# HUMBER TEACHING NHS FOUNDATION TRUST ISPHNS & EAST RIDING OF YORKSHIRE COUNCIL CHILDREN'S CENTRES

## ACHIEVING SUSTAINABILITY: MAINTAINING AND PROGRESSING THE STANDARDS

The Baby Friendly Achieving Sustainability standards (the Gold Award) are designed to help services to embed Baby Friendly care in their workplace for the long term.

The new standards aim to embed sustainable leadership, a positive culture, ongoing monitoring and continued progression across services. These standards provide a solid foundation on which services can sustain and progress the Baby Friendly standards into the future, helping them continue to promote, protect and support breastfeeding and to support all mothers to build a close and loving relationship with their baby.

Services that are already accredited as Baby Friendly can now be assessed against the new Achieving Sustainability standards, becoming re-accredited as 'Baby Friendly with Sustainability' and receiving a Gold Award if successful.

Working towards the Gold Award acts as an incentive for services to properly embed the Achieving Sustainability standards and so consolidate and protect all the hard work that has gone into achieving Baby Friendly accreditation. The Award is a recognition that the service is not only implementing the Baby Friendly Initiative standards, but that they also have the leadership, culture and systems to maintain this over the long term.

### THE ACHIEVING SUSTAINABILITY STANDARDS

| LEADERSHIP | CULTURE | MONITORING | PROGRESSION |
|---|---|---|---|
| Develop a leadership team that promotes the Baby Friendly standards | Foster an organisational culture that protects the Baby Friendly standards | Construct robust monitoring processes to support the Baby Friendly standards | Continue to develop the service in order to sustain the Baby Friendly standards |

## IMPLEMENTING THE ACHIEVING SUSTAINABILITY STANDARDS

In 2019, Humber Teaching NHS Foundation Trust's Integrated Specialist Public Health Nursing Service (ISPHNS) and East Riding's Children Centres (CCs) became the first services to receive a joint Gold Award. We spoke to the Infant Feeding Leads (IFLs) for both services (Pauline Dumble for ISPHNS and Alison Greaves for the CCs) as well as Mandy Whitehead, Projects & Partnerships Manager at East Riding of Yorkshire Council, about their journey to accreditation, including what they have learned and the difference the standards have made to families.

*"At the heart of our integrated working is the desire to ensure that families receive consistent care and information. Why should families have to experience any boundaries between the services?"*

*~ Mandy Whitehead, Projects & Parterships Manager*

### LEADERSHIP

"We've had leadership support for our Baby Friendly journeys from the beginning – including local commissioners – but we started to see a real difference in integrated

working when IFL posts were established for both services. We had always had some partnership working between ISPHNS and CCs, as part of the national Healthy Child Programme, but when we (Alison 2015 and Pauline 2012) started our roles as IFLs, we began strengthening this significantly. We both attended all the national Baby Friendly training in supporting infant feeding and relationship building and the Baby Friendly Conferences which helped us understand how to implement the standards and how to train other staff members.

"As a result we started developing a more integrated training programme for the services, which has grown year on year, so that staff across the services are able to provide more consistent support and messages to families. As well as core staff, we also involve wider team members, including people working in the training department, projects and IT – we want Baby Friendly to be completely embedded and for everyone to feel part of it.

"With Achieving Sustainability, we also brought the leadership team into training – the manager training was provided jointly, and included CC leaders, ISPHNS managers, Guardians, IBCLCs and commissioners. Having everyone being taken through the standards, whatever their roles, helped us to focus on having a really integrated approach. It was particularly helpful for the Guardians to get a fuller understanding of the standards and their impact on families. There were some real light bulb moments – especially when we looked at the differences between breastmilk and formula, and the power of advertising in relation to the WHO International Code of Marketing of Breastmilk Substitutes. Being in the same room and exploring the issues together was so important, giving us a sense of a shared journey and vision.

"Our infant feeding champions and three IBCLCs are very valuable in terms of supporting integrated working, including undertaking audit and training. We have a champion for each CC and each ISPHNS team, and they meet monthly to share audit results, develop complementary infant feeding policies and strategies, and work on joint action plans for improvements. Our joint audit plan works well – we share questions between the ISPHN and CC services so that all staff are mindful of the requirements for both services.

"When we started looking at Achieving Sustainability, we set up a Going for Gold Board which was pivotal in helping us progress. The board included the IFLs, strategic leads, and an independent chair to help us plan and keep going. We used the Baby Friendly Achieving Sustainability self-assessment tool to consider whether we were ready to go for Gold. Interestingly, when we went through it as individual services we thought we were each nearly ready. It was only when we looked at it jointly that we realised we needed more integration to ensure that families would consistently receive joined up care for the long-term.

"We found that although we were doing well at integrating our practice, some of the underlying guidance hadn't caught up and so the practice wasn't sustainable. For example, we needed to do more to make sure that joint working wasn't too dependent on us (Pauline and Alison) as individuals. We've worked together to produce a robust role description for IFLs, to make sure that if we were to ever leave, integrated working and Baby Friendly would still be at the heart of these job roles."

## CULTURE

"Creating the right culture to support the implementation of Baby Friendly has helped us to value giving staff space and opportunities to talk about challenges and suggest improvements. It's important to develop a culture of trust, in which staff feel confident to try and do things differently and to learn, rather than feel a sense of failure, if testing something new doesn't work.

"Before undertaking the Baby Friendly staff audit for our Achieving Sustainability assessment, we developed our own audit to get a fuller understanding of our own culture. The results confirmed that we do have a compassionate and kind culture; both services work to Baby Friendly standards, even in the face of significant organisational change and resource pressures, and everyone is passionate about making a difference for families. We found some areas for improvement, for example some staff weren't sure what the Gold Award really meant, so we now include more information about it in update training and newsletters, to demonstrate that it's not just a sparkly award, it's about really embedding high quality care for the long term.

"As well as sharing updates from the Going for Gold Board, we give staff the opportunity to feed-in ideas about improving the services for the Board to consider. We have regular celebration days and award schemes to help staff feel valued; we encourage local teams to pause now and then to reflect and celebrate the great work that individuals are doing."

*" Our shared vision is to enable breastfeeding to become the norm with every child getting the best start in life and to provide a supportive environment for all parents regardless of how they decide to feed their baby."*

*~ Pauline Dumble and Alison Greaves, Infant Feeding Leads*

## MONITORING

"Our monitoring is very robust; infant feeding status is collected at 10 days, 6-8 weeks, 3-4 months and 6 months. We also analyse attrition rates at 10 days and 6-8 weeks which helps us to identify where we may need to allocate more resources. Having a comprehensive understanding of this data has been absolutely crucial to our joint action plan – helping us to use our finite resources in the most effective way.

"For example, we have three target areas in East Riding, identified based on demographics, isolation and deprivation; thanks to our focus on these areas, some of them now have higher breastfeeding rates than other areas in our region. Data is shared with managers, Guardians and staff, as well as the Gold Board, to ensure that everyone is aware of our progress and challenges. Looking at data together means that we can target the same areas. We regularly evaluate our services to ensure we're having the desired impact."

## PROGRESSION

"We're working on various innovations and developments to continue to improve care, which include:

### BACKGROUND HUMBER & EAST RIDING

- **Births per year**: 3,000 (approx.)
- **Facilities**: 13 Child Health Clinics, 17 Children's Centres, 9 Breastfeeding Support groups, 33 GP practices, 6 ISPHNS Teams including Family Nurse Partnership, 18 Children's Centre Teams
- **Local demographics**: The local authority area of the East Riding is approximately 1,000 square miles and includes rural farming areas, urban areas, developing market towns, picturesque villages in the Wolds, and busy coastal resort towns. Number of people resident in East Riding of Yorkshire area 337,115 in 143,000 households, increasing to 368,728 population by 2037
- **Baby Friendly accreditation**: ISPHNS fully accredited Aug 2015, re-accredited Nov 2017, at the same time as the CCs achieved full accreditation. Joint Gold Award March 2019 (the first joint ISPHNS/CC and the first CC Gold Awards).

- **Improved antenatal education**: infant feeding sessions delivered by ISPHNS
- **Specialist clinics** run by three IBCLCs
- **Texting services** for areas in highest need – families texted within 48 hours of giving birth, with an offer of feeding support
- **ISPHNS visits**: we can now visit before 10 days so that families can access support earlier if needed – it's important to consider whether you can overcome a barrier to change, in this case it was our computer system not allowing us to record earlier visits!
- **Display boards** across all 18 CCs to ensure that families see consistent infant feeding messaging
- **Linking Baby Friendly into other agendas** to inform wider conversations with the council and the NHS, e.g. looking at the impact of breastfeeding on obesity and hospital admissions. Learning from Baby Friendly is applied elsewhere e.g. knowledge about relationship building and brain development can be applied to care around emotional wellbeing, perinatal mental health and speech & language
- **Big Latch On**: held during World Breastfeeding Week, this global event looks to encourage as many women as possible to breastfeed in public at the same time. We started this in our target areas but are now expanding this, as a way of celebrating public breastfeeding and also highlighting local support available."

*"We are incredibly proud of this achievement and all of our staff who are doing their very best to make sure every child has the best start in life."*

*~ Justine Rooke, Service Manager Universal Children's Services*

## TOP TIPS FROM HUMBER ISPHNS AND EAST RIDING CCS

- "Deliver the manager training as early as possible to give the leadership team a sense of ownership and shared vision
- Think about sustainability from the beginning – consider how any improvements to care will be maintained
- Develop a joint action plan with a common language and clear measurable outcomes
- Invest time in Guardians and IFLs – Guardians can be incredibly valuable in advocating for the standards, and IFLs are so important not only to clinical practice but in being the connection between management and practitioners
- Make sure to demonstrate impact in writing to key stakeholders, through reports and case studies, to ensure continued momentum – we're working on a joint annual report on infant feeding to make the value of the standards clear
- Develop an internal culture survey to check that it continues to be kind and compassionate
- Ultimately, we all want to improve the experience of women and babies and families – ensure parent voice is heard and think about impact of any changes."

"Going Baby Friendly has changed our conversations and our culture. We now give more consistent advice to families, and we have a robust platform for joint working. It has allowed us to work to a structured programme, but has also enabled us to model joint working behaviours which we are applying in the wider service. Achieving Sustainability has given us the confidence that we've got the governance and foundation in place to provide high quality care and continue to improve well into the future."

## FIND OUT MORE: UNICEF.UK/SUSTAINABILITY