

# NHS TAYSIDE HEALTH VISITOR AND FAMILY NURSE SERVICES

## 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

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

NHS Tayside Health Visitor and Family Nurse Services received the Gold Award in 2018. We spoke to Janet Dalzell, Infant Nutrition Co-ordinator at NHS Tayside and one of Baby Friendly's Professional Officers, about the service's journey to successful accreditation, including what they have learned and the difference the standards have made to the experiences of families.

### LEADERSHIP

"Having an engaged leadership team has been so important to implementing the standards and improving care. The

involvement of the Children, Young People and Families Board means we get a really wide-reaching input – from the Director of Public Health and the Lead Nurse for Children to paediatricians and speech & language therapists. Having this collaboration early on meant that everyone was really proud when we achieved Baby Friendly re-accreditation, and support for us to go for Gold was unanimous.

"Our Guardian is Dr Drew Walker, Director of Public Health, and he has helped us get challenges heard and tackled at a higher

level. He has increased the visibility of the programme and the impact – for example having “Baby Friendly Guardian” on his email signature has sparked more conversations about what that means and why it’s important.

“We also have engaged champions; two from family nursing, and two from each of the local areas of the service, who meet quarterly and cascade information down to and up from their teams. We’ve found the Baby Friendly manager training really useful, especially the film clips, and we decided to make the most of the time with the managers to add on a discussion about what we could submit for our Achieving Sustainability application. It was a great way to make sure the managers felt a sense of involvement and ownership of the process from the start, and our collaborative application for Gold was a real strength.

“This support means that other staff members are better enabled to be part of the programme, for example managers will free up their staff’s time so they can take part in training on infant feeding. It’s so important for the managers to feel involved – although I’m the co-ordinator of the Baby Friendly programme, we need the managers’ support and enthusiasm to push it through.

### WHAT BABY FRIENDLY MEANS TO THE CHAMPIONS AT TAYSIDE

inspiring  
culture  
mindset  
positive  
changing  
joined-up  
women-centred  
training  
communication  
support  
management  
partnerships

### BACKGROUND TO NHS TAYSIDE

- **Births per year:** 3,914 (2017)
- **Facilities:** 60 health centres/GP surgeries, 15 breastfeeding groups, 3 closed Facebook groups for breastfeeding support.
- **Local demographics:** In Tayside 40% of the population live in the largest city, Dundee, with 35% living in Perth and Kinross and the remaining 25% in Angus. In 2016 58% of births in Tayside were spontaneous with a 29% induction rate. The majority of women giving birth were British with 6.4% in Dundee being from Asia or Africa. 42% of live births were born to mothers living in the most deprived quintile of deprivation. 9% of births were preterm. Tayside has reduced the rate of teenage pregnancy by 50% since 2009. Tayside recorded the second highest number of births for which drug misuse was recorded in 2016, with Dundee having the highest rate in Scotland per total births.
- **Baby Friendly accreditation:** Stage 1 2008, Stage 2 2013, Stage 3 2015, Re-accreditation 2017, Gold 2018.

### CULTURE

“Focusing on culture, both for staff and families, has been so important. There’s been a really positive culture shift during our time working with the Baby Friendly programme. We’ve gone from staff not being that interested at all to being such champions and advocates. It’s an absolute dream to see the change. We started with hardly any engagement, to now completely owning, living and breathing the Baby Friendly standards.

*“My Health Visitor was very supportive and got me through those early challenging days.”*  
~ Mother

“The culture shift can also be seen in how we make staff feel valued. Our quarterly staff magazine celebrates staff achievements, and we have a Star Award for outstanding contributions of individuals and teams. This year our breastfeeding support worker service was nominated. We’re also working

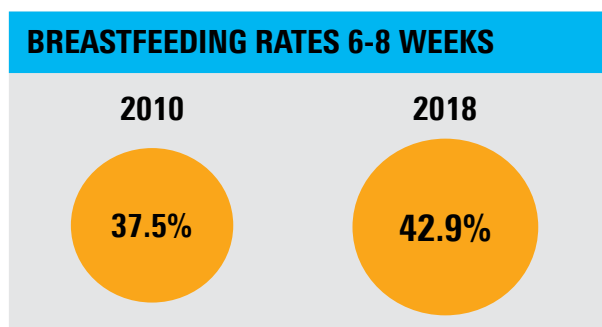
to encourage staff feedback on the service in one-to-one and group settings, using the Family Nurse Partnership supervision model. We've made changes based on this feedback, for example providing model breasts and reference books to support staff after reports that there were a lack of resources to help with infant feeding care. We provide annual training to third year medical students to broaden the service's infant feeding knowledge, and keep staff informed on any developments in infant feeding care through Tayside's monthly magazine and weekly "lowdown" newsletters.

"And most importantly this is all having an impact on the compassionate culture of care for parents. We were delighted that 100% of parents surveyed as part of our Gold assessment reported that staff treated them with kindness. We're a busy service working with families with complex needs, so getting that feedback validates all that we do.

*"We're now completely owning, living and breathing the Baby Friendly standards ... we were delighted that 100% of parents surveyed as part of our Gold assessment reported that staff treated them with kindness."*

### MONITORING AND PROGRESSION

"We can access routinely collected data from across Tayside from the Information Services Division (ISD), which helps us to identify what's working and what can be improved. We can drill down to a particular town or area – this helped us, for example, to start providing extra breastfeeding support in one deprived area of Dundee where the breastfeeding rates were shown to be particularly low.



"We also carry out regular internal audits to keep track of how we're doing. When I first started at Tayside I used to do all of these,

but as more people have come on board and seen how the care has improved with Baby Friendly, more people have been interested. Now our champions have been allocated extra time not only to attend meetings but also to carry out some Baby Friendly work, so now they do the audits themselves; it's a really positive development which gives them ownership of the work.

"We proactively involve families in the shaping of the service – getting their feedback from many sources including surveys, our Facebook group and community roadshows. This has helped us to develop new ways of supporting families, thinking about challenges that they have faced in the past and how to make it better for others in future. For example, some parents told us that they didn't feel properly prepared for having a baby, so we asked them to help us make some educational films for expecting parents. As a result a local filmmaker came forward to support us, and is currently filming in the community, including showing what it's like looking after a new baby at home through the night.

"Our Mums and Babies Facebook page helps us to engage with families and get their thoughts on how to improve the service. Now we co-produce many of our resources with local mums, such as our pull-up banners which feature skin-to-skin and breastfeeding pictures from families. Our Breast Start app helps mums with information on breastfeeding welcome cafés and restaurants, and useful websites for extra help.



"Our Breast Buddies peer support scheme is growing and we've focused on making it sustainable by helping the volunteers to establish a community group so that they



could apply for funding and recruit a local mum as a Breastfeeding Co-ordinator. Thanks to this role we now have nine peer support groups as well as closed Facebook group support which mums can write to 24/7.

As a result of targeted peer support in one particular area, exclusive breastfeeding rates at 6-8 weeks have increased from 32.1% in 2015 to 39.9% in 2018, a credit to the volunteers' hard work."

## TOP TIPS FROM NHS TAYSIDE

- "Get your Guardian at Stage 1 – if we were to do it all again, the Gold standard would be the first things we'd think about. To have someone in that position as you progress through the whole thing is so valuable, as well as a steering group to support you.
- "If you're not making progress, think about how to improve – you need drive and determination to keep going and innovate. But at the same time it's important to have realistic expectations - there'll be dark days, and it's much better to measure yourselves in years rather than months. If you look back 5 years, 10 years, 15 years, you'll see how you've progressed. It's not just something you can do in a year – you're trying to change a whole culture."



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## 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](mailto:bfi@unicef.org.uk) / **TEL:** 020 7375 6144 / **WEB:** [babyfriendly.org.uk](https://www.babyfriendly.org.uk)