recognition of the well-documented health advantages of breastfeeding for infants and families, Organization Name provides a supportive environment where employees can continue to express milk while at work. The benefits of nursing and breastfeeding are numerous and well documented. They include increased employee attendance due to less time away from work to care for sick children, reduced health care costs for sick children and parents, maintaining institutional knowledge due to reduced turnover, and increased employee morale.

Nurturing and maintaining the biological processes needed to produce milk requires consistency, time, and patience. Return-to-work is a common barrier for employees who would like to continue nursing a child. Therefore, Organization Name acknowledges the important role that the workplace environment can play to support employees' nursing, lactation, or breastfeeding goals.

Breastfeeding is supported and protected by national and state laws. The Federal Patient Protection and Affordable Care Act (ACA) amended Section 7 of the Fair Labor Standards Act to provide a break time requirement for nursing employees. This law requires employers to provide reasonable break times for an employee to express milk for a nursing child as frequently as needed for one year after the child's birth (in Oregon employees are protected by [OAR-839-020-0051](#), Rest Periods for Expression of Breast Milk, until the child is 18 months old). Employers are also required to provide a place to express milk, other than a bathroom, that is free from intrusion and view of coworkers and the public.

### Definitions

- Close proximity: within walking distance from the employee's work area that does not appreciably shorten the rest or meal period (under 5 minutes)
- Eligible employees: Employees who have notified their supervisor about their intent to express milk while at work, inclusive of an employee's gender identity or expression

- Expression of milk: the initiation of lactation by manual or mechanical means and does not include breastfeeding
- Private location: a clean and private environment that is shielded from view and is free from intrusion by coworkers and the public
- Reasonable rest period: An employee will be provided unpaid reasonable rest periods to express milk for a nursing child for at least the first eighteen (18) months of the child's life. These rest periods will be given each time the employee has the need to express milk. *Organization Name* will allow employees to substitute paid leave for unpaid leave.

## Time and leave

*HCWC strongly recommends organizations consider adding or expanding paid parental leave.* Employees with lactation needs are allowed to express milk during work hours as often as needed. Work schedule and work pattern flexibility are provided to accommodate a reasonable break time for an employee to express milk or to nurse each time the employee has the need, for at least 18 months after the child's birth. Unpaid breaks to express milk may be combined with paid break times or meal breaks. When employees need time beyond paid breaks, they are able to make up the time as negotiated with their manager or supervisor.

Scheduling is arranged on a case-by-case basis depending on the specific needs of the employee. Employees and supervisors shall consider flexible work hours, phase-back scheduling options, part-time and telecommuting opportunities, as well as flexible breaks/assignments when feasible within applicable collective bargaining agreements (if applicable).

## Manager/Supervisor responsibilities

Training is required (in-person or online) for managers and supervisors to ensure that this Lactation Support in the Workplace Policy is understood and implemented.

Supervisors are responsible for coordinating job coverage when an employee needs to take breaks. An employee's supervisor shall designate a staff member to assume temporary care of the employee's responsibilities if additional expression breaks are needed.

Supervisors are encouraged to schedule regular check-in meetings with the employee to ensure that the arrangement is meeting the needs of the employee.

## Human Resources responsibilities

Human Resources is responsible for ensuring that all managers and supervisors are trained in the organization's Lactation Support in the Workplace Policy. In addition, Human Resources is responsible for communicating about the lactation policy and ensuring lactation space quality.

In cases where additional interpretation of this policy is required, Human Resources will collaborate with the employee, supervisor, and if applicable, the employee union representative to determine a solution.

## Employee responsibilities

An employee planning to express milk at work should notify their supervisor as soon as reasonably known, either verbally or in writing.

The employee may make up time used over and above scheduled break periods by using lunch periods, starting shifts early or leaving later, or through other flexible scheduling options as arranged with the employee's supervisor.

## Optional, temporary work duty reassignment

Some position requirements may create barriers for nursing parents. These may include high physical activity requirements, uniform requirements, or significant travel away from a consistent workstation. Temporary work-duty reassignment should be considered an option. The employee and supervisor shall work together to determine work arrangements.

## Baby-friendly workplace

Employees may arrange to have their baby brought to the workplace to nurse.

## Notification of policy to all employees

*Organization Name's* Lactation Support in the Workplace Policy shall be disseminated to every incoming and current employee in the organization, as well as provided upon an employee's notification of planned parental leave. Supervisors are responsible for notifying all employees of this policy and for alerting pregnant or nursing employees about this policy.

## Education/support/resources

Prenatal and postpartum nursing, breastfeeding, and lactation information is available for interested employees from Human Resources, our Employee Assistance Plan service provider, and health benefit providers.

## Lactation space/room standards

*Organization Name* will provide private space, other than a bathroom, for lactating employees to express milk. Where feasible, that space is dedicated for the specific use of expressing milk by lactating employees. If dedicated space is not feasible, *Organization Name* will provide a mixed-use or temporary space for lactating employees. In order to meet the requirements of the Fair Labor Standards Act, mixed-use spaces must be available whenever needed. Employees with lactation needs are given priority over all other uses of the space. An employee may also choose to use a private office or other space, identified in consultation with the employee's supervisor.

The space must be clean and functional for the use of an employee to express milk. Standards for cleanliness shall be similar to expectations for food preparation areas.

At a minimum, the space must be equipped with:

- Signage designating the space.
- An electrical outlet.
- A comfortable chair or place to sit that can be wiped down or cleaned easily.
- A sink with running hot and cold water in the room or within short distance.
- A table or flat surface at desk height next to the chair on which to place the pump.
- A door equipped with a functional lock, or if this is not possible, a sign advising that the space is in use and not accessible to other employees or the public.
- Window coverings to ensure privacy, such as a curtain, blind, or other privacy covering.
- Close proximity to the employee's work station. If this is not feasible, then time needed to travel to and from the space will be paid work time.

Ideal lactation spaces also include:

- A refrigerator.
- A footstool.
- Alcohol-based or other non-toxic cleaning wipes.
- A trash can.
- Soft, non-fluorescent lighting.
- A bulletin board for baby pictures or other shared information.
- Supportive books, magazines or educational materials.
- Mirror.

The location of lactation rooms can be found \_\_\_\_\_.

Reservations for lactation rooms can be made here \_\_\_\_\_.

## Milk storage

Employees may store their expressed milk in the shared break room refrigerator or may use their own personal coolers for storage. As with any personal food item, handling and supervision of the expressed milk is the sole responsibility of the employee.

## Breast pumps

Coverage for breast pumps is included in Organization Name's health benefit plans. Contact Human Resources for additional information about benefit coverage.

## Accommodations for non-employees

Contractors, visitors, clients, and the public may use the physical spaces outlined above in this policy for milk expression as needed. Non-employees shall be treated with the same respect and expectations as described below.

## Atmosphere of support, protection against discrimination and retaliation

Managers, supervisors, and employees are expected to create and maintain an environment that encourages and supports employees and eliminates barriers to milk expression. A supportive, respectful environment includes a workplace that does not tolerate comments or actions that may dissuade lactating employees from utilizing the standards outlined in this policy. *Organization Name* specifically prohibits the following:

- Adverse employment actions of any kind as a result of time used for lactation.
- Acts of discrimination or retaliation against lactating employees or those who may become lactating employees.
- Disapproving comments or criticisms of employees who use time for lactation.
- Jokes, comments, or ridicule that may result in embarrassment for lactating employees or other staff.
- Tampering or theft of lactation equipment or stored pumped milk.
- Not honoring nursing employees' scheduled break times or scheduling over planned break times.

[The Fair Labor Standards Act](#) expressly states that it is a violation for any person to “discharge or in any other manner discriminate against any employee because such employee has filed any complaint or instituted or caused to be instituted any proceeding under or related to this Act, or has testified or is about to testify in any such proceeding, or has served or is about to serve on an industry committee.” Employees are protected regardless of whether a complaint is made verbally or in writing. Complaints made to the U.S. Department of Labor Wage and Hour Division are protected, and most courts have ruled that internal complaints to an employer are also protected.

It is prohibited under this policy to harass a breastfeeding/lactating employee; such conduct unreasonably interferes with an employee's work performance and creates an intimidating, hostile, and offensive working environment. Any incident of harassment of a breastfeeding/lactating employee will be addressed in accordance with *Organization Name's* policies and procedures for discrimination and harassment.

-----  
Informed by: Texas Mother-Friendly Worksite Program Policy Development Guide  
<http://texasmotherfriendly.org/program/develop-your-policy>

## Conclusion

Breastfeeding provides an important start to babies' lives. In addition to adequate parental leave, a supportive work environment is a major contributing factor when an employee is deciding to breastfeed. Beyond numerous health benefits for infants, parents, and the community, employers enjoy lower employee absenteeism, higher retention and productivity, and lower health care costs. The Healthy Columbia Willamette Collaborative encourages organizations to adopt these tools as a means to assess, improve, and create work environments that support employees in their right to breastfeed.

*The following individuals and organizations contributed to the creation of this toolkit:*

**Julie Aalbers**, Clackamas County Public Health - [julieaal@co.clackamas.or.us](mailto:julieaal@co.clackamas.or.us)

**Gwyn Ashcom**, Washington County Public Health - [gwyn\\_ashcom@co.washington.or.us](mailto:gwyn_ashcom@co.washington.or.us)

**Elizabeth Takahashi Barth**, Multnomah County Public Health - [elizabeth.barth@multco.us](mailto:elizabeth.barth@multco.us)

**Carrie Beck**, FamilyCare Health - [carrieb@familycareinc.org](mailto:carrieb@familycareinc.org)

**Hester Carr**, Legacy Health System - [hcarr@lhs.org](mailto:hcarr@lhs.org)

**Shannon Clesceri**, CareOregon - [clesceris@careoregon.org](mailto:clesceris@careoregon.org)

**Genevieve Ellis**, Healthy Columbia Willamette Collaborative - [genevieve.ellis@multco.us](mailto:genevieve.ellis@multco.us)

**Elvia Graves**, Tuality Health - [elvia.graves@tuality.org](mailto:elvia.graves@tuality.org)

**Sue Girvan**, Legacy Health Systems - [sgirvan@lhs.org](mailto:sgirvan@lhs.org)

**Jessica Guernsey**, Multnomah County Public Health - [jessica.guernsey@multco.us](mailto:jessica.guernsey@multco.us)

**Jeanette Howard**, Washington County Public Health - [jeanette\\_howard@co.washington.or.us](mailto:jeanette_howard@co.washington.or.us)

**Kellee Jamieson**, Providence Health and Services - [kellee.jamieson@providence.org](mailto:kellee.jamieson@providence.org)

**Sandra Lafky**, Oregon Health and Science University - [lafkys@ohsu.edu](mailto:lafkys@ohsu.edu)

**Laura Lallande**, Oregon Health and Science University - [lallandl@ohsu.edu](mailto:lallandl@ohsu.edu)

**Margaret Leyburn**, PeaceHealth - [mleyburn@peacehealth.org](mailto:mleyburn@peacehealth.org)

**Linda Licata**, PeaceHealth - [llicata@peacehealth.org](mailto:llicata@peacehealth.org)

**Kylie Menagh-Johnson**, Multnomah County Human Resources - [kylie.menagh-johnson@multco.us](mailto:kylie.menagh-johnson@multco.us)

**Cyndie Meyer**, Clark County Public Health - [cyndie.meyer@clark.wa.gov](mailto:cyndie.meyer@clark.wa.gov)

**Jennifer Moore**, Multnomah County Public Health – [jennifer.moore@multco.us](mailto:jennifer.moore@multco.us)

**Maegan Pelatt**, FamilyCare Health - [maeganp@familycareinc.org](mailto:maeganp@familycareinc.org)

**Chantay Reid**, CareOregon - [reidc@careoregon.org](mailto:reidc@careoregon.org)

**Barbara Rowland**, Clark County Public Health - [barbara.rowland@clark.wa.gov](mailto:barbara.rowland@clark.wa.gov)

**Tiare Sanna**, Washington County Public Health - [tiare\\_sanna@co.washington.or.us](mailto:tiare_sanna@co.washington.or.us)

**Robin Schroeder**, Adventist Health - [schroerm@ah.org](mailto:schroerm@ah.org)

**Faith Tesoriero**, FamilyCare Health - [faitht@familycareinc.org](mailto:faitht@familycareinc.org)

**Charina Walker**, Healthy Columbia Willamette Collaborative - [charina.walker@multco.us](mailto:charina.walker@multco.us)

**Lauren Whyte**, Kaiser Permanente - [lauren.m.whyte@nsmtg.kp.org](mailto:lauren.m.whyte@nsmtg.kp.org)

**Sarah Winslow**, Adventist Health - [sarah.winslow@ah.org](mailto:sarah.winslow@ah.org)

**Kelly Woods**, Adventist Health - [woodsk2@ah.org](mailto:woodsk2@ah.org)

## Sample Resources

These additional resources are intended to help your organization create a supportive work environment for breastfeeding employees. These resources include:

- Sample welcome letter
- Sample signage for rooms
- Supervisor checklist
- Suggested websites to share with employees
- Suggested apps to share with employees who spend time in the field (nursing room locators)
- Sample map of lactation spaces

The *Lactation in the Workplace Toolkit* and a Power Point of the *Training for Managers and Supervisors* are available online at [www.healthywillamette.org](http://www.healthywillamette.org).

### Modifications to the *Lactation in the Workplace Toolkit*

Modified by:

Date of last modification:

### *We Strive to Support Flexible Schedules:*

- Breastfeeding women should express their milk whenever the need arises. Typically, this takes place 2 to 3 times during a normal work day.
- Women are encouraged to work with their supervisor to arrange lactation breaks or other changes necessary to accommodate their schedules.

### *We Provide Breastfeeding Support & Education:*

Written material, pamphlets, and referral information for community education and consultation services are available in the lactation room or by contacting:

Cyndie Meyer at Clark County Public Health at x7305.

#### **Websites for additional breastfeeding support:**

- US Dept. of Health & Human Services: Women's Health information: <http://www.womenshealth.gov/Breastfeeding/>
- La Leche League International: <http://www.llli.org/>
- Centers for Disease Control and Prevention: <http://www.cdc.gov/breastfeeding/>
- Breastfeeding Coalition of Washington: <http://www.breastfeedingwa.org/>
- Clark County Breastfeeding Coalition on Facebook



## *Clark County Supports Breastfeeding Employees*

### *Congratulations on becoming a parent!*

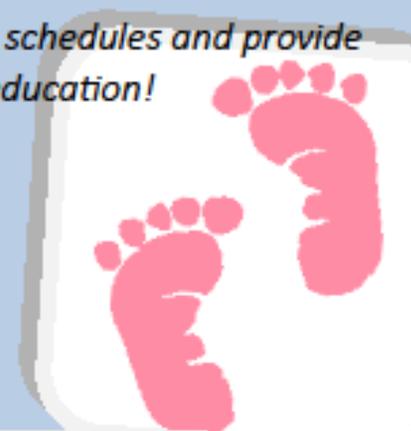
Clark County recognizes that breastfeeding is best and most important for baby, mother, families and communities to thrive. Clark County offers a supportive work environment to encourage and support breastfeeding employees.



## *Private Lactation Rooms are Available for Employee Use:*

- ◆ At the Public Service Center, a key may be signed out from Human Resources for the length of time needed.
- ◆ At the Center for Community Health, a key may be signed out from Kathy Smith (x7312), Debbie Brooks (x8473) or Claudia Dvorak (x8417) in Public Health.
- ◆ Breast milk can be stored in a lactation or break room refrigerator or personal cooler. If stored in a break room refrigerator, milk must be labelled "BREAST MILK" and should be dated and initialed.
- ◆ Lactation room users are encouraged to sign the log sheet in the room to help record usage and comments.
- ◆ A Lactina pump is available for use in the CCCH lactation room. Lactation room users should clean the pump before and after use.
- ◆ Lactation room users are responsible for picking up after themselves, for disposing of trash, and for alerting HR if there is a problem with the equipment or room itself.
- ◆ Lactation room users may post their babies' photographs on the bulletin board provided in the room.
- ◆ At other work sites, managers will work with employees to find suitable accommodations for nursing mothers to breastfeed or pump.

- ◆ *We adhere to a written policy that supports the rights of breast feeding employees as they return to work. The policy describes worksite accommodations, benefits and available support.*
- ◆ *We provide information about policy and breastfeeding resources to expectant employees prior to returning to work, and we post this information in our lactation rooms.*
- ◆ *We provide privacy for breastfeeding or milk expression. Lactation rooms are available at*
  - ◆ *the Public Service Center*
  - ◆ *the Center for Community Health.*
- ◆ *We strive to support flexible schedules and provide breastfeeding support and education!*





**Public Health**  
Prevent. Promote. Protect.

## Nursing Mothers,

- To help keep this room comfortable and usable for all nursing mothers, please clean up when you are done so it is ready for the next person.
- Cleaning wipes and paper towels are provided for surfaces as well as antibacterial wipes for your personal use.

*Thank you for doing your part to maintain a healthy and welcoming environment and for your commitment to breastfeeding!*

HHS, 12/2015

## Supervisor checklist

- Identify lactation spaces
- Discuss the organization's lactation policy for supporting breastfeeding employees prior to the employee's leave if possible, so you can make necessary arrangements in advance
- Praise! Express your support of the decision to breastfeed
- Assure the employee that direct supervisors and other relevant managers are aware of needs
- Review the employee's typical work/break schedule to arrange for milk expression breaks
- Arrange for coverage while the employee is away from their workstation
- Seek feedback from the employee

## Suggested websites to share with employees

**Womenshealth.gov:**

<http://womenshealth.gov/breastfeeding/breastfeeding-resources.html>

**Oregon Health Authority:**

<https://public.health.oregon.gov/HealthyPeopleFamilies/Babies/Breastfeeding/Pages/workplace.aspx>

**Washington Work and Breastfeeding:**

<http://www.withinreachwa.org/what-we-do/healthy-communities/breastfeeding/about-breastfeeding/breastfeeding-laws/>

**Breastmilkcounts.com:**

<http://www.breastmilkcounts.com/>

## Suggested apps for employees who spend time in the field

Employees who work "in the field" face the unique challenge of trying to find appropriate, safe, and private spaces for breastfeeding or milk expression. The following smart phone apps help breastfeeding employees find, rate, and share nursing room locations. Many apps are free or are available at a low cost.

For Android & Apple phones:

- MomsPumpHere
- Nursing Room SG
- Mamava Lactation Suite Locator

- Feed Finder
- latchME\*
- Mamamap\*
- Breastfeed Proudly

For Android phones only

- Baby Room Finder
- Feeding Friend

For Apple phones only

- Breastfeeding Team App
- iBreastfeed2

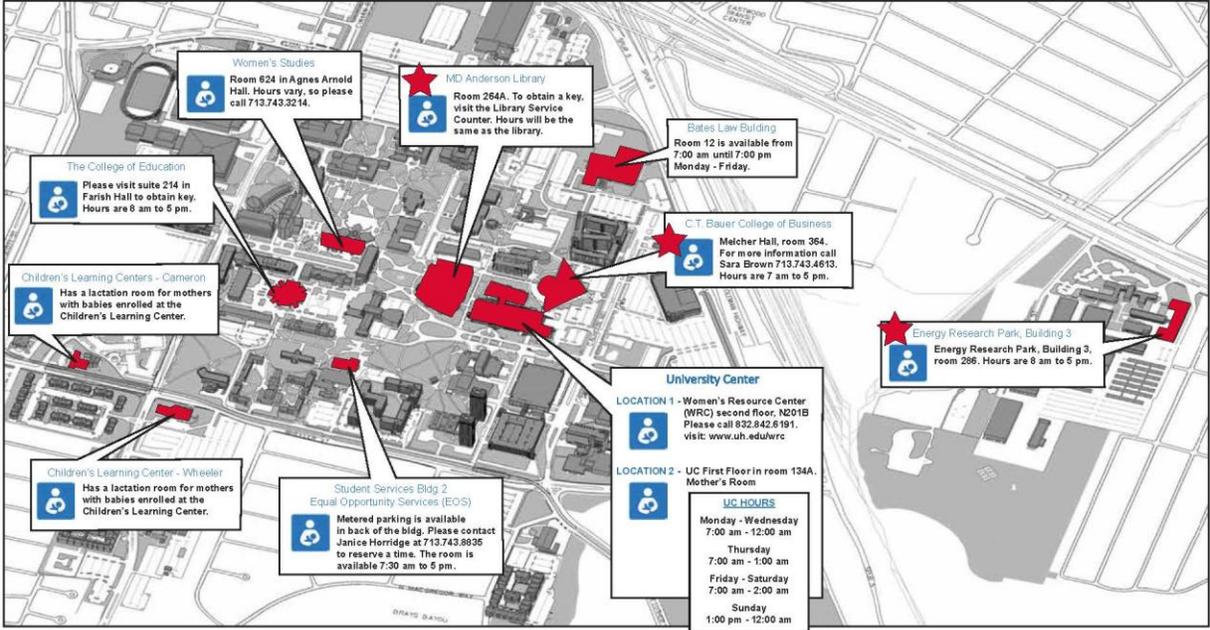
### Sample map



UNIVERSITY of HOUSTON

## Lactation Rooms on Campus

 Indicates card access only pilot projects.  
For access, contact the Women's Resource Center at 832.842.6191 or [wrc@uh.edu](mailto:wrc@uh.edu)



**Map Callouts:**

- Women's Studies:** Room 624 in Agnes Arnold Hall. Hours vary, so please call 713.743.3214.
- The College of Education:** Please visit suite 214 in Farish Hall to obtain key. Hours are 8 am to 5 pm.
- Children's Learning Centers - Cameron:** Has a lactation room for mothers with babies enrolled at the Children's Learning Center.
- Children's Learning Center - Wheeler:** Has a lactation room for mothers with babies enrolled at the Children's Learning Center.
- Student Services Bldg 2 (EOS):** Metered parking is available in back of the bldg. Please contact Janice Horridge at 713.743.8835 to reserve a time. The room is available 7:30 am to 5 pm.
- MD Anderson Library:** Room 264A. To obtain a key, visit the Library Service Counter. Hours will be the same as the library.
- Bates Law Building:** Room 12 is available from 7:00 am until 7:00 pm Monday - Friday.
- C.T. Bauer College of Business:** Melcher Hall, room 364. For more information call Sara Brown 713.743.4613. Hours are 7 am to 6 pm.
- Energy Research Park, Building 3:** Energy Research Park, Building 3, room 286. Hours are 8 am to 5 pm.
- University Center:**
  - LOCATION 1 - Women's Resource Center (WRC) second floor, N201B. Please call 832.842.6191. Visit: [www.uh.edu/wrc](http://www.uh.edu/wrc)
  - LOCATION 2 - UC First Floor in room 134A, Mother's Room
  - UC HOURS:**
    - Monday - Wednesday: 7:00 am - 12:00 am
    - Thursday: 7:00 am - 1:00 am
    - Friday - Saturday: 7:00 am - 2:00 am
    - Sunday: 1:00 pm - 12:00 am

Revised 4.24.14