

EAST LANCASHIRE HOSPITALS NHS TRUST

ACHIEVING SUSTAINABILITY: MAINTAINING AND PROGRESSING THE STANDARDS



Our 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

Develop a leadership team that promotes the Baby Friendly standards

CULTURE

Foster an organisational culture that protects the Baby Friendly standards

MONITORING

Construct robust monitoring processes to support the Baby Friendly standards

PROGRESSION

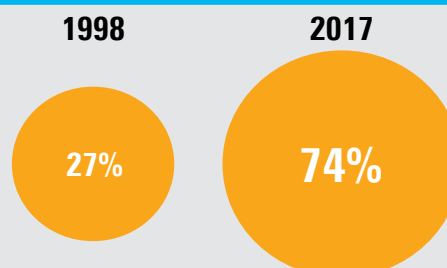
Continue to develop the service in order to sustain the Baby Friendly standards

IMPLEMENTING THE ACHIEVING SUSTAINABILITY STANDARDS

East Lancashire Hospitals NHS Trust (ELHT) maternity service was the first to receive the prestigious Gold Award. Below we detail their journey to successful accreditation, including what they have learned and the difference the standards have made to the experiences of mothers, babies and their families.

ELHT maternity services have long been ambassadors for the Baby Friendly Initiative standards, since first becoming accredited in 1998. Having successfully increased breastfeeding initiation rates from 27% to

BREASTFEEDING INITIATION RATES



74% since the beginning of the Baby Friendly project, the service felt ready to start work on Achieving Sustainability to ensure that these achievements were maintained. ELHT's



Baby Friendly lead Sue Henry admits that this seemed like a daunting task: *“Over the year-long preparation for this new assessment there were various emotions, positives and explorations of our ‘gaps’. At the start we didn’t have a Guardian in place, our communication channel to the Trust Executive Team was poor, we hadn’t trained any managers as outlined by the Achieving Sustainability standards and we felt that we didn’t use our data as effectively as we could do.”* Below we detail how the service successfully overcame these difficulties and worked towards each standard.

LEADERSHIP

A Baby Friendly Guardian – a consultant obstetrician with Trust Executive responsibilities – was appointed. This role proved invaluable in communicating upwards and advocating what needed to be done strategically to achieve the Gold Award. A Baby Friendly Gold leadership team was developed to review and support the project. This group includes the Guardian, Head of Midwifery, Infant Feeding Lead, Matrons and the infant feeding team.

The Unicef UK Baby Friendly manager training programme was delivered to the Baby Friendly Gold team and all the band 7 midwifery managers and was exceptionally well received, especially those sessions in larger groups where discussions flourished.

CULTURE

Two anonymised staff surveys were carried out to assess how staff felt about the culture within the service in relation to Baby Friendly, including how valued Baby Friendly was

BACKGROUND TO ELHT

- **Births per year:** 6,467 (2015-2016)
- **Facilities:** Three consultant clinics, antenatal ward, induction suite, triage, postnatal ward including transitional care unit, birth suite, on-site birth centre (and two off-site) and a level 3 neonatal intensive care unit
- **Local demographics:** Comprised of a mixture of small towns and rural areas. High levels of deprivation. Population is 60% Caucasian and 40% Asian.
- **Baby Friendly accreditation:** ELHT was formed following a merger of Queens Park Hospital, which was first accredited 1998, and Burnley General Hospital, which was first accredited in 2010. ELHT was re-accredited 2012 and 2017, and accredited as Gold (Baby Friendly with Sustainability) 2017.

within the service, and whether there were opportunities for staff to propose ideas to improve care. This is in addition to twice-yearly, in-house, Baby Friendly ‘road shows’ to formally spend time listening to staff in each area on how they feel about the standards, the challenges, the strengths and ideas for progression. Emails, thank-you cards, employee of the month and star of the year are some of the ways that great care is celebrated on a regular basis. A service-user website and social media are utilised to gain feedback. When carrying out audits, parents were asked: ‘Is there anything else you would like to feed back?’, ‘Were the staff kind?’ and ‘How can we do better?’



MONITORING

The trust designed a 'Baby Friendly Initiative data dashboard' that allowed them to examine all the data in one place and 'rag' rate it each month. For example: breastfeeding initiation and prevalence, mode of birth, skin-to-skin contact, supplementation, hours of peer support on the ward, readmissions and so on. This allowed the team to design interventions to move to a green 'rag' rating. Six-monthly readmission reports also helped the team to take a closer look at which mothers and babies were readmitted and why.

PROGRESSION

Several progression projects were included in the Gold assessment submission: antenatal colostrum expression, introducing more peer support and analysis of the data to reduce readmission of infants due to weight loss. Outcomes and lessons learnt were brought to



the Gold leadership group.

ELHT achieved the first maternity Gold Award in the country in June 2017. By implementing these new Achieving Sustainability standards, the service has committed to embedding high quality care for the longer term, ensuring that all babies are given the best possible start.

KEY MESSAGES FROM ELHT

- Appoint a Baby Friendly Guardian
- Consider forming a Baby Friendly Gold Leadership team
- Provide Baby Friendly training for the management team
- Develop a Baby Friendly data dashboard
- Survey the staff and parents on the 'culture of kindness'
- Provide motivational feedback
- Use data to plan projects that ensure progression

"Reflecting on what Baby Friendly means to us, in addition to giving us evidence based standards and rising breastfeeding rates, the team gives support, encouragement, direction and importantly belief - a belief that it is possible to change lives, not just by increasing breastfeeding rates but also by enhancing the feeding experience and the closeness felt between a mum and her baby. These memories for mums do last forever. We have been able to maintain the standards thanks to the dedicated staff providing expert skills, support and quality care to all our new mums and babies."

Sue Henry, Baby Friendly Lead, ELHT

FIND OUT MORE

- Visit [unicef.org/sustainability](https://www.unicef.org/sustainability) for information on:
 - Achieving Sustainability Standards and Guidance
 - Achieving Sustainability course, including materials for training senior staff
 - The role of the Baby Friendly Guardian
- Contact us for support:
 - **EMAIL:** bfi@unicef.org.uk
 - **TEL:** 020 7375 6144
 - **WEB:** [babyfriendly.org.uk](https://www.babyfriendly.org.uk)
 - **TWITTER:** [@babyfriendly](https://twitter.com/babyfriendly)