Strategic Plan

Mission Statement
BreastfeedLA is dedicated to improving the health and wellbeing of infants and families through education, outreach, and advocacy to promote and support breastfeeding.

Values Statement
BreastfeedLA commits to inclusion, diversity, and equity as core values, embracing meaningful participation from diverse stakeholders and actively soliciting varied viewpoints. Our work is grounded in diversity, inclusion, and equity to facilitate our mission of commitment to protecting, promoting, and supporting breastfeeding in the communities we serve.

Goal 1 - Improve perinatal health outcomes and family wellbeing by increasing rates of initiation and duration of exclusive breastfeeding.

1. **Objective:** Increase the establishment of evidence-based perinatal care practices supportive of breastfeeding in health care facilities.

   a. **Strategy:** Support hospitals in developing, implementing, and enforcing breastfeeding policies and breastfeeding-friendly perinatal practices.
      1. Over the next five years, assist 15 hospitals to adopt perinatal care practices that promote exclusive breastfeeding by utilizing Baby-Friendly USA’s Guidelines and Criteria and/or California Model Policy once developed.
         1.1. Tactic: Educate senior hospital leadership on the benefits of providing human milk.
   b. **Strategy:** Support clinics in developing, implementing, and enforcing breastfeeding policies and breastfeeding-friendly perinatal practices.
      2. Over the next five years, assist 15 clinics to adopt policies and practices that support breastfeeding by utilizing the 9 Steps to Breastfeeding Friendly Outpatient Care Settings Guidelines and Criteria.
         2.1. Tactic: Educate clinic management on the benefits of providing human milk.
   c. **Strategy:** Increase the number of high risk infants who exclusively receive breastmilk in the NICU setting and post-discharge.
      3. Establish baseline breastfeeding rates in the NICU differentiating between exclusive and any.
         3.1. Tactic: Work with CDPH to establish and track metrics.
      4. Increase the number of infants receiving any breastmilk in the NICU and post-discharge.
         4.1. Tactic: Increase the number of NICUs receiving donor milk by 12.5%. Currently, 37.5% of all hospitals use donor milk in Los Angeles County.
4.2. **Tactic:** Educate senior hospital leadership on the benefits of providing human milk.

4.3. **Tactic:** Educate and assist health care providers to overcome barriers to using human milk in the NICU and post-hospital discharge.

4.4. **Tactic:** Establish 10 milk collection sites throughout Los Angeles County.

4.5. **Tactic:** Provide technical assistance to hospital NICUs to transform or improve their care to better promote and support breastfeeding.

5. Increase the number of infants receiving exclusive breastmilk in the NICU and post-discharge.

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2. **Objective:** Build capacity of organizations and individuals who provide breastfeeding support and services.

   **a. Strategy:** Provide technical assistance on policy, administrative, financial, and programmatic issues related to implementing and sustaining breastfeeding promotion and support efforts.

   1. **Tactic:** Provide technical assistance to 15 prenatal, OB/GYN, and pediatric clinics based on individual needs to improve their capacity to provide breastfeeding support and education.

   2. **Tactic:** Provide technical assistance to 20 worksites to improve their capacity to support lactating employees with lactation accommodations and policy.

   3. **Tactic:** Provide technical assistance to 100 K-12 schools and college and universities to improve their capacity to support staff and students with lactation accommodations and policy.

   4. **Tactic:** Provide policy, administrative, organizational, and fiduciary support to build capacity of breastfeeding organizations to strengthen their infrastructure.

   5. **Tactic:** Provide a forum for connecting community stakeholders with breastfeeding resources and services 3 times per year.

   **b. Strategy:** Extend our reach to a greater and more diverse pool of health care providers and other allied health professionals and support personnel.

   1. **Tactic:** Market educational seminars to physicians, doulas, midwives, OTs, Peer Counselors, social workers, advanced practice nurses, dieticians.

   2. **Tactic:** Explore creative opportunities to better engage physicians and midwives.

   3. **Tactic:** Address cultural and racial disparities and issues particular to diverse populations in our educational events.

   **c. Strategy:** Explore strategies to identify and develop IBCLC mentoring sites.

   1. **Tactic:** Identify and develop a plan for providing the required clinical hours for students on the IBCLC pathway with an experienced IBCLC.

   **d. Strategy:** Explore strategies to identify and develop a 45 hour curriculum for lactation educators.
1. Tactic: Explore gaps with existing lactation educator curriculum commonly used in California.
2. Tactic: Determine if there is a need for a new curricula.

3. **Objective:** Ensure and promote data driven efforts to improve initiation and duration of breastfeeding.

   a. **Strategy:** Collaborate with national, state, and local organizations that collect data related to breastfeeding to ensure collection of relevant data.
      1. Tactic: Provide link to National Immunization Survey, MPINC, MIHA, and LAMB survey data on the BreastfeedLA website.

   b. **Strategy:** Provide comprehensive web-based information, resources, and data for lactation and health care professionals and consumers.
      1. Tactic: Make relevant information easily accessible on our website.
      2. Tactic: Utilize BreastfeedLA website as a hub of relevant and useful data.
      3. Tactic: Provide access to webinars hosted by BreastfeedLA.
      4. Tactic: Update the website to make information, resources, and data more easily accessible.

4. **Objective:** Be a comprehensive local breastfeeding resource for families and the community.
   a. **Strategy:** Develop, update, and maintain trusted information and breastfeeding resources in greater Los Angeles.
      1. Tactic: Maintain a current web-based directory of trusted information and breastfeeding resources in greater Los Angeles.
      3. Tactic: Utilize social media as appropriate for the target audience.
      4. Tactic: Maintain a current web-based directory of public lactation spaces throughout the county of Los Angeles.

**Goal 2 - Greater Los Angeles County is a breastfeeding-friendly environment for all.**

1. **Objective:** Empower all sectors to provide appropriate support to breastfeeding families within the scope of their work and environment: healthcare professionals; allied caregivers; employers; legislators; families, and communities.

   a. **Strategy:** Provide 50 appropriate and relevant trainings to health care professionals and allied paraprofessionals over the next 5 years.
      i. Tactic: Continue to provide 10 educational seminars per year.
      ii. Tactic: Recruit relevant speakers with evidence based practices.

   b. **Strategy:** Provide information to 500 child care workers and others who work with expectant and parenting families about optimal infant and young child feeding practices and the critical role of breastfeeding and family health and development.
      i. Tactic: Distribute Los Angeles Breastfeeding Child Care Worker Toolkit to child care centers in Los Angeles County.
ii. Tactic: Provide webinar to child care workers on the use of the toolkit.

c. **Strategy:** Raise awareness of paid family leave as a key supportive component of exclusive and continued breastfeeding.

   i. Tactic: Include information about paid family leave at every community meeting, in our newsletter, on social media, and provide updates and advocacy opportunities at all seminars.

d. **Strategy:** Convene a committee to establish and maintain relationships with state and local leaders.

   i. Tactic: Create an advocacy curriculum, update annually, and distribute State-wide.

   ii. Tactic: Train local breastfeeding advocates to equip them with knowledge and resources to be effective.

   iii. Tactic: Advocate for policies and practices in support of breastfeeding families.

**Goal 3 - Ensure the financial and operational viability of the organization**

1. **Objective:** Secure and maintain long term financial stability.

   a. **Strategy** – Diversify our revenue streams.

      i. Tactics: Create opportunities for corporate sponsorships (WHO Code compliant) for projects, events, materials, and other collateral.

      ii. Tactics: Apply for a minimum of 12 grants per year and continue to further develop relationships with potential funders.

      iii. Tactics: Increase seminar attendance by targeting groups not formally targeted and responding to the requests and needs of the community.

      iv. Tactics: Develop a 45 and/or 90 hour curriculum and IBCLC mentorship program and implement program with a minimum of 50 people over 5 years, including offering 5 scholarships.

      v. Tactics: Market Baby-Friendly technical assistance and mock surveys nation-wide and through the Regional Hospital Breastfeeding Consortia.

      vi. Tactics: Continue to ask for individual donors and hold two fundraising events per year increasing total revenue for individual and corporate giving by 10% each year.

      vii. Tactics: Engage monthly donors with the work of BreastfeedLA through newsletters, social media, and invitations to events.

   b. **Strategy** – Develop strategic partnerships to pool resources and maximize reach.

      i. Tactic: Continue to foster relationships with LA County DPH, all 7 local WIC agencies, California Work and Family Coalition, Center for Worklife Law, UCLA SoCal, California Women’s Law Center, Legal Aid at Work and others to further our mission, and collaborate on grant opportunities.

      ii. Tactic: Utilize internships from local colleges and universities to fill gaps in staff and funding.

   c. **Strategy** – Create and utilize annual budget to track expenditures and revenue.

      i. Tactic: Utilize monthly financial reports to assess staffing needs and budget concerns.
ii. Tactic: Review financial reports at all board meetings and discuss in detail any concerns.

2. **Objective – Create branding, name recognition, and awareness of the mission of the organization.**
   a. **Strategy** – Utilize social media and other marketing tactics to increase awareness of our organization and our work.
      i. Create and market videos about our work through social media, our website, and newsletter.
      ii. Market our menu of services at RHBC, seminars, meetings, and State, Local, and National conferences.
   b. **Strategy** – Ensure and model diversity, equity, and inclusiveness in all aspects of our work
      i. Tactic: Utilize the Board Matrix when recruiting new board members to improve diversity and equity on the Board.
      ii. Tactic: Review materials and collateral with a racial equity lens.
      iii. Tactic: Provide scholarships to trainings for individuals from underrepresented communities.

3. **Objective – Attract and retain competent and dedicated staff**
   a. **Strategy** – Explore developing a robust benefits package.
      i. Tactic: Investigate cost associated with adding health benefits.
      ii. Tactic: Investigate cost associated with adding benefits that have minimal cost to the organization.
      iii. Tactic: Investigate benefits that have no cost but may attract qualified employees such as 401K.
      iv. Tactic: Secure funding for operational expenses to cover costs associated with benefits.
      v. Tactic: Include funding for benefits on any new grant applications.
   b. **Strategy** – Ensure that salaries are competitive in the market and affordable and sustainable in the budget.
      i. Tactic: Review salaries for staff annually with the Nonprofit compensation report to ensure alignment with competing markets.
      ii. Tactic: Review ED salary annually with Board of Directors utilizing the annual budget and the nonprofit compensation report.

4. **Objective** Attract and retain volunteers to cover essential non-staff functions.
   a. **Strategy**: Show recognition and appreciation of volunteer contributions.
      i. Tactic: Host annual awards ceremony where spotlight volunteer is selected.
      ii. Tactic: Acknowledge volunteers and their efforts at every event.
   b. **Strategy**: Provide volunteers with a learning and growth experience.
      i. Tactic: Encourage volunteers to take ownership of projects such as Advocacy Chair and Steering Committee Chair.
ii. Tactic: Provide scholarship to train volunteers in 45 hour breastfeeding curriculum.

c. **Strategy:** Utilize internships from local colleges and universities to fill gaps in staff and funding.

   i. Tactic: Utilize marketing interns to help create marketing materials and social media collateral

   ii. Tactic: Utilize public health interns to work on projects lacking funding.

5. **Objective:** Attract and maintain a diverse board that is representative of the greater Los Angeles community.

   a. **Strategy:** Utilize the Board Matrix when recruiting new board members to improve diversity and equity on the Board.

      i. Tactic: Review Board Matrix when potential board applications are received and at a minimum twice per year.

      ii. Tactic: Update Board Matrix when new board members are added.

      iii. Tactic: Board members will actively recruit potential board members who fill in gaps on the Board Matrix.

6. **Objective:** Maintain an engaged and active board of directors.

   a. **Strategy:** Offer opportunities for board members to contribute towards the mission of the organization.

      i. Tactic: Hold board meetings 6 times per year.

      ii. Tactic: Volunteer during seminars and other events.

      iii. Tactic: All board members will join a minimum of one committee.

      iv. Tactic: All board members will contribute a minimum of $100 per year.

      v. Tactic: All board members will contribute in-kind services valued at $1000 or more per year to the organization.

      vi. Tactic: All board members will assist the Executive Director with making connections with leaders, potential donors, and potential granters in the community.