



Breastfeeding Support in the Workplace: Resource Toolkit





Dear New Hampshire Employer,

I am inviting all employers to participate in an important worksite initiative that can be a win-win for both your company and your employees: establishing a worksite lactation support program as part of your company's health benefit program.

Supporting breastfeeding employees is good for business.

Employers who provide a supportive environment to help women continue breastfeeding after childbirth enjoy many proven benefits that directly affect your bottom line.

These include:

- Lower health care costs
- Lower turnover rates
- Lower absenteeism rates
- Higher employee productivity and morale
- Positive public relations in the community as a "family friendly" business

Supporting breastfeeding is good for employees and their families.

When an employee returns from maternity leave, she wants to be a productive and profitable employee and a good mother. The American Academy of Pediatrics recommends that babies exclusively receive their mother's milk for the first six months, and continue breastfeeding for at least a year or more. Breastfed babies are healthier, and have fewer infections and illnesses. Mothers who breastfeed also experience significant health benefits, including lower risk of breast cancer. It's no wonder that 70 percent of new mothers today choose to breastfeed. Yet many of these mothers are concerned that returning to work will be an obstacle to continuing to breastfeed.

Providing a lactation support program involves little investment of time and resources.

The needs of breastfeeding employees are simple. A lactation support program can be implemented inexpensively.

These four simple components can make a world of difference:

1. A private place for employees to be able to express milk during the work period
2. A flexible schedule to express milk two or three times a day (primarily using allotted breaks)
3. Information on how to combine employment with breastfeeding
4. Supportive supervisors and staff

We invite your company to join the hundreds of breastfeeding-friendly companies across the United States that have implemented lactation support programs and experienced bottom-line benefits. A representative from The NH Breastfeeding Task Force is available to share more information about how you can become a breastfeeding-friendly business.

In the meantime, I encourage you to institute breastfeeding-friendly policies in your workplace, and to seek ways to provide verbal and practical support. It's an investment that will multiply for years to come in better health for children of our city/state!

Sincerely,

Joyce Kelly, RN, MPH
Chair, NH Breastfeeding Task Force

Welcome to the Breastfeeding Friendly Workplace Resource Toolkit!

Thank you for working with the New Hampshire Breastfeeding Task Force to turn your workplace into a breastfeeding friendly workplace. Deciding to make this transition illustrates that you are dedicated to the well-being of your employees and workplace as a whole.

Our toolkit consists of multiple resources to guide your establishment through this transition, in hopes of it being as smooth as possible. All of the resources within this toolkit just serve as a guide. Please feel free to tailor or adapt any information to your workplaces' specific needs.

Throughout the toolkit you will find the following resources:

- **Timeline for Implementing a Lactation Support Program:** general overview of the transitional process
varies based on workplace
- **Sample Policy for Supporting Breastfeeding Employees:** outlines requirements needed for a successful lactation support program
- **Examples of Newsletters Informing Employees About the Program:** promotional letters sent to employees, making them aware of this new program
- **Breastfeeding Works:** display in employee cafeteria, break room, etc. to encourage mothers to breastfeed in the workplace
- **10 Healthy Tips for Working Mothers:** offers nutritional and general healthful tips for working mothers
- **Federal Break Time for Nursing Mothers Law:** law in place for breastfeeding mothers in the workplace
- **Employer Assessment Form:** use to assess program after implementation to ensure that you're meeting all necessary requirements
- **Employee Feedback Form:** distribute to employees after program implementation to assess success of program and plan for change (if necessary)
- **A list of local and national resources** available to you for more assistance
- **NH Breastfeeding Task Force Breastfeeding Friendly Employer Award Application:** awarded to a workplace for their outstanding achievement in supporting working mothers in their establishment

We hope that this information serves you well as you become a breastfeeding friendly workplace! For further assistance, please contact nhbreastfeeding@gmail.com.

Timeline for Implementing a Lactation Support Program



Note: the actual timeframe for implementing a lactation support program varies, and can be much shorter or longer depending on the size of the company and other internal or external factors. The steps to the process, however, are applicable to most companies.

Month 1 Initial Program Planning

Review existing research about the value of a lactation support program. Resources are included in the toolkit for accessing a local breastfeeding coalition or lactation expert.

Talk to other employers who have implemented successful lactation programs.

Identify potential stakeholders within the company and initiate dialogue about the program. Suggestions include Human Resources, worksite wellness coordinator, supervisors and employees.

Contact community resources to identify options for:

- Consultation in establishing the lactation program.
- Formal and informal education for employees.
- Available lactation assistance for breastfeeding employees in the community.
- Acquisition of breast pump equipment and space within facility.

Month 2 Research

Examine your company data related to employee absenteeism and turnover rates, numbers of female workers of childbearing age, maternity leave policies, etc.

Identify employee needs and environmental constraints to breastfeeding within the company (either through a formal needs assessment or through dialogue with pregnant and current or previous breastfeeding employees).

Month 3 Strategy Planning

Convene a stakeholders' meeting with diverse departmental representatives to discuss results of data collected, and to review options for:

- Milk expression break policies; paid or unpaid.
- Constructing, renovating, or converting a designated space in the company into one or more lactation rooms that are private and free from intrusion.
- Breast pump equipment approved for multi-users.
- Storage and handling of human milk; nearby sink and refrigerator.
- Gaining buy-in from other employees.

Establish a mechanism for gathering baseline data that could be used as a comparison for tracking program success.

Month 4 Program Development

Present program strategy to management and appropriate departments to gain approvals and buy-in.
Assign a task force to begin program development.

Begin development of a company-wide breastfeeding support policy or program components, including:

- Finding contractors for facility changes.
- Flexible breaks for milk expression.
- Amenities for the lactation room.
- Lactation consultation services available in the community.
- Educational and promotional materials.
- Complete physical improvements for a lactation room.

Month 4-5 Program Implementation

Plan a coordinated approach to announce and promote the program.

Inform department heads and supervisors about the program.

Provide a brief training orientation about the program with all employees.

Ongoing Program Tracking and Evaluation

Establish a feedback system for breastfeeding employees, co-workers, and supervisors to gain ongoing input into streamlining the program. (sample feedback form included in toolkit)

Communicate with supervisors and managers regarding the impact of the program.

Review company absenteeism and turnover rates periodically to track the potential impact of the program.



Sample Policy for Supporting Breastfeeding Employees



In recognition of the well documented health advantages of breastfeeding for infants and mothers, *[name of company]* provides a supportive environment to enable breastfeeding employees to express their milk during work hours. This includes a company-wide lactation support program administered by *[name of department]*.

[Name of company] subscribes to the following worksite support policy. This policy shall be communicated to all current employees and included in new employee orientation training.

Company Responsibilities

Breastfeeding employees who choose to continue providing their milk for their infants after returning to work shall receive:

Milk Expression Breaks

Breastfeeding employees are allowed to breastfeed or express milk during work hours using their normal breaks and meal times. For time that may be needed beyond the usual break times, employees may use personal leave or may make up the time as negotiated with their supervisors.

A Place to Express Milk

A private room (not a toilet stall or restroom) shall be available for employees to breastfeed or express milk. The room will be private and sanitary, located near a sink with running water for washing hands and rinsing out breast pump parts, and have an electrical outlet. If employees prefer, they may also breastfeed or express milk in their own private offices, or in other comfortable locations agreed upon in consultation with the employee's supervisor. Expressed milk can be stored [in general company refrigerators/in designated refrigerators provided in the lactation room or other location/in employee's personal cooler].

Breastfeeding Equipment

****note: it is not required that all workplaces provide a breast pump for employees. This is based on the discretion of the employer****

[Name of company] *[provides/subsidizes/rents]* electric breast pumps to assist breastfeeding employees with milk expression during work hours. The company provides *[hospital grade pump that can be used by more than one employee/or portable personal use electric breast pump that the employee retains]* throughout the course of breastfeeding for the employee. *[If using a standard hospital-grade pump, indicate whether the company provides/subsidizes personal attachment kit or where the employee can purchase the kit.]* *[Indicate whether breast pumps are also available for partners of male employees.]*

Education

****note: it is not required that all workplaces provide breastfeeding educational classes for employees. This is based on the discretion of the employer****

Prenatal and postpartum breastfeeding classes and informational materials are available for all mothers and fathers, as well as their partners.

Staff Support

Supervisors are responsible for alerting pregnant and breastfeeding employees about the company's worksite lactation support program, and for negotiating policies and practices that will help facilitate each employee's infant feeding goals. It is expected that all employees will assist in providing a positive atmosphere of support for breastfeeding employees.

[List other components specific to your company's program]

Employee Responsibilities

Communication with Supervisors

Employees who wish to express milk during the work period shall keep supervisors informed of their needs so that appropriate accommodations can be made to satisfy the needs of both the employee and the company.

Maintenance of Milk Expression Areas

Breastfeeding employees are responsible for keeping milk expression areas clean, using anti-microbial wipes to clean the pump and area around it. Employees are also responsible for keeping the general lactation room clean for the next user. This responsibility extends to both designated milk expression areas, as well as other areas where expressing milk will occur.

Milk Storage

Employees should label all milk expressed with their name and date collected so it is not inadvertently confused with another employee's milk. Each employee is responsible for proper storage of her milk using [company provided refrigerator/personal storage coolers].

Use of Break Times to Express Milk

When more than one breastfeeding employee needs to use the designated lactation room, employees can use the sign-in log provided in the room to negotiate milk expression times that are most convenient or best meet their needs.

Drop-In Newsletter Communications



#1 Initial Program Announcement

Merging Motherhood and Work: New Lactation Program Announced

[Name of Company] announces plans to establish a lactation support services program for female employees and partners of male employees who choose to breastfeed their new babies. The program will be established as part of the company's health benefit program.

Lactation support programs are a growing trend in businesses today as a means of improving family services to employees. More than 70 percent of new mothers now breastfeed their infants because of the proven health benefits to both infants and mothers. Research shows that breastfed infants are significantly less likely to suffer from illnesses, infections, and obesity, and mothers who breastfeed also enjoy significant health benefits, including faster recovery from pregnancy and reduced risk of breast cancer and osteoporosis. The American Academy of Pediatrics recommends that infants receive nothing but breastmilk for the first 6 months of life, and continued breastmilk for at least a year or more.

Corporate lactation programs have been proven to help mothers continue to provide their milk for their infants. These programs often include a policy designated lactation rooms for milk expression during work hours, flexible break time, education programs, and access to health professionals who can assist with questions and concerns.

If you are a pregnant or breastfeeding employee, we invite you to submit your ideas for services that will be most helpful. Any employee who would like to provide input into the process is invited to contact [name of department/contact person] with suggestions.

#2 Program Launch Announcement

New Lactation Health Benefit Services Announced

[Name of Company] announces the launching of a lactation support program for breastfeeding women who wish to continue providing their milk for their infants after they return to work.

The lactation support program is part of the company's health benefit services, and was developed following careful planning. The program includes:

- A designated safe, private area for expressing milk during work hours. The room is located [give location]
- Access to an electric breast pump for quick and efficient milk removal [describe the type of pump and milk collection kit available] *optional benefit*
- Educational materials and classes [indicate date, time, and location]
- Access to a lactation consultant for assistance with breastfeeding.

Research shows that supporting breastfeeding employees is a WIN-WIN for everyone. Breastfeeding is recommended by all major medical organizations as the optimal way to feed infants because of its significant health advantages. Breastfeeding is also healthier for mothers by contributing to lower rates of breast cancer and improving recovery from pregnancy. This all translates into positive benefits for companies, including lower health care costs.

[Name of company] is proud to join hundreds of other businesses across America who provide lactation support for their employees. We are pleased that our breastfeeding employees can successfully merge their important priorities of family and work through onsite lactation support, and urge supervisors and coworkers to lend their support.

Breastfeeding WORKS for Working Women!

Employees who choose to continue breastfeeding after they return to work and have a supportive environment enjoy higher employee productivity and morale.



Nursing Mother's Room...a beautiful new milk expression room with a relaxing environment to comfortably express milk during work hours

Use of breast pumps...safe and efficient electric pumps located in each lactation room

Education...classes during your pregnancy and after baby is born, and access to helpful materials

Support...to help you reach your personal goals for feeding your baby after returning to work

Learn more about our lactation support services to help breastfeeding employees continue to give their baby the best start in life

10 Healthy Tips For Working Mothers



1. **Drink plenty of water:** avoid sugary drinks that slow you down.
2. **Smart snacking:** pre-pack healthy snacks for on-the-go. Try vegetables and hummus, apples and peanut butter or trail mix.
3. **Incorporate strength training into your exercise routine:** keep light hand weights at work and utilize them for 3 minute intervals throughout the day.
4. **Weight management at work:** prepare your lunches at home so you have a healthy meal ready to go.
5. **Believe in breakfast:** it is the most important meal of the day! Add whole grains and protein to keep you full and focused.
6. **Get moving:** if you've been sitting for too long, take a 5 minute break to go for a walk.
7. **Commit to a bedtime:** to make sure you get at least 7 hours/night.
8. **Deep breathing to de-stress:** you can do this right at your desk.
9. **Breastfeed your baby or pump at work:** check out the breastfeeding policy at your workplace!
10. **Find out how to be healthy at work:** talk with your employer, HR director or review your benefits package.

Fact Sheet #73: Break Time for Nursing Mothers under the FLSA

This fact sheet provides general information on the break time requirement for nursing mothers in the Patient Protection and Affordable Care Act (“PPACA”), which took effect when the PPACA was signed into law on March 23, 2010 (P.L. 111-148). This law amended Section 7 of the Fair Labor Standards Act (FLSA).

General Requirements

Employers are required to provide “reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child’s birth each time such employee has need to express the milk.” Employers are also required to provide “a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.”

The FLSA requirement of break time for nursing mothers to express breast milk does not preempt State laws that provide greater protections to employees (for example, providing compensated break time, providing break time for exempt employees, or providing break time beyond 1 year after the child’s birth).

Time and Location of Breaks

Employers are required to provide a reasonable amount of break time to express milk as frequently as needed by the nursing mother. The frequency of breaks needed to express milk as well as the duration of each break will likely vary.

A bathroom, even if private, is not a permissible location under the Act. The location provided must be functional as a space for expressing breast milk. If the space is not dedicated to the nursing mother’s use, it must be available when needed in order to meet the statutory requirement. A space temporarily created or converted into a space for expressing milk or made available when needed by the nursing mother is sufficient provided that the space is shielded from view, and free from any intrusion from co-workers and the public.

Coverage and Compensation

Only employees who are not exempt from section 7, which includes the FLSA’s overtime pay requirements, are entitled to breaks to express milk. While employers are not required under the FLSA to provide breaks to nursing mothers who are exempt from the requirements of Section 7, they may be obligated to provide such breaks under State laws.

Employers with fewer than 50 employees are not subject to the FLSA break time requirement if compliance with the provision would impose an undue hardship. Whether compliance would be an undue hardship is determined by looking at the difficulty or expense of compliance for a specific employer in comparison to the size, financial resources, nature, and structure of the employer's business. All employees who work for the covered employer, regardless of work site, are counted when determining whether this exemption may apply.

Employers are not required under the FLSA to compensate nursing mothers for breaks taken for the purpose of expressing milk. However, where employers already provide compensated breaks, an employee who uses that break time to express milk must be compensated in the same way that other employees are compensated for break time. In addition, the FLSA's general requirement that the employee must be completely relieved from duty or else the time must be compensated as work time applies. See [WHD Fact Sheet #22, Hours Worked under the FLSA](#).

FLSA Prohibitions on Retaliation

Section 15(a)(3) of the FLSA states that it is a violation for any person to "discharge or in any other manner discriminate against any employee because such employee has filed any complaint or instituted or caused to be instituted any proceeding under or related to this Act, or has testified or is about to testify in any such proceeding, or has served or is about to serve on an industry committee."

Employees are protected regardless of whether the complaint is made orally or in writing. Complaints made to the Wage and Hour Division are protected, and most courts have ruled that internal complaints to an employer are also protected.

Any employee who is "discharged or in any other manner discriminated against" because, for instance, he or she has filed a complaint or cooperated in an investigation, may file a retaliation complaint with the Wage and Hour Division or may file a private cause of action seeking appropriate remedies including, but not limited to, employment, reinstatement, lost wages and an additional equal amount as liquidated damages.

For additional information, visit our Wage and Hour Division Website:

<http://www.wagehour.dol.gov> and/or call our toll-free information and helpline, available 8 a.m. to 5 p.m. in your time zone, 1-866-4USWAGE (1-866-487-9243).

This publication is for general information and is not to be considered in the same light as official statements of position contained in the regulations.

U.S. Department of Labor
Frances Perkins Building
200 Constitution Avenue, NW
Washington, DC 20210

1-866-4-USWAGE
TTY: 1-866-487-9243
[Contact Us](#)

Lactation Support Program Assessment Form

For Breastfeeding Employers

After implementing a lactation support program in your establishment, consider filling out this assessment form to analyze the success of the program.

During the last 12 months, did your worksite:

Have a clearly written policy on breastfeeding for employees that is accessible to them?

Yes No

Provide a single-use, private space that is not a restroom, which may be used by employees to express breast milk?

Yes No

Provide access to a breast pump in the workplace?

Yes No

Provide flexible paid or unpaid break times to allow employees to pump breast milk?

Yes No

Promote or provide access to free or subsidized breastfeeding support groups or educational classes?

Yes No

Offer paid maternity leave, separate from any accrued sick leave, annual leave, or vacation time?

Yes No

Provide a **stigma-free and supportive** environment where all employees are **valued**, staff and supervisors are supportive of a lactation program?

Yes No

If you answered "Yes" to at least 6 of the 7 questions, consider applying for the New Hampshire Breastfeeding Task Force's Breastfeeding Friendly Employer Award. For more information, please visit the following website: <http://www.nhbreastfeedingtaskforce.org/employerawards.php>

Lactation Support Program Feedback Form

For Breastfeeding Employees

Thank you for participating in our Company Lactation Support Program!

Congratulations for continuing to breastfeed after your return to work! Please take just a few moments to complete this lactation support program feedback form to provide us with your suggestions for ways we can continue to improve services to breastfeeding employees. We urge you to continue to spread the news about the program to your pregnant and breastfeeding colleagues, as well.

Name _____

Position/Title _____

Department _____

How old was your baby when you returned to work? _____ months weeks

How long did you express milk at work for your infant? _____ months weeks

Does your workplace have a clearly written policy on breastfeeding for employees that is easily **accessible**?

Yes No

Do you have access to a private, fully equipped, single-use space to express milk in the workplace?

Yes No

Do you have easy access to a breast pump at the worksite?

Yes No

Is there an **adequate and flexible** amount of break time in your schedule for you to express breast milk?

Yes No

Do you feel that your workplace provides a **stigma-free and supportive** environment where all employees are **valued**, and supervisors are supportive?

Yes No, Why? _____

Other suggestions:

Breastfeeding Friendly Workplace

Resources to support nursing mothers in the workplace.

Are you in need of more support for your worksite breastfeeding program?



Please visit these local and national resources:

NH Resources

NH Department of Health and Human Services (NHDHHS)

<http://www.dhhs.nh.gov/dphs/nhp/wic/breastfeeding.htm>

NH Breastfeeding Task Force

<http://www.nhbreastfeedingtaskforce.org>

National Resources

Women's Health

<https://www.womenshealth.gov/breastfeeding>

U.S. Breastfeeding Committee

<http://www.usbreastfeeding.org>

CDC Guide to Breastfeeding Interventions

https://www.cdc.gov/breastfeeding/pdf/breastfeeding_interventions.pdf

The Business Case for Breastfeeding Support

<https://www.womenshealth.gov/breastfeeding/employer-solutions/business-case.html>



**NEW HAMPSHIRE
Breastfeeding Task Force**



Breastfeeding Friendly Employer Award



The New Hampshire Breastfeeding Task Force aims to promote, protect, and support breastfeeding. Exclusive breastfeeding for at least 6 months after birth is optimal for the health of a mother and her infant. The health benefits of breastfeeding are so well documented that the American Academy of Pediatrics recommends all infants be breastfed for at least one year and longer if mother and baby desire. Family friendly workplace practices and policies are essential for working mothers to give their babies the healthiest start in life.

Breastfeeding makes good business sense for all of New Hampshire. When our businesses support their employees in continuing to breastfeed, everyone wins. Businesses are rewarded with less absenteeism, increased employee loyalty and lower health care costs. Mothers and babies experience the health benefits of breastfeeding, businesses recruit and retain employees and it all translates to positive benefits for companies giving the business a positive family friendly image in the community and State.

Transforming your business into a breastfeeding friendly workplace can be simple. The New Hampshire Breastfeeding Task Force looks forward to recognizing you and your efforts to support New Hampshire families.

Eligibility and Breastfeeding Friendly Employer Award Criteria

Although certain accommodations for nursing mothers are required per the Federal Break Time for Nursing Mothers Law, the Task Force is seeking employers who are establishing and maintaining comprehensive, high-quality lactation support for their employees.

In addition to basic requirements of the Federal Break Time for Nursing Mothers, the following are required:

- A written breastfeeding policy that is communicated and provided to all employees
- A private and secure room with a lockable door (not a bathroom)
- A comfortable chair
- Flexible (paid or unpaid) breaks of at least 15-20 minutes every 2-3 hours

The Task Force also recognizes any or all additional breastfeeding support elements offered within the business:

- Educational breastfeeding materials for all expectant parents
- Refrigerator nearby for milk storage
- Nearby sink
- Electrical outlet
- Small table or shelf
- Radio/CD player
- Breastfeeding artwork
- Ability to work part-time or flexible schedule
- Flex time offered
- Job-sharing
- On-site child care
- List of regional breastfeeding supports provided and maintained
- Lactation consultant services provided by employer's insurance or paid for by employer
- Lending library with breastfeeding resources

How to Apply

Complete the application and send copy to:

New Hampshire Breastfeeding Task Force
PO Box 3914

Concord, NH 03302-3914 or via email to nhbreastfeeding@gmail.com

New Hampshire Breastfeeding Task Force Breastfeeding Friendly Employer Award Application

Name of Employer _____

Address _____

Name and title of primary contact person _____

Work Phone _____ Fax _____ Email _____

Number of Employees _____

What percentage of your employees are women between the ages of 15 – 44? _____

Please check the option that best defines your worksite:

- | | | |
|---|---|---|
| <input type="checkbox"/> Wholesale/retail | <input type="checkbox"/> Manufacturing/Construction | <input type="checkbox"/> Hotel/Restaurant |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Hospitals/Health Care Facilities | <input type="checkbox"/> Finance/Insurance Services |
| <input type="checkbox"/> School | | |

Other (please describe) _____

How long has your lactation/breastfeeding support been in place?

- | | | | |
|---|------------------------------------|------------------------------------|-----------------------------------|
| <input type="checkbox"/> Just getting started | <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 3-4 years | <input type="checkbox"/> 4+ years |
|---|------------------------------------|------------------------------------|-----------------------------------|

If selected as an award winner, would you be willing to serve as a resource for other employers?

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

Award Criteria (indicate all that apply)

- We have a written breastfeeding support policy and provide education about the policy to all employees
- We provide a private and secure room with a lockable door (not a bathroom) and comfortable chair
- We allow flexible breaks of at least 15-20 minutes every 2-3 hours
- Information is provided for families regarding mothers' groups in the area, e.g. hospital lactation services, LaLeche League, and websites.

Any or all additional breastfeeding support elements offered within the business:

- Educational breastfeeding materials for all expectant parents
- Refrigerator nearby for milk storage
- Nearby sink
- Electrical outlet
- Small table or shelf
- Radio/CD player
- Breastfeeding artwork
- Ability to work part-time or offsite
- Flex time/ flex schedule offered
- Job-sharing
- On-site child care
- List of regional breastfeeding supports provided and maintained
- Lactation consultant services provided by employer's insurance or paid for by employer
- Lending library with breastfeeding resources
- Maternity leave available for at least 12 weeks
- Paid family leave

Please list any other ways your worksite accommodates breastfeeding employees:

Thank you for all your efforts and we look forward to reviewing your application.

Technical Assistance is available through our website at www.nhbreastfeedingtaskforce.org
or you can contact the Task Force at nhbreastfeeding@gmail.com

