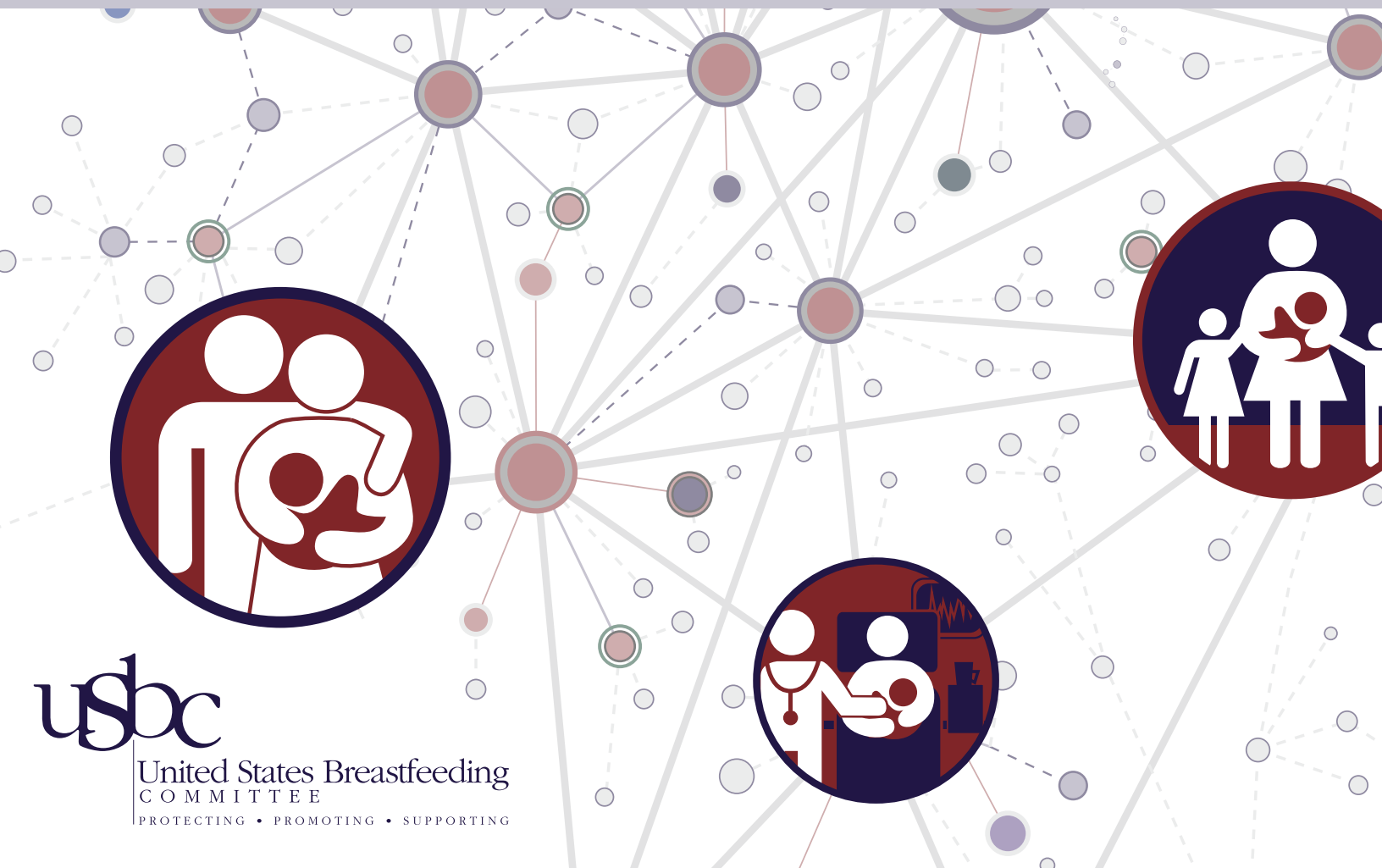




# ANNUAL REPORT 2015



usbc

United States Breastfeeding  
COMMITTEE

PROTECTING • PROMOTING • SUPPORTING



# From the Chair

As chair of the 2015-2016 USBC Board of Directors, it is my honor to present this year's Annual Report. Throughout 2014, USBC leaders, members, and partners worked tirelessly to develop an innovative strategic framework designed for inclusion, efficiency, and impact, facilitating meaningful engagement from the grassroots to the treetops. In 2015, stakeholders have experienced these efforts coming to fruition through a new model to convene action-focused work teams, or "Constellations," with a lightweight governance structure and distributed leadership. It has been incredible to witness. At sessions in January, August, and November, we led or supported the convening of Constellation Conversations on 14 different topic areas.



The "Constellation Model" is helping stakeholders develop more effective strategies for creating the policy and practice changes that will ensure all families who want to breastfeed are supported to reach their personal breastfeeding goals. This new structure ensures alignment between who is at the table, the timing and context of the work they pursue, and its desired impact. Resources can be leveraged and coordinated while partners maintain the flexibility to move in and out of projects at the right pace and scale for them. Funding, energy, and effort focus on the collaborative actions that have the greatest potential, as momentum or opportunity waxes and wanes. Already we are seeing significant progress, with more robust connections that bolster each other's work, enrich communication, and deepen collaboration.

Much has evolved and advanced since I served on the USBC Board of Directors for the first time nearly a decade ago. The vision of the USBC's founders to develop a true partnership of government agencies, non-governmental organizations, and health professional associations creating a unified approach to breastfeeding protection, promotion, and support has led to significant and lasting changes in the lives of our nation's families. Our rates of breastfeeding have risen steadily over the past two decades, our hospitals are making systemic changes, national legislation protects a mother's ability to express breast milk at work, the President has spoken publicly about the need for paid family leave (as many business leaders implement their own policies), breastfeeding counseling is now mandated as a covered benefit in health insurance plans, and breastfeeding coalitions have been developed in every state, as well as many Tribal Nations, territories, and local communities. But these steps are only the beginning of the journey to ensure **all** families are supported throughout their breastfeeding experience.

The tools and pathways are now in place within our strategic framework to engage new stakeholders and share in collaborative leadership of breastfeeding initiatives. Every one of us has an important role to play. Now that the "backbone" infrastructure for coordinated action has been built to bring together all sectors and diverse perspectives, our wish is for all with an interest in supporting breastfeeding families to feel empowered, equipped, and supported to contribute to the policy and practice changes that will truly "create a landscape of breastfeeding support across the United States." The work that is needed is bigger than any one of us, but it is certainly not bigger than all of us.

Thank you for continuing to work beside us as we answer *The Surgeon General's Call to Action to Support Breastfeeding*. Our nation's families are counting on us.

Sincerely yours,

Joan Younger Meek  
Chair, 2015-2016 Board of Directors



# To the supporters and donors who stand by our side: *thank you.*

We are exceptionally proud and grateful to share our 2015 Annual Report, detailing the accomplishments made possible by your support. This year we collected your stories, met new Congressional champions, and raised our shared voices to establish policy and practices that create a landscape of breastfeeding support across the United States. Our advocacy efforts are entirely funded by contributions from our donors, the Friends of the USBC. None of this important, change-making work would be possible without you.

Every petition you sign, social media post you share, and legislator you call, write, or visit brings us closer to ensuring every family has the opportunity to reach their personal breastfeeding goals. This has been a year of immense growth for the USBC, but one thing remains steady: the passion and dedication of our supporters.

Today, more families have access to breastfeeding support because you stepped up when it mattered most. We are thankful for all we have achieved together this year, and we look forward to the good work we will continue to do together in the years to come.

Sincerely,  
*The USBC Board of Directors and Staff Team*

**“My experience with the U.S. Breastfeeding Committee this year has been very welcoming. As a new member representative, I really appreciated the USBC’s invitation for member organizations to bring more than two representatives....this move signaled a new era for the USBC. I look forward to learning more about the USBC and its initiatives in 2016 and beyond.”**

**— Ifeyinwa Asiodu, Representative  
American Public Health Association**

**“This year marks the 25<sup>th</sup> anniversary of the *Innocenti Declaration on the Protection, Promotion and Support of Breastfeeding*. We’ve come a long way in 25 years! Immense progress has been made to eliminate the barriers to breastfeeding success, demonstrating the critical value of an independent body that serves as a neutral convener of diverse stakeholders to advocate for the lasting changes that breastfeeding families need and deserve.”**

**— Miriam Labbok, Founding Professor and Director  
Carolina Global Breastfeeding Institute**



Protecting, Promoting and Supporting Breastfeeding:  
A Public Health Imperative

# Strategic Framework





# From the Past Chair



The USBC's simple, yet elegant, vision—a nation of “thriving families and communities” built on a foundation of equity, diversity, and inclusion—achieved new clarity this year. I have been thrilled and honored to be your board chair (now past chair) during this period of great change. The USBC is uniquely positioned to lead the change we are witnessing. Now, we are eliminating barriers to breastfeeding on a scale wider than ever, with sharpened focus through collective impact and racial equity approaches that have paved the way to reach greater audiences. As the national voice for breastfeeding we are shaping the next era in maternal and child health policy; removing decades of misinformation, myth, prejudice, and profit-driven influences; and clearing the way for **all** women to be able to reach their personal breastfeeding goals.

2015 was the first year of implementation of our new strategic framework, and already we can see bold changes in our meeting participation and member engagement. At our January membership meeting, I had the opportunity to meet new faces, see renewed and greater enthusiasm, and hear innovative ideas. Greater inclusion and wider representation is also seen in the make-up of our board of directors. We have become more inclusive and diverse, and we are, in turn, becoming more equitable and effective.

Translating goals to objectives to strategic priorities for policy and practice change: this is the way we do things. In 2013, the USBC Board established the Diversity & Equity Committee. Committee Chair Kimarie Bugg refined its name to the “CRASH” Committee, a mnemonic title with purpose: “consider Culture, show Respect, Assess/affirm differences, show Sensitivity and self-awareness, and do it all with Humility.” In its first two years, the CRASH Committee has developed comprehensive recommendations that continue to be implemented across four areas: governance/leadership, membership, staff/personnel, and coalitions.

Increasing to allow up to four representatives per National Nonprofit Member and Governmental Member was one recommendation implemented this year. Member organizations are encouraged to use this expanded representative policy to appoint individuals who can contribute lived experience as a member of a non-dominant group, as well as those with expertise in specific breastfeeding topic areas or functional areas of our collaborative work such as advocacy or media. Broader and deeper member engagement has been the result, paving the way for launching truly impactful Constellations.

This fall we also launched a new Racial Equity Learning Community, including a bi-monthly webinar series, funded by the W.K. Kellogg Foundation. Part of an inclusive learning and transformation process for the field, the community will build our collective capacity to apply an “equity lens” to inform and guide our external strategies and activities, and also an “equity mirror” to examine our internal structures, culture, and policies.

I could report on so much more, but above all I want you to know that the USBC board and staff are constantly assessing what we do and how we got here, as well as what we've learned. In closing, I'd like to thank you for your confidence and support during my time as board chair. I am also very thankful to my fellow board members, Past Chair Kathie Marinelli, current Chair Joan Younger Meek, Executive Director Megan Renner, and the remarkable staff team at the USBC, for a transforming and exciting year.

Sincerely,

Beverly Curtis

Past Chair, 2015-2016 Board of Directors





# From the Executive Director

In the words of former Surgeon General Regina Benjamin, “Everyone can help make breastfeeding easier.” We know it will take all of us—**and** many new partners — to truly build “a landscape of breastfeeding support across the United States.” But when we weave a strong web of connections underpinning our work (as illustrated on the cover of this report), we are a powerful force!



That’s why we have been working behind the scenes on groundbreaking investments in technology infrastructure to better support the “First Food Movement”: to build and sustain relationships and coordinate action nationwide. With the launch of our new website this year, a virtual platform now exists with many more pathways for both individuals and organizations to engage in collaborative work. Our social media networks and *Weekly Wednesday Wire* e-Newsletter remain central components of our “communications and networking hub for the field,” but we are thrilled to share the myriad new ways to “stay abreast” of and get involved in our work.

All the action takes place at [www.usbreastfeeding.org](http://www.usbreastfeeding.org). All who are interested in working to support breastfeeding families are invited to create an Individual Profile on the site, making it easy to connect and interact with other advocates, experts, and stakeholder organization representatives. Individual Profiles include options to enter a brief bio and to tell us your specific areas of expertise. This information populates a database of content/topic experts that may be tapped for media responses, testimony at legislative hearings, position statement reviews, Constellation participation, and more. You can also connect with other site users via your MyPage, but you have control over which parts of your profile are visible there. Each field can be set to a) Hide it from all site users, b) Show it to all site users, or c) show it to Connections Only (site users you approve).

Similarly, organizations can create Group Profiles to support networking and collaborative efforts among national, state, and local stakeholders. Group Profile Administrators set preferred Engagement Levels in various topic areas, which informs how we target information and action opportunities to their organizations’ interests. In addition, Group Profiles support promotion and connections of breastfeeding-related activities via an “Action Directory.” This innovative new resource provides a real-time compilation of the work happening on the national, state, and local levels to implement *The Surgeon General’s Call to Action to Support Breastfeeding (SGCTA)*, sorted by sector and action step.

The site also houses online Learning Communities on breastfeeding-related topic areas from the SGCTA and beyond, as well as on functional areas of our work such as Racial Equity, Collective Impact, Legislative & Policy Advocacy, and Media Advocacy. Site users are invited to explore all the Learning Communities, and join those of greatest interest, to share information and resources and surface opportunities for collaborative action.

The new sharing and networking tools on this virtual “hub” will expand opportunities for stakeholder engagement, maximizing the investments of our funders and donors and the “collective impact” of our movement. We hope to “see” you online soon, and look forward to a fantastic and fruitful 2016!

With best regards,

Megan Renner  
Executive Director

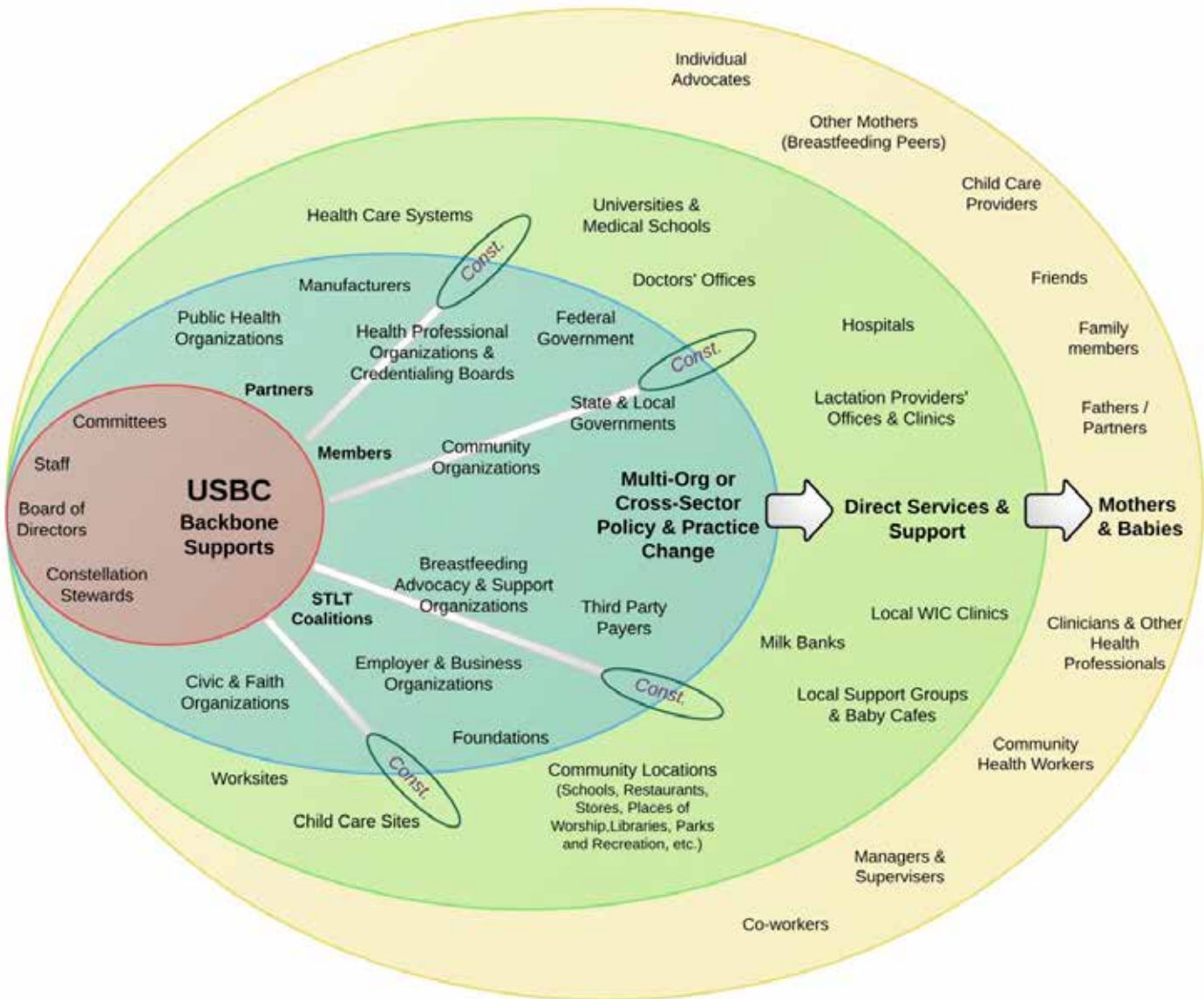
P.S. Don’t forget to save the date for the Sixth National Breastfeeding Coalitions Conference: August 5-8, 2016!



# USBC Influence Spheres

The USBC works upstream of those we serve, seeking to influence the policies and practices that most impact the breastfeeding experience. We know that effective cross-sector collaborations must include: a) individuals with lived experience; b) community organizations providing direct services; c) state-level coalitions advocating for policy and practice change; and d) national organizations leading and supporting trends and opportunities. The map below depicts the “Influence Spheres” through which we engage the field in collaborative work.

Working from the outside in, the Yellow Sphere includes all individuals interacting with the breastfeeding family, while the Green Sphere includes all organizations and institutions providing them with direct services and support. The Blue Sphere includes all organizations—including USBC members, partners, and coalitions—working to influence change in the green and yellow spheres. Finally, the Pink Sphere houses the internal components of the USBC that provide backbone supports for the collaborative work of the field in “Constellations,” or action-focused work teams. Constellations are primarily comprised of participants from the Policy & Practice Change (blue) sphere with appropriate content and context expertise from the Direct Services & Support (green) sphere, according to the topic focus.





# Constellation Formation Pathway

When need, opportunity, momentum, and capacity converge around collaborative work in a particular topic area, a subset of organizations in the USBC network may choose to form a Constellation. Constellations are action-focused work teams supported by the USBC as a third-party “backbone” and neutral convener. The formation of a USBC-affiliated Constellation follows an intentional process, described in the chart below.

Components for Success	Pre-Pathway Stage <i>Connect &amp; Learn</i> <b>LEARNING COMMUNITY</b>	Pathway Stage 1 <i>Generate Ideas &amp; Dialogue</i> <b>INCUBATION CONVERSATION</b>	Pathway Stage 2 <i>Initiate Action</i> <b>EMERGING CONSTELLATION</b>	Pathway Stage 3 <i>Organize for Impact</i> <b>ORGANIZING CONSTELLATION</b>	Pathway Stage 4 <i>Sustain Action &amp; Impact</i> <b>USBC-AFFILIATED CONSTELLATION</b>
<b>Description</b>	Dynamic network of organizations coming together around a common interest	Subset of organizations from a Learning Community interested in exploring collaborative action	Group of partners from incubation convening, with initial steward organization(s) and stated intention to form Constellation	Emerging Constellation ready to negotiate partnership agreements and affiliation w/ USBC	Organized and formally-affiliated Constellation engaging in action that meets Five Conditions of Collective Impact
<b>Governance &amp; Infrastructure</b>	Learning Community sections housed on USBC website	Convening of stakeholders	Initial steward organization(s) with capacity to support process	Steward(s) submit/s proposal to formally affiliate and receive backbone supports	Negotiated and finalized Terms of Reference, including working agreements
<b>Strategy</b>	Share information and resources; may also surface opportunities for collaborative action	Hold “incubation” dialogue about issues and context, and identify levers for change and available resources	Based on levers for changes and available resources, articulate shared understanding of strategic direction	Create common agenda (goals and strategy) and define approaches to equity and funding	Support implementation of strategies and continuous alignment of partners
<b>Engagement</b>	Intentionally build community through listening and learning	Identify missing voices and perspectives	Prioritize outreach & engagement to balance group composition	Internal: define decision-making & conflict processes; External: engage community and build public will	Continued external engagement; promotion and/or advocacy
<b>Evaluation &amp; Measurement</b>	n/a	Assess interest and urgency to move forward	Scan/map landscape, analyze baseline data	Define markers of success and establish shared metrics	Collect, track, and report progress
<b>Key Players</b>	<ul style="list-style-type: none"> <li>Local, state, and national organizations and individuals aligned by topic</li> </ul>	<ul style="list-style-type: none"> <li>Partner organizations aligned to act</li> </ul>	<ul style="list-style-type: none"> <li>Steward org(s)</li> <li>Interested partners</li> </ul>	<ul style="list-style-type: none"> <li>Steward org(s)</li> <li>Aligned partners</li> <li>USBC Constellation Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>Steward org(s)</li> <li>USBC staff</li> <li>USBC Constellation Steering Committee</li> </ul>
<b>USBC Role (Backbone Support Services)</b>	<ul style="list-style-type: none"> <li>Host online communities and support utilization (3.3, 3.4)</li> <li>House/display org'l engagement &amp; activity data (3.3, 3.4)</li> <li>House database of individual topic experts (3.1, 3.2, 3.3)</li> <li>Publish e-news, blog, social media (3.4)</li> </ul>	<ul style="list-style-type: none"> <li>Provide access to web meeting systems (3.3)</li> <li>Provide time &amp; space at USBC meetings (3.3)</li> <li>Support movement along pathway (3.3)</li> <li>Embed equity into pathway w/ tools around strategy, practices, and engagement (4.1-4.3)</li> </ul>	<ul style="list-style-type: none"> <li>Provide training/TA &amp; tools to plan strategy &amp; measurement (3.3)</li> <li>Support outreach and orientation of new partners (3.3)</li> <li>Facilitate engagement of breastfeeding coalitions (3.5)</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for funding sources (3.1, 3.2)</li> <li>Support networking of media/advocacy contacts (3.1, 3.2)</li> <li>Coordinate advocacy agenda and media response (3.1, 3.2)</li> <li>Provide training/TA &amp; tools for advocacy, media, and fundraising action (3.1, 3.2)</li> </ul>	<ul style="list-style-type: none"> <li>Advance final Terms of Reference (3.3)</li> <li>Set conflict resolution guidelines and process (3.3)</li> <li>Scan Constellations for overall gaps and opportunities (3.1-3.5)</li> </ul>
<b>Tools &amp; Resources</b>	<ul style="list-style-type: none"> <li>USBC website platform</li> </ul>	<ul style="list-style-type: none"> <li>Meeting Design Worksheet</li> <li>Collaboration Spectrum</li> <li>Identifying Structural Problems Tool</li> <li>Framing Questions</li> <li>Five Conditions of Collective Impact</li> <li>Race Impact Tool</li> <li>Top 100 Partners Worksheet</li> <li>Stakeholder Wheel w/ Engagement Level Descriptors</li> </ul>	<ul style="list-style-type: none"> <li>Engagement Cycle</li> <li>Theory of Change (ToC) Tool</li> <li>Constellation Prospect Form</li> </ul>	<ul style="list-style-type: none"> <li>Shared Measurement Mapping</li> <li>Shared Measurement Outcomes Diary</li> <li>Terms of Reference Proposal (ToRP) Template</li> <li>USBC Backbone Services Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Backbone Effectiveness Indicators</li> <li>Key Milestone Report</li> <li>Final Terms of Reference (ToR)</li> </ul>





# Strategic Framework Goal I

## Be the national collective voice for breastfeeding

Goal I of our Strategic Framework aligns with the sections of *The Surgeon General's Call to Action to Support Breastfeeding*, yet leaves specific implementation strategies and activities to be defined by Constellation participants. This year, stakeholders have come together to explore opportunities for collaborative action in 14 different topic areas. The current status of each conversation is highlighted below.

### 1.1 Support efforts to help mothers, partners and families reach their breastfeeding goals

- **Fathers & Families** | Pre-Pathway Stage: Learning Community | Conversations have focused on engaging new stakeholders and developing a campaign to highlight the roles of fathers and grandparents.

### 1.2 Apply positive and ethical messaging and marketing practices to build breastfeeding-friendly communities

- **Community-Based Organizations** | Pre-Pathway Stage: Learning Community | Conversations have focused on learning opportunities for capacity building and strategies to model and advocate for diversity in leadership of community-based organizations.
- **Formula Marketing** | Stage 2: Emerging Constellation | Women-Inspired Systems' Enrichment will steward this group's strategic priorities to: 1) publish guidelines for health care and community-based organizations for relationships with the private sector, 2) host an online learning community for states working to "Ban the Bags," and 3) develop a consumer-focused "truth in marketing" campaign.

### 1.3 Advocate for evidence-based health care practices

- **Maternity Care Practices** | Stage 2: Emerging Constellation | Carolina Global Breastfeeding Institute will steward this group's strategic priorities to: 1) advocate for quality measures related to maternity practices, and 2) host an online learning community for states working on related state-level initiatives.
- **Continuity of Care** | Stage 2: Emerging Constellation | This Constellation is seeking a new Steward organization, due to the expiration of the USBC's funding in this topic area. The group has prioritized conducting a scan of the landscape and a gap analysis that would inform the creation of a toolkit to guide practices to guarantee continuity of breastfeeding care between hospitals and community settings.
- **Physician Education & Training** | Stage 1: Incubation Conversation | Conversations have focused on possible approaches ranging from operationalizing competencies for undergraduate and graduate curriculum, including ancillary tracks, to advocating for hands-on training, including interprofessional learning and clinical/physical skills testing.
- **Nurse Education & Training** | Stage 1: Incubation Conversation | Conversations have focused on conducting a gap analysis of current nurse lactation trainings, mapping exam and accreditation decision-makers, and improving continuing lactation education opportunities for home health nurses.
- **Other Health Professional Education & Training** | Stage 1: Incubation Conversation | Conversations have focused on outreach to credentialing committees for registered dietitians, physician assistants, pharmacists, and social workers to advocate for inclusion of breastfeeding in core competencies and exams.
- **Donor Milk** | Stage 1: Incubation Conversation | Conversations have focused on possible approaches to increasing availability of safe banked donor milk, ranging from developing a common nomenclature, to increasing research, to mapping the many ways that equity issues touch this topic.

### 1.4 Advance support and security for working breastfeeding families

- **Paid Leave** | Stage 2: Emerging Constellation | MomsRising will steward this group's priority strategies to: 1) create a messaging guide tailored to different audiences, and 2) facilitate matchmaking between national paid leave campaigns and breastfeeding advocates ready to use the messaging guide in action.



## 1.5 Strengthen breastfeeding research, monitoring and evaluation to understand and close the gap between evidence and practice

- **Research Coordination & Translation** | Stage 1: Incubation Conversation | Conversations have focused on opportunities to align with the pending establishment of a national consortium on breastfeeding research, as outlined in *The Surgeon General's Call to Action to Support Breastfeeding*.

In the following areas where we have a unique niche and/or there is a need for a neutral convener, **and** where we have dedicated funding support, the USBC currently serves as Constellation Steward:

**Infant Sleep Practices (1.1 & 1.5)** | Stage 3: Organizing Constellation | This past summer USBC Executive Director Megan Renner was invited to serve on the Steering Committee of the National Action Partnership to Promote Safe Sleep (NAPPSS). Through this engagement with our national coalition counterpart in the infant sleep field, the USBC has been supported to co-steward the formation of an Infant Sleep Practices Constellation, in partnership with the American Breastfeeding Institute. Three priority strategies have been selected:

1) prepare recommendations for future research on the intersection of infant sleep and feeding practices, 2) explore establishing a national cadre of infant death investigators, and 3) pilot cross-training of health care providers in both sleep and feeding practices. The group looks forward to building on the NAPPSS “Campaigns to Conversations” approach to better integrate the practices that will keep babies safe and healthy, while acknowledging the realities of families’ experiences through an equity lens.

### **Lactation Support Providers (1.2 & 1.3)** |

Stage 4: USBC-Affiliated Constellation | Through a cooperative agreement with the Centers for Disease Control & Prevention, the USBC has been able to serve as the neutral convener of the Lactation Support Providers Constellation since early 2014. Comprised of 20 national lactation training and accreditation organizations and public health entities, the group is supported by USBC Deputy Director Amelia Psmythe. Participants have selected three priority strategies:

1) expand training and mentoring opportunities, particularly to increase the number of racial/ethnic minority care providers; 2) incorporate breastfeeding support into existing public health programs; and 3) expand the network of providers allowed to provide lactation care under Medicaid. The recently-issued Tri-Department FAQs Part XXIX on implementation of the Affordable Care Act and the just-announced Women’s Preventive Services update process both present key opportunities for pursuing this group’s priorities in 2016.



*LSP Constellation participants celebrate the conclusion of their fall 2015 meeting*

**Workplace Support (1.4)** | Stage 3: Organizing Constellation | Supported in part by a cooperative agreement with the Centers for Disease Control & Prevention, the Workplace Support Constellation has formed to maximize the collective capacity and expertise of existing and new partners to promote and facilitate worksite compliance with lactation accommodation laws. Two priority strategies have been selected: 1) increase the understanding of employer responsibilities and employee rights under federal and state law through an education campaign emphasizing existing implementation resources, and 2) identify gaps in the current laws and work to expand protections for all employees. USBC Workplace Project Manager Cheryl Lebedevitch supports this group; she is building a key foundation piece for this work: an inventory and analysis of all existing workplace laws, including explanation of the intersection of state and federal laws. Several Constellation partners also are working to develop a triage map to direct employer/employee inquiries to appropriate resources and support.



# Strategic Framework Goal 3

## Engage stakeholders in a Collective Impact model

At the USBC we live by the words of the African Proverb: “If you want to go fast, go alone. If you want to go far, go together.” That’s why it’s no accident that our Strategic Framework’s Goal 3, “Engage stakeholders in a Collective Impact model,” is centered at the base of the graphic. It is the core foundation on which we work.

Our new framework and the objectives under Goal 3 are designed to facilitate meaningful engagement with stakeholders from the grassroots to the treetops. This is happening within a new model to convene action-focused work teams, or “Constellations.” The Constellation Model is a dynamic and flexible approach for collaborative change work that maximizes impact by putting the participants in charge of **what** efforts would benefit from collaboration, while a “backbone” organization supports **how** this collaboration occurs.

In addition to our work to steward Constellations in topic areas where we are funded, we have been working to expand and strengthen the various “backbone supports” that we provide to *all* of the Constellations, and to the field at large. A few of this year’s highlights include:

- **3.1 Articulate & advance a national policy/advocacy agenda:** We have created new pathways for connections between our national member/partner organizations and state breastfeeding coalitions to better coordinate legislative and policy activities into a cohesive national breastfeeding agenda. We also have made our action alert software available for state-level campaigns, an especially critical avenue for action during this time of federal gridlock around the next Presidential election. See *the Advocacy in Action* section on pages 12-13 for additional details on specific advocacy activities...
- **3.2 Build public will & mobilize funding to prioritize support for the work of the field:** We also have created new pathways for connections between organizations to better coordinate media and social media campaigns and responses with consistent and effectively targeted messaging. To ensure breastfeeding support efforts are sustainable and resilient, we have continued to expand outreach to potential funders for the field, considering diverse sources from new private foundation prospects to the critical \$8 million for CDC’s breastfeeding programs (upheld for the fifth year in a row).
- **3.3 Convene stakeholders, guide strategy & establish shared measurements to support aligned activities:** This year we have convened stakeholders in Constellation Conversations on 14 different topic areas, identifying and prioritizing more effective strategies for creating the policy and practice changes that we seek. The USBC is funded to steward work in three of these. Leadership of the others is distributed between several member and partner organizations, with services, tools, and resources provided by the USBC to support their engagement. See *the Goal 1* section on pages 9-10 for additional details on specific Constellation topic areas...
- **3.4 Serve as the communication & networking hub of the field:** Our new website—launched this spring—offers a variety of features and tools designed to maximize engagement. It takes just a few clicks to create a profile and connect with national conversations and action plans on topic areas of interest. Also of note, in just a few short years our weekly e-newsletter has nearly tripled in length, evidence of the growing impact of the “First Food” movement. To keep the pulse on ever-expanding media coverage, we also have launched the *Breastfeeding in the News* blog this year to collect and compile all mentions of breastfeeding in both traditional and online news media. See *the Executive Director’s column* on page 6 for additional details on key features of the new USBC website...
- **3.5 Support increased capacity and engagement of breastfeeding coalitions:** Last, but not least, we were thrilled to launch a new virtual Learning Collaborative to support our network of breastfeeding coalitions. We have big plans to keep building on this momentum towards an outstanding experience in August 2016 for the Sixth National Breastfeeding Coalitions Conference!



# Advocacy in Action

It has been an exceptionally busy year for our Breastfeeding Advocacy HQ. Thanks to **your** efforts to advocate for policy and practice change, we have made significant leaps and bounds in our shared work to ensure every family is empowered and supported to reach their personal breastfeeding goals. We look forward to continuing to advance breastfeeding on our nation's policy agenda together!

**In January...** USBC and MomsRising volunteers delivered special welcome kits to every member of the new 114<sup>th</sup> Congress, reminding them that “Breastfeeding Saves Dollars and Makes Sense” and asking them to help “make change” for our nation's families.

**In February...** we supported the efforts of the Coalition for Health Funding to keep up the drumbeat against sequestration, and the efforts of Trust for America's Health to support the Prevention & Public Health Fund.

**In March...** we launched the new USBC website, featuring an Action Directory displaying the work happening on the national, state, and local levels to implement *The Surgeon General's Call to Action to Support Breastfeeding*, sorted by sector and action step. The website's new Learning Communities also provide a place for individual users to connect and collaborate around topic areas of interest.



*Our youngest “Welcome Congress” volunteers deliver materials to Senator Markey's office*

**In April...** we hosted a special webinar presented by Trust for America's Health on developing sustainable financing streams for community-based prevention, including breastfeeding support in Medicaid. **And** we developed talking points on the U.S. Department of Agriculture proposed rule changes to the nutrition standards of the Child and Adult Care Food Program, which included expanded breastfeeding provisions.

**In May...** Congresswoman Tammy Duckworth introduced a new federal bill called the FAM (Friendly Airports for Mothers) Act, which would require airports to provide accessible, safe, clean, and convenient lactation rooms for travelers. To help demonstrate support for this bill, we developed a “write your Congressperson” action alert. **And** we put pressure on insurers and policymakers to ensure that health plan implementation of the Affordable Care Act's breastfeeding coverage requirements is really working for our nation's families with a petition to HHS Secretary Burwell.

**In June...** we supported the efforts of the National WIC Association around WIC funding, including their FY16 request for \$90 million in unencumbered set aside funding for breastfeeding peer counselor initiatives. **And** we supported NWA's advocacy around Child Nutrition Reauthorization, especially the addition of new language emphasizing the importance of breastfeeding in WIC and enhancing the breastfeeding peer counselor initiative by increasing the authorized level to \$180 million per year.

**In July...** we launched recurring national and state breastfeeding advocacy networking calls, creating a forum to bring advocacy teams together across organizations to make connections and better collaborate on breastfeeding-related legislative/policy priorities. **And** we completed a gap analysis to assess how existing federal guidance on the “Break Time for Nursing Mothers” law addresses questions from employees and employers. Based on this analysis, the USBC and American Civil Liberties Union developed and shared 20 recommendations for the U.S. Department of Labor, Wage and Hour Division to improve implementation of





the law. **And** we supported the efforts of the Work-Family Coalition around the Healthy Families Act, a federal bill that would allow workers to earn up to seven paid sick days annually.

**In August...** we hosted a social media advocacy campaign in celebration of National Breastfeeding Month with Twitter “target tools” and advocacy action alerts to inspire education and action to support breastfeeding families. **And** we developed suggested talking points on the U.S. Department of Labor proposed rule that would increase the salary threshold for overtime eligibility under the Fair Labor Standards Act. By increasing the number of employees who are considered nonexempt, the proposal would also expand the right to workplace breastfeeding accommodations under federal law.

**In September...** we launched a new Racial Equity Learning Community and webinar series to build the capacity of the breastfeeding field to apply both an “equity lens” to inform and guide our external strategies and activities, and also an “equity mirror” to examine our internal structures, culture, and policies.

**In October...** we supported the launch of a CDC *Vital Signs* report focused on trends in hospital practices that support breastfeeding. The report examined data from CDC’s national survey of Maternity Practices in Infant Nutrition and Care (mPINC), finding that the percentage of hospitals using a majority of the Ten Steps to Successful Breastfeeding increased from about 29% in 2007 to almost 54% in 2013, a nearly two-fold increase over six years.

**In November...** the Supporting Working Moms Act of 2015 (SWMA) was introduced with bipartisan support in Congress. The bill would ensure that executive, administrative, and professional employees, including elementary and secondary school teachers, have break time and a private place to pump in the workplace. We developed a “write your Congressperson” action alert to ensure Members of Congress hear from their constituents about the crucial need for this bill.

**And in December...** we are working with partners to prepare updated “asks” of Secretary Burwell and the Department of Health & Human Services in the wake of the recently issued FAQs about implementation of the Affordable Care Act. The new FAQs Part XXIX include additional guidance that responds to many of the issues we raised earlier in the year in the Burwell petition, including around establishing networks of lactation counseling providers. But there is more clarification needed, especially around breast pumps and the definition of the scope of the preventive benefit in relation to provider billing practices.

Our advocacy efforts entirely depend on the generous donations of the Friends of the USBC. We want to thank you for your support this year, and for continuing to stand with us at such an important time.

<p><b>I Support #Breastfeeding &amp; Working Families!</b></p> <p>The Supporting Working Moms Act would extend the right to break time and a private space for breastfeeding employees to pump during the workday to executive, administrative, and professional employees, including teachers.</p> <p>Take Action: <a href="http://www.usbreastfeeding.org/swma15-action">www.usbreastfeeding.org/swma15-action</a></p> <p>#WorkingFamilies #SWMA</p>  <p>Only 40% of breastfeeding employees have break time and a private space to pump during the workday.</p> <p>usbc</p>	<p><b>I Support #Breastfeeding-Friendly Airports!</b></p> <p>The Friendly Airports for Mothers (FAM) Act would require all major airports to provide accessible, private, clean, and convenient lactation rooms for travelers.</p> <p>Take Action: <a href="http://www.usbreastfeeding.org/fam-act-action">www.usbreastfeeding.org/fam-act-action</a></p> <p>#NIP #FAMAct</p>  <p>A recent study of 130 airports found that while 82% reported being “breastfeeding friendly,” only 6% met the minimum requirements for a breastfeeding mother.</p> <p>usbc</p>	<p><b>I Support Closing #Breastfeeding Health Coverage Gaps!</b></p> <p>Breastfeeding coverage in health plans varies widely: tell HHS to strengthen ACA implementation guidance and ensure equity by expanding this preventive service to Medicaid.</p> <p>Take Action: <a href="http://www.usbreastfeeding.org/HHS-coverage-action">www.usbreastfeeding.org/HHS-coverage-action</a></p> <p>#ACA #HealthPlan #Medicaid</p>  <p>A recent review by the National Women’s Law Center found that coverage gaps are widespread: of 13 states analyzed, 30 insurers in six states impose limits on coverage of breastfeeding benefits that are in violation of the Affordable Care Act.</p> <p>usbc</p>
---	---	---

Action alert graphics demonstrating ways individuals can take action to support breastfeeding families.



# Strategic Framework Goal 4

## Create and model a culture of inclusion, diversity & equity

Addressing disparities in breastfeeding experiences and outcomes can be our most challenging and rewarding work. There is no single policy or practice change that can dismantle structural inequity. It is only with a deeply inclusive and wide-ranging approach that we can achieve our shared vision of “thriving families and communities.” This critical focus is illustrated by the “equity ring” that surrounds our Strategic Framework.

This important work is led by our CRASH Committee, which serves as “the driver of cultural change... by forging national-level dialogue with an emphasis towards action on diversity, equity, and inclusion.” In 2014, a set of recommendations was developed covering four areas: governance/leadership, membership, staff/personnel, and coalitions. This year, the committee has begun working in “Transformation Teams” to prioritize and implement policy and structural changes in each area, in a plan designed to ensure a broader “Portrait of Breastfeeding Support” is reflected within the USBC. A few of this year’s highlights include:

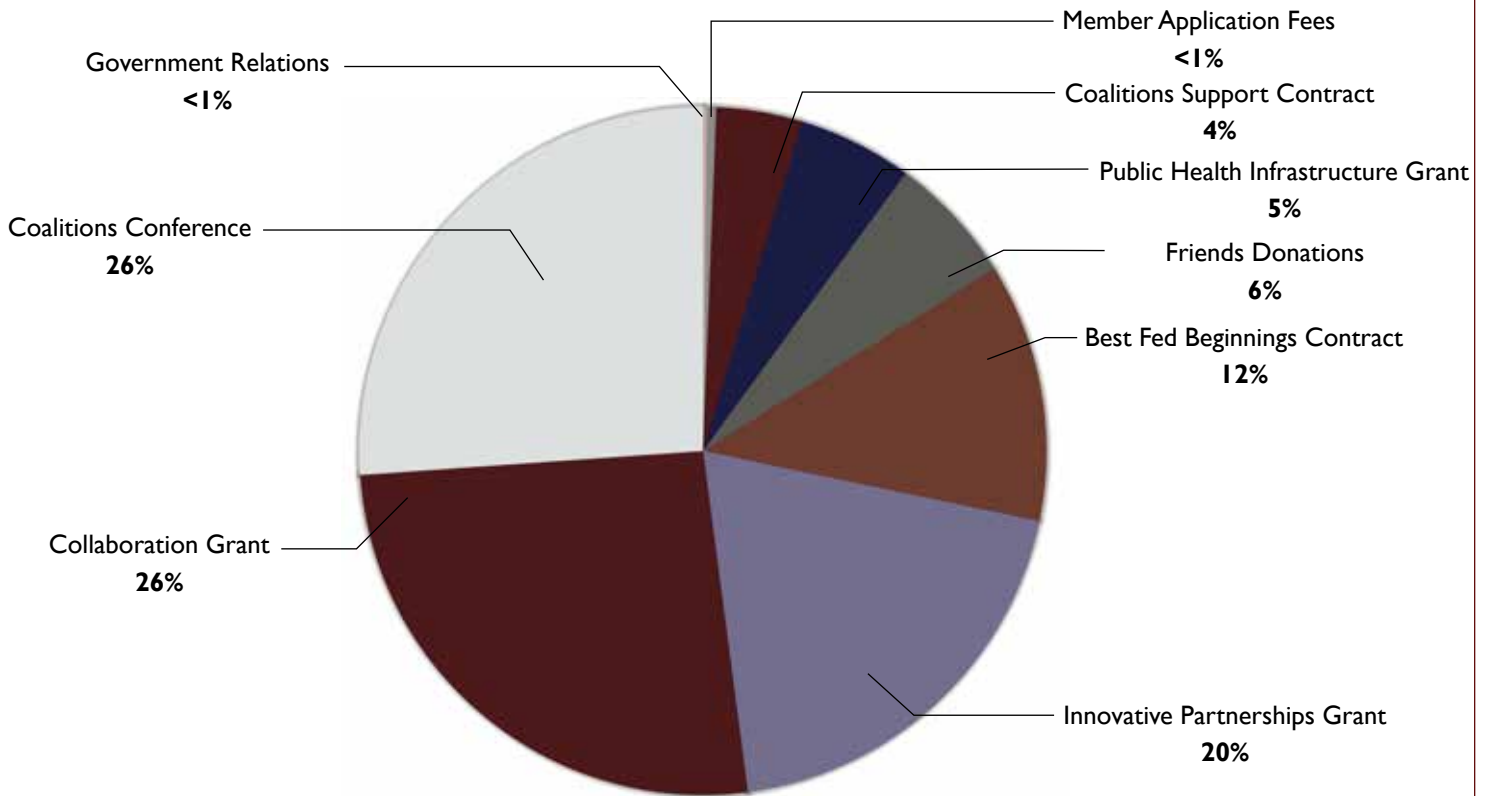
- **4.1 Integrate equity at the core of all collaborative work (links to Goal 1):** As the new Constellations began to form, it was important to ensure that an “equity lens” was applied to the identification of the strategies they pursued. To ensure this focus is embedded into the formation pathway for USBC-affiliated Constellations, specific tools have been customized to identify missing voices, assess structural problems and root causes of an issue, and map and prioritize strategies accordingly. As described earlier in this report, this year we also have launched a new Racial Equity Learning Community, including a bi-monthly webinar series, funded by the W.K. Kellogg Foundation.
- **4.2 Embrace equity at the core of all organizational structures/practices (links to Goal 2):** In the spring we updated the Membership policy to allow member organizations to name up to four representatives, with strong encouragement to use this as an opportunity to lift up individuals who can contribute lived experience as a member of a non-dominant group. This change also expanded member organizations’ capacity to connect with more Constellations to pursue collaborative work on specific topic areas. The CRASH Membership Transformation Team also has reviewed our existing member categories in depth and made recommendations for revision and expansion via bylaws amendments.
- **4.3 Build a welcoming experience for all who engage with the USBC (links to Goal 3):** This has been an area of focus across many aspects of our work, starting with our second Virtual Town Hall Meeting that opened up the conversation to many new voices to inform the “Welcome Congress” agenda. This year the CRASH and Constellation Steering Committees have reviewed and reimaged the logistics of USBC convenings, applying an “equity mirror” to these practices. As a result, in 2016, we are moving to a non-hotel meeting location for the first time, enhancing opportunities for attendee experiences of connection and wellness. This year we also have expanded opportunities for virtual participation in the Constellation Sessions held at in-person membership meetings in January and August, and in separate “Midterm Constellation Sessions” now held virtually in the spring and fall.

At the USBC we are committed to ensuring that all voices, especially those previously marginalized, are heard within the breastfeeding movement. This is a critical step, but it’s only the first step. We must then truly listen to what those voices are telling us and apply what we learn in a 360° view of breastfeeding families’ lives. As we’ve begun to expand our lens to the many factors in a family’s environment that impact the breastfeeding journey, we’ve quickly identified other places and spaces where our action is needed. It’s because of this dual approach—to expand both the voices leading our movement from within **and** the voice of our movement out in the world—that we’ve taken so many steps forward on our equity journey this year. Thank you for being on the journey with us...

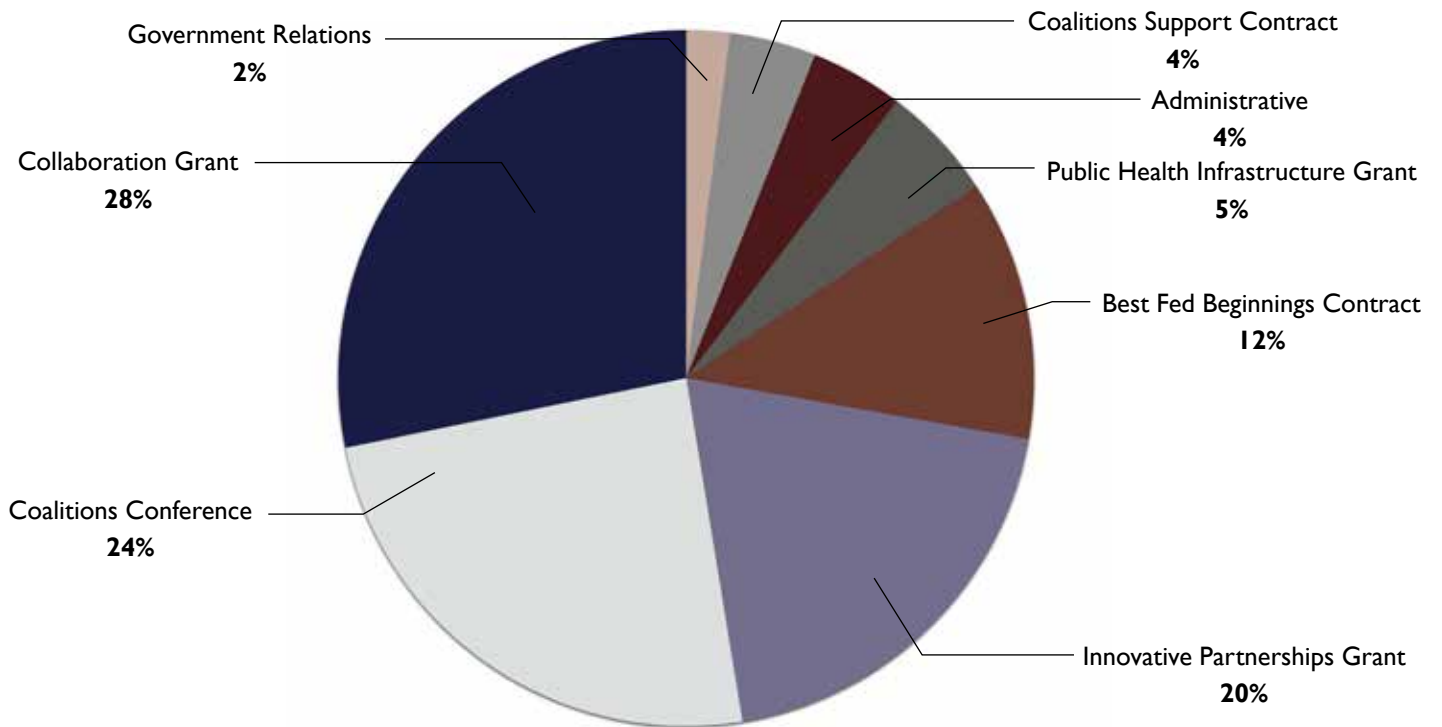


# 2014 Financial Information

## Revenue



## Expenses



## **Board of Directors**

Joan Younger Meek, Chair  
Beverly Curtis, Past Chair  
Jeannette Crenshaw, Chair Elect  
Suzanne Haydu, Treasurer  
Elizabeth Brooks, Secretary  
Brenda Bandy, Elected Director  
Mona Liza Hamlin, Elected Director  
Muswamba Mwamba, Elected Director  
Pauline Sakamoto, Elected Director

## **Staff Team**

Megan Renner, Executive Director  
Amelia Psmythe, Deputy Director  
Kinkini Banerjee, Senior Coalition Relations Manager  
Cheryl Lebedevitch, Workplace Project Manager  
Emily Bernard, Continuity of Care Project Manager  
Camille Abbe, Meeting & Conference Manager  
Denae Heartfield, Coalition Relations Coordinator  
Lynette Anwulika Anigbo, PR & Communications Coordinator  
Sarah Walz, Senior Program & Administrative Assistant



United States Breastfeeding Committee  
4044 North Lincoln Avenue, # 288  
Chicago, IL 60618

T: 773/359-1549 | F: 773/313-3498  
[usbreastfeeding.org](http://usbreastfeeding.org)