



BreastfeedLA 5-year Strategic Plan

Prepared 2021
Linda Braun, Braun & Associates

Executive Summary

BreastfeedLA (formerly known as the Breastfeeding Task Force of Greater Los Angeles) formed in 1994 by a group of dedicated volunteers who wanted to make a difference in the breastfeeding rates and facilitate the acceptance of breastfeeding as the societal norm in Los Angeles County. BreastfeedLA incorporated as a not-for-profit 501(c)3 corporation in September of 2001.

The mission of BreastfeedLA is:

BreastfeedLA is dedicated to improving the health and wellbeing of infants and families through education, outreach, and advocacy to promote and support breast/chestfeeding.

BreastfeedLA values statement:

BreastfeedLA is committed to upholding a culture of **humility, inclusion** and **connectedness** through the following set of principles:

- **Our work is grounded in diversity, equity and inclusion.** We analyze power structures that lead to inequities within perinatal care and infant feeding practices. We work to create diverse, equitable and inclusive work spaces for employees, volunteers, our board, the lactation workforce and our partners. We actively engage community stakeholders in program development and design, educational offerings, and strategic planning. We model personal accountability and listening with intent to understand.
- **We invest in each other's liberation.** We acknowledge the vital nature of our shared humanity. We aspire to operationalize anti-racism and radical inclusion both in our organization and in the healthcare systems we work with. We advocate for families, communities, and each other through a reproductive justice framework by centering those most marginalized.
- **Excellence, integrity, and service are vital to our work.** We deliver the highest-quality education and services in all endeavors. We carry out our work with the greatest responsibility and accountability to our community. We work to be of service and benefit to the public and our stakeholders. We practice care for our community and care for each other.

BreastfeedLA's vision:

The 3-5-year future vision for BreastfeedLA is to realize infant feeding equity. This means every expectant or new parent has access to information, resources, and support that facilitate informed decision making and the ability to feed and maintain feeding their infant in the way they determine is safest, healthiest, and most fitting for their lives. Infant feeding is a progression after pregnancy and birth and is situated within the same historic and current contexts that belittle reproductive freedom. Infant feeding equity means transforming the context and redistributing resources and power to bring forth a foundation of parenthood that is rooted in justice, respect, self-determination and, ultimately, the health of future generations.

A note about terminology:

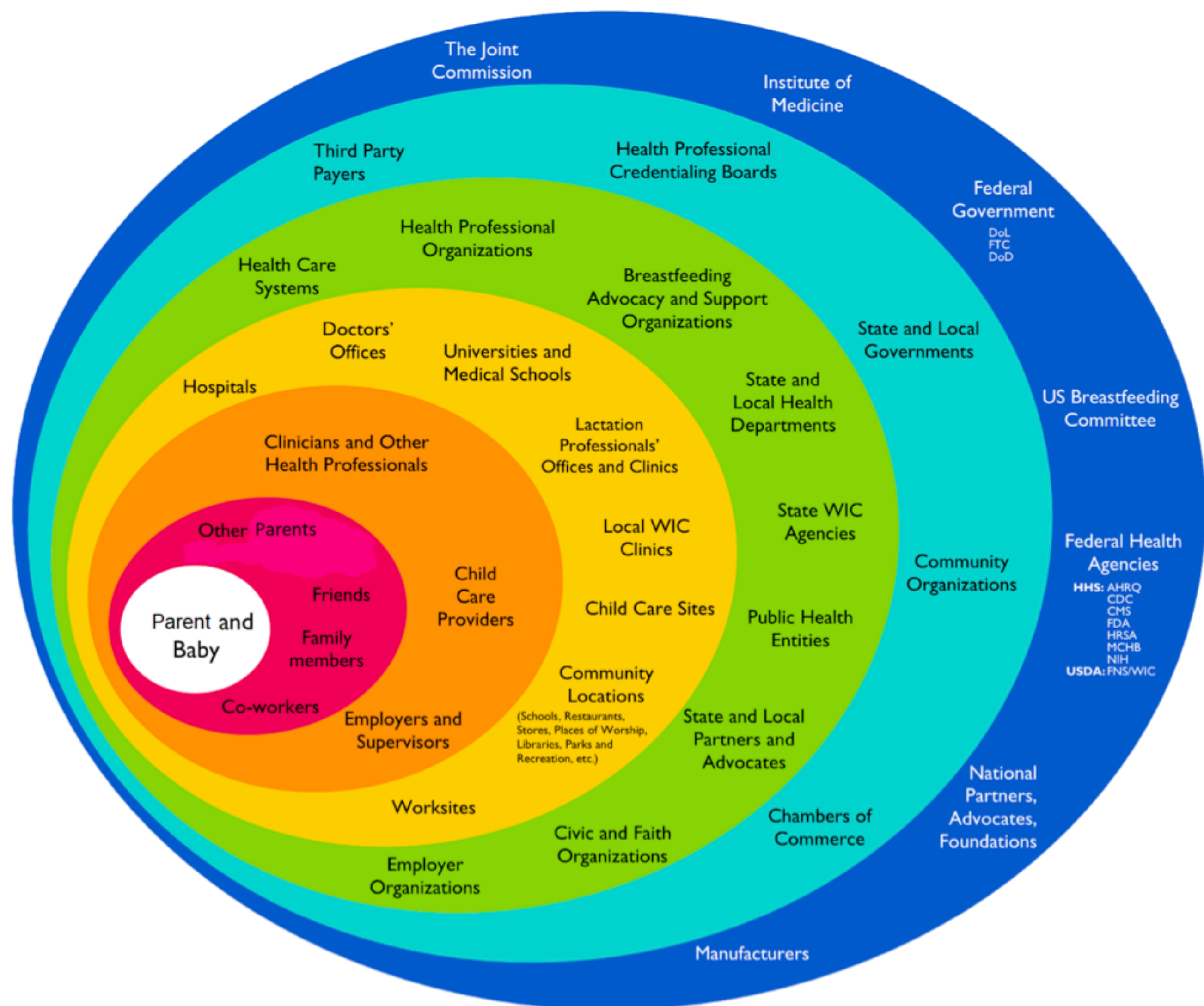
BreastfeedLA uses the terms "breastfeeding" and "chestfeeding" interchangeably to describe the action of feeding an infant human-milk. The term "chestfeeding" is intentionally offered as an alternate term for lactating persons that prefer not to use the term "breast" when referring to their own bodies. This linguistic shift is part of BreastfeedLA's overt commitment to our organizational values of diversity and inclusion.

The purpose of this strategic planning process was to create and document the vision for BreastfeedLA's future (3-5 years out) and the supporting strategies to achieve it. This document reflects the outcomes of the planning:

- July 2020
Strategic Planning Committee made up of 5 board members, 3 staff, and 1 volunteer convened to initiate the planning process, identify the major goals and isolate desired survey outcomes. Additional outside assistance was provided from California State University Northridge.
- September 2020
Board retreat to examine the 2017 plan outcomes and successes, and isolate the current challenges facing BreastfeedLA
- November 2020
Board and stakeholder input session
Stakeholder survey
Strategy prioritization work
- April – June 2021
Series of meetings to refine and finalize plan
Leadership, staff, board participation

Linda Braun facilitated the refinement meetings, formalizing and creating this plan. The plan document is a framework that BreastfeedLA will continue to use and review (updating as needed) and guide its business decisions going forward.

The 3-5-year future vision for BreastfeedLA is to strengthen the systems that support breast/chestfeeding families in LA County and beyond, so every family is able to receive the support they need. We strive to impact the factors that influence a family's choice to exclusively breast/chestfeed as illustrated in the socio-ecological model* (included in *The Surgeon General's Call to Action to Support Breastfeeding Report* from 2011**):



**Accessed May 10, 2021: <http://www.usbreastfeeding.org/sgcta>.

***Modified to include inclusive language

*(BFLA does not necessarily provide direct services, as contained in the pink circle)

This plan reflects BreastfeedLA's plans to achieve that vision through measurable and achievable goals to

- Close the breast/chestfeeding initiation equity gap in LA County
- Increase breast/chestfeeding duration in LA County
- Ensure financial and operational sustainability of the organization
- Build the capacity of other organizations (locally and nationally) to support breast/chestfeeding families

The Plan

Future Business Model

The 3-5-year future vision for BreastfeedLA is to strengthen the systems that support breast/chestfeeding families in LA County and beyond, so every family is able to receive the support they need.

Geographic Service Area

BreastfeedLA will continue to primarily serve Greater Los Angeles County. BreastfeedLA will also provide select services to breast/chestfeeding stakeholders across the country.

Customers/Clients

BreastfeedLA is focused on strengthening the systems that support families in LA County to meet their infant feeding goals. BreastfeedLA does this work through health care providers (physicians, lactation consultants, lactation educators, nurses, doulas, dietitians, WIC staff, home visitors, etc.), partner organizations, and others in the infant feeding community with direct client contact. BreastfeedLA also provides nationwide training and support to breast/chestfeeding coalitions, health care providers, and educational institutions to build their capacity and strengthen their infrastructure.

Programs

BreastfeedLA's current and future programs comprise:

- Education and outreach that strive to improve pre-and post-natal outcomes
- Advocacy at the local, state and federal levels that supports breast/chestfeeding families

Funding

BreastfeedLA is currently funded through

- Grants (25%),
- Sponsorships and individual giving (20%)
- Fee for service (55%)
 - Lactation Education (22%)
 - Continuing Education (18%)
 - Technical Assistance (15%)



For the future, BreastfeedLA wishes to continue to strengthen its grant funding. It is important to sustainability that grant funding remains at or above 20% of overall revenue.

Goals and Strategies

Goal #1: Close the in-hospital exclusive breast/chestfeeding equity gap by 5% over 5 years (as delineated in the May 2019 “Taking Action to Reduce Infant Feeding Inequities in LA County” Report)

Champion: Cindy Young

Supporting Strategies:

1. Increase the number of prenatal outpatient settings that adopt the “Nine Steps to Successful Breastfeeding” through education and technical assistance
2. Improve the immediate postpartum (in-hospital) exclusive breast/chestfeeding rates through education and technical assistance

Goal #2 – Increase breast/chestfeeding duration in LA County at 6 & 12 months by 5% over 5 years

Champion: Hannah Halliwell

Supporting Strategies:

1. Ensure breast/chestfeeding is incorporated as an effective strategy in combating food insecurity and infant mortality. *(Cindy Young)*
2. Advocate for policies, practices and environments that support breast/chestfeeding families *(Arisa Palmer)*
3. Increase family and community support for breast/chestfeeding *(Hannah Halliwell)*

Goal #3 - Ensure the financial and operational sustainability of the organization

Champion: Arissa Palmer

Supporting Strategies:

1. Secure and maintain long-term financial stability *(Amanda Butler)*
2. Expand brand awareness of BFLA and its mission *(Amanda Butler)*
3. Attract and retain competent, dedicated and diverse staff *(Arisa Palmer)*
4. Create and manage an effective volunteer program *(Jose Gonzalez)*
5. Attract and maintain an engaged and diverse board of directors *(Summer Bridges)*

Goal #4 - Build capacity of organizations and individuals who provide breast/chestfeeding support and services nationally

Champion: Cindy Young

Supporting Strategies:

1. Provide policy, organizational networking, resources, and technical assistance related to implementing and sustaining breast/chestfeeding promotion and support efforts to hospitals and health care providers
2. Provide technical assistance related to implementing and sustaining breast/chestfeeding promotion and support efforts to universities, schools and child care providers
3. Provide policy, administrative, organizational, and fiduciary support to breast/chestfeeding coalitions to build their capacity to strengthen their infrastructure